

## **The Empowerment Process of Female Heads of Households Based on Beauty Salon Training (A Descriptive Study at Mengayu Indonesia in Jember Regency)**

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### **Abstract**

Female heads of households often face difficulties in accessing various basic needs and public services due to social stigma and economic limitations. Mengayu Indonesia, a private organization, strives to empower female heads of households through beauty salon training. This research aims to analyze and describe this empowerment process. This study employs a qualitative research approach with a descriptive type. The research location was determined using the purposive area technique. The informants were selected using a purposive sampling technique. Data collection techniques involved three methods: observation, interviews, and documentation. Data analysis was conducted through three stages: data condensation, data presentation, and conclusion drawing or verification. Data validity was ensured through three stages: credibility test, transferability test, and dependability test. Research at Mengayu Indonesia shows that empowerment is carried out through the stages of assessment, planning, training and sales, and evaluation. Substantially, this process is similar, namely identifying the potential, problems, and opportunities of the area, developing group plans, implementing group activities, and continuously monitoring the process and results in a participatory manner. Beauty salon training has a positive impact on female heads of households by improving their skills, self-confidence, and economic independence.

**Keywords:** Social Welfare, Social Intervention, Work Skills, Women's Resilience, Social Support

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## **Introduction**

Single motherhood arises due to various factors, some of which include divorce and the death of a husband (Yaqini & Agustina, 2023). Female heads of households often face challenges, particularly poverty (Yaqini & Agustina, 2023). These problems occur because women who are heads of households play a dual role: as the head of the family and as a homemaker. Female heads of households frequently encounter economic difficulties due to limited income, lack of self-confidence, knowledge, skills, capital, and restricted mobility due to unequal social structures (Putri & Darwis, 2015).

Furthermore, generally, after marriage, family finances are jointly borne by the husband, while the wife does not work (Yaqini & Agustina, 2023). Consequently, when divorce occurs or the husband passes away, the wife automatically loses the primary source of income to meet daily needs (Yaqini & Agustina, 2023). Therefore, to mitigate these problems and break the cycle of poverty, efforts are needed to empower female heads of households so that they have full independence and access to necessary resources.

Addressing the issues faced by female heads of households requires collaboration from various parties. This includes not only the government, in this case the Jember Regency Office for Women's Empowerment, Child Protection, and Family Planning (DP3AKB), but also the private sector and organizations with similar visions in providing safe spaces for women. One example is Mengayu Indonesia, a private organization focused on providing safe spaces and empowering female heads of households through skills training, such as beauty salons. Mengayu Indonesia has been actively involved in empowerment since 2020.

Mengayu Indonesia is a salon business inspired by its founder's experience in assisting victims of violence. The name "Ayu" is taken from the story of a violence survivor who is memorialized as a symbol of struggle at Mengayu Indonesia. This platform aims to provide a safe space for vulnerable women so they can grow and develop. Ayu's story of struggle serves as a strong motivation for the founder of Mengayu Indonesia to create a safe and supportive environment for women experiencing similar situations.

Citing a Kumparan article published in 2022, it is explained that Mengayu Indonesia exists to help women improve their quality of life by providing job training and a conducive work environment. Mengayu Indonesia aims to enhance the skills, confidence, and economic independence of its members. Additionally, Mengayu Indonesia also facilitates spaces for women to meet, dialogue, and motivate each other, thereby reducing psychological burdens and improving overall quality of life ([Kumparan, 2022](#)).

Based on initial observations, the empowerment program conducted by Mengayu Indonesia has had a positive impact. One example is a partner who can provide excellent salon services, from greeting customers with a smile upon arrival to explaining the types of services with their set prices, being able to practice beauty salon treatments, and being more confident when conversing with customers. Starting from being afraid to interact with others, lacking a support system to cope with trauma, and

facing economic uncertainty, after joining Mengayu Indonesia, she appears more confident, can practice beauty salon treatments, and earns income from her work.

