



Empowering Women through Competence Advancement in an Indonesia's Export-oriented False Eyelashes MSME: Strategic Approaches to Encounter Global Market Challenges.

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Abstract. In the dynamic landscape of business operations, human resources play an important role in the success of micro, small, and medium enterprises (MSMEs) as business entity which are able to absorb 2/3 of the world's total workforce. This is also the case in Indonesia, where MSMEs are influential in economic growth and are expected to become Indonesia's export milestone. One industry that has the role of MSMEs especially in export activities, is the false eyelashes industry. Uniquely, unlike most other industries, workers in this industry are dominated by women. Unfortunately, the amount of workers absorbed by MSMEs is not directly proportional to their quality. In fact, it is crucial for MSMEs in false eyelashes industry to have a workforce that is qualified in terms of its competence considering their global level of challenges. Hence, this study explores strategies for advancing the competence of women workers in the export-oriented false eyelashes MSME as part of a broader movement of women empowerment, utilizing the 'Kekeluargaan' culture implementation. Notably, despite its significant presence, this company has not been the object of prior research. Furthermore, there is a notable gap in the literature regarding the research context, particularly within this industry. This research using a qualitative case study methodology with the type of explorative study and inductive approach conducted, PT Diva Prima Cemerlang, an export-oriented MSME in Central Java, serves as the research object. Data were collected through in-depth interviews and direct observations which were manually processed with thematic analysis. This research suggests that applying three specific strategies within the concept of the 'Kekeluargaan' culture as working fundamental is expected to advance workers' competence and achieve women empowerment goals. This research provides valuable insights into HRM strategies tailored to the needs of Indonesian women workers, aiding their competence advancement to meet global market challenges in the false eyelashes industry.

Keywords: Women Empowerment, Competence Advancement, Sustainability Strategy, Organizational Culture, Global Market Challenges.

1 INTRODUCTION

By the year 2030, a pronounced human resource deficit of 85.2 million workers is predicted to impact the global economy, potentially leading to an annual revenue loss of \$8.452 trillions due to this widespread scarcity of qualified human resource which creates a situation where the increase in demand for jobs that require specialized competence is higher than the existing human resources [1]. On the other hand, human resource in terms of employment also face another problem, namely gender role inequality. Women currently make up just under 47% of the workforce worldwide, meanwhile counting 72% for men. That represents a 25%-point difference, with a gap of over 50% points in some regions [2]. Hence, the women empowerment practices should be echoed around the globe. However, the authors argue that this movement cannot be separated from the culture value because there is an impact to its conceptualization [3]. Company needs to rely on its human resource management as a crucial pillar to accommodate the issue, ultimately aiming for success and avoiding deterioration through competence advancement.

The role of human resource management revolves around efforts to manage the human element with all its potential which are the process of acquiring, training, appraising, and compensating, to obtain adequate human resource for the company [4]. The objective is to enable the workers as its human resource to fully contribute to the high level of company performance by outplaying in the market competition, gaining benefits, increasing profits, and dominating the market share [5]. Not only that, HRM also has another role that cannot be ignored, which is creating and maintaining organizational culture. Many researchers reveal that HRM processes and practices are largely determined by culture, given that there is relevant causality between the two so that different approaches in managing organizations and the talents in them can be derived from culture [6]. Every company has its own culture rooted within the organization. The original organizational culture of Indonesian businesses is 'Kekeluargaan' or Kinship [6]. This cultural concept is the cornerstone of how a business operates in the realm of human resource management.

With the given argument, it adds more sense that human resource management should be practiced in any level of business entity, even if it is a micro, small, and medium enterprises (MSMEs). Based on The United Nations Conference on Trade and Development (UNCTAD) report, in 2022, the contribution of MSME reached 60.3% of GDP and was able to absorb 97% of the workforce in Indonesia [7]. It defines how crucial the role of human resource management in advancing the competence of MSMEs actors. Nonetheless, according to the statistical data presented by The Ministry of Manpower

Republic of Indonesia [8], the majority of people who are classified as labor force, comprising of 52.84 million people, or 35.78% of the 147,71 million people, consists of individuals with educational attainment of primary school level or below. The stated data makes the level of education an indicator that can indicate the quality and productivity of the workforce. The low quality includes aspects of competence, awareness of the importance of quality consistency and standardization of food products, and entrepreneurial insight [9]. The thing that makes it difficult to increase the productivity of human resources is that it is not supported by the right competence in overcoming the challenges of industrialization, especially technology and digitalization. More, the lack of human resource skills and low educational attainment are still HR-related problems in Indonesia. One of the keys to address the human resource challenges today is talent growth. They believe that the demand for qualified and trained human resources worldwide has increased, but the productivity and quality of human resources is still very low [10].

Indonesia is desired to make MSMEs as the export milestone by contributing even more to the national economy. However, when comparing to other Asian countries, the contribution of Indonesian MSMEs to total export is lower. It was recorded that in 2022 Indonesian MSMEs contributed 16.75%, this was very far from Singapore and Thailand whose MSMEs contributed to the total exports in their respective countries by 41%, and the highest, namely China whose MSMEs contributed 60% [11]. An industry where MSMEs play a role in export activities is the false eyelashes industry. Based on data from the Badan Pusat Statistik (BPS) in 2021, Indonesia is the second largest exporter of wigs and false eyelashes in the world after China with an export value of US\$ 421.3 million with a market share in the world of 8.47% [12]. This industry is mostly located in Central Java province, precisely in the Purbalingga area. The interesting part about this false eyelash industry is the employment of local people and the empowerment of the community in the production process [13]. The total community empowered is around 60,000 people, of which 80 percent are dominated by women, who are also housewives [14].

This condition is inversely proportional to the general condition, where the existence of women is still considered as a second human being, both in society and domestic life [15]. Efforts to advance women's competence through increasing the participation in obtaining the highest possible education will open wider opportunities and higher management levels for women in the workforce [16]. An important and transformative attempt that drives equality and economic growth is to advance the competence of the women workforce to achieve a more inclusive and diverse professional landscape which also be affirmed in the Sustainable Development Goals (SDGs) point 5 about Gender Equality. It shows the implementation of one of the woman empowerment models [17].

The relation of this practice with women in the industry is that HRM has the role to engage in providing equal opportunities to women workers to develop their competences by covering various aspects, such as mentorship programs, leadership training, promoting a supportive work environment, and others. When woman workers are empowered and equipped with the competences needed to thrive in their chosen field, the entire workforce will benefit from a richer pool of ideas, perspectives, and expertise.

For an export-oriented MSME, the importance of advancing the competence of its worker has a linkage with their scope of business which already internationally operates. They must be ready in encountering in the global market challenges. It underscores the need for maximizing worker competence to adopt sustainable and efficient practices. Under these conditions, the authors believe there is an urgency to examine workers at Indonesian false eyelash MSME with the focus on its competence advancement is to achieve the implementation of women empowerment as their equipment to encounter global market challenges with 'Kekeluargaan' as their organizational culture. PT Diva Prima Cemerlang as a home industry company is chosen as a case study of the research object. The reason of making this specific business entity as the research object is the scale of its business which is an MSME and has sold their products to more than 16 countries that categorized them as export-oriented business. This condition is rarely found where an MSME with all its limitations can still compete globally. Aligned with the industry, this MSME is dominated by women around >60% for its workers. Therefore, PT Diva Prima Cemerlang is the right exemplary model within the industry to be used which author intends to explore the answers of the research question concerning **"How is women empowerment practiced through competence advancement for Indonesia's false eyelashes MSME in encountering the global market challenges with 'Kekeluargaan' culture implementation?"**

2 LITERATURE REVIEW

2.1 Women Empowerment

In many countries, there is a strong positive correlation between the position of women in society and the level of economic development, which is why women empowerment efforts have received increasing attention among researchers over the past three decades [18-19]. Women empowerment is an active and multi-dimensional procedure that should enable women to understand their wants and needs in various aspects [20]. Other studies have also suggested that women empowerment is more about enabling women to take full control of their lives, such as increasing their independence in

making decisions and utilizing existing resources to help women remove barriers to achieving their full human rights [21]. The concept of women empowerment has evolved over time, with different definitions and perspectives, but still within a similar thought that forms a conclusion which women empowerment can be defined as an effort to increase women's sense of self-worth, their ability to make their own choices, and their right to influence social change for themselves and others. In the Theory of Gender Equality, there is an approach in optimizing women empowerment, namely the Human Development Perspective which explains that training, development, and education can build women's capacity to become qualified individuals so that they can more easily access to beneficial information and new ideas [17]. In consequence, the practice of woman empowerment can be implemented as it should be. Indeed, this also applies to women as workers in the industry. In private sector area, including business context, women empowerment implementation is considered as an investment regarding its causality to trigger economic growth [22].

2.2 Indonesia's Organizational Culture in Business

Organizational culture is a principle or value that is maintained and applied by all members of the organization which will determine behavior in decision making to achieve company goals [23]. A company has two types of culture adopted by its members, namely: 1) Dominant culture, which is a culture that represents the values believed by most of its members and makes the company have its own characteristics; 2) Sub-cultures, which are small cultures that only arise from certain departments and different geographical locations [24]. This dominant organizational culture can be found in most Indonesian communities, namely the family culture. Based on Hermawan and Loo [25], the cultural concept is formed from two principles of Javanese life (the biggest ethnicity in Indonesia), 'Hormat' and 'Rukun'. The two values are intertwined in daily life because basically this kinship culture is an acculturation of several interpretations in various ethnic groups, which has become a common value that has been maintained among Indonesian people. Then, the culture spreads and has an impact on how the members of the organization perceive the environment around them in supporting intra- and inter-organizational management practices, so that workers have a basis for thinking that they are accepted as part of the organization, and such identification will directly contribute to fostering high levels of commitment and innovation [26]. That is becoming the foundation why HRM needs to accommodate this.

2.3 Talent Management

HRM recognizes the importance of effectively enhancing human capital strategies through a management method called talent management [27]. Talent management is defined as a form of strategic approach that deals internally with the management of workforce development activities within the organization [28]. Another perspective according to experts stated that talent management is a set of function that contains of planning, training, development, and retaining which this definition aligns with HRM practices because at its basis, talent management is a part of it [29]. Based on the definitions of various sources and experts, talent management turns out to have a huge contribution in identifying what the company needs in designing optimization in obtaining quality human resources, this is not just about carrying out what is their responsibility in the company, but also with their competences, they can also increase the company's competitiveness in facing future business challenges [30] .

2.4 Competence

According to Ribeiro et al. [31], competence is defined as an ability or proficiency consisting of a set of alternative behaviors organized around an underlying such that competence requires action and intention. Competence refers to visible factors such as knowledge, skills and underlying characteristics (such as attitudes, traits, and motives) that drive superior job performance [32]. Not only are there many definitions, but each researcher has their own picture of what competence is, what it involves, and how it is measured. So, from the researchers' perspective, 'competence' is not defined as a job task, but rather something that enables people to perform that task. Based on research in previous related journals conducted by Salman et al [33], competence is classified into two major aspects, namely hard competence which means something that can be seen from an individual and soft competence, which is the basis of a person's traits, motives, attitudes, and self-image values that are so important to a person's personality that it is difficult to see directly. Those two major aspects are then further divided into several sub-aspects, which are described in the figure below as follows.

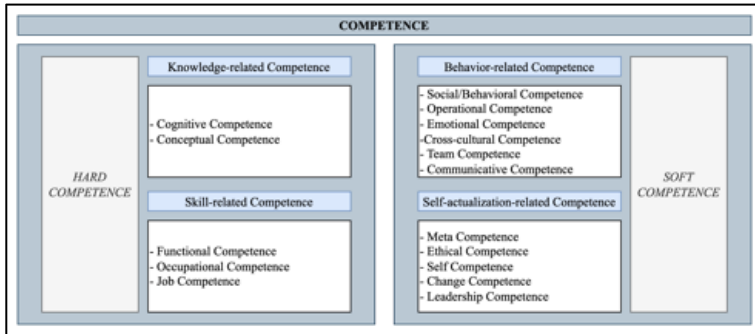


Fig. 1. The Classification of Competence

In its development, competence has a model base has been used in the industry to predict superior employee performance validly in the workplace in organizations for current HRM practices refers to a framework for companies to effectively design and implement their talent management (TM) system [34][35]. Various researchers state that competence can be improved through the process of training and development. Otoo [36] argues that HRD practices help improve individual competences in terms of employee skills and abilities to generate profits through improved productivity and business performance. The result of a competence approach is the availability of knowledge, skills that enable an employee to make decisions in a variety of situations [37]. Certainly, a strong strategy is needed in structuring competence advancement in facing future challenges in the organization.

