



Social Implications and Educational Strategies for Sustainability: HR Adaptation in Indonesia's Rattan Industry

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Abstract

The Indonesian rattan industry, as a labour-intensive and community-based export sector, is highly exposed to fluctuations in global trade policies, including protectionist tariffs imposed by the United States. This study examines the social implications of these trade disruptions on employment conditions and analyses how workers and industry actors develop adaptive and educational strategies to sustain livelihoods. Using a qualitative case study design, data were collected through in-depth interviews and participant observation in the rattan production centres of Trangsan and Rajapolah. The data were analysed thematically to identify patterns of social adaptation and workforce learning. The findings show that declining export demand has led to employment insecurity, reduced working hours, and increased vulnerability among informal workers. In response, industry actors adopted skills development initiatives, product diversification, community collaboration, and digital platforms. These practices indicate that human resource resilience is a socially embedded and educationally driven process shaped by informal learning, social support, and local innovation, contributing to workforce sustainability in traditional export industries.

Keywords: Social Adaptation, Social entrepreneurship, Workforce Resilience, Vocational Education, Workforce Sociology, Informal Learning, Sustainability, Craft Industry

1. Introduction

Economic globalization in recent decades has created an increasingly dense and complex network of international trade. Developing countries, including Indonesia, increasingly rely on exports for economic growth as the primary driver of national income. However, this dependence makes them highly vulnerable to changes in external policies, particularly protectionist policies imposed by developed countries. One key moment illustrating this dynamic is the high tariff policy implemented by President Donald Trump's administration on imported goods from a number of countries, including China and other developing nations. (Seow, 2025; Zheng et al., 2022). This policy triggered turmoil in the global trade structure and put significant pressure on exporting countries.

In this context, Indonesia faces significant challenges, particularly in labor-intensive sectors such as the rattan craft industry. The rattan industry is one of Indonesia's mainstay non-oil and gas exports and contributes significantly to local employment, particularly in key producing areas such as Trangsan in Central Java and Rajapolah in West Java (Agung, 2024; Fahriyadi, 2011). With around 60% of Indonesian rattan products exported to the global market, especially the United States (Pratono, 2019), discriminatory tariff policies have a direct impact on decreasing export volumes, increasing production costs, and reducing product competitiveness in the international market (Hanada, 2020; Stuart, 2024; Zheng et al., 2022).

The impact of this policy is not only macroeconomic, but also creates social tension and job uncertainty in the rattan sector. Many employers are forced to reduce production capacity, lay off employees, and cut working hours and wages (Khoury et al., 2023; Stuart, 2024). Symptoms of "deskilling" are also starting to occur, where workers no longer have the opportunity to improve their skills due to weak investment in training by companies that are trying to survive (Milberg, 2020). This situation further marginalizes the informal workers who make up the majority in this sector.

While the government's response tends to focus on strengthening exports and improving logistics systems, the aspect of workforce resilience, or human resource (HR) resilience, has received less attention. Yet, industrial sustainability is crucially determined by the workforce's adaptive capacity to face external pressures (Bikar et al., 2023; Khoury et al., 2023). In the context of the community-based rattan industry, a holistic approach to human resource development is crucial. Human resource resilience encompasses the ability to adapt, innovate, build social networks, and leverage technological opportunities to create new value amidst a crisis (Comunian & England, 2019; Polycronidou et al., 2021).

The export crisis caused by protectionist policies has also spurred the emergence of various adaptive strategies at the micro level. Rattan industry players have begun diversifying their products, utilizing digital platforms for marketing, and building collective solidarity in the form of cooperatives or community networks to strengthen

their bargaining position (Gumulya et al., 2022; Pratono, 2019). Community-based strategies such as local training, cooperation in procuring raw materials, and collective marketing are concrete forms of resilience rooted in local wisdom and the social potential of the community (Hayat et al., 2022).

Theoretically, workforce resilience does not exist in isolation, but is formed through the interaction of various determinants. First, relevant skills and competencies determine workers' ability to survive and remain productive in a changing market context (Comunian & England, 2019; Polycronidou et al., 2021). Second, social support and community networks provide space for sharing resources and managing uncertainty collectively (Westhuizen & Mdlalose, 2025). Third, local innovation and technology adoption are the main levers for creating product differentiation and production process efficiency (Gumulya et al., 2022).

However, literature discussing human resource resilience in the context of the craft industry, particularly rattan, is still limited. Most research focuses on large-scale or technology-based industrial sectors, which have significantly different organizational structures and resources than the community-oriented craft sector (Albertoni & Wise, 2020). Therefore, it is important to explore contextually how rattan workers and industry players build resilience in the face of external pressures such as high tariff policies from trading partner countries.

Furthermore, on a regional scale in Southeast Asia, countries like Vietnam and Thailand are also facing similar challenges due to trade tensions between the US and China. While some have succeeded in capturing certain export markets, their strategies remain reliant on strengthening human resource capacity and diversifying markets (Bouoiyour & Selmi, 2018; Cumberland et al., 2023; Nguyen et al., 2017). This experience serves as an important lesson for Indonesia to focus not only on strengthening exports quantitatively, but also on the quality and resilience of its industrial players.

Within this framework, this research becomes important to answer the following questions:

1. How have the Trump administration's protectionist tariff policies impacted employment conditions in the Indonesian rattan industry?
2. What adaptive strategies and resilience mechanisms have been developed by human resources in the rattan industry in the face of the export crisis?
3. What factors influence the resilience of human resources in the Indonesian rattan industry in the context of external pressures resulting from global trade policies?

This research is expected to provide theoretical contributions to enrich academic discourse on the impact of global trade policies on community-based economic sectors and informal labor. Furthermore, in practice, the findings can serve as a reference for policymakers and industry players in designing more sustainable and

inclusive interventions in the face of increasingly uncertain global trade dynamics. By understanding resilience as a social process, rather than simply an individual attribute, the approach developed will be more rooted in the local context and the real needs of industry players.

2. Literature Review

2.1 Global Trade Protectionism and Its Socio-Labour Consequences

In the increasingly volatile dynamics of global trade, protectionist tariff policies have re-emerged as a central issue in international economic relations. Particularly during President Donald Trump's administration, the imposition of high tariffs on imported goods from China and several developing countries generated widespread uncertainty and structural disruption in global markets. Zheng et al. (2022) argue that high tariffs on intermediate goods and raw materials are especially detrimental to exporters from developing countries, as they not only increase production costs but also erode competitiveness in key destination markets such as the United States. Stuart (2024) further notes that craft-based export sectors are disproportionately affected because their products are highly price-sensitive and embedded within complex global value chains.

Beyond macroeconomic trade distortions, protectionist policies have significant social and labour-related consequences, particularly for labour-intensive industries in developing economies. Indonesia's rattan industry exemplifies this vulnerability due to its heavy dependence on export markets. Empirical studies consistently show that trade restrictions translate into declining orders, production contraction, and employment instability. Milberg (2020) highlights that protectionist measures often weaken demand, leading to reduced working hours, layoffs, and increased precarity, especially among informal workers. In craft-based sectors dominated by informal employment, these impacts are magnified, resulting in income insecurity and heightened social vulnerability at the community level (Albertoni & Wise, 2020).

2.2 Trade Policy Shocks, Industrial Structures, and Social Vulnerability

To understand these dynamics, scholars frequently draw on industrial protection theory and trade impact theory. Industrial protection theory posits that tariffs are designed to shield domestic industries through price advantages; however, such policies often create inefficiencies, distort global markets, and discourage innovation in both importing and exporting countries (Hanada, 2020). Conversely, trade impact theory emphasizes the reciprocal and uneven consequences of tariff policies, particularly for export-dependent sectors in developing economies, where reduced market access leads to declining output and employment (Zheng et al., 2022).

From a social science perspective, these theories help explain how macro-level trade policies generate micro-level social risks. In the Indonesian rattan industry, tariff-induced export decline disrupts not only supply chains but also the social organization of work, affecting household livelihoods and community cohesion.

Employment uncertainty, irregular income, and reduced opportunities for skill development contribute to broader patterns of social exclusion and labour marginalization. These conditions underscore the need to move beyond purely economic analyses toward frameworks that account for workforce welfare and social sustainability.

2.3 Human Resource Resilience as a Social and Educational Process

In response to external economic shocks, contemporary workforce studies increasingly emphasize the concept of human resource (HR) resilience. The Organizational Resilience Model provides a useful framework for understanding how individuals and organizations adapt to disruption through flexibility, learning, and innovation. Bikar et al. (2023) identify adaptability, continuous learning, and innovation as core pillars of workforce resilience. Importantly, resilience is not merely an individual trait but a socially embedded and educationally mediated process.

Learning agility—defined as the ability to acquire and apply new skills in changing contexts—plays a central role in this process. In labour-intensive and informal sectors, resilience depends heavily on access to learning opportunities that are often non-formal or community-based rather than institutionalized. This highlights the intersection between workforce resilience and vocational education, particularly in contexts where formal training systems do not adequately reach informal workers.

2.4 Social Support, Community Networks, and Informal Learning

The literature further underscores the importance of social support and psychological well-being as buffers against economic and occupational stress. Zayed et al. (2022) demonstrate that supportive work and social environments enhance individuals' capacity to cope with uncertainty and maintain productivity during crises. In community-based industries such as rattan, social support extends beyond organizational structures to include cooperatives, peer networks, and local communities.

From an educational sociology perspective, these networks function as informal learning ecosystems. Knowledge exchange, peer mentoring, and collective problem-solving enable workers to acquire new competencies without formal training institutions. Gumulya et al. (2022) show that strengthening social networks through cooperation in raw material procurement and collective marketing not only improves economic outcomes but also facilitates shared learning and skill transmission. Similarly, training initiatives tailored to local contexts—such as product design, digitalization, and online marketing—support adaptive capacity by embedding education within everyday work practices (Hayat et al., 2022).

2.5 Adaptive Skills, Product Diversification, and Workforce Capability Building

Product diversification represents another critical dimension of workforce resilience. By expanding product lines and exploring alternative markets, industry actors reduce dependence on a single export destination and enhance flexibility in responding to demand fluctuations. Polycronidou et al. (2021) argue that diversification strengthens business sustainability while simultaneously expanding opportunities for skill development and learning. Khoury et al. (2023) further demonstrate that diversification is positively correlated with workforce resilience, particularly in creative and export-oriented industries.

Crucially, diversification requires continuous skill acquisition, reinforcing the link between resilience and workforce education. As artisans adapt to new designs, materials, and markets, they engage in ongoing learning processes that blur the boundaries between production and education. Without such learning opportunities, workers risk deskilling—a phenomenon identified by Niraula and Valentin (2019), whereby individuals lose relevance in the labour market due to technological and market changes.

2.6 Community-Based Education, Innovation, and Social Sustainability

Prior research on the rattan industry emphasizes that adaptability is shaped by the interaction between local innovation, cross-cultural collaboration, and community networks. Pratono (2019) highlights that collaboration enables knowledge transfer and integration into global value chains, enhancing both economic and social sustainability. Comunian and England (2019) further stress the importance of access to training and continuing education, particularly for informal workers who are frequently excluded from formal education systems.

Community networks thus play a dual role: they provide social protection during crises and serve as platforms for informal and non-formal education. Westhuizen and Mdlalose (2025) identify community support as a crucial mechanism for reducing vulnerability and rebuilding productive capacity after economic shocks. Local innovation—such as combining traditional rattan materials with contemporary designs or adopting digital technologies—also contributes to resilience by fostering learning, creativity, and market adaptability (Gumulya et al., 2022; Polycronidou et al., 2021).

3. Methodology

This study uses a qualitative approach to explore in depth the impact of protectionist tariff policies on employment in the Indonesian rattan industry and to analyze the forms of human resource (HR) resilience in responding to the export crisis. This approach was chosen because it captures the nuances of subjective experiences, social meanings, and adaptive strategies employed by industry players and workers in the face of complex and dynamic external pressures. As emphasized by Itam and Warriar (2023), qualitative methods provide more contextual insights in examining

the impact of policies on the workforce than quantitative methods, which focus more on statistical causal relationships.

The research design used is a case study. This study aims to understand the meaning, motivations, and challenges faced by rattan industry players in maintaining workforce resilience when exports are disrupted by tariff policies. The case study approach allows for a deep, contextual understanding of complex and specific social phenomena within a specific setting (Creswell & Poth, 2012; Idrus & Priyono, 2014). The rattan industry was selected based on its significant contribution to the labor-intensive export sector and its vulnerability to global market fluctuations influenced by international trade policies (Pratono, 2019).

The research locations were purposively determined in rattan production centers in Indonesia, namely Rajapolah Village, West Java (Figure 1) and Trangsan Village, Central Java (Figure 2), which are known as national rattan production bases and have a high concentration of small and medium enterprises (SMEs) (Agung, 2024; Fahriyadi, 2011). The location selection took into account the relevance of the rattan sector to the local economic structure and its implications for employment at the community level.



Figure 1. Rajapolah Village



Figure 2. Trangsan Village

Participants in this study were selected using purposive sampling with the following inclusion criteria: (1) being an active business owner or worker in the rattan industry, (2) having experienced a decline in export orders due to US tariff policies, and (3) being directly involved in the production, management, or distribution of rattan products. A total of 12 participants participated, consisting of craftsmen, owners, production managers, operational staff, and representatives of rattan cooperatives. Participants included 7 men and 5 women, ranging in age from 24 to 53, and with 3 to 20 years of work experience.

Data collection was conducted through two main techniques: semi-structured in-depth interviews and participant observation. The interviews allowed participants to describe their experiences in dealing with the export crisis, including the adaptive strategies they employed. The interview guide included open-ended questions regarding changes in working conditions, the organization's response to the crisis, and the forms of support they received. Each interview lasted 45 to 70 minutes and was recorded with the participants' consent. Participant observation was conducted at two rattan business locations, focusing on work dynamics, social interactions, and innovations and adaptive initiatives emerging informally in the workplace. Observations lasted for 3 hours per session and were carried out in two to three visits at each location.

Data were analyzed using thematic analysis techniques as developed by Creswell & Poth (2012). The analysis procedure consisted of five stages: (1) familiarization with the data through repeated reading of interview transcripts and field notes; (2) initial coding of meaningful segments within the narrative; (3) initial development of themes based on interconnectedness between codes; (4) review and refinement of

themes to reflect conceptual depth; and (5) final naming and definition of themes along with illustrative quotes from participants. The primary focus of the analysis process was to identify patterns in coping strategies and build workforce resilience to trade disruption.

To ensure the validity and reliability of the data, this study employed a triangulation strategy of sources and methods. Triangulation was conducted by combining interview and observation results to confirm the consistency of the information. Furthermore, perspective triangulation was implemented through the involvement of informants from various roles within the industry (craftsmen, owners, managers, and cooperatives), and by comparing interpretations across researchers during the analysis process. Validity was also strengthened by conducting member checking with six participants, who sent a summary of the initial results for verification and feedback. This feedback was used to refine the interpretation and add necessary clarifications.

Data collection continued until theoretical saturation was reached, when no significant new themes emerged from subsequent interviews and observations (Miles & Huberman, 2014). Saturation was reached after the tenth interview, when incoming data revealed similar recurring patterns of experiences and adaptation strategies across locations.

Therefore, the methodological approach in this study was designed to provide an in-depth and contextualized understanding of human resource resilience in the rattan sector in the face of global trade policy challenges. This methodological framework supports the study's exploratory objectives and is expected to yield findings that are meaningful, valid, and relevant to the socio-economic context under study.

4. Result and Discussion

4.1 The Impact of Trump's Protectionist Tariffs on Rattan Industry Employment

The protectionist tariff policies implemented by the Trump administration have had a multidimensional impact on the export sectors of developing countries, including Indonesia. The rattan industry, a labor-intensive sector dependent on export markets, particularly the United States, has been among the hardest hit. These policies, intended to protect the US domestic industry from perceived unfair trade practices, have instead created a new imbalance in global market dynamics (Selmi et al., 2020).

Selmi et al. (2020) noted that high tariffs on goods from developing countries reduced the competitiveness of Indonesian rattan products in the US market. Consequently, demand for Indonesian rattan products declined drastically. Hanada (2020) emphasized that the dependence of rattan exports on the US market makes this industry highly vulnerable to changes in the foreign trade policies of destination countries. This decline in demand directly impacts production capacity and employment stability in this sector.

Welfens (2020) highlights that in such uncertain times, companies tend to delay expansion, reduce hiring, or even resort to layoffs. This sentiment was echoed by one of the interview participants in this study, a rattan workshop owner in Trangsan, who stated: "After tariffs from the US increased, we lost almost half of our orders from regular buyers. This forced me to reduce my workforce from 18 to 11 within two months. Stock piled up and remained unsold" (Figure 3). This statement concretely illustrates the relationship between macro policies and micro realities on the ground.



Figure 3. Piling up of rattan stock

In addition to workforce reductions, financial pressures also trigger uncertainty about contracts and working hours. Another rattan worker said: "Before the high rates, I worked six full days, but now I only work three to four days. Wages have also decreased due to the piecework system." This situation demonstrates that the impact of tariff policies not only reduces work volume but also decreases the quality and stability of work.

Protectionist policies also impact global supply chains (Zheng et al., 2022). In the context of the rattan industry, the disruption of relationships between rattan farmers, artisans, distributors, and exporters has resulted in fragmented production and distribution channels. One rattan artisan stated: "I usually order rattan from Kalimantan to Java every two weeks, but now even once a month, there's no guarantee of demand. External suppliers are also starting to look for other markets." This indicates that the uncertainty created by tariff policies is pushing industry players to reposition their markets in an unstructured manner.

Pratono (2019) emphasized that when exports decline, regions dependent on the rattan industry experience significant local economic pressure. A rattan cooperative coordinator in Trangsan lamented: "Many cooperative members are starting to look for other jobs because their rattan production isn't enough to survive. Some artisans have even stopped production because there are no buyers." This reinforces the argument that protectionism can structurally weaken the domestic economy of exporting countries.

The literature confirms that protectionist policies often have negative effects on labor-intensive, export-driven sectors. Milberg (2020) noted that high tariffs encourage companies to reduce hiring or lay off workers, resulting in reduced working hours and uncertain employment relationships. This is evident in the conditions faced by rattan workers, who must adapt to more flexible and uncertain work systems.

4.2 Adaptive Strategies and Human Resource Resilience Mechanisms in Facing the Export Crisis

The export crisis caused by the United States' protectionist tariff policies during the Trump administration has forced Indonesian rattan industry players to implement various adaptive strategies to maintain business continuity and employment security. Market uncertainty, declining demand, and supply chain disruptions have pushed human resources in this sector to develop resilience that is not only individual, but also collective and community-based.

One of the key strategies identified was skills enhancement through training. Workers and artisans participated in training programs organized by cooperatives, local governments, and NGOs. This training covered product design, production digitalization, and small business management (Figure 4). A participant from Trangsan Village stated, "The training from the Trade Office helped us learn rattan designs favored by the European market, such as minimalist chairs and lightweight rattan ornaments. This made us more confident in participating in exhibitions." This finding aligns with the views of Polycronidou et al. (2021) and Hayat et al. (2022) that adaptive training provides a direct boost to human resource competitiveness.

Product diversification is also a significant form of adaptation. Facing a decline in orders for traditional furniture, many artisans have begun producing value-added items such as hanging shelves, mirrors, and small household accessories that are in demand in both local and online markets. A craftsman from Trangsan also explained: "We now make products that can be sold on e-commerce, like bohemian rattan decorations. If it's just dining chairs, there's already a lot of competition from Vietnam and the Philippines." This diversification is considered effective in reducing dependence on a single product or market (Khoury et al., 2023).



Figure 4. Rattan production processing training

The third strategy is strengthening community networks and local collaboration. Artisans form cooperatives and work groups to share orders, collect raw materials collectively, and promote together. One artisan group leader explained: "If there are a lot of orders, we divide them among several workshops. So everyone can keep working even when the market is slow." This approach reflects the importance of solidarity and coordination in maintaining the industry's sustainability (Gumulya et al., 2022; Westhuizen & Mdlalose, 2025).

The use of digital technology is another key element. Rattan industry players have begun marketing their products through Instagram, TikTok, and marketplaces like Tokopedia and Shopee. One MSME entrepreneur stated, "We now have a dedicated Instagram account. My son manages it. Through it, we get orders from Jakarta and Bali." Digital technology opens up broader market access and reduces dependence on large buyers (Polycronidou et al., 2021; Tenakwah & Watson, 2024).

In general, the adaptive strategies implemented indicate that human resource resilience in the rattan industry is formed through a combination of new skills, product innovation, community solidarity, and technology utilization. This finding supports Bikar et al.'s (2023) argument that workforce resilience is related not only to individual resilience but also to social structures and collective capacity. Therefore, resilience-building strategies should include needs-based training, facilitating business networks, and institutional support for digital transformation.

Thus, the adaptive strategies developed by rattan industry human resources reflect the ability to face global pressures through a contextual and participatory approach. Resilience, in this context, is not simply about surviving, but also about transforming and evolving in the face of constantly changing market dynamics.

4.3 Factors Influencing the Level of Human Resource Resilience in the Rattan Industry Under Global Trade Pressures

Human resource (HR) resilience in the Indonesian rattan industry is a crucial response to external pressures resulting from global trade policies, including protectionist tariffs. Various factors play a role in shaping this resilience, ranging from individual adaptability and social support to innovation in work processes and products. Understanding these factors enables stakeholders to develop effective intervention strategies to maintain the sector's sustainability.

Adaptability is a key pillar of human resource resilience. A workforce capable of adapting quickly to changing market conditions demonstrates greater resilience in the face of crises. Zayed et al. (2022) emphasized that skill flexibility and a willingness to learn new skills provide an advantage in uncertain times. A participant from a rattan craft center in Trangsan stated, "We started learning digital design so we could keep up with foreign market trends. If we kept using old patterns, it would be difficult to break through." This statement reflects the crucial role of new skills in enhancing individual resilience to external shocks.

Training and continuing education have been shown to strengthen adaptive capacity. One cooperative head explained that they regularly hold online marketing and design digitalization training: "We invite our fellow artisans to learn how to photograph attractive products and upload them to marketplaces. This is important because export markets are unstable." Literature supports the notion that technology- and market-based training is the foundation of workforce resilience in the era of globalization (Hayat et al., 2022; Polycronidou et al., