

KOMUNITAS

International Journal of Indonesian Society And Culture

http://journal.unnes.ac.id/nju/index.php/komunitas



A Model of Job Opportunity Creation through Basic Skill Empowerment for Housewives

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Permalink/DOI: http://dx.doi.org/10.15294/komunitas.v7i2.4480

Received: August 2015; Accepted: September 2015; Published: September 2015

Abstract

Lower economic level of family often encourages the woman contributes to earning living, thus woman plays a double role. Actually, playing a double role as housewife and as living earner is not a serious problem for women. The problem becomes serious when her role is added with children caretaking. The children caretaking job cannot be overridden. For that reason, many women are willing to abandon their role as living earner only for taking care of children. This research aimed to explore a model of creating job opportunity the administrators of PKK (Family Welfare Empowerment) make in their attempt of helping housewives find appropriate job in their house environment, so that housewives can maximize their role and take care of their children all at once. Considering the result of research, it can be found that the job opportunity creation model started with identifying the root of problem the housewives encounter, after which is followed with identifying skill and potential to be utilized, and then formulating the solution. This model, despite simplicity, can be fruitful when it is conducted persistently, thoroughly and smartly. The success is indicated with the increased income of the members.

Keywords: housewives; skill; and job opportunity

INTRODUCTION

Classical paradigm concerning family job division within society is that husband is public employment area because of his position as primary living earner within family, while wife is in domestic area organizing household and taking care of children at home. A woman with many activities outside home is considered as taboo or inappropriate (Kusumawati, 2012: 158). However, as the time progresses this paradigm changes gradually. Empirical evidence shows that many housewives become living earner in public activity actively (Lestari, 2012: 140). It is because of poverty factor. Poverty makes woman available to work in any condition in order to suffice her family's economic need (Abdullah, 2003: 220). This fact then forces the women to no longer play a single role, but a double role or multi-role, as living earner, household organizer, and children caretaker

at home.

The role of living earner and household organizer does not need serious attention compared with that of caretaker. It means that the role of caretaker cannot be played only when there is time and chance, like washing dishes or clothes that can be done only when there is leisure time and chance. The role of children caretaker should be played any time because it requires special attention. It makes the housewives losing time and chance to earn living outside home. The reality in the field shows that many unmarried women have worked in a factory or store, but after they get married and have children, they are forced to leave their job for taking care of children.

On the other hand, the women with no income often have no bargaining position. They cannot or even may not make decision in their family affairs (Suhartini, 2010:

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107). Such the condition results in negative effect on family. Husband as a living earner feels most dominant, while wife as living recipient becomes his dominance's victim. It becomes a dilemma the housewives deal with just like what occurs in Pakem Hamlet. This problem of course needs a quick and appropriate solution.

Considering the problem above, the administrators of family welfare empowerment (PKK) in Pakem Hamlet tries to find a solution by attempting to create job opportunities for housewives through empowering the basic skills they have. The skills the housewives have as shopkeeper, clothe washer, animal breeder, and etc, are optimized to create home business. This measure is interesting to study because the job opportunities created are in their environment and does not disturb their role as children caretaker.

ILO's recommendation number 189 of 1998 about General Conditions for Promotion of Job Creation through Small and Medium-Sized Enterprises state that one effective attempt of dealing with poverty problem is to create job opportunity. Access to job opportunity is the most guarantying way of escaping from poverty problem. Therefore, job opportunity creation policy and program remain to play an important role in ward off poverty. Such recommendation is the foundation to change and to leave the top-down poverty alleviation model from government to poor society for the bottom-up one. All of policies the government should take should be pro-poor (ILO, 2004). The measure the administrators of PKK in Pakem Hamlet take in creating job opportunity to optimize the potential the beneficiaries have is in fact in line with ILO's recommendation Number 189. The policy the administrators of PKK make is intended to maximize the role of woman within family, so that her bargaining power increases in decision making.

Suhartini (2010: 114) states that a wife working has higher bargaining position than the one not working within family, particularly in decision making. In addition, status and role of a wife working also change within family and society. It is in line with Saptari and Holzner (1997: 33), Soputan (2007), and Kusumawati (2012: 166) stating that a woman working will have authority within her family, despite inadequate wage or income to suffice her primary need.