Three previous studies examined women's empowerment through different stages: Yaqini and Agustina's (2023) research in Jember focused on the empowerment of Female Heads of Households (PEKKA) by the government through socialization, guidance, training, and intensive mentoring; Fatana and Mulyono's (2023) research in Banjarnegara described hair beauty training through planning, implementation, and evaluation; and Hutasoit et al.'s (2024) research in Pematang Siantar investigated salon training at a social service unit with stages of planning, awareness raising, social/collective action, and community attachment. The similarity among the three lies in the study of the women's empowerment process and the use of training as a method, with the second and third studies both focusing on cosmetology or salons. However, the research to be conducted differs because its subjects are female heads of households in Jember Regency, the research location is in Summersari District, the empowering institution is a private organization called Mengayu Indonesia, and the type of training is beauty salon services.

The phenomenon of this research is highly relevant to Social Welfare Science because the women partners of Mengayu Indonesia, as heads of households with dual roles, fall into the category of Individuals in Need of Social Welfare Services (PPKS), specifically Socially and Economically Vulnerable Women (PRSE). Innovation in empowerment programs for female heads of households is needed to help improve their skills, income, and self-confidence, thereby enhancing sustainable well-being. The beauty salon training provided is a social intervention to improve social functioning, achieve economic well-being, and promote empowerment, in line with the goals of Social Welfare Science in enhancing the holistic and sustainable well-being of individuals and groups. The observed phenomenon indicates that the empowerment program implemented has had a positive impact. Furthermore, supported by information that Mengayu Indonesia is the first salon business in Jember Regency that specifically focuses on empowering women through beauty salon training and provides job opportunities in the salon, this uniqueness attracts the researcher's attention to delve deeper into the empowerment process of female heads of households through beauty salon training implemented by Mengayu Indonesia.

## **Research Method**

This research employs a qualitative approach, which, according to W. Lawrence Neuman (2019), generally focuses on specific locations or settings, such as small groups within stable environments (for example, a beauty salon). In line with this view, this research aims to identify, analyze, and describe the empowerment process of female heads of households through beauty salon training by Mengayu Indonesia. The relevant type of research is a descriptive study, the primary goal of which is to describe the characteristics of individuals or social activities through words and numbers, as well as to present profiles, classifications of types, or stages to answer questions about what, when, where, and how (W. Lawrence Neuman, 2019). This is relevant because this research aims to obtain complete information through descriptive questions to answer the research question about the empowerment process of female heads of households.

The location determination technique for this research uses purposive area sampling. In this study, the researcher determined the research location based on the following considerations: 1) Mengayu Indonesia Salon has a fixed location in Summersari District, making it easier for the researcher to collect data and interact with informants. 2) Activities centered at the salon allow for interaction between consumers, partners, and the owner of Mengayu Indonesia, thus facilitating communication and information gathering during the research.

The informant determination technique uses purposive sampling. This research involves two types of informants: key informants and additional informants. Key informants are the primary sources of information in the research. In this study, the owner of Mengayu Indonesia and female partners serve as key informants with the following criteria: 1) Owner of Mengayu Indonesia: Possesses in-depth knowledge about Mengayu Indonesia and is involved in every stage of partner empowerment. 2) Mengayu Indonesia Partners: Female heads of households aged 18-59 years, who are the economic backbone of their families with low or insufficient income, are involved in every empowerment process by Mengayu Indonesia and have received recommendations from the owner of Mengayu Indonesia. Additional informants are parties directly related to the partners and founder, namely Mengayu Indonesia consumers, with the criteria: Visiting the salon at least once a month, choosing one or more Mengayu Indonesia salon services, and receiving recommendations from the owner of Mengayu Indonesia.

The data collection techniques used are observation, interviews, and documentation. In this research, the researcher conducted open observation of Mengayu Indonesia salon activities after obtaining permission to collect data, including follow-up observations to validate interview results conducted in October-November 2024 and continued in-depth interviews on January 1-20, 2025. In this study, the researcher posed 56 questions to the owner of Mengayu Indonesia, 23 questions to partners, and 22 questions to consumers. Interviews with various informants were conducted on January 9, 11, 13, and 16, 2025, with questions evolving according to the informants' responses. In this research, the researcher obtained supporting data from internal documents of Mengayu Indonesia, Instagram, YouTube, and news media. Additionally, the researcher also requested relevant photographs.