2.5 Global Market Challenges of Micro, Small, and Medium Enterprises.

The role of MSMEs in the national economy progression creates opportunities for employment, competence advancement, provision of goods and services, etc. [38]. There are four main objectives in the development of MSMEs, namely: poverty alleviation, women empowerment, job creation and development efforts for these purposes [39]. However, the utilization of MSMEs in Indonesia is still faced with various problems, because the financing and empowerment programs carried out by the government have not been able to encourage the improvement of MSME businesses due to limited working capital, low human resources, and lack of competence, especially in mastering science and technology, of course this is the basis why the growth in the number of MSME has not been accompanied by an increase in the quality of MSME in Indonesia [40]. There is a need for action in improving and empowering MSMEs, so that they can compete amid globalization and can encounter the global challenges [41]. Globalization and regional economic integration have provided positive aspects for the development

of MSMEs, resulting in factors that encourage the growth of MSMEs, including the emergence of specialized markets and the importance of product customization [42]. However, in another perspective, the process of globalization has the potential to cause MSMEs to become cornered and vulnerable to collapse [43]. Due to limited access to information, especially market information in selling their products, this results in low market orientation and weak competitiveness at the global level [44]. Internally, the performance of MSMEs requires hard work because if you look at the conditions in the field, many of them are unable to compete and do not develop due to the low quality of their competences [41].

3 METHOD, DATA, AND ANALYSIS

3.1 Method

This study is specified as qualitative research with a case study strategy of PT Diva Prima Cemerlang and inductive approach conducted alongside the type of explorative study which is appropriate for gaining an in-depth understanding of factual phenomenon about how women empowerment is practiced through competence advancement strategy with ‘Kekeluargaan’ culture implemented to encounter global market challenges without depending on numerical measurement over which the authors have a bit or no control towards it [45]. PT Diva prima Cemerlang was taken as the research object because of the scale of business which is an MSME and has exported their products to more than 16 countries. Other than that, align with the industry, this MSME is dominated by women for its worker.

3.2 Data

To achieve the predetermined objectives, this study uses multiple sources of data, primary data and secondary data. Both of primary and secondary are classified into, the internal data and external data. Internal data is interpreted as data that comes from within the PT Diva Prima Cemerlang, which in this study is the research object that describes its state in accordance with the research context. Otherwise, the external data comes from sources outside the research object which considered will give the insight about women empowerment, employment, and HRM in business context. The primary data is obtained by in-depth interview and observing the business operations which directly retrieved in object research location, Purbalingga, Center of Java, as tool of data collection technique. This study also implements the purposive sampling technique to facilitate the prospective informants selection who will be included as sample which the list is written below.

Table 1. List of Informants

No	Initial	Job	Working Period	Sex
1.	TE	Owner	>8 years	Man
2.	SA	Head of Division	>8 years	Man
3.	HA	Staff	>4 years	Man
4.	FS	Staff	>2 years	Man
5.	DK	Staff	>2 years	Woman
6.	DR	Staff	>2 years	Woman
7.	YS	Staff	<1 year	Woman
8.	AR	Expert in HRM	>15 Years	Woman
9.	GA	Government about manpower	>5 years	Man
10	LJ	Intl. Organization about manpower	>20 years	Woman

The informants were chosen based on the judgment of authors who regard they have the capacity and contribution to the research. In this data collecting, authors were running it from November 2023—May 2024. Alongside the primary data, the secondary data is also needed by taking from existing sources, such as previous scientific research, books, and accountable websites.

3.3 Analysis

For the data analysis, authors refer to the model by Miles and Huberman [46] that divide into three consecutive steps of process, which are data condensation, data display, lastly drawing and verifying conclusions with the technique practiced, which is thematic analysis with manually processed.

4 RESULT AND DISCUSSION

4.1 Result

After conducting interviews and direct observation as data collection techniques, the authors processed the data by transcribing it from 10 (ten) informants as a first step. Then, data condensation was carried out with the aim of obtaining the main key words

(codes) that related to the research context and could represent the overall answers of the informants. By the figure below, it shows 14 (fourteen) which are narrowed down into 5 (five) themes which the authors believe would answer the research question.



