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Production Barriers and Business Development of Pagatan Woven Fabric In Tanah Bumbu Regency

Siti Nurhalizah
2110128220005@mhs.ulm.ac.id
Social Science Education Department, FKIP Lambung Mangkurat University
Mutiani
mutiani@ulm.ac.id
Social Science Education Department, FKIP Lambung Mangkurat University
M. Ridha Ilhami
ridha.ilhami@ulm.ac.id
Social Science Education Department, FKIP Lambung Mangkurat University
Rusmaniah
rusmaniah@ulm.ac.id
Social Science Education Department, FKIP Lambung Mangkurat University
Raihanah Sari
raihanah.sari@ulm.ac.id
Social Science Education Department, FKIP Lambung Mangkurat University

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Abstract

This study aims to identify the obstacles faced in the production process and business development in the small-scale industrial sector, particularly traditional woven fabric businesses. In the context of local culture-based economic development, woven fabric businesses play a strategic role in preserving cultural heritage while improving community welfare. However, in practice, business operators often face various challenges that hinder smooth production and business expansion. This study employs a qualitative descriptive approach with data collection techniques including observation, in-depth interviews, and documentation. The results indicate that the main challenges in the production process include limited access to high-quality raw materials, a shortage of skilled labor, weather conditions, limited business capital, marketing issues, and a shortage of skilled labor. Business operators have also begun to apply technology in the production process to improve efficiency and consistency of results. Commitment to cultural preservation is maintained in every innovation undertaken. Support from local governments, financial institutions, and creative communities further strengthens the business development process. This study shows that with the right development strategies, traditional woven fabric businesses have great potential to grow sustainably and competitively in both local and national markets.

Keywords: *Production Barriers, Business Development, Woven Fabrics*

Abstrak

Penelitian ini bertujuan untuk mengidentifikasi hambatan yang dihadapi dalam proses produksi serta pengembangan usaha pada sektor industri kecil, khususnya usaha kain tenun tradisional. Dalam konteks pengembangan ekonomi berbasis budaya lokal, usaha tenun memiliki peran strategis dalam pelestarian warisan budaya sekaligus peningkatan kesejahteraan masyarakat. Namun demikian, dalam praktiknya, pelaku usaha kerap menghadapi berbagai tantangan yang menghambat kelancaran produksi dan perluasan usaha. Penelitian ini menggunakan pendekatan deskriptif kualitatif dengan teknik pengumpulan data melalui observasi, wawancara mendalam, dan dokumentasi. Hasil penelitian menunjukkan bahwa hambatan utama dalam proses produksi meliputi keterbatasan bahan baku berkualitas, kurangnya tenaga kerja terampil, kondisi cuaca, keterbatasan modal usaha, serta pemasaran, serta terbatasnya jumlah tenaga kerja terampil. Pelaku usaha juga mulai menerapkan teknologi dalam proses produksi untuk meningkatkan efisiensi dan konsistensi hasil. Komitmen terhadap pelestarian budaya tetap dijaga dalam setiap inovasi yang dilakukan. Dukungan dari pemerintah daerah, lembaga keuangan, dan komunitas kreatif turut memperkuat proses pengembangan usaha ini. Penelitian ini menunjukkan bahwa dengan strategi pengembangan yang tepat, usaha kain

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tenun tradisional memiliki potensi besar untuk tumbuh secara berkelanjutan dan berdaya saing tinggi di pasar lokal maupun nasional.
Kata Kunci: *Hambatan Produksi, Pengembangan Usaha, Kain Tenun*

PRELIMINARY

South Kalimantan is known to have diverse cultural wealth, one of which is reflected in its traditional fabrics. South Kalimantan is a region that has a fabric that moves in the economic field in producing and marketing goods (Istika et al., 2022). In addition to the Sasirangan fabric that developed in the industrial economy and as the cultural identity of Banjar (Jumriani et al., 2021). South Kalimantan also has other distinctive fabrics that are no less interesting, namely Pagatan woven fabric, which originated from the Bugis community who settled in the Pagatan area, Tanah Bumbu Regency. The existence of this woven fabric is evidence of a rich cultural blend (Munawarah, 2022).

Woven fabric is a type of fabric produced through weaving yarn threads lengthwise and crosswise. This technique allows the threads to be joined together to form a strong, patterned fabric (Subiyakto & Rahmia, 2025). Woven fabrics are usually made from organic materials including fibers, cotton, silk, and a variety of other materials. The distinctiveness of woven fabrics is found in their diverse designs, patterns and surfaces, which represent the cultural heritage of a particular region (Barokah, 2025). Woven fabrics are usually used for a variety of needs, such as traditional clothing, accessories, and home decoration. In addition, woven fabrics also have business opportunities for both local and international markets (Annisa, 2025). Woven fabrics are not only used as daily clothing or traditional clothing, but also as a form of appreciation in various important events that illustrate the cultural values, creativity, and characteristics of each region that also feature woven fabrics as an important part (Suharyono et al., 2024). One example of traditional woven fabric in Indonesia is Pagatan woven fabric from Tanah Bumbu Regency, South Kalimantan (Abbas, 2025).

