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Women Role in Sustainable Supply Chain Strategy in Small and Medium-Sized Enterprises of Small Cities

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Abstract. **There are many opportunities for companies to promote gender equality in supply chains—through their own actions, by enabling business partners, and by influencing industry peers and the broader policy landscape. Taking any of these steps will help drive progress for women in supply chains. However, we believe that those companies looking to create real and lasting change for women should adopt holistic approaches that tackle inequality at every level. The methods used were qualitative and quantitative descriptive. A master data source was obtained from a key informant of the Sidoluhur Head, Secretary, 2 Hamlet Heads, and 1 Public Figure. The other master data was conducted by administering questionnaires to respondents and determining respondents using accidental sampling. Secondary data obtained from varieties of literature, previous research results, Laws, Government Regulations, and Village Performance Reports as well as other records (text files) associated with the research subject. Quantitative research results (presentation, distribution) examined by utilizing an interactive model through data aggregation, data compression, data display, and decision making or data verification. The effects indicated that the woman professionalism of the Sidoluhur Village Head was categorized Good, the Village Head already had 1) basic ability to cognize about the regulation and the primary tasks and functions (Tupoksi); 2) management capability in handling human resources, finance, village assets, and public service management; 3) technical capability to manage village administration, make village regulations, development planning and budgeting (APBDes) and be able to help the residential district. Results demonstrated that the women roles can be effective in the supply chain process for the SMEs as the management and effective chain roles.**

Keywords— *Supply chain management, small and medium-sized enterprises, Village fund management, Women, small cities, Indonesia*

1. Introduction

According to the World Trade Center, 80 percent of jobs worldwide are now in small and medium-sized enterprises, and women create and manage nearly 10 million units of these companies through their entrepreneurship. The more governments take action to develop the competitiveness of their small and medium-sized enterprises, the higher the rate of women's economic participation in society, the higher the probability of job creation, and the more sustainable economic growth will be. Today, it is clear to economic decision makers around the world that it is not possible to achieve the goals of millennial development without the active participation of women. But this path is not smooth, and great challenges lie ahead for policymakers. The main challenge for increasing the participation of women entrepreneurs in supply chains is to identify such qualified companies in which women can be successful. The link between trade and gender is a complex phenomenon, and trade can affect women's economic power, depending on a wide range of social, economic, and cultural issues. Trade will lead to greater empowerment of women when it can do so by meeting the necessary preconditions for better and more equal economic opportunities, improving technology, and reforming workers. [1]. In parliamentary law to extend the village development optimally, the Village Fund must manage effectively and efficiently, and Human Resource (Village Head) is asked to move the village government. Village Head has an agency that cannot be interfered with by other establishments. Thus, it requires high integrity and a competent village head to bring off the village and taking out his/her responsibilities in a professional way. One of the Village Heads' professional elements is to be able to reconcile the views of the community and set the village

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development policy in conformity with the demands of the residential district.

Besides, motivation and discipline of the Human Resources (Village Head) are important to carry out the tasks optimally. Will lead to improving organizational performance [2]. Good polish, which is applied continuously by the establishment as a guideline to carry out every activity, is very supportive of realizing the organization's goal toward an independent village [3].

The village head has several main duties, such as running the village administration, implementing village development, village community development, and village community empowerment (Village Law). Hence, the Village Head needs basic skills, management sciences, and technical capabilities [4].These abilities will lead the village school principal to be professional in carrying away his/her chief duties and offices. Professionalism is a thoughtfulness of the village head's ability to do his/her village following the needs of the village community.

Moreover, the topic of women's participation in SMEs development is really interesting to consider more profoundly. The existence of gender equality and justice is one of the strategies to optimize the use of Indonesian women in supply chain strategy. The Presidential Instruction states that adult females should regard in every planning, implementation, and supervision of village growth. Women's contribution to the SMEs management sector is, however, very low [5]. Of the 78,736 quotas, the female heads only 4,485 or 5.70%. For the Secretary, of the 70,780 quotas, there are alone 7,156 women or about 10.1%.It considers that the use of women in the government sector is, however, very down, even though women have a 30% share according to statute law.

The low involvement of women also occurs in other producing nations where adult females handled unfairly. An inquiry conducted by Anastasiou (2015), discovered that the planetary fiscal crisis required the company to conduct austerity measures and resulted in the addition of gender inequality in the workplace as well as put pressure on women to work with low incomes [6].

In conditions of performance, women are superior to men based on research in developing rural areas led by Amin (2014) with the object of medium-sized enterprises engaged in services. It knows that women make a substantial contribution to the company [7].Even at a certain stage of the work (especially in the service), they strongly confirm a respectable quality of work [7].It can states that women's professionalism is high, and there has been a real change in women's attitudes in the past [8].

2. Method

SCM has been widely researched in numerous application domains during the last decade. Despite the popularity of SCM research and applications, considerable confusion remains as to its meaning. There are several attempts made by researchers and practitioners to appropriately define SCM. Amidst fierce competition in all industries, SCM has gradually been embraced as a proven managerial approach to achieving sustainable profits and growth Professionalism is identical to the caliber of work reflected in someone's attitude or behavior against the job allotted to him. A person is supposed to be professional if his work holds a technical or ethical standard of a professi [9].Besides, human resources owned by an organization have various features, including the ability/ professionality of work, motivation, and performance [10].

In the setting of rural development, the spirit of women is to view through the willingness to be nominated or elected as a leader. However, the lack of participation of women as the policymakers impact the results of SMEs development policy in small towns decisions due to the leadership paradigm believe that a woman is not worthy of being a drawing card.

Women are asked to increase their mental ability in order to sustain their ability as a leader that can run the management. As a manager, she must work professionally, including the ability to manage the potential of the SMEs. Basically, she must have at least 3 skills: 1) basic ability, with indicators of having knowledge about: a) regulations; b) basics of governance; c) tasks and functions; d) potential 2) Management Capability, has the following indicators: a) Human Resources Management; b) Public Service Management: c) Asset Management; d) Supply Chain Management; 3) Technical Capability, must have knowledge about: a) Preparation of Administration; 2) Preparation of development planning; c) Budgeting; d) Preparation of Regulation (Pardes); [4] [18].

The qualitative and quantitative descriptive research methods employ in this research. Determination of Informants was by using the

Purposive Sampling technique. The key informants were selected specifically based on research objectives as many as 5 (five) people, namely 1) Sidoluhur Village Head; 2) Village Secretary; 3) 2 Hamlet Heads, and4) 1 public figure.

The accidental sampling technique was used to determine the respondents from society. They were chosen by chance at the time of the research. Data sources were primary and secondary. Analysis of descriptive data was based on the distribution of questionnaire results that had been analyzed through the frequency distribution table as follows: 1) Cumulative number of the largest weight value = Number of respondents × weight of the largest measurement = 37 × 5 = 185; 2) Cumulative number of the smallest weight value = Number of respondents × weight of the smallest measurement = 37 × 1 = 37; 3) The largest percentage value = 185/185 × 100% = 100%; 4) The smallest percentage value = 37/185 × 100% = 20%; 5) Range value = 100% - 20% = 80%; 6) Interval value = 80%: 5 = 16%.

By using the statistical calculation of the frequency distribution above, then the assessment criteria of each variable used can be seen in table 1.

Table 1. Assessment Criteria

Ppercentage Interval	Assessment Criteria
20 – 35	Very less
31 – 51	Less
52 – 67	Medium
68 – 83	Good
84 -100	Very Good

The most dominant indicator of the Village Head Professionalism was determined by summing up all of the respondents' answers. Then, the highest percentage for each indicator became the most dominant indicator.

3. Results and Discussion

Role of Women in Supply chain in SMEs

A) Global Supply Chain and Women's Employment: Trade has created many job opportunities in developing countries through the development of export and import sectors and structural changes, and has led to the growth of low-skilled workers. Workers who would not otherwise have found work or been restricted from working in the informal economy. In particular, in many Asian countries, women have benefited from the liberalization of trade and participation in global value chains, especially in export-oriented manufacturing and services industries. In Bangladesh, for example, the export-oriented garment industry has created about 4 million jobs, with more than 75 percent of women employed by low-income families entering the labor market for the first time. In Indonesia, the reduction in import tariffs on raw materials related to the domestic industry has led to greater participation in employment, increasing the working hours of women, especially those who were less educated. Data from East Asian countries show that women's participation, as entrepreneurs or workers, in exporting companies is higher than in companies that are limited to the domestic market. In fact, facilitating the business process and women's entrepreneurship not only makes them more involved as entrepreneurs in economic activities, but foreign companies are more willing to hire women than domestic models, so facilitating business processes directly and indirectly rates women's economic participation. Has raised.

B) Global supply chain and women's wages: In addition to increasing employment and improving working conditions, facilitating and developing trade has also helped increase women's "wages". Export sectors have always tended to pay better than informal sectors. Although the law is not for everyone, in many developing countries, women have always benefited from increased income and improved job stability in those areas where export processing, especially job creation, has been associated.

C) Global Supply Chain and Women's Productivity: Participation in the Global Value Chain improves technology transfer and skills, which in turn puts pressure on domestic companies to improve their creativity, innovation and productivity. This dynamism also leads to improved opportunities for women to develop skills and increase the comprehensiveness of their education. The more effective domestic companies are in the global value chain, the greater their demand for improved technology, and the more they have to comply with global quality standards, including environmental protocols and productivity enhancement mechanisms. It is a skilled workforce and provides sustainable training in companies. Evidence suggests that the environment of exporting companies is not comparable to companies limited to domestic markets. In the first group, enterprise innovation is associated with

increased employment, improved labor productivity, and skills development. They hire female workers. The commercialization of services in rural India has increased the employment of young women, and statistics show that the level of education of girls in schools in these villages is higher than in villages that do not have such trade links.

D) Global Supply Chain and Women's Quality of Life: In addition to being able to play an important role in women's employment, wages and productivity, trade also has a deeper impact on their quality of life. The lower the level of economic inequality among women, the less gender inequality is reflected in other vital issues. Studies show that in the early 1980s, with the improvement of economic incentives in rural China, where women had a competitive advantage in tea production, not only did their income increase, but girls' life expectancy increased. In Bangladesh, the development of the export-oriented garment industry has led to an increase in the level of education for girls aged 5 to 9 and a decrease in the number of marriages of adolescent girls. From this perspective, the intensification of women's participation in economic fields and the improvement of economic participation statistics of the country's people has long been considered by policymakers. Entrepreneurs have been created, and little attention has been paid to increasing the number of women entrepreneurs by more than 45 percent over the past three years

The number of human resource apparatus at Sidoluhur Village Office consists of 1) Village Head; 2) Village Secretary; 3) 3 Heads of Government, Development and Public Welfare affairs; 4) 3 Hamlet Heads; 5) 1 Village Operator, and 6) 7 Village Deliberative Agency (BPD). The total population in Sidoluhur village, about 1,847 people, consists of 574 Household Heads (HH). The total area was 340 ha, where 70% of the communities as Farmer and the remaining 30% work as Civil servants, Labor, and other private sectors (workshop, services, and others).

The Basic Ability of the SMEs in small town

The research results of the respondent's response toward the professionalism of the Female Head of in carrying out the tasks seen from her basic ability and knows regulations, the basics of governance and the main tasks and authority as well as knowledge of potential that can follow:

Table 2. The Basic Ability of the SMEs Head

Question	Alternative Answers										Total	
	Very Good		Good		Medium		Less		Very less			
	F	%	F	%	F	%	F	%	F	%	F	%
1a	11	29.72	25	67.56	1	2.72	0	0	0	0	37	100
1b	7	18.91	27	72.97	3	8.12	0	0	0	0	37	100
1c	8	21.62	26	70.27	3	8.12	0	0	0	0	37	100
1d	6	16.20	20	54.05	11	29.72	0	0	0	0	37	100
Average	**21.61%**		**66.21%**		**12.17%**		**0%**		**0%**		**100%**	

Question number 1a about the head knowledge regarding the understanding of regulation/ policy of the village, 67.56% of the respondent's answers were “Good, “and the rest 29.72% chose “Very Good. “For question number 1b about the village head's ability to understand the basic knowledge about the village, 72.97% answered “Good,” 18.91% stated “Very Good,” and 8.12% stated “Medium.” Furthermore, the community's response to question number 1c, namely the ability of female head to understand the main duties and authorities were 70.27% stated “Good,” 21.62% chose “Very Good, “and the rest 8.12% answered “Medium.” Statement 1d regarding the knowledge of potential, 54.05% of the respondents stated "Good," 29.72% stated "Medium," and 16.20% of respondents chose "Very Good."

These results show that the Female Head in Sidoluhurhas been professionally carried out her duties by understanding the basic ability of the basic knowledge required in managing the government. It confirmed by 66.21% of the respondents answered "Good."

Management Capabilitiesof the Head

The result of the research of the respondent's answer about the professionalism of the Female Head in carrying out the tasks is seen from the management capability, including knowledge of Human Resource Management, Public Service Management, Asset Management, and Financial Management. The respondents' answers to these statements can see instable 3.

Table 3. Management Capabilities of the Female Head

Question	Alternative answer										Total	
	Very Good		Good		Medium		Less		Very Less			
	F	%	F	%	F	%	F	%	F	%	F	%
2a	11	29.70	20	54.05	6	16.21	0	0	0	0	37	100
2b	10	27.0	25	67.50	2	5.4	0	0	0	0	37	100
2c	18	48.64	18	48.64	1	2.72	0	0	0	0	37	100
2d	12	32.43	18	48.64	5	13.51	0	0	0	0	37	100
Average	**38.80%**		**54.70%**		**9.40%**		**0%**		**0%**		**100%**	

For question 2a about the head's knowledge related to Human Resource Management, 54.05% of the community's respondents were "Good,"29.70% stated "Very Good," and the rest of 16.21% stated "Medium." For question number 2b on the village head's ability in public service management, 67.50% stated "Good," 27.00% answered "Very Good," and 5.4% chose "Medium."

The community's response to question 2c of the knowledge of the Head in terms of Asset Management, 48.64% stated "Very Good," 48.64% answered "Good," and the rest stated "Medium" of 2.72%. For question number 2d, 48.64% of the answer was "Good," 32.43 stated "Very Good," and 13.51% stated "Medium "for the ability of the female Head Village to manage the finance of the village.

The results above show that the Female Village Head has been successfully carried out her duties in a professional manner with an indicator of management capability of the village asset of realizing, especially financial, human resources, and public service.

Technical Capability of the Head

The research result about the professionalism of the Female Head in carrying out the tasks is to see from the technical capability, namely the female village head that must know the preparation of the administration, preparation of development planning, budget preparation, and compilation of regulation. From these statements, the respondents' answers are to see in table 4.

Table 4. Technical Capability of the Head

Question	Alternative answer										Total	
	Very Good		Good		Medium		Less		Very Less			
	F	%	F	%	F	%	F	%	F	%	F	%
3a	4	10.8	21	56.75	12	32.43	0	0	0	0	37	100
3b	7	18.9	22	59.45	8	21.6	0	0	0	0	37	100
3c	10	27.0	19	51.35	8	21.6	0	0	0	0	37	100
3d	6	16.20	16	43.24	15	40.54	0	0	0	0	37	100
Average	**18.22%**		**70.26%**		**38.72%**		**0%**		**0%**		**100%**	

Source: Research result, processed data, 2019

For questions, 3a was about the head's knowledge of the technical management to prepare the administration. The response was 56.75% chose "Good," 32.43% responded "Medium," and10.8% of the respondents said "Very Good. "The technical ability for development planning in question 3b, the respondents of 59.45% stated "Good," 21.6% responded "Medium," and 18.9% stated "Very

Good. "While question 3c about the technical ability for budgeting, the community of 51.35% said "Good," 27.0% stated "Very Good," and 21.6% stated "Medium."

For question number 3d, about the technical capability of how to prepare the Revenue Expenditure Budget (APBDes), the community answered that the Head had been performed the task professionally.

By 43.24%, the respondents stated "Good, and 40.54% stated "Medium," while 16.20% of the respondents stated "Very Good" for Statement 3d about the technical capability of Female Head in compiling or making Regulation. Therefore, based on the respondents' answers, the technical capability of the Female Head has been professional. It is to see from the majority of respondents chose "a Good" answer.

The professionalism of the female head can see from her ability by using a comparison between the total score of the answers of the 12 items of 1803 with the highest total score of 5 × 37 × 12 = 2.220. The comparison result is 1.803:2.220 = 0.812 or 0.812 × 100% = 81.21%. Then, the value of 81.21% is in the percentage intervals range between 68 - 83. These results indicate that the professionalism of the female head viewed from the basic, management, and technical abilities is in the "Good" category.

The most dominant indicator of professionalism in terms of causing the power to execute the main tasks and the authorities is determined by adding up the total grade of each index. As seen in Table 5 below:

Table5. Percentage Distribution of Professionalism

No.	Research Indicator	∑	%
1.	*Basic Ability of the Head*	606	33,62
2.	*Management Capability of the Head*	621	34,44
3.	*Technical Capability of the Head*	576	31,94
	TOTAL	**1.803**	**100**

Source: processed by the author, 2019.

The table above illustrates the most dominant indicator of the female head professionalism in terms of management capability of contributes to about 34.44%. The community's most dominant assessment was an index of female heads' ability to handle human resources, public service, asset, and financial.

From these three indicators, it affirms that the ability of the female Head in Sidoluhur is professional in taking out her primary duties and offices. The professionalism is demonstrated by understanding the basics of governance, regulation, or policies about the small twon, and the ability to utilize the primary projects and offices.

Index numbers of management capability reflected in the ability of the female village head to handle human resources, be able to organize, directing the apparatus, and associated parties in forging and making policy determinations. The village head can empower the community, for instance, by supplying preparation for the housewives in order to better their skills and conducting recitation every Friday afternoon as well as giving tips on increasing the capability of individuals to improve the societal strata[19] [20].

The residential area holds a strong belief that the female village head is competent to make APBDes as the guidelines in implementing the development plans. The female head has been capable of making regulations for the benefit of the villagers, as well as in the training of the village government.

3. CONCLUSION

Conducted research and available publications indicate that competitiveness of small and medium-sized enterprises on both domestic and international market can be enhanced through development of the supply chain concept. Special emphasis is given to the possible directions for improvement of the supply chains in small and medium-sized enterprises using the women in the working positions. The rapid national development in all fields during this reform era has an impact on rural development. The rural area needs sustainable development in the pursuit of global growth. The component that greatly contributes to the success of rural development is the Village Head. The betterment of the village development depends on the capability and professionalism of the Head. Local leadership contributes significantly to the management of government institutions [11].

Entails that the professional village leaders are required to ascertain that the can supervise by the potential and needs of the community. From the research results, it can conclude that; 1) indicator of basic ability possessed by a female head of Sidoluhur is "Good" with the community response of 66.21%; 2) indicator of the management capability based on the community response is "Good" by 54.70%; 3) the technical capability is "Good" by 70.26% response from the respondents. The outcomes of this study show and at the same time, ignore the statement that women can only be taking charge of the family affairs, whereas humans can be effective in SMEs of small towns in the supply chain process. Sidoluhur Head proves that adult females can become leaders, handle various problems among rural communities, accommodate the needs of the community, and as well be able to play professionally.

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