Fig. 2. Data Display

4.1.1 Background Competence

The competences that need to be possessed can vary depending on the scope of work, so as in the false eyelashes industry. But basically, it is classified into three main elements in the competence. First, is knowledge.

“...Of course, the competence that needs to be possessed is product knowledge, Mas. Moreover, I am in the QnC Division which ensures that all products must comply with applicable standards.” (3rd informant).

The importance of having knowledge competence is also recognized by another internal informants (1, 2, 4, 5, 6, and 7). All kinds of knowledge and how to process or think of it, if related to their work and benefit them, such as reflecting towards the company's vision, mission, and goals are also included. Alongside with the knowledge, workers should have the specific ability that directly enable them to finish their job.

“For the RnD and Engineering team itself, it is necessary to have machining or electronics expertise (skill)...This job is related to the manufacture of production equipment and must know all stages of production in detail from A to Z. For non-specialized human resources, we also need them, as long as they have pure will to work and learn.” (2nd informant).

Indeed, there are jobs that require workers to have certain skills from the start. Nonetheless, based on information from the 3rd, 4th, 5th, 6th, and 7th informants who are mostly in the production team, the work that they do can be trained, so that it can be mastered over time. There is a similarity in the opinions of the informants that, what is the basis of work is the seriousness of “intention” and effort at work which considered a behavioral competence.

4.1.2 The Business Challenges

As a business entity with all the limitations that exist, of course, MSMEs have various challenges that need to be encountered as they run their business. Especially for those already export-oriented, these challenges are domestic and global. Business competition between countries is inevitable.

“...Our only competitor in this industry is China. Maybe it can be said that in terms of everything from products, methods, etc. we are seven years behind them...” (3rd informant).

China's superiority in various aspects reinforces their position as the top in the industry, which makes them considered a global challenge in doing business. In addition, another challenge faced by businesses in this industry is the difficulty of creating their own product trends, especially with the same model. Even if there is a trend, the trend can only be created by the competitor itself, namely China.

“...So, if you look at Indonesia itself, the trend and development is lagging behind. So, we have to adapt faster. For example, so far for business, whatever it is, the benchmark is still China. We always see the movement of manufacturing in China, what they are doing...” (1st informant).

Trends in eyelash products are also influenced by the fashion and beauty industry. Therefore, it is necessary to be more active in seeing market movements and be more open to changes that occur. Similar to other industries, technological developments are also a challenge for these MSMEs because false eyelash products in Indonesia are known for their handicrafts while abroad, competitors have used a lot of technology, if left unchecked this will be a threat to the false eyelash industry.

“Maybe, China has advanced technology or maybe it's more efficient for them, it makes them still number 2 than Indonesia...” (4th informant).

At that moment, they are trying to balance the production process with technology, but unfortunately technology requires a lot of funds and is not easy to implement directly, it takes a long time to develop it so that when there is a lot of demand, they have problems to fulfill it

4.1.3 Sustainability Strategy

Efforts to advance employee competence is an important strategy in the organization. This will positively impact the company's sustainability in its business operations. Given that employees are the driving force of the company, they must continue to get support and motivation in achieving good performance. It is undeniable that one of the

motivations for workers to work is to get a salary or reward. This motivation can be transformed into a 'trigger' for workers to advance their competence.

“Providing rewards and recognition or other types of benefits for employees is a good stimulus so that they are more enthusiastic in improving their competence, but it is only short-term.” (8th informant).

From this statement, there needs to be another ongoing effort that can generate the willingness to continue improving its workers' competence through training and development. This process can help employees acquire the knowledge and skills needed to achieve optimal performance, so that competence among workers can be met.

“...in terms of technical work skills, of course, training is still needed. Especially if the company wants to develop a more advanced industry, I think there should still be advanced skills training, for example for workers...” (10th informant).

The training and development (TnD) program plays an important role, especially for workers in production or other parts that are closely related to technical matters. This Training and Development should be the main strategy in improving the competence of women workers, most of whom are only elementary and junior high school graduates, because so far from the research traced, the TnD held by PT Diva Prima Cemerlang only occurs when there are new employees or when there are new products that must be learned. Meanwhile, sustainable TnD program is not only from internal parties, but must get support from external parties as well because MSMEs are business entities that still have limitations in terms of funds for HR development, therefore there is still a need for support for MSMEs that are still production and marketing oriented.

“Okay, so if it's related to competence advancement, usually we work with several non-government organizations, they actively provide training to employees in our place...” (1st informant).

From the strategies above, it is expected that the involvement of initiatives from internal and external parties has a significant impact on advancing the competence of workers at PT Diva Prima Cemerlang in order to encounter for global market challenges.

4.1.4 ‘Kekeluargaan’ Culture as Working Fundamental

‘Kekeluargaan’ culture or Kinship is often adapted by several companies, especially in Indonesia’s MSME, in carrying out daily productivity for their employees. This “Kekeluargaan” culture's principle is based on a sense of familial between each other. The work culture is rooted in the daily lives of its people and creates a more flexible work environment according to what was said by the 6th informant.

“Yes, for example, if it's not finished, we still give permission to do it at home, it doesn't have to be finished just in a day as long as still before the deadline, not like other companies until night, we also still minding the humanity...” (6th informant).

They also respect each other and understand each other's circumstances so that there is a sense of empathy to help the work get done well.

“This family culture has its advantages and disadvantages. The advantage is that the workers are not selfless. This means that if there is a production target to be achieved, everyone works together to meet the target. If someone is absent, others willingly take over. I feel proud of that. The downside is that when working, it seems less professional.” (2nd informant).

This ‘Kekeluargaan’ culture does have a very positive impact on workers, especially for women workers who have become housewives, because this role equation makes them bond and connect with each other. But on the other hand, this family culture is considered a double-edged knife, because there are boundaries that are considered “gray”, making workers also act at their own will within the scope of work.

4.1.5 Gender Equality

Gender equality is a concept of eliminating discrimination against human based on gender, which is usually more often directed to women. The goal of this concept is to create equality of opportunity in every aspect of life for men and women, including in business sector, such as providing treatment opportunities to advance competences for all workers at work.

“Actually, for the training (strategy to advance competence) is the same, whether it is a woman or a man, in syaa Allah, they all grasp it the same, also the quality of the work is the same. It's just that sometimes there are one or two people who may sometimes find it difficult to catch the training.” (5th informant).

There is no difference in the treatment of competence advancement strategies for men and women because it is understood that their capacity of work are equal. There is also another similar opinion from the 8th and 9th informants, who stated that the provision of treatment is “almost” the same, if there is a difference, it is because of the adjustment towards certain conditions, one of which is biological factors. Then, it boils down to the authors' curiosity about the existence of a competence advancement strategies that is also given to women workers, whether it makes them feel empowered as they should or not.

“Yes, actually, for me personally, empowered, empowered too, it turns out that I am also for the economy in Perbalingga maybe. We women workers also take part because back again 80% of workers in Purbalingga are women. So, women become housewives, become workers too. We just feel like we're being useful.” (5th informant).

Based on the answer of the 5th informant, which is also in line with the answers of the 6th and 7th informants, as a woman who at the same time carries out other duties as a housewife, they feel that with the opportunity to work and hone their competencies, they also have more roles in society, not only at home.

4.2 Discussion

The workers at PT Diva Prima Cemerlang are fully aware that in doing their jobs, there are certain things they need to have to get the job done. However, they are not familiar with the term “competence”, even though those things are part of competence itself. Previous researchers have also said that the word “competence” itself is difficult to understand with one absolute definition due to different perspectives [36]. What they thought as competences are relevant with the classification of competence by Salman et al. [33] in simpler form. With them knowing what is needed (competence) at work, it is certainly a good indication for the future because competence is one of the main keys in determining the success of a company. Hence, it needs to be advanced. In preparing the company to encounter various business challenges in the midst of its limitations as an MSME, PT Diva Prima Cemerlang also made efforts to advance their workers' competence. When operating their business in the global market, the challenges faced by PT Diva Prima Cemerlang boil down to their competitors, namely China. From overall scale of business, China is superior in controlling market share because they have wider resources. This is often an obstacle to compete directly, especially in terms of mastering trends and technology. For this reason, they need to catch up, so that they can continue to compete globally.

Competence advancement strategies that can be carried out are various, therefore PT Diva Prima Cemerlang needs to consider the best ways to embody it. Providing appropriate benefits, such as rewards, salaries, and etc are expected to be the most basic approaches. Apart from being a means to fulfill needs, benefits are very important factor in worker motivation as it is directly contributed to their financial well-being and sense of appreciation for the work they do. This has also been revealed by Asaari et al. [47], benefits in the form of salaries are proven to increase the motivation of workers because they feel that the salary they receive is in accordance with their efforts and contributions. Ultimately, this motivation is the driving force for workers, so that they can continue to advance their competence. However, it is also important to remember that although benefits are significant motivational factor, company needs another effort. According to the 8th informant, the provision of benefits only has short-term impact. Therefore, it was conveyed that there is a need for other strategies that can continuously shape long-term competence advancement. An equally important strategy is the opportunity to get training and development for workers. Companies must play an active role in supporting their employees to gain more adequate insights and skills by providing relevant training and development programs according to their fields in technical terms, so they will be much more focused on their competences. Al-Dalahmeh [29] agrees that competence can be advanced through management practices, one of the indicators in the practice of talent management itself is training and development, so that later it will have an impact on the progress of the company to remain more optimal as said by the 10th informant in his interview. Based on the interviews conducted, PT Diva Prima Cemerlang has indeed provided a training and development program, but it is only provided when there is new worker or when there are new products that need to be learned. Actually, this is very understandable, considering that MSMEs still have limitations in terms of funds and other aspects, they still only provide basic training, so that at least workers have and can advance the main competences that are prioritized. For optimum output, this training and development must be provided regularly. Due to the limitations faced by PT Diva Prima Cemerlang, they need to find alternative which getting support from external parties. 1st informant acknowledged that for several times, they received support from non-government parties for training and development program, which is considered quite helpful for MSMEs which are still basically oriented towards production and marketing. Support from the government in advancing the competence of its workers, especially women, is also an opportunity that must be utilized. From the 9th informant's statement, it is known that the government has various free training and development programs, especially for MSMEs through the 'Balai Latihan Kerja' or job training center which spread across various regions in Indonesia. Unfortunately, from

the authors' observations, these programs have not been able to fully reach MSME actors, especially those in remote areas, so this needs to be maximized.

The intriguing thing about them is that they are acculturated to the 'Kekeluargaan' culture as the working fundamental in it. Based on statements from the 3rd, 5th, 6th, and 7th informants, the practice of 'Kekeluargaan' culture at PT Diva Prima Cemerlang creates a more flexible work environment for workers, especially for women workers who are also housewives because they are given the choice to work at home or in the production house. This certainly has a domino effect, women workers become more productive at work and can still be housewives, without having to choose which one to prioritize at the same time, so that the process of advancing competence over time they work will be more effective. Furthermore, the 6th informant emphasized that flexibility here also occurs to uphold humanity by not exploitatively employing workers that the majority of whom are women. Then, this 'Kekeluargaan' culture instills a sense of empathy between each other. This is emphasized by the 2nd informant who said that this empathy is shown in the form of helping each other or 'gotong-royong' in terms of work. The 5th informant also stated that there are no words 'stingy' or selfish in helping each other regarding the competences needed in work so that even though the training and development carried out is still limited to internal, the output can be positive. The sense of empathy formed in PT Diva Prima Cemerlang is validated by Hermawan and Loo [25], workers with company that implements this cultural concept tend to project themselves in the situation or condition of the other person which be the causality of this 'gotong-royong' phenomenon. However, on the opposite side, there are concerns in the implementation of the 'Kekeluargaan' culture from the 1st and 2nd informants as those who are at the upper management level. They agreed that this "Kekeluargan" culture seemed unprofessional, so it was feared that it would have a negative impact on the company in the future. The perspectives of the two informants were answered frontally by Hermawan and Loo this cultural concept should not be seen as something unprofessional because it will lead to invisible cracks within the company because the 'Kekeluargaan' culture itself is an adaptation of the deep-rooted culture of Indonesian society. Based on the authors' observations, the upper management's concerns are understandable given that they need to think about the risks that will occur in the future, but that thought is still limited to subjectivity because from their own recognition, so far, the company is still sustainable. With the implementation of 'Kekeluargaan' culture as the working fundamental, efforts to penetrate strategies that will be applied to company management, including in increasing competence, seem to be given "lubricant" which help it easier to be embed.

In implementing competence advancement strategies with 'kekeluargaan' culture as a working fundamental, gender inequality has never been a problem in the scope of work of PT Diva Prima Cemerlang. This is because the company provides equal opportunities and treatment for men and women workers. According to the 5th, 8th, 9th informants, equality applied in this company also applies when providing equal treatment in improving competence for all workers in the workplace and even if there are disparities in certain conditions, the company will adjust and ensure they still get equal treatment. The implementation of a competence advancement strategies for workers regardless of gender by PT Diva Prima Cemerlang means that the practice of women empowerment there has been carried out properly based on the Theory of Gender Equality in the Human Development Perspective which says that women empowerment can be utilized by increasing their inner capacity through training, development and education so that it can bring them into a more empowered human being, as the most importantly, the women workers are also feeling the same and more valuable at the same time [17].

5 CONCLUSION

This research extensively explores the strategies that Indonesia's export-oriented false eyelashes industry MSME, PT Diva Prima Cemerlang, needs to advance the competences of its women workers as a form of implementing women empowerment with a 'Kekeluargaan' culture in order to encounter global market challenges. Despite the workers are unfamiliar with the formal definition of "competence", the workers demonstrated an intuitive understanding of the importance of competence and its components required for their roles. Recognizing the important role competences play in determining the company's success in facing global challenges, especially in the competitive market. Significant steps that are expected to advance women workers' competences are the provision of appropriate benefits, the implementation of continuous training and development programs, and the application for assistance from external parties, especially the government, which is expected to have a significant role in MSMEs as a whole. Basically, PT Diva Prima Cemerlang has carried out those related strategies, but for sure there will always be room to grow. Then, it was found that the 'Kekeluargaan' culture became a working fundamental that facilitated the penetration of these competence advancement strategies. Then, this research shows that PT Diva Prima Cemerlang has been proven to implement women empowerment in accordance with the Theory of Gender Equality in Human Development Perspective. Not only in accordance with the theory, in practice, the women workers there collectively agree that the competence

advancement strategies with the application of the 'Kekeluargaan' culture as the working fundamental makes them feel empowered as they should be so that this makes them better prepared to encounter the global market challenges in the false eyelash industry as an export oriented MSME.

6 IMPLICATION, LIMITATION, AND SUGGESTIONS

This research has an impact, specifically for women as workers, which shows that advancing their competence with adjustment to the right work culture is one way to achieve the women empowerment movement's goals. By that, it will lead to the realization of gender equality in the work environment. Furthermore, this research also serves as a source of information for MSMEs in maintaining sustainability through the development of human resources, considering that human resources are one of the most important elements in a business. MSMEs should take a note that the quality of workers matters a lot to their business operation, so it cannot be overridden. Not forget to mention, this research can provide an overview of how the implementation and general results of the competence advancement strategies that has been carried out by the object of research. This can be a benchmark for any stakeholders in this industry, such as the government, similar MSMEs that are also export-oriented, other business actors, and of course the management of the object of research itself. That way, the shortcomings that need to be improved can be resolved as quickly and as well as possible and the economic development in this industry will increase dramatically, so that the market position in international level will be stronger. The significance of this research is the contribution to the theoretical understanding of competence and the need to advance it as a form of HRM practices which related to empower women worker with influence of cultural values on it, so as to create recommendations for strategies to advance the competence of women workers for MSMEs in the false eyelash industry in Indonesia, which in this case has not been discussed in any literature.

Authors recognize limitations in it. This research focuses on only one specific entity as research object with a limited research timeframe which may not be comprehensive enough to represent the other similar entity which is export-oriented MSME.

For future research, authors suggest that this research context can also be applied to other business entity which not be facilitated in this research. It can be known whether there are similarities in advancing competence in women workers who have been carried out or not and what the results are for business sustainability in facing global challenges and achieving the goals of the women empowerment movement. In other hand, future research should explore longitudinal and comparative studies to further understand the long-term impact of these strategies on business performance. Moreover, future research is recommended to find ways to measure the level of competence of a women worker so that it can be seen what parts of the competence still need more advancement. This will have an impact on the strategies to be implemented and also the results of those will be more measurably significant.

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