Tanah Bumbu Regency is home to various local businesses that produce the unique woven fabric craft from Pagatan. This woven fabric is part of the traditional cultural heritage that plays an important role and has its own characteristics for the people of Tanah Bumbu Regency, South Kalimantan (Razi & Rahmia, 2025). It not only reflects the hand skills of local artisans, but also the beauty and richness of the region's culture. Through this home industry, Pagatan woven fabric becomes a symbol of local identity that helps introduce the unique culture of Tanah Bumbu Regency to the outside world (Ananda & Zulfaridatulyaqin, 2022).

This woven fabric is known as Pagatan woven fabric because its production is specifically carried out by craftsmen from the Pagatan area, this fabric has a very important

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cultural value and potential as part of the rich tradition of the community (Hendraswati, 2018). Pagatan weaving is an important part of local culture that continues to grow until now (Noor, 2020). Previously existing traditional motifs were redeveloped to showcase the cultural potential of Tanah Bumbu Regency (Hidayah, 2019). Weaving also illustrates how individual creativity can be processed into useful economic products, while passing on cultural values that have existed for a long time and become an important part of the traditions that continue to live in society (Ulfa et al., 2023).

METHOD

This research used a qualitative approach with a descriptive method to obtain an in-depth description of the production factors involved in making Pagatan woven fabric in Tanah Bumbu Regency (Rukin, 2019). Data were collected through observation, interviews, and documentation. The main informants are business owners and woven fabric craftsmen (Abdussamad, 2021). The main research tool is the researcher himself, assisted by interview and observation guidelines. Data sources consist of primary data (results of direct observation and interviews) and secondary data from literature, documents, and archives related to woven fabric production (Fadilla & Wulandari, 2023). Data analysis was carried out through the stages of data reduction, data presentation, and conclusion drawing. Data validity was tested using triangulation of sources, techniques, and time to ensure the accuracy and validity of the findings (Sugiyono, 2019). The focus of this research is on production barriers and business development of Pagatan woven fabric.

RESULTS AND DISCUSSION

A. Barriers to Woven Fabric Production

1. Unavailability of Raw Materials

The unavailability of raw materials indicates that the company is too dependent on just one supplier, and does not have alternative suppliers. This dependency makes the company more vulnerable if there is a supply disruption. This problem is exacerbated because the company has not planned its long-term raw material needs well, so it does not have sufficient reserves when orders come in. This also shows that entrepreneurs have not implemented a supply chain management system to the fullest, especially in terms of procurement and risk management. As a result, production can be disrupted, costs can be higher, and customers can be dissatisfied.

The results of this study show that there is conformity with the findings of previous research by (Tribowo & Siti Fatimah Nurhayati, 2018) which states that weaving entrepreneurs face obstacles in the form of the availability of raw materials in the form of yarn and dyes

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which sometimes arrive late, hampering the production of woven fabrics. Solutions to reduce the risk of raw material shortages, entrepreneurs need to work with more than one supplier so as not to depend on just one source. In addition, it is important for companies to establish sustainable relationships with several alternative suppliers. Companies should also start planning their raw material needs using accurate data and forecasts, so that supplies remain secure.

2. Limited Skilled Labor

The limited labor force in woven fabric production indicates a shift in the younger generation towards the traditional craft sector. This lack of regeneration is due to several factors, such as the lack of respect for the weaving profession, the low level of income earned from weaving, and the limited formal training programs for new artisans. This situation shows that the woven fabric industry is still dependent on a diminishing pool of experienced labor. Skilled labor in weaving requires specialized skills that are usually acquired through years of experience and hereditary learning. Currently, the younger generation's interest in this profession is declining, as many are more interested in jobs in other sectors that are considered more modern or financially promising.

The results of this study show a correspondence with the findings of previous research by (Tribowo & Siti Fatimah Nurhayati, 2018) which states that most of the workers employed by weaving entrepreneurs are over 50 years old, while the number of young workers is relatively small. Advanced age causes a decrease in productivity compared to younger workers. Therefore, support and guidance from the government are needed, both in improving weaving skills and in business management. Solutions to these problems require strategic efforts such as increasing economic incentives for weavers, developing weaving skills training programs for the younger generation, and promoting the cultural value of woven fabrics through education and public campaigns. In addition, innovations in design and marketing also need to be made to increase the attractiveness and economic value of woven fabrics.