Wife's cash contribution to husband's income is very significant for poor family, despite very small amount. Without such the wife's small amount of cash contribution, household economy will be unstable. For that reason, according to Husna (2008), the women in poor family tend to look for job when their husband's income is undependable, because they worry that their family's economic life will be harmed. Furthermore, Abdullah (2003: 226) explains that many factors affect the woman involvement in family's economic activity. Firstly, economic pressure, for example, there is some needs that cannot be sufficed with husband's income alone, thus wife works as well to help suffice it. Secondly, family environment is really supporting in working. Thirdly, there is a job opportunity corresponding to her skill. Sosan (2010, 95) adds that chance can be a factor leading the woman to be involved in economic activity.

In line with Abdullah's and Sosan's theories above, the administrators of PKK in Pakem Hamlet try to create job opportunities for housewives corresponding to their skill and chances. For that reason, the problems interesting to study are what is the model the administrators of PKK in Pakem Hamlet uses in empowering the housewives' skill potential to create job opportunities? Can the job opportunities the housewives create improve their family's income?

RESEARCH METHODS

This research employed a phenomenological qualitative approach. It was because firstly this approach could be a source of more in-depth description and explanation particularly on the processes occurring in local context. Secondly, this approach can establish a more intimate relationship with the subjects of research. Thirdly, this approach can provide the author the opportunity better of revealing the social process chro-

nology, evaluating and explaining the causality between various local events and revealing more in-depth explanation on such the relationship. Fourthly, this approach can answer better the question raised.

This study was taken place in Pakem Hamlet of Tamanmartani Kalasan Sleman Daerah Istimewa Yogyakarta. The primary informant of research consisted of housewives empowered by the administrators of PKK, while the secondary one included the administrators of PKK, husbands of empowered housewives, and people of Pakem Hamlet. The data was collected using observation, interview, and documentation techniques. Data validation was conducted through extending the time to stay with the object of study, observing persistently, and examining data using triangulation. Meanwhile, technique of analyzing data used was interactive model of analysis from Miles and Huberman.

RESULTS AND DISCUSSION

Pakem Hamlet is located in Tamanmartani Village of Kalasan Sub District of Sleman Regency of Daerah Istimewa Yogyakarta. Geographically, this hamlet lied in 7°44' 44" SL to 7°45' 12" SL and 110°28' 22" EL to 110°28' 56" EL, with 36.0745 ha in width and in fertile lowland suitable for farming. Pakem Hamlet is about 1.5 km from government center of Tamanmartani Village, 5 km from sub district office, and 20 km from regency office. Administratively, Pakem Hamlet is divided into 5 areas: Rukun Tetangga (RT = the lowest administrative unit) or to o5, with population number of 779 people or 259 household heads.

Viewed from education aspect, Pakem Hamlet people had high access to formal education. Majority people have graduated from senior high schools or equivalent, and only few of them have basic education. For that reason, Pakem Hamlet was categorized into developing hamlet by Sleman Regency in education aspect. In addition to developing hamlet predicate, Pakem Hamlet is also categorized as developed one because there many non-formal education activities hold here, for example: farming school and

society studying time enactment. This hamlet even has ever gotten the first champion at Sleman Regency level and the third champion at Daerah Istimewa Yogyakarta Province level in the society studying time enactment competition in 2014. However, the advance and development of community education in this hamlet have exerted significant effect on their people's job opportunity. Empirical evidence showed that many graduates of Senior High School work as shopkeeper, factory employee, construction labor, and etc with low wage because of their inadequate skill.

Viewed from social aspect, Pakem Hamlet society highly cares about gotong royong (mutual cooperation), either in community or in general. Mutual cooperation of community is the one made in certain group, while general mutual cooperation is the one made by general public and not bond by group. The term "markipat" raises standing for mari kita patungan (let's make joint venture) constituting the concrete form of mutual cooperation to realize something through joint dues (contribution). For that reason, it is not surprising that nearly all of meeting decisions for an activity requires cost called markipat. The size of joint dues is not equal from one person to another dependent on individual's sincerity. As Dewi explains:

> Markipatan usual occurs here Sir, because there is no special cost for funding any activity. Whether it is forgoing to do this or waiting for others' help depends on us. But, we are shy to look for help. We should be independent. We made markipatan corresponding to our capability, no compulsion. Those with no money are not required to contribute. As implied by its name, *gotong* royong means the have help the have-not collectively, doesn't it?

The high social care among the people of Pakem Hamlet can also be seen from the rich's willingness to help the poor. The reality shows that each business group established by PKK administrators is certainly composed of the have and the have-not (poor card holder). It is intended to make both of them live adjacently and help each other. Suprihatiningsih as the chief of PKK in Pakem Hamlet explains:

In the business group establishing strategy, we attempt as maximally as possible to mix rich and the poor. Let the rich helps the poor. We may not make gap between the rich and the poor. As when we discriminate them, the rich will perform quickly, while the poor will be stagnant.

This statement is confirmed by Ari explaining that in the leadership of each organization established by PKK of Pakem Hamlet, nearly all of treasurer positions are held by those considered as capable economically. It is intended to make those with strong economy the starting point toward the activity conducted. The attitude of mutual cooperation and caring about the fellow human beings indicated with this feeling of fraternity is theoretically a social capital very helpful to a program's success (Karmilah et al., 2014).

The procedures of Job Opportunity Creation

Concerned with many housewives in Pakem Hamlet not working in productive age, the administrators of PKK try to convene them in a meeting held in Masjid At-Taqwa (At-Taqwa Mosque). The administrators of PKK try to explore problems and to identify the potential they have, and to find solution through discussion. From the meeting attended by 33 participants, many problems were found. The problems were explored for its root to find the appropriate solution. There were six factors making the housewives in Pakem Hamlet not working: firstly, children caretaking. No proximate relative (family) considered as responsible for taking care of children becomes one of strong reasons. Leaving the children alone at home without parents' overseeing is indeed worrying; moreover sexual abuse case a member of this hamlet committed to his niece is unforgettable. For that reason, many housewives are willing to leave their job for taking care of their children.

Secondly, the workplace policy is less supporting, for example, no pregnancy and maternity furloughs (leaves). Yuti told that because her workplace policy did not allow her to take pregnant and maternity leaves, she was forced to resign. As she explained:

Actually, I still want to work in glove factory, but when I gave birth and was not allowed to take leave, what I should do was resigning. It was impossible to give birth while working. That was the rule, I could do nothing. I will apply for that position again later when my child has grown up.

Similarly, Tutun's job as shopkeeper took most of her time and effort, so that she could not work during her last trimester of gestation. Tutun worked at a wholesaler from o8.00 a.m-o4.00 p.m. with one rest in turn, between 12.00 a.m. o1.00 pm. The crowded purchasers, according to her, make her tired, because she should move back and forth to serve purchasers. Meanwhile, her employer did not give her leave because of limited number of employees. For that reason, she decided to leave her job.

Thirdly, the wage obtained is not comparable to the housework she leaved. For example, Suyat told that she resigned from her job in a Laundry because of unbalanced wage, and she only got fatigue. She worked as washing women with IDR 750,000,- wage per month. Meanwhile, she should pay her child caretaker of IDR 300,000 per month and her child's pocket money of IDR 5,000 per day. For that reason, she decided to leave her job and wanted to build her own similar business when she has capital.

Fourthly, husband does not permit his wife working as labor. This reason was conveyed by housewives whose husbands have high social status such as teacher, Civil Servant (PNS), TNI/POLRI, and similar. Marty, for example, explained that since her husband was assigned to be Civil Servant she was not permitted to work as sandpaper worker in carved wood handicraft in a factory she had occupied for many years. She told:

Since my husband's civil servant decree was released, I was told to be just at home, not working as sandpaper worker. The reason is that my husband's salary has been enough. Moreover, my husband said, my wage is not inadequate, and I only got fatigue.... No permission to work, my husband suffices my need, it's nice.

Fifthly, wife substitutes for husband's work in farm. The narrow farming area the people of Pakem Hamlet have cannot be used to suffice their life needs. This reality encourages a husband to look for side job outside hamlet. Unfortunately, the job obtained sometimes has uncertain routine and takes much time, so that the primary job of working on farm is inhibited. As a result, wife should perform her husbands' work in farm during he gets side job outside home. Meanwhile, when the side job has been completed and husband works on the farm again, a wife seems to be unemployed. Such the condition make a wife seems to work in one occasion and to be unemployed on another and she leaves home difficultly to look for job outside.

Sixthly, no self-confidence. The feeling of worry to be failed, afraid, and shy to build a business is the problem haunting some housewives in Pakem Hamlet. They are not skillful women, but they are skeptic with their own ability. They build business hesitantly and are confused in choosing the type of business. They prefer to be given job despite very small wage than to look for or to create their own job opportunity. They are not sluggard, but hard worker. The reality shows that they are always ready to be told to help their neighbor complete a variety of works.

Having found the root of problems, the administrators of PKK in Pakem Hamlet tried to explore their potency and to formulate the solution. Potency exploration is conducted through two ways: focus group discussion (FGD) and *silaturrahmi* (visiting their neighbors) door to door. The second way is carried out recalling that not all of FGD participants are active in discussion. Some participants feel shy and less confi-

dent to talk in front of many people, despite some attempts taken by the facilitators. They often talk briefly and concisely. For that reason, it is difficult to find their potencies. The only measure taken is to visit them at their home and to invite them to talk in relaxed situation in order to reveal their potency.

The important potencies found are: firstly, individual potency including willingness and spirit to work, skill and job experience, opportunity of working at home, and family support. Secondly the potency of hamlet includes many partner cooperating institutions in Pakem Hamlet such as government, colleges, and non-government organization, accessible fund source, members of community living in harmony and mutual help, Pakem hamlet's location adjacent to Prambanan Temple tourist object, and hamlet becoming the reference of waste processing in Sleman Regency make many guests visiting this hamlet.

Considering the potency and the problem found, the administrators of PKK in Pakem Hamlet then analyzed and formulated the solution. Here are solution and strategy established:

Firstly, business capital loan. This solution was taken because some participants of FGD stated that they wanted to have a business, but they have inadequate capital. For example, Suyat dreamed to have laundry business at home if her money was adequate to buy washing machine. The decision of capital loaning, according to Muslim (2014: 236), is the appropriate solution, recalling the poor people access the capital difficultly in conventional financial institution because of no collateral. As Royan Explained (2002: 66-67), exploring the capital source from bank or cooperative needs patience because to get an amount of credit, the procedure is long and complicated. Usually the requirement is land deed or other valuable objects.

For the solution of business capital loaning to run well, the administrators of PKK in Pakem Hamlet established their own financial institution. This institution serves not only to distribute fund to those

needing, but also to look for and to collect fund from the local donator. The methods of collecting fund are to collect *infag sholat* dhuha and shodaqoh sampah (waste alms). In pengajian PKK program, the participants were invited to promote infak sholat dhuha. Sholat dhuha is performed in their houses, so is the *infak* after *sholat dhuha*. In a lapanan (once in 35 days) meeting coincident with pengajian PKK program of Pakem Hamlet, the *infak* was submitted to the committee (administrator). The amount of infak is not determined and it is dependent on the individual's capability. The collected fund would be announced and summed with the gain in previous lapanan, and then lent to those who wanted to build or to develop business. The second method is shodagoh sampah. Each family managed waste obligatorily. The wastes were sorted by specified criteria to be given as shodaqoh. The sorted and collected wastes were then sold. Some of fund resulting from waste sale was used for business loan grant for housewives who want to build or to develop their business without interest and complicated reguirement. (For further information see the writer's author about A Model of Shodagoh - Based Waste Management in http://dx.doi. org/10.5296/emsd.v4il.7300).

Secondly, business product marketing help. The feelings of worry that their business product will not be sold out and of shy to market their product expressed some participants of FGD were dealt with by giving marketing help. The measures taken were to open exhibition and to build outlet. Pakem Hamlet is recognized in waste management. This hamlet is often visited by the guests learning about waste management. For that reason, each guest visiting is always served with business product of community members. In addition, the administrators of PKK in Pakem Hamlet always establishes outlet inside kampong or in the street edge to market their business product. This measure is in line with Martati, et al (2013: 128) that product marketing is difficult small or beginning entrepreneur. For that reason, product or service produced by guided members of community requires promotion help from

partner institution or local government in order to boost the sale volume and income of community.





Figure 1. The guests visits outlet and exhibition in Omah Godhong

Thirdly, building joint venture group. This activity was intended to motivate the housewives who still initiate business hesitantly in order to be involved more in business activity. In each group, the rich and the poor are mixed, and so are those with high and those with low education. Group administrators were attempted by those with high education, high spirit, and influence in the group. It was intended to encourage and to guide the members of group in order to be developed quickly. For that reason, the administrators of PKK were found involved in the leadership of female business group. Khoiriyah, for example, who has had independent business at home is involved in the leadership of waste management business group.

Fourthly, developing skill. This solution is intended to improve the skill of housewives having business, either group or individual business. The measures taken

to improve such the skill were to provide trainer and to send the participants to skill schools. Waste crafter group, for example, often invites trainer to improve its members' skill to make their business' product high quality. The fund for providing the trainer is assumed by PKK as long as the group has not had business capital. Meanwhile, sending the members to skill school was carried out through cooperating with outsider, such as *Sekolah Jum'at* (Friday School). This school trained the women with such skills as cooking, plaiting, and etc. Housewives of Pakem Hamlet who wanted to improve their skill might enroll themselves to the administrator of PKK with no charge. Then, the administrator of PKK recommended her to be involved in school activity. This measure is in line with Muslim (2014: 160)'s finding confirming the importance of capacity building in sustainable manner for the guided members of community (warga binaan) to improve their business product quality.





Figure 2. Skill development training and sample product produced.

Job Opportunity Gain

Overall, the job opportunity provided, by solution decided by the administrators

of PKK, is divided into two: group and independent businesses. By its type, group business is divided into two: the one the management and production of which is performed in group and the one the management of which is performed in group, but the production is carried out independently. The form of first-type job opportunity is the realization of Sirup markisa (Passion Fruit Syrup) processing business group and female agribusiness group. Meanwhile, the form of second-type is the realization of waste processing business group, Plamboyan multi-business group, and Nusa Indah multibusiness group. The form of second-type is more dynamic than that of first-type. The constraints making the first type of group business static are, among others, individual members' unclear main duty and function leading them to pass responsibility to each other, request for equal business profit share despite different working portion, and difficulty of looking for members available to market the product because the average members wanted production division. This reason is like what Roni, as the chief of Sirup Markisa processing business group, stated:

> How can we perform if we envy with others' duty. For example, the schedule of producing syrup has been decided staring at 09.00 a.m. some members still come late. The early comer is envious, so she asks permission to go home first; even some of them ask the late comers. The envy also occurs in washing the used appliance. Meanwhile, all of members ask for equal share. More annoying is that when they are asked to sell the syrup, no one is willing to, so that I should do it myself. So, what should I do? If I do not walk, no one walks. Should it be sold through exhibition or displayed in outlet only? When will we be developed?

This condition is different from the second-type of group business. In the second type, management is separated from production. Each member of group should produce the basic material into the ready-to-sell product in her own house. Each member can market her product individual-

ly or jointly through group. Group duty is to facilitate their members' need, particularly in providing basic material the members cannot do. Meanwhile, the members' obligation is to return the production cost taken from group and to give *infak* to the group when the product has been sold out. In this way, the size of members' income is dependent on the volumes of production and sale.

The members of group who can procure basic material and market their product themselves are recommended to give infak to the group. Such these members are called independent members. Independent member is still entitled to borrow capital from group and have obligation to attend the meeting held by the group. Many examples of independent members are found in Flamboyan and Nusa Indah multi-business groups. Eni, for example, is a member of Plamboyan multi-business group working as a crop broker. Currently, Eni can procure basic material from local famers and outside farmers and can market her product herself. However, in capital aspect, Eni still relies on her group loan, Plamboyan multi-business group.

In addition to group business, there is also independent (individual) business. Individual business is similar to the independent member-type group business. The difference lies in how it is organized. Independent (individual) business is not organized in group. This business results from the administrator of PKK's motivation and the performer who wants to run her business independently not in group. It means that these business performers are not bond by a group and they perform individually, so that there is no routine meeting like the independent member of a group business. Nevertheless, this independent business is still under the administrators of PKK's guidance.

The number of independent businesses under guidance of PKK Administrators is 16. They have a variety of business such as processed food, animal breeding, service, etc. Out of 16 guided business performers, 2 failed. The factors making them failed are, among others: lavish living habit like always eating delicious meal when the profit

is high, less discipline in managing business finance such as utilizing capital business for social affairs, and less sincerity in managing business. Lanjar who establish poultry breeding business, for example, has not been able to repay the remaining capital loan of IDR 300,000 – until the due time because in addition to managing her business not seriously, she is less discipline in using the capital. As Khoiriyah, as the treasurer of female economic empowerment in Pakem Hamlet, said:

Out of 16 housewives, 2 failed: Mrs. Lanjar and Mrs. Tutun. Mrs Lanjar has poultry breeding business, while Mrs Tuntun has sundry stall... Mrs Lanjar's business is not performing because her poultries are sick. Actually, the sickness can be deal with. She can sell them when she does not want to treat it. However, she does not perform the recommendation, and even leaves them die... The person is antique. When she is asked to repay the loan, she says that many social affairs she should deal with. Currently, her loan is not performing for 4 months.

Otherwise, the housewives' successful independent business under guidance the administrators of PKK in Pakem Hamlet is affected by husband or family support. Badariyah, for example, establishing goat breeding business originally initiated her business hesitantly. When the administrators came to her house and discuss the potency she has and offer her the capital loan, she was still skeptic. However, her sister in law encouraged her to accept the administrators of PKK's offer to initiate the goat breeding business corresponding to her interest and skill. In addition, her husband also supported her by trying to repay the loan monthly in installment by means of saving. The story was started as follows:

I was asked by Mrs. Edi (the administrator of PKK-red) about what job I can do at home while taking care of child. If I wanted to work at home, they would borrow me the capital. I was confused. Mbak Gendhet (my sister in law-red) who also saw Mrs. Edi recommended me to breed

goat, and she would help me look for the grass. I did not answer, but Mas Samun (her husband-red) said yes and promise would repay the loan in installment monthly. He said it is as if saving money. Because my husband and sister agreed, I was willing to. Since then, I received loan of IDR 1,000,000,- to buy goat.

Jumiyati has similar experience. Her husband working as a construction worker encouraged her to accept the PKK administrators' offer of loan capital to open build business. At that time, Jumiyati who still worked as washing worker in a laundry decided to resign and to establish the same business at home by borrowing loan of IDR 1,000,000. On her husband help, such the capital loan can be repaid completely within 7 months, but she then borrowed IDR 500,000 to develop the same business. Theoretically, Abdullah (2003: 226) explained that husband and family support affected the women's success in her involvement in economic activity.

In addition to husband support or family, the housewives' successful business is affected by high work ethos and economic demand. This factor is commonly articulated by informants. Yuti, for example, was motivated to work because her husband has no permanent job. This housewife with two children has devised to establish tailoring business at home when she is pregnant

secondly. Her husband's uncertain income and her afraid of losing job due to giving birth her second child encouraged her to establish a tailoring business at home by borrowing capital from the administrators of PKK. This fact supported Husna (2008)'s study finding that the women within poor family tend to find job when the husband's income is undependable, because they are worry that their family economic life will be disturbed.

These housewives' successful business affects positively the family income and need fulfillment. As Badariyah told, the return (profit) from goat breeding business she performs can be used to pay her child's school tuition. This housewife whose husband works as construction worker said:

I have sold the goat three times. Now there are still nine: three males, four primes, and two baby goats. I sold it firstly for enrolling my daughter (Neva)'s at school and for buying her school needs. Then I sold again for urgent need. I devise to sacrifice the largest male goat in tomorrow Idul Adha. I want to perform qurban ((Islam) religious offering made at rites celebrating Idul Adha) occasionally. As there is a goat, I should not buy it.

In addition to Badariyah, Jumiati and Eni feel the same. They told that the profit of their business can be used to fund their



Figure 3. Badariyah is feeding her goats.

children's school tuition. The administrators of PKK's success in empowering housewives in creating job opportunity, in fact, is not limited to improving the family income, but it can also be the reliable primary income for family. Just like what occurs to Tinah, Eni, and Yuti. Tinah, for example, said that the income she got from being a crop broker was in fact larger than her husband's income as construction worker. This fact is different from Yuliati and Poernomo (2003: 272) stating that a woman's attempt in earning living is only complement, so that has not contributed considerably to family income or Ihromi (1995: 254) stating that the woman's contribution to the total income of household is smaller than the man's.

CONCLUSION

The model of job opportunity creation through optimizing basic skill developed by the administrators of PKK in Pakem Hamlet among the housewives belongs to simple category, starting with identifying the root of problem, then identifying potency, and finding solution. Despite simplicity, the measure needs persistence, precision, and intelligence. Exploring information persistently from the guided members who keep silent so that they should visit their house, observing the potency precisely, and finding the solution smartly are the attitudes that in turn yield nice result the benefit of which is felt not only by the administrators of PKK but most importantly and primarily by the guided members. The nice result is indicated with the improved economy felt by the guided members.

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