

Empowering females through beauty for better life program as corporate social responsibility

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ABSTRACT

Background: Low-economic Female Heads of Household (FHH) needs to be empowered amidst a patriarchal culture. The Female Heads of Household Empowerment Foundation (PEKKA) has developed a partnership with L'Oreal to empower FHH through hairdressing training, called Beauty for a Better Life (BFBL). **Purpose:** This study investigated the FHH empowerment program as a corporate social responsibility in Cianjur through the framework of partnership, support, and impact. **Methods:** This case study adopted a qualitative approach with seven informants. It examined FHH empowerment activities under the L'Oreal CSR program in Cianjur. Data was obtained through interviews, observations, and literature studies. Analysis techniques consisted of data collection, data reduction and presentation, and conclusion drawing. **Results:** Partnerships are established to open FHH access to resources and build economic independence. Support for the CSR implementation includes competent coaches, funds, curricula, products, and advocacies. The program successfully empowers the community economically, increases self-confidence, and builds motivation for self-capacity. **Conclusion:** The partnership overcomes the obstacles of FHHs to engage in the CSR program. L'Oreal has supported the FHH with the CSR program towards a sustainable and advanced community. The training results have a positive impact and support for empowered FHH. **Implications:** This study suggested enhancement of FHH access to education, employment, or other resources. Besides, strengthening self and family capacity has a significant long-term impact on improving economic and social independence. Furthermore, inter-sector collaboration is vital to support the FHH empowerment and to deliver recommended policies to improve the effectiveness of relevant programs in the future.

Keywords: Corporate social responsibility; empowerment activities; community development; Female Heads of Household; partnerships

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INTRODUCTION

Empowerment of Female Heads of Households (FHH) in Indonesia is still a central issue amidst a culture that remains sticky to patriarchal culture. FHH has an important role because of its roles and responsibilities as breadwinners, family managers, guardians of the continuity of family life, and decision-makers in their families (Serikat PEKKA, 2018; Mosse, 2020). Many roles that FHHs have to play make them face complex problems and require assistance and facilitation to play their roles well amidst economic limitations, low education, lack of access to resources, and obstacles in decision-making (Haryono et al., 2018). The assistance and facilitation for FHH require collaboration from various parties, not only the government's responsibility but also the active role of other parties, between non-government organizations and industrial companies through Corporate Social Responsibility (CSR) programs.

There are several reasons why women become heads of the household, such as the death of their husbands, divorce, polygamy, and husbands' permanent illness (Singerman, 2021). Many FHHs have experienced structural discrimination (Akhmedshina, 2020; Ballon, 2018). In a culture that views women based on marital status, the contempt for widowhood is

an expression of 'normal' power as a power to separate and classify, label, and assign inferiority to those who are 'different' (Parker & Creese, 2016). Thus, the position of women after a divorce is poorly unfavorable, as in the study of Pirak, A., Negarandeh, R., & Khakbazan, (2019) about women's difficulties after a divorce, which affects their health and social life.

The Foundation for the Empowerment of Heads of Households (PEKKA) as a non-government organization takes the initiative to assist and facilitate them to fight for the identity of women as heads of households and to improve their welfare and independence with various empowerment and advocacy programs based on the previous social analysis. Cianjur City is one of the cities in West Java selected by the FHH Foundation since 2002 as a location for FHH empowerment program among other cities in 20 provinces. This city is selected due to the high rate of early-age and illegal marriages (Rodiah et al., 2022).

For this reason, the low-economic class, particularly requires sustainable empowerment activities. The activities shall be carried out through various strategies, such as education, skills training, and economic activities crucial for human resource development (Karwati, 2017; Sulaiman & Ahmadi, 2020; Tiwari & Malati, 2023). This empowerment program

aims to develop their skills, increase resource access, and gain community support.

The PEKKA Foundation fully understands the background of FHHs in rural areas, thus economic development becomes an entry for an effective FHH organization. The foundation established a National FHH Empowerment Program in 2022 for strengthening the fair economic movement, that is, a healthy and professional FHH cooperative; sustainable environmental villages; sovereign food and clothing as well as barter markets; supporting the social-cultural movement, empowering law and access to justice; strengthening program of public participation; a lifelong education program; as well as emergency response, post-disaster and post-conflict reconstruction.

Among many empowerment programs designed and implemented by the PEKKA Union in every city or regency, capacity building through expertise development is crucial for women. Previous studies have focused on FHH sustainability by introducing welfare interventions, such as suitable empowerment activities that create income opportunities and offer a positive social environment for women to work and operate independently (Habib, 2017).

On the other hand, companies acknowledge the importance of CSR in serving positive contributions to the surrounding community.

CSR is an essential topic in an organization because it has the potential to change social, economic, and political factors (Lu et al., 2020). Through innovative human resource programs incorporating community development, CSR focuses on charity, greening initiatives, and the community's life-lasting projects (Zaki et al., 2023). Non-government organizations that seek to disseminate information and influence change through public awareness often encourage themselves to take action. Organizations involved in CSR aspire to increase community value (Hatipoglu et al., 2019). One of the CSR programs is training to improve skills and expand economic opportunities for vulnerable groups, including women heads of families as beneficiaries (Lenka, 2023).

The L'Oreal CSR program has been launched in 19 countries in Europe, Latin America, Asia, and the Middle East with the number of trainees reaching 1,400 people (Yanuarto, 2015). In Indonesia, L'Oreal Company collaborates with the CSR partners, i.e. the PEKKA Foundation, CSR Jababeka, SPeKTRA, and Yayasan Plan International Indonesia Foundation to conduct skills training for community empowerment. Since early 2014, the L'Oreal company has collaborated with PEKKA to run a women's empowerment program entitled "Beauty For Better Life" or BFBL.

Zulminarni, the founder of the PEKKA

Foundation, collaborated with the L'Oreal company in this CSR because of their compatible concept, for livelihoods (NN, 2015). Besides, the highlight of the "Beauty for a Better Life" program is considered a medium for housewives to regain self-confidence, given the fundamental problem for FHH is a loss of self-confidence. Zulminarni stated that their interaction with customers in the salon is the simplest form of empowerment. In many areas in Indonesia, FHH often experiences domestication and are excluded from productive work because of the bad stigma attached to their status. Even the word "widow" carries a stigma detrimental to women (Lockley et al., 2019).

After the program launch, three cities were used as pilot projects, i.e. Karawang, Cianjur, and Sukabumi. The hairdressing training in Cianjur, one of the pilot project locations for the CSR program, remains until now. Meanwhile, hairdressing training in Sukabumi was closed in 2016, and Karawang in 2017. The BFBL program is popular among women in Cianjur for the consistently filled training participant quota of 25 to 30 people.

Female heads of households may refuse empowerment activities due to limited power and societal position, hindering their full participation despite efforts (Rodiah et al., 2022). Cultural expectations also play an important role for women in making decisions

in male-headed households as well as social norms that limit their involvement in such initiatives (Burfat et al., 2019).

Several factors cause the unsustainability of empowerment programs as CSR. These include the disconnection between the company's CSR initiatives and the preferences of the target, leading to their lack of interest in supporting the program (Saharan & Singh, 2018). Additionally, the limited consideration of sustainability and partnership with the CSR stakeholders typically affects the public's perception that CSR is important. This research investigated the FHH empowerment program in Cianjur to ensure its sustainability for over a decade. The analysis referred to the community development theory to comprehend and manage interactions between companies and the local communities.

Even though some efforts have been made to empower FHH, such as hairdressing training which has been ongoing for more than 10 years reaching the 27th batch, an in-depth analysis is still required to examine the extent of the success of FHH empowerment. This research aimed to provide a complete description of the FHH empowerment program as part of L'Oreal's CSR initiative. It focused on the basis for collaboration and developing partnerships in implementing CSR, forms of CSR support; and the empowering impact of hairdressing training.

RESEARCH METHOD

The researcher used qualitative research with a case study approach since the empowerment program of CSR through hairdressing training has existed for over a decade in Cianjur. At the same time, the other two areas were closed. The BFBL program has been popular among FHHs with its status, roles, and limitations. According to Creswell (2013), qualitative research explores certain meanings related to social or humanitarian issues. This research investigated the real activities of FHH empowerment as a CSR program, a hairdressing training in L'Oreal's CSR.

In this study, seven women were enrolled, consisting of six FHH members and one salon customer as the informants. The participants' ages ranged from 32 to 65 years old, and

their educational backgrounds varied from elementary school to university degrees. They had diverse occupations. They worked under the FHH empowerment activities in Cianjur and the salon business (Table 1).

Data was collected by in-depth interviews with informants. Data collection also involved observations of the empowerment activities at the FHH training center. A study on the relevant literatures were also conducted to broaden understanding of FHH empowerment. The authors also engaged with the informants for a long time to gain their trust and to conduct casual interviews. The questions of the interviews were prepared as an illustration of the research formulation, which related to the basis of collaboration and partnerships developed in CSR implementation, forms of CSR support,

Table 1 Informant Demographic Characteristics

Informants	Ages	Marital Status	Education	Occupations
1	65	Widow	Senior high school	Chairman of Pekka Union of Cianjur
2	52	Divorced	Senior high school	Coordinator of L'Oreal
3	48	Divorced	Senior high school	Supervisor of BFBL
4	38	Widow	Elementary school	Beauty salon's home service
5	32	Married	Senior high school	Beauty salon's home service
6	40	Widow	Junior high school	Beauty salon entrepreneur
7	55	Married	Bachelor degree	Teacher

Source: Researchers' data, 2024

types of empowerment, and methods of program quality control.

Data analysis in this study referred to the interactive flow of Milles and Huberman as in Sugiono (2011). The researchers categorized data relevant to the research objectives and created data displays by analyzing themes from observations and interview excerpts. Subsequently, the researchers conducted an analysis using community development theory, reviewed several library references, and provided documentation. Before conclusion drawing, data was verified by having their field assistants read the research results and check the data for accuracy.

The data validity was examined using source and method triangulation. The researchers compared data from interviews with data from observations related to the existence of the FHH empowerment program in the form of hairdressing training in Cianjur. The researchers confirmed data from one informant with other informants when there were discrepancies. Additionally, they compared interview results with direct information according to the basis of partnerships, forms of CSR support, and the impact of BFBL training.

The data validity based on credibility was examined by strictly selecting informants according to criteria and relevance, particularly concerning the reasons for the existence of the

FHH empowerment program as a CSR initiative. Transferability criteria were maintained by ensuring data transfer was conducted in the prevailing social situation and conditions. Confirmability criteria were obtained through evidence based on the existing social reality in the field, and verified through observations and follow-up interviews for consideration.

RESULTS AND DISCUSSION

This study found several results and implications of FHH empowerment in Cianjur-West Java, as follows:

L'Oreal's CSR program was initiated from the idea that the beauty industry, including small salons, is a sector that has been developing in Indonesia, potentially providing great employment. Umesh Phadke, President Director of PT L'Oréal Indonesia affirmed:

“The hairdressing world in this country has extraordinary potential and continues to develop. There were around 117,000 salons in Indonesia with a market value of IDR 1.3 trillion in 2016. However, the limited number of skilled workers hampered its development. The BFBL program was established to answer this challenge. “The hairdresser can be pursued by anyone regardless of their social, economic, or educational background, all that is needed is will and perseverance (Kartika, 2016).

The target of the BFBL program is full-

committed women from underprivileged groups to participate in a series of hairdressing training for 4 months. According to informant 2, commitment is the main requirement for participating in this free training. Generally, the number of registrants is way more than that of potential participants. The distance factor of their residents to the training center is one of the considerations for prospective participants.

“In the past, local women around the FHH training center (PEKKA Center) rarely participated in the training because they were unaware of the training benefits. However, as the days passed, more and more women from the neighborhood gradually followed the training, such as the residents from villages of Lebak, Cipari, Sadamaya, Cipeuteuy, Puncak Kana, and Puncak Simun. Now, many participants come from further distances, over 30 km away, such as Jebrod and Cibeber Villages. Several participants even come from other cities, such as Bogor and Sukabumi” (Informant 3, personal interview, March 27, 2024).

This condition shows that women as heads of households are increasingly aware of their needs and efforts, including the need for skills as capital to survive and support their families. For this reason, they take the opportunities to access existing resources, by taking free and certified hairdressing training. Despite their commitment to completing a series of training that requires attention, time, funds, and energy, they may be limited after playing a dual role as family responsibilities.

Correspondingly, Informant 4 and Informant

6 previously focused on taking care of their household. They both took hairdressing training when they were processing divorce. Informant 6 took around two hours by motorbike to reach the training center meanwhile Informant 4, after finishing every training session, for example, hair cutting material would immediately showcase her skill on social media. It functions for developing skills at dealing with consumers and covering her family expenses.

The backgrounds of the two informants indicate that companies are allowed to access additional resources they may not have internally. For example, gaining access to expertise, infrastructure, or funds required to implement CSR programs more effectively for target beneficiaries. As Junaid Murtaza, representing L'Oréal Indonesia, stated:

BFBL's achievements have exceeded a decade because of the partners' engagement (including PEKKA) in full contribution to identifying the appropriate beneficiary profile, providing networks and communities with mutual support, and indeed for capacity building programs in several training centers (L'Oréal, 2023).

Empowering FHH in Cianjur, L'Oreal also invited alumni with FHH status as managers of hairdressing training centers. The Chairman of the FHH Union stated that:

BFBL coordinator and trainer for the Cianjur are alumni of the first batch. They actively participated in every program stage together with the supervisors, specially recruited by L'Oreal from one of the Job Training Institutes (LPK) in Cianjur. The three hairdressing training managers are

categorized as the FHH (Informant 1, personal interview, March 15, 2024).

More interest in training participation, a wider range of participants, and community engagement, in this case, FHH residents of Cianjur as the manager of the training center, are in line with community development theory that in CSR with community-development oriented, the community involvement is the main key. The community or the members are not only involved as beneficiaries but also as active partners in every stage of the program, from planning to evaluating (Haque, 2023). By understanding their needs and aspirations through comprehensive consultation, CSR programs can be designed to become more targeted. Rather, a sense of belonging is sought, so that the community feels responsible for the program's success and sustainability. Therefore, the final results follow the expectations of the L'Oreal CSR program, which is advantageous for not only the stakeholders but also the larger community (Yanuarta, 2015).

Empowering marginal societies like the FHH requires unconventional, serious, and sustained efforts. Capacity-building and empowerment through training are crucial for marginal groups, particularly working women (Popescu & Alonzo, 2022). Moreover, women's empowerment is vital for sustainable development, which includes education,

health services, economic participation, and independence (Kumar, 2019). To implement this, L'Oreal has provided some support for CSR, including funding and facilities.

"The funds issued by L'Oreal for hairdressing training in Cianjur are used for expenses of electricity and water, trainer salary, salon equipment, hair care products for practice, and training center maintenance costs" (Informant 2, personal interview, March 24, 2024).

The partnerships between the L'Oreal industry and the non-profit organization, PEKKA Foundation, are sought for long-term and sustainable implementation as a strategic partnership. The study suggests that strategic partnership involve intense cooperation and resource sharing among partners, to achieve specific strategic goals (Parlindungan et al., 2023). A strategic partnership is characterized by a high-level alignment of vision and goals, driving innovation, development, and long-term sustainability (Marwah, 2019).

One of the prominent components of the company's support for the implementation of the FHH empowerment program is the role of the manager of the hairdresser training in developing the FHS expertise as the executor of the CSR program. The hairdressing training committee in Cianjur, consists of the BFBL Coordinator, supervisor, and trainer who acts as a coach for the CSR activities.

Each batch is divided into two classes. The

training schedule for Class A is on Mondays, Tuesdays, and Wednesdays, while Class B is on Wednesdays, Thursdays, and Fridays. The classes last 16 weeks or 4 months, from 9.00 to 16.00. As a training participant, FHH acquired hairdressing knowledge in theory and practice. They learned hair styling techniques, such as cream bath and hair mask treatments, modern bun and cutting, curls and smoothing, as well as hair coloring. Besides, the participants were also equipped with communication ethics, such as greeting and interacting with consumers.

In the hairdressing training, the participants were thoroughly taught the hairstyle techniques from the basics, such as using hair scissors properly. As testified by Informant 5, “I have never known the world of salons before. Attending the training, I started to learn how to use hair scissors up to coloring. Praise to God, now I have mastered hairdressing.” Informant 5’s experience was confirmed by Informant 2:

“Indeed, everything about hairstyling is taught but not for extensions. Particularly smoothing and coloring, the materials are provided because of its chemical substance” (Informant 2, personal interview, March 24, 2024).

Regarding the FHH expertise after the training process, based on the experience of Informant 2, who has participated in the training for a long time, “the participants whose have better test scores are those graduated from primary school, compared to the higher school

graduates.” The fact is justified by Informant 4, an elementary school graduate. Although she likely lacks skills, she can focus on and practice more actively during the course.

Knowledge and skill transfer from the trainers is a form of L’Oreal’s support to FHH in developing their expertise. Since a trainer or an instructor plays a significant role in the training activities, selecting a professional trainer is substantial (Irawati, 2018). Likewise, in the CSR program in Cianjur, although Informant 3 is the long-time owner of LPK, L’Oreal still invited her to attend training. L’Oreal Company in Jakarta organized training for trainers to establish a qualified training standard.

Essential support for L’Oreal CSR in Cianjur is the effort of training managers to build a conducive learning atmosphere. From the researchers’ observation, the atmosphere of training hairstyle was not rigid, on the contrary familiar. This atmosphere makes the participants comprehend the materials easily, as Informer 6 shared:

Taking a course at L’Oreal is very impressive, free of charge, and the instructor treats all the participants equally. Knowledge is practical for making a living. The instructors are always ready to help when I encounter problems, particularly the hair coloring skill (Informant 6, personal interview, April 1, 2024).

The coach is also excellent at building communication, relationships, and advisory for the alumni who work as hairdressers. It is

in line with Informant 5 testimony which has experienced very convenient consultation with the trainers during training, practice, and even when running her salon. The trainers willingly share their knowledge and advice on hairstyle trends with the participants (Informant 5, personal interview, March 30, 2024).

L'Oreal serves the products freely as support for hairdressing training in the CSR program. Using the L'Oreal products during the training, the trainers become familiar with the highly qualified products and automatically produce satisfying results. Due to the good brand recognition, the alumni more frequently offer the product to their customers to gain maximum results. Although it is quite expensive for rural communities, the results of hair treatment, rebounding, and coloring by L'Oreal products always meet the consumers' expectations. As Informant 4 has experienced,

“When I plunged into the world of beauty salons, I provided various hairdressing products according to the consumers' economic condition. Hence, I also offered L'Oreal products used during training for consumer satisfaction because of the good results. It does not matter if I earn a little profit, but they most likely recommend the results to others. It, thus, ultimately increases the number of consumers” (Informant 4, personal interview, March 30, 2024).

Their efforts in L'Oreal's product selection accelerate the loyalty of the alumni and consumers to these products. As in the study by Putera & Wahyono (2018), product quality will

make consumers reuse (loyal) and repurchase. Indirectly, besides executing the CSR program, the L'Oreal hairdressing training enables them to increase product sales directly as the impact of satisfying practice results.

Likewise, the hairdressing techniques by the trainers are adjusted to the standardized training curriculum. According to Melanie Masriel, Head of Communications of L'Oréal Indonesia, the CSR program at several training centers provides free professional hairdressing and make-up training through international-standardized-curriculum classes (Kartika, 2016). Determining suitable training curriculum standards allows alumni to provide qualified services to consumers. It was explained by Informant 4:

“Consumers always express their satisfaction with the services I provide, because I also expect this profession to be sustainable and increase customers. The methods I use include, extending the service process, like smoothing from 4 hours up to 5 hours. Recently, consumers prefer homecare services rather than visiting the salon in front of my house, which is not on the main road” (Informant 4, personal interview, March 30, 2024).

The efforts of informant number 4 in giving best services are affirmed by informant number 7, “ I am happy being served by informant 4 because of her satisfying smoothing. I have tried another cheaper salon, yet the quality was low. Now I come back to use the informant 4 and recommend it to my friends.”

There is no specific curriculum about salon management in the 'L'Oreal hairdressing training thus the trainers often share knowledge about preparation for a salon internship, how to start a salon business independently, hair treatment from low to high costs, and salon equipment. A study revealed that establishing a salon requires strategic planning to ensure a long life, as small salons implement various strategies to survive for more than five years, such as focusing on business growth, customer relationships, financial capital, and effective marketing (Johnson, 2018).

In this digital era, alumni utilize social networks to promote their services, particularly alumni like Informants 4 and 5 who lack funds to open their salons or live far from main roads. When an online friend is interested in hair treatment, the alumni provide home treatments known as an online salon or home service.

Building a salon business requires a comprehensive approach that includes strategic planning, customer focus, and the ability to adapt to industry trends. As was the experience of Informant 6, who started her salon business with hair care equipment, i.e. a straightener and a hairdryer. It had taken another three months to buy a washbak, a chair to wash hair. After the divorce, Informant 6 bravely opened a salon by borrowing one of his parents' houses.

In addition, Informant 6 has persistently

learnt by seeking an affordable beauty course because she had to allocate her income to support her only daughter. With the training, she improved her skills until she established a beauty salon with some services.

Informant 2, as the BFBL coordinator and the first alumni who began her career in the beauty salon, has experienced an "up and down" process as the family head and a single parent. On some occasions, she usually advised students to treat consumers well and motivated them to maintain ethics and integrity as professionals. "We, as training instructors, must not only provide expertise but also form the soul and character of the participants." The study revealed that involvement in the CSR community is positively influenced by the match of personal needs and community provisions, particularly for women (Wang et al., 2019).

Hairdressing training managers build networks through collaboration with some salons in Cianjur, particularly in Pacet and Cipanas Districts, to recruit alumni as interns or employees at these salons. As far as Informant 3 is concerned, the salon owners are very enthusiastic about recruiting alumni of hairdressing training, one of them is Bunga Salon, which from 2018 until now has always asked the alumni to apply for their job vacancies. Informant 2 complemented this information, that most salon workers in Cianjur were alumni

of the hairdressing training centers.

Therefore, CSR activities through the hairdressing training in Cianjur contribute with great benefits and experiences for participants to experience free training, competent instructors, quality products, and coaching for capacity building. Moreover, the L'Oréal case study provides significant input to practitioners in the future to perform sustainable development as an embedded component in their daily activities (Withisuphakorn et al., 2019).

The empowering FHH in Cianjur has implemented a sustainable approach, a philosophical basis for implementing CSR under Community Development Theory. The theory states that CSR programs are designed with a long-term vision that considers sustainable impact, building a self-help community to continue the program without depending on the company. Regular monitoring and evaluating program impact can be measured, and adjustments can be made in line with the community's needs and developments (Haque, 2023). Overall, the continuous support from the company represents a balanced business model that acts as a means for obtaining long-term profits while respecting the environment and society (Arboleda, 2019).

Empowering women from low-economic groups faced a big challenge of poverty, with women in most global poor communities

(Büyükyörük, 2022). Likewise, the women undergoing hairdressing training at the training center in Cianjur came from lower to middle-income families. They earned money by working as laborers, small merchants, and housewives.

The results of hairdressing training at the L'Oreal CSR program in Cianjur, the informants proudly testified their efforts to be released from difficult circumstances with new skills, as an experience of the Informant 2, the first batch alumnus. She participated in the hairstyle training at the invitation of the PEKKA cadre. She unhesitantly followed her to gain new knowledge. The skills acquired by the training made her no longer financially dependent on her sister, as she could nurture and educate her only daughter in a dormitory.

The Informant 2 also often assists Informant 3 in bridal makeup outside the training. In addition, as a BFBL coordinator, Informant 2 has a good opportunity to train potential trainers in Bone and Lombok, Indonesia. These positive activities boost her happiness and confidence, so she is always grateful for his achievements and contribution to the L'Oreal CSR. In addition, Informant 2 strives to be a role model for alumni and training participants by strengthening her motivation in continuous improvement and contribution sharing.

According to Informant 4 and Informant 6, they do not worry about their children's

livelihoods after divorce. The income from salon businesses was utilized to purchase equipment as working capital and to support their families. It is evidenced that the training serves the FHHs stable income and a sense of independence and self-pride in achieving their dreams. Previous studies mentioned that work plays an important role in boosting women's self-confidence, which affects gender equality (Frendika et al., 2022).

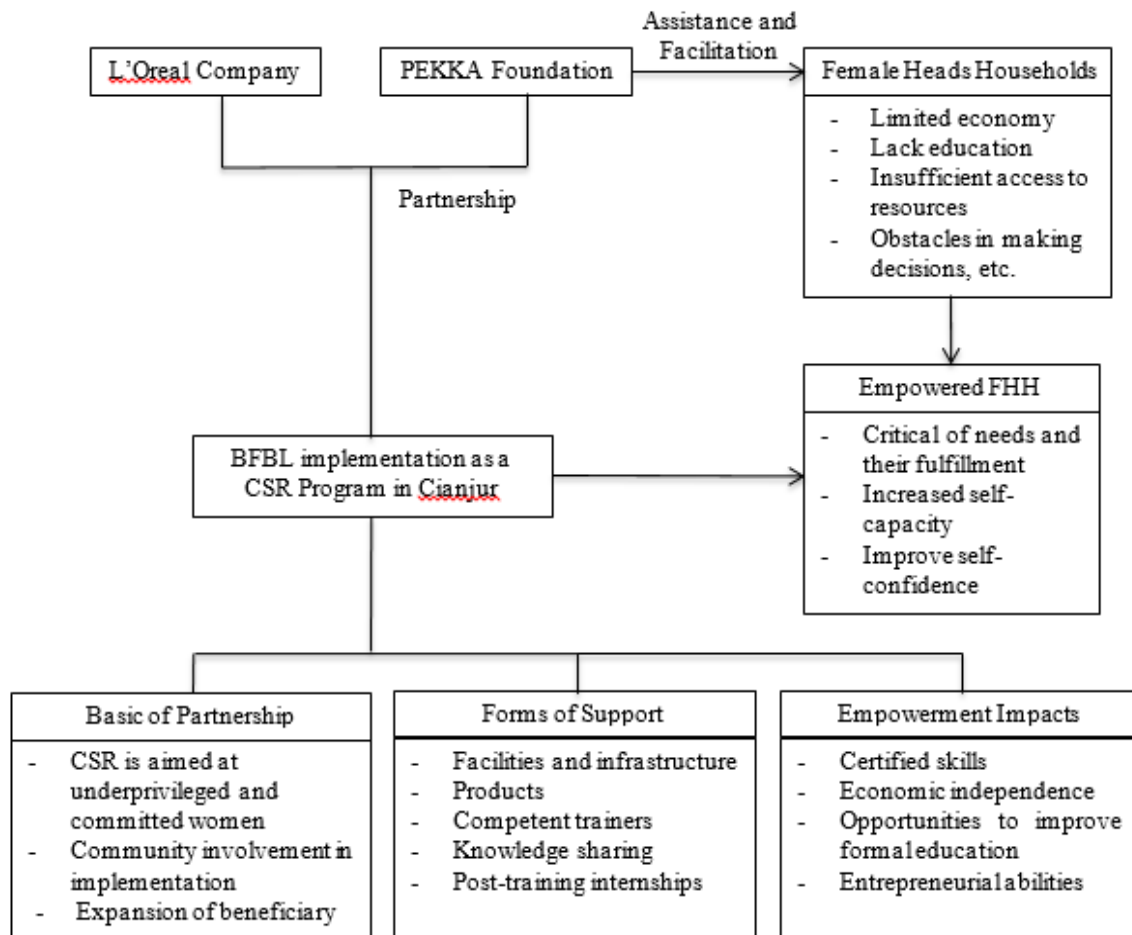
Motivated by Informant 3 as the training supervisor, Informant 4 is awaiting the schedule of the junior high school equivalent test. Regarding her motivation, Informant 4 told the researcher that she "is willing to improve education and is embarrassed that she only graduated from elementary school meanwhile her son could pursue to the vocational high school level. Indeed, the PEKKA Cianjur Union collaborates with the Center for Community Learning Activities (PKBM) to run a functional literacy program. The PEKKA Cianjur Union also advocates illiterate FHHs and facilitates the upgrading of their formal education since education is an important milestone in women's empowerment, which leads to reducing gaps and increasing status in families and societies (Kulal et al., 2023). This fact indicates that the hairdressing training as a CSR program has triggered the FHHs to develop their capacities enthusiastically.

This hairdressing training brings a positive impression to the alumni to boost their confidence as skillful and independent women yet still willingly share knowledge of beauty salons with other friends. She feels that sharing knowledge is more useful. As the experience of Informant 4, her friends often learn from her, even her seniors.

"Perhaps because of my lowest education background (elementary school), I always focus on learning and practice activities in the classroom. During the four-month training, I have never been absent and unhesitantly raised questions. The coach praised my enthusiasm even though I am not young anymore" (Informant 4, personal interview, March 30, 2024).

Informant 5 took hairdressing training when her husband was temporarily dismissed as an office boy. As per her friend's suggestion and discussion with her husband, eventually, Informant 5 attended hairdressing training with her five-year-old eldest son. Since her house is located on a small road, Informant 5 often receives home treatment particularly to serve mothers of toddlers (under five years old). Therefore, besides practicing her skills, she gained income from the salon, by which she could help her husband build a house after having three children.

Informant 6 has persistently developed her career in bridal makeup, hairdressing, nail art, and microblading services. Entrepreneurship also offers great opportunities for women



Source: Author, 2024

Figure 1 FHH Empowerment as a CSR Program

to get jobs. So, good skills, knowledge, and proper support will lead them to success in entrepreneurial activities (Jivani, 2020). Therefore, enhancing women's skills through targeted programs and initiatives is essential for their empowerment and success in different fields (Zulminarni, 2020). The empowered FHHs are those who can overcome difficulties and continue their lives with dignity.

The results of the research on the FHH empowerment program as a CSR initiative in

Cianjur are illustrated in the Figure 1.

CONCLUSION

FHH empowerment is the main objective for community development by PEKKA Foundation in partnership with L'Oreal Company through CSR. The empowerment program included training, education, and advocacy. Hairdressing training is an FHH empowerment program through BFBL in Cianjur, which has been conducted for over

a decade. The CSR program is expected to open accesses to sources for committed women to be economically independent. The program provides competent trainers, funds, a conducive learning atmosphere and interactive communication. It is equipped with international standard training curriculum and products for quality practice. Furthermore, the program empowers the FHH with entrepreneurship motivation and inspiration in the professional salon sector. It positively develops FHH self-capacity, particularly in pursuit of economic independence and self-confidence.

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