The data analysis technique in this research was carried out through three stages: data condensation, data presentation, and conclusion drawing and verification. The data condensation stage began with compiling verbatim transcripts, followed by grouping data to avoid information repetition and coding the data according to the research question themes. The data presentation stage presented the refined and coded data after the condensation process. Furthermore, the conclusion-drawing stage was carried out based on the research findings that had been given. Finally, data verification was done by comparing the research results with relevant supporting documents.

The data validity techniques used three types of tests: credibility test, transferability test, and dependability test. The credibility test in this research used a triangulation of techniques approach, which involves verifying data to the same sources using different data collection techniques. In this study, data were obtained through observation, interviews, and documentation. If data discrepancies were found, the researcher would conduct further discussions to ensure the accuracy of the information. In this process,

the researcher compared data obtained from observation, interviews, and documentation. The transferability test in this research focused on presenting detailed descriptions so that readers can assess the relevance of the research findings to other contexts. The clearer the picture obtained by the reader, the higher the transferability standard of this research report. To achieve this, the researcher presented the field findings descriptively so that readers could comprehensively understand the research context.

Furthermore, the dependability test in this research was carried out through an audit of the entire research process. This process is ideally carried out by an independent auditor or, in an academic context, by the supervising lecturer to audit all the researcher's activities during the research. In this study, the research results will be submitted to the supervising lecturer and the examining lecturers for corrections or improvements.

## **Result And Discussion**

The empowerment program for female heads of households through beauty salon training by Mengayu Indonesia begins with the Assessment stage, followed by Planning, Training and Sales, and Evaluation. This concept of the empowerment process aligns with the literature review, which identifies four stages in the empowerment process (Mardikanto & Soebianto, 2018 in Idrus et al., 2022). This discussion analyzes the empowerment process of female heads of households through beauty salon training based on the researcher's interpretation and supporting concepts.

### **1. Assessment**

Assessment is an initial and crucial stage for Mengayu Indonesia in selecting prospective female head of household partners. The company aims to identify candidates who align with its vision and mission. The primary strategy is collaboration with the DP3AKB Office and KPI, organizations that oversee female heads of households. The founder of Mengayu Indonesia plays a central role in this stage, from designing questions and conducting interviews to explaining the Mengayu Indonesia concept to potential partners.

This assessment stage is similar to the identification of potential areas, problems, and opportunities in the literature review (Mardikanto & Soebianto, 2018; Idrus et al., 2022). However, the assessment in this research differs from previous studies that directly involved socialization (Yaqini & Agustina, 2023), planning (Fatana & Mulyono, 2023), or no assessment (Hutasoit et al., 2024).

Mengayu Indonesia collaborates with the DP3AKB Office and KPI as strategic partners to recruit female heads of households who align with the empowerment vision (Sulistiyani, 2017; Mardikanto and Soebianto, 2018 in Idrus et al., 2022). This alignment influences a closed recruitment system through personal communication and direct meetings. The women's empowerment institution in this research differs from other studies involving the Jember Regency DP3AKB Office (Yaqini & Agustina, 2023), the Banjarnegara Learning Activity Center (SKB) (Fatana & Mulyono, 2023), and the Pematang Siantar Social Service Unit for the Hearing and Speech Impaired and the Elderly (Hutasoit et al., 2024).

Personal meetings and communication demonstrate respect for female heads of households and serve as a way for Mengayu Indonesia to gauge the participation of potential partners (Patilaiya et al., 2011). Out of 40 data points from the DP3AKB Office, only six potential partners were willing to join. Conversely, KPI resulted in full participation from 10 female heads of households. The researcher's analysis indicates that a personal approach needs to be accompanied by understanding and commitment from the beneficiaries for optimal empowerment (Sulistiyani, 2017; Patilaiya et al., 2011; Lynton and Pareek, 1990 in [Afiatin et al., 2013](#)).

The selection criteria for Mengayu Indonesia's potential partners include age 40-50 years, being a female head of household, experiencing a moderate level of trauma, and being registered as a mentored member of the DP3AKB Office. These criteria are relevant to Permensos (Ministry of Social Affairs Regulation) No. 8 of 2012. However, Mengayu Indonesia adds the specific criteria of being a mentored member of the Jember Regency DP3AKB Office and having a moderate level of trauma to facilitate mentoring. These beneficiary criteria are more detailed compared to previous research (Yaqini & Agustina, 2023; Fatana & Mulyono, 2023; Hutasoit et al., 2024).

During recruitment, Mengayu Indonesia identifies potentials, problems, and opportunities to understand potential partners and ensure suitability (Mardikanto and Soebianto, 2018 in Idrus et al., 2022). Approximately six questions are asked, covering the source of registration information, willingness to work, family needs and dependents, daily life, salon skills and experience, and history of violence. These questions are designed for potential partners to analyze themselves, and Mengayu Indonesia uses the data to assess their conditions (Mardikanto and Soebianto, 2018 in Idrus et al., 2022). Potential partners receive information through WhatsApp groups of DP3AKB Office and KPI training alumni. This information transparency is a result of strategic collaboration, ensuring that female heads of households are prioritized as Mengayu Indonesia partners (Patilaiya et al., 2011).

The research reveals that Mengayu Indonesia's potential partners have diverse backgrounds of experience in the salon field. This diversity is a valuable potential in designing effective empowerment programs (Mardikanto and Soebianto, 2018 in Idrus et al., 2022; Lynton and Pareek, 1990 in [Afiatin et al., 2013](#)). Furthermore, initial identification shows that many female head-of-household partners have experienced various forms of violence that impact their psychological condition and the well-being of their children (Patilaiya et al., 2011; Mardikanto and Soebianto, 2018 in Idrus et al., 2022).

The reasons for partners joining are varied, including the desire to earn additional income, improve skills, expand networks, build relationships, share knowledge, and provide support to fellow female heads of households. As female heads of households, they play dual roles as family leaders and homemakers (Cleves in [Ernawati, 2013](#); Putri & Darwis, 2015), a unique challenge (Astuti & Harini, 2014 in Wibawa & Wihartani, 2018). This motivation aligns with the concept of empowerment that emphasizes the hope for increased knowledge, changes in attitude, and the development of skills (Sulistiyani, 2017; Lynton and Pareek, 1990 in [Afiatin et al., 2013](#)).

Following the interview, a work contract is signed. This contract forms the basis of the agreement regarding the work system. The Mengayu Indonesia team assists in ensuring partners understand every provision of the contract (Sulistiyan, 2017; Patilaiya et al., 2022). The partners' work contract also demonstrates the community's initiative to enhance self-capacity and become empowered (Patilaiya et al., 2011).

The research found a significant difference in the assessment duration between the first batch (seven days) and the second batch (two days). The ease of document processing influenced this difference; the first batch faced bureaucratic obstacles with the DP3AKB Office, while KPI partners were more flexible. The assessment duration is important as preparation for empowerment (Patilaiya et al., 2011; Mardikanto & Soebianto, 2018; Idrus et al., 2022). The founder of Mengayu Indonesia plays an active role in this initial stage, from compiling questions and interviewing potential partners to introducing the Mengayu Indonesia concept (Patilaiya et al., 2011; Mardikanto and Soebianto, 2018 in Idrus et al., 2022).

## **2. Planning**

During the planning stage, Mengayu Indonesia develops a training program plan aimed at enhancing the skills and professionalism of female heads of household partners. This program involves five training sessions featuring experts in various fields for comprehensive knowledge transfer. Training costs vary depending on the type and organizer. In contrast, the training duration differs between the first and second batches due to different facilitators, although the material presented remains the same. The founder of Mengayu Indonesia is actively involved in the entire planning process.

The planning stage of Mengayu Indonesia's training program aligns with the concept of training program planning in the literature review (Mardikanto and Soebianto, 2018 in Idrus et al., 2022), which emphasizes the development of group activity plans based on the results of the assessment. Mengayu Indonesia designs the training program after the assessment to tailor it to the partners' needs in accordance with the importance of identifying priorities, problems, resources, and alternative solutions (Sulistiyan, 2017; Mardikanto and Soebianto, 2018 in Idrus et al., 2022). Discussions with partners result in the final decisions regarding the training materials, which are salon services, public speaking, and counseling. This planning stage differs significantly from previous research (Yaqini & Agustina, 2023; Fatana & Mulyono, 2023; Hutasoit et al., 2024), which tends not to involve beneficiaries interactively in program planning.

Mengayu Indonesia establishes partnerships with various professionals to optimize training implementation and provide resources, knowledge, skills, and mentoring to female heads of households (Sulistiyan, 2017; Patilaiya et al., 2011; Mardikanto and Soebianto, 2018 in Idrus et al., 2022; Subagja & Rosita, 2019; Amirullah and Budiyo in Arwita Putri et al., 2023; Soemarjad in Arwita Putri et al., 2023; [Afatin et al., 2013](#); [Aja Faradila, 2022](#)). The research notes collaborations with six professional partners, including Salon Jompo conducting hair training, experienced partners conducting facial training, The Jannah Institute conducting public speaking training, LKP Inayah conducting massage training, the DP3AKB Office providing data on 40 mentored members, Nadya Associate providing counseling, and Agency Ssense managing social media.



The costs incurred vary depending on the partner and the type of training provided (Mardikanto and Soebianto, 2018 in Idrus et al., 2022; Lynton and Pareek, 1990 in [Afiatin et al., 2013](#)). The costs incurred to pay the professional partners amount to IDR 15,000,000.00, with details as follows: The Jannah Institute IDR 2,000,000.00, Agency Ssense IDR 3,000,000.00, LKP Inayah IDR 8,000,000.00, and transportation subsidies for partners during 11 days of training totaling IDR 2,000,000.00. Based on the research findings, Mengayu Indonesia covers all costs and equipment used during the training, totaling IDR 60,000,000.00.

The duration of the training is also an important consideration for Mengayu Indonesia, given that the next stage is sales to maximize the impact of empowerment (Mardikanto & Soebianto, 2018; Idrus et al., 2022; Lynton and Pareek, 1990 in [Afiatin et al., 2013](#)). The research results show differences in training duration between the first and second batches. First-batch partners received direct training from professional partners. In contrast, second-batch partners were taught by first-batch partners, with the same training materials, although the duration differed, covering cream bath, hair coloring, public speaking, and massage.

During the planning stage, the founder of Mengayu Indonesia makes a significant contribution. Training drafts are always discussed with partners (Patilaiya et al., 2011; Mardikanto and Soebianto in (Idrus et al., 2022; Lynton & Pareek, 1990; [Afiatin et al., 2013](#)). This step is taken due to the understanding that Mengayu Indonesia partners are female heads of households who have various other commitments.

### **3. Training and Sales**

Mengayu Indonesia's training aims to develop professional and competitive partners through interactive discussion methods. Public speaking training equips them with practical communication skills, while salon and home treatment training provides beauty care skills. Counseling sessions help address trauma and build self-confidence. Partners are actively involved in marketing, and all training is carried out as planned with high enthusiasm and input from the partners. Positive consumer responses to affordable prices and support for female heads of households indicate the program's success.

Based on the research findings, salon training, and sales fall under the implementation stage. This stage is relevant to the literature review (Mardikanto and Soebianto, 2018 in Idrus et al., 2022) in that contextually, they share a similarity, namely the execution of the program according to the plan. However, there is a difference in the definition presented. The literature review defines the implementation stage as the phase of applying the group work plan.

Mengayu Indonesia's training uses lecture, discussion, and direct practice methods, with a scheme where material presentation is followed by peer-to-peer practice among partners. This method is relevant to the concept of training as a learning component (Lynton and Pareek, 1990 in [Afiatin et al., 2013](#)) and the empowerment process through providing abilities and knowledge (Parsons, 1994 in [Margayaningsih, n.d.](#)). The training material is the same for both the first and second batches, but the trainers differ: professionals for the first batch and first-batch partners for the second batch. This difference in scheme empowers the first-batch partners and increases operational efficiency and program sustainability (Patilaiya et al., 2011). The transfer of knowledge from first-batch to second-batch partners is also an indicator of program



effectiveness, aligning with the importance of practice and feedback in improving knowledge and skills ([Afiatin et al., 2013](#)).

In public speaking training, partners receive excellent service training, aiming to equip them with good communication skills, appropriate and inappropriate vocabulary, and the right attitude when serving customers. Additionally, partners are trained to adjust their voice and tone to be more comfortable when interacting with consumers. Public speaking training is taught to enhance partners' proficiency and create a comfortable and professional service experience for every customer (Subagja & Rosita, 2019; Soemarjad in Arwita Putri et al., 2023; [Afiatin et al., 2013](#)).

Mengayu Indonesia partners are also trained in salon services, including facials, cream baths, hair treatments, and similar home treatment services. The difference lies in the use of more sophisticated electronic equipment in the salon. The researcher's analysis classifies Mengayu Indonesia's services as manual and apparative treatments ([Ihsani, 2012](#)), focusing on facial, hair, and body care, which is relevant to a type D beauty salon. However, a significant difference lies in the availability of massage services at Mengayu Indonesia ([Aja Faradila, 2022](#)).

The home treatment service system prioritizes partners who are flexible with customer schedules. This service is more affordable because the customer bears electricity and water costs. The main difference from the salon is in the equipment used. The home treatment service system adapts to reservation times. For example, if a customer books a service at 09:00 WIB, the management team will immediately inform the group. Partners who are willing and respond quickly will be prioritized. Based on the literature review, home treatment services can be categorized into preparative and apparative treatments ([Ihsani, 2012](#)).

Mengayu Indonesia partners have access to counseling sessions provided through collaboration with The Jannah Institute and Nadya Associate to help overcome trauma, with exclusive sessions for those experiencing severe trauma. Providing access to psychologists is part of Mengayu Indonesia's empowerment efforts to provide understanding and knowledge in solving problems (Sulistiyan, 2017; [Afiatin et al., 2013](#)). After training, marketing becomes an important step to drive sales and the sustainability of empowerment. Sales play a role in achieving partner independence through their efforts, thus creating program sustainability (Patilaiya et al., 2011; Lynton Pareek, 1990; [Afiatin et al., 2013](#)).

Mengayu Indonesia runs a partner influencer program that encourages partners to share their experiences as part of Mengayu Indonesia with consumers to promote the use of salon services. Participating partners receive a budgeted income. Additionally, partners actively promote Mengayu Indonesia through stories and information sharing in WhatsApp groups. The involvement of partners in disseminating information demonstrates the development of a positive attitude toward participation (Patilaiya et al., 2011; Mardikanto & Soebianto, 2018; Idrus et al., 2022; [Afiatin et al., 2013](#)).

Based on the results of field research, data show that Mengayu Indonesia partners receive training according to the plan. More importantly, Mengayu Indonesia consistently involves partners in decision-making discussions, ensuring that every decision is based on mutual agreement (Patilaiya et al., 2011). The partners' enthusiasm for the training is very high, evidenced by their eagerness to participate in activities from morning to evening despite unfavorable weather (Patilaiya et al., 2011).

Throughout the program, partner involvement in decision-making continues, and monthly evaluations become an important forum for them, especially female heads of households, to voice complaints, suggestions, and input (Patilaiya et al., 2011). The research also shows that every activity implements a role rotation system to provide a comprehensive experience to all partners.

Mengayu Indonesia receives positive responses from consumers. They support the presence of Mengayu Indonesia because it is considered a breath of fresh air for the empowerment of female heads of households. Positive testimonials also drive consumers' interest in choosing Mengayu Indonesia's salon services regarding the good and friendly salon service, as well as its affordable prices (Mardikanto and Soebianto, 2018 in Idrus et al., 2022; Afiatin et al., 2013). Based on research data, this has led consumers to switch to Mengayu Indonesia's salon services, visiting at least once a month to book services. Consumers also provide positive support for the development of Mengayu Indonesia by inviting close relatives to come to Mengayu Indonesia.

#### **4. Evaluation**

Mengayu Indonesia employs a participatory approach in evaluating the process and outcomes of empowering female heads of households. Evaluation is conducted continuously and involves all stakeholders, not just the final stage of the program. Based on the literature review (Mardikanto and Soebianto, 2018 in Idrus et al., 2022), this activity is substantially aligned with the fourth stage, which is to monitor the process and results of activities continuously and participatively.

Evaluation is crucial for Mengayu Indonesia to identify and address obstacles during training and sales. This approach differs from some of the first and third studies, which did not even conduct evaluations. The second study used methods such as pre-tests, post-tests, and follow-up evaluations (Fatana & Mulyono, 2023). Mengayu Indonesia, on the other hand, implements a comprehensive evaluation to ensure that empowerment aligns with the goals and needs of the partners.

An initial obstacle faced by Mengayu Indonesia was the difficulty in accessing the documents of 40 female heads of households from the DP3AKB Office. The Office was uncooperative and did not provide clarity regarding the responsibility for these documents. This situation highlights the importance of mutual understanding between parties in empowerment programs. With good cooperation, obstacles can be minimized, and support can be more easily obtained (Mardikanto & Soebianto, 2018; Lynton & Pareek, 1990).

In contrast to the initial stage, the planning and implementation of activities at Mengayu Indonesia proceeded relatively smoothly, thanks to flexibility and a participatory approach. Obstacles such as the physical limitations of partners, weather, and absenteeism were successfully addressed through adjustments to tasks and schedules. Additional training, such as public speaking, was also added based on the partners' needs and structured accordingly. The active involvement of partners ensured that every decision was mutually acceptable and the program continued to run according to its objectives (Patilaiya et al., 2011; Mardikanto & Soebianto, 2018 Idrus et al., 2022; Lynton & Pareek, 1990 in Afiatin et al., 2013).

In the Bright Love beauty class program, Mengayu Indonesia routinely conducts evaluations to improve service quality and support the well-being of female heads of households (Sulistiyan, 2017; Patilaya et al., 2011). This evaluation identified various obstacles, such as unclean tools, dry lipstick, limited color options, and the limited experience of partners as makeup artists (MUAs). Consumer tardiness and a lack of cooperation from the brand partner team also posed challenges. Bright Love itself falls into the category of preparative and decorative treatments ([Ihsani, 2012](#)).

Meanwhile, in the massage program, the obstacle encountered was the mismatch between the partners' massage strength and the consumers' physical conditions. For example, smaller partners had difficulty massaging larger consumers. Mengayu Indonesia anticipated this by adjusting the consumers' body positions to ensure the massage remained effective. The type of massage service provided by Mengayu is categorized as manual treatment ([Ihsani, 2012](#)).

In addition, a counseling program was launched in response to the personal problems of partners that were often brought into the workplace. Issues that arose included concerns about their children's future, trust issues with partners, and various other problems. In-depth interviews revealed that the need for counseling was very real. Therefore, Mengayu developed a counseling program based on the realities faced by the partners (Mardikanto and Soebianto, 2018 in Idrus et al., 2022).

Mengayu Indonesia faces challenges in maintaining the sustainability of partner involvement, especially after sales are made when the number of active partners drops drastically from 17 to 5 people. Some partners began serving customers privately outside the system, harming the company, while responses to customer reservations tended to be slow. Offers to live at the salon were rejected because they were considered too binding, even though Mengayu Indonesia upholds flexibility. The dual burden of managing the household and working led to differences in income among partners, which affected the stability of working relationships. The existing evaluation has not been able to address these challenges fully. This indicates the need for a more adaptive and responsive approach to the partners' conditions (Mardikanto & Soebianto, 2018; Idrus et al., 2022; Putri & Darwis, 2015; Afiatin et al., 2013).

Mengayu Indonesia remains committed to involving partners in discussions and decision-making. Research data shows that female heads of household partners are actively invited to discuss activity schedules and program policies (Mardikanto and Soebianto, 2018 in Idrus et al., 2022, Chapter II, Page 6). This is important considering their significant domestic responsibilities.

Consumers also pose challenges, with some exhibiting unethical behavior, such as throwing money, speaking rudely, and requesting younger partners. Mengayu Indonesia responded by blocking consumers who disrupted comfort. Consumers appreciated the home treatment system and suggested that promotions focus more on services and equipment, not just the company's social story. Poor consumer behavior can have an emotional impact on partners, making it important for Mengayu Indonesia to continue to uphold the principles of equality and comfort (Mardikanto and Soebianto, 2018 in Idrus et al., 2022).

In terms of sustainability, Mengayu Indonesia routinely engages partners in discussions regarding work contracts, evaluations during the sales process, and various emerging obstacles. The counseling program with psychologists also aims to help

partners come to terms with past trauma and understand that psychologists can be friends in solving problems (Mardikanto & Soebianto, 2018; Idrus et al., 2022; Afiatin et al., 2013).

Overall, Mengayu Indonesia's empowerment has had a significant positive impact on the partners. Some of these include increased self-confidence, better communication skills, improved salon skills, expanded relationship networks, and the ability to manage emotions and solve problems (Sulistiyani, 2017; Afiatin et al., 2013). This shows that the program has provided benefits both professionally and personally.

Support for Mengayu Indonesia also comes from various parties. For example, Makadaya Indonesia provides consultation and funding, the Singapore International Foundation offers strategic advice when facing market challenges, and local communities and media such as Radar Jember also promote activities. Even some beauty brands provide promotions and free products to support training activities.

Based on the selection process through training and sales, Mengayu Indonesia has met the four criteria for the success of a training program (Afiatin et al., 2013). First, the readiness of participants is met through initial assessment. Second, the program structure is designed according to the partners' needs. Third, there is a transfer of training that allows partners to apply their knowledge directly. Moreover, fourth, recognition of training outcomes is reflected in the increased income and skills of the partners. Thus, the empowerment carried out by Mengayu Indonesia is considered successful based on the existing literature review indicators.

## **Conclusion And Suggestion**

### **1. Conclusion**

This research examines the empowerment process of female heads of households through beauty salon training by Mengayu Indonesia, conducted in four main stages in accordance with empowerment theory: assessment, planning, training and sales, and evaluation.

1. The assessment was carried out in collaboration with the DP3AKB Office and KPI to select partners according to criteria. This aligns with the literature review regarding the identification of regional potential and problems.
2. Planning involved partners in the development of the program as well as collaboration with professional trainers, consistent with the participatory principle in developing group plans.
3. Training and sales were conducted in two waves: the first wave involved professional trainers, and the second wave empowered partners as trainers. The material covered five main areas. After the training, partners began serving customers in accordance with the implementation of the group activity plan.
4. Evaluation was carried out periodically to identify obstacles and impacts, such as age limitations, weather, or partner responses to consumers. This evaluation shows positive results, such as increased skills, self-confidence, communication, and income, consistent with the research on continuous monitoring.

## 2. Suggestion

Based on the conclusions that have been presented, the researcher has the following suggestions aimed at the empowerment process of female heads of households based on beauty salon training by Mengayu Indonesia:

1. The contract signing process with prospective partners should have clear stipulations, both in implementation and sanctions for violations. Relevant regulations are needed to govern this. This aims to prevent harm to Mengayu Indonesia.
2. Consider offering internship opportunities to students in social media management. Collaborating with an agency requires significant costs, but collaborating with students can reduce expenses.

For future researchers, it is suggested to conduct research on the impact after becoming a partner of Mengayu Indonesia. This is based on the wages of the female head of household partners.

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