3. Weather Conditions

Weather constraints in the drying process indicate a high dependence on natural factors in the production of traditional woven fabrics. The absence of modern drying facilities makes productivity highly dependent on weather conditions. This causes the production process to be inconsistent, especially during the rainy season, which extends production time and increases the risk of product defects, such as mottled yarn color or musty-smelling fabric.

The results of this study show a correspondence with the findings of previous research by (Meo et al., 2023) which states that the making of ikat weaving is usually done during the

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summer so that the motifs produced through drying have good quality. If this manufacture is carried out in the rainy season, moisture can damage the yarn so that the motif becomes tangled or loses its original shape.

Solutions to these problems require updates in drying methods, such as the construction of simple drying houses, the use of energy-efficient electric dryers, or the application of a combination of natural and artificial drying methods. In addition, training and support from the government or private sector are needed to introduce relevant technologies that suit the situation and capabilities of crafters in the local area.

4. Limited Business Capital

Limited business capital is an obstacle to production development. Business capital is needed for various needs, from purchasing raw materials (such as yarn or dyes) in large quantities, and financing production. Slow capital turnover, especially if sales are unstable, can hamper business continuity.

Business capital plays an important role in supporting the continuity and development of woven fabric production. Capital needs cover various aspects, ranging from the purchase of raw materials or dyes in large quantities, financing the daily production process, maintaining looms. In addition, promotion also requires its own costs, especially if business actors want to expand the market through social media, participate in exhibitions, or build partnerships with other parties.

One obstacle that is often faced is slow capital turnover. This usually happens when sales are unstable or declining, resulting in disrupted cash inflows. As a result, businesses find it difficult to purchase new raw materials or continue the production process in a sustainable manner. If not handled appropriately, this situation has the potential to hamper productivity and even threaten overall business continuity.

This study found results in line with previous research, which revealed that one of the constraints was the limited capital owned and the absence of access to external financial institutions. This condition causes weaving entrepreneurs in Sadakan Hamlet to have difficulty developing their business scale, as stated by (Tribowo & Siti Fatimah Nurhayati, 2018) in their research.

The solution to this problem requires an integrated and sustainable approach. One important step is to provide access to microfinance that is more flexible and easily accessible to business actors, so that they have sufficient working capital to maintain the availability of raw materials and production continuity. In addition, a sustainable financial management assistance program is needed so that businesses can manage their business finances more

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effectively and in a planned manner. Equally important is the need to develop collaborative initiatives such as the establishment of production cooperatives, which not only serve as a platform to collectively pool and manage capital, but also as a center for raw material distribution, training, and marketing.

5. Marketing

Marketing is one of the obstacles faced in maintaining the sustainability of the Pagatan weaving business. This is because traditional woven products generally have a higher selling price than factory-made textile products. This price difference occurs because the production of traditional woven fabrics requires a relatively long time, special skills, and involves detailed and complicated manual production stages. These conditions make traditional woven products less competitive in the general market, especially when compared to cheaper and more readily available mass-produced products. As a result, attracting consumer interest and expanding the market have become obstacles for weaving businesses. This causes competitiveness in the market to be quite difficult, especially in attracting consumers who consider the price factor more.

The results of this study show a correspondence with the findings of previous research by (Rato et al., 2025) which states that some of the obstacles in marketing woven fabrics include the lack of infrastructure that supports distribution and marketing, limited understanding of current marketing strategies, and difficulties in maintaining product quality. Solutions to these problems require a more focused and sustained effort to improve the marketing capacity of entrepreneurs. One key step is to organize relevant and practical digital marketing training, so that entrepreneurs are able to use social media, marketplaces, and other digital platforms to expand their market reach. Another is the need to strengthen branding strategies that highlight local cultural values as the main attraction of products, so that they can compete in a wider market.

The ability to meet greater market standards will significantly affect product competitiveness. This effort also needs to be supported by the establishment of an extensive and sustainable marketing network, through strategic cooperation with the private sector, government agencies, creative communities, and integration into the rapidly growing e-commerce ecosystem. This collaborative approach is expected to create opportunities to enter new markets and improve the overall competitiveness of craft products.

B. Business Development of Woven Fabric in Tanah Bumbu District

Business development is an important step to improve the sustainability, competitiveness and economic value of small industries such as Pagatan's traditional woven

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fabric. The success of this production house in maintaining its existence is inseparable from business development and cultural values that continue to be maintained. There is a division of roles in the management of the woven fabric business. By handing over production to craftsmen, business actors can focus more on aspects of quality control and overall business management. Local government support in the marketing aspect is an important factor that helps expand the market reach of Pagatan woven fabric.

Management in the weaving business is done in a structured manner where some parts are handed over to other parties who have special expertise. For production, the entire process of making woven fabrics is done by craftsmen who have high skills and experience in producing quality products. They are responsible for every stage of manufacturing, from the arrangement of the threads to the completion of the woven fabric. Meanwhile, for marketing, they receive assistance from the local government, which plays a role in introducing woven products to a wider market. The local government helps facilitate promotion through exhibitions or local events, open market access, and establish cooperation with various parties so that woven products can be better known and sold in the market.

Innovations were made in both the production process and the design of woven fabrics. In terms of production, initially using traditional looms (gedog), then switching to non-machine looms (ATBM) to improve work efficiency. In terms of design, traditional motifs were combined with modern elements to remain relevant to the times. Making innovations in the design and production process of woven fabrics is an important step to ensure business sustainability and competitiveness in the market. Previously, the production of woven fabrics was carried out using traditional looms such as gedog weaving, which required precision and a longer time.

With the development of the times, many craftsmen have now begun to switch to the use of ATBM (Non-Machine Loom), which allows production to be faster and more efficient. Changes in the production process also have an impact on the design of the woven fabric produced. Craftsmen now create woven fabrics that retain cultural values, but are also attractive to today's market. Following the development of trends and market demand, craftsmen are able to produce works that suit consumer tastes, while introducing the richness of weaving culture to the younger generation. This innovation not only improves product quality, but also expands the market and provides an opportunity for the weaving industry to grow over time.

Capital assistance from the government helps in the provision of tools, in the form of Non-Machine Looms (ATBM), to support and accelerate the production process of Pagatan woven fabrics. Based on the research results obtained, it is known that capital assistance from

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the government has had a positive impact on the development of the woven fabric business. The government, through the Industry Office, helps by providing non-machine looms (ATBM) to the craftsmen. In addition, after coaching by the local government, there was progress in the quality of production and management of the weaving business.

Capital assistance from the government is very supportive in the development of the woven fabric business. One form of assistance received was the provision of ATBM (Non-Machine Tool Weaving) looms that were very helpful in accelerating the production process and increasing efficiency. This assistance was provided by the government which aimed to encourage the development of the weaving industry in the area. The existence of ATBMs, craftsmen can produce woven fabrics more quickly, increasing productivity and product quality.

Government intervention through the provision of production tools and technical guidance was able to increase the capacity of local weaving businesses. ATBM assistance not only accelerated the production process but also encouraged artisans to improve the quality and quantity of their weaving products. This shows that support from the government or related organizations is an important factor in accelerating the growth of local culture-based small businesses. Continuous coaching also contributes to improving skills, design innovation and business management among artisans.

The commitment to continue growing the business is immense. Realizing that to remain competitive in the market, the business must always adapt to the times. Therefore, it plans to continue to innovate, both in terms of products, marketing, and production processes. One of them is to follow the latest trends in the world of woven fabric design, so that products remain relevant to the needs and tastes of modern consumers. Not only that, it is also committed to continuously improving product quality by utilizing better quality raw materials. Keeping up with the times also means maintaining business sustainability. Continue to open up to collaboration opportunities with various parties so that the business grows and is better known by the wider community. Of course, with all these efforts, we hope that the business will not only survive, but also grow and have a positive impact on the surrounding community and local craftsmen. The business can continue to develop along with the changing times, without leaving the cultural roots that have become its identity.

CONCLUSION

Pagatan woven fabric production in Tanah Bumbu Regency faces a number of major interrelated constraints, namely raw material unavailability, limited skilled labor, dependence

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on weather conditions, limited business capital, and challenges in marketing. Dependence on a single raw material supplier and lack of supply chain planning leads to vulnerability to production disruptions. On the other hand, the lack of regeneration of skilled labor is a serious challenge, as the industry still relies on older weavers. In addition, the weather-dependent production process, particularly for drying, leads to inconsistencies and a decline in product quality. Limited capital makes it difficult for entrepreneurs to increase production capacity and expand their business. Meanwhile, the competitiveness of traditional woven products in the market is still weak due to relatively high prices and the lack of modern marketing strategies. Nevertheless, the development of woven fabric businesses has shown a positive direction through various innovation efforts and government support. Innovations were made in the design and production process with the use of non-machine looms (ATBM) to improve efficiency. The active role of the local government in providing capital assistance, training, and promotion has also encouraged sustainable business development. Business actors also showed a commitment to continuously adapt to market trends without abandoning local cultural values. With a collaborative approach, strengthening the capacity of artisans, and innovative strategies in production and marketing, the Pagatan woven fabric business has the potential to grow and compete sustainably amidst the challenges of the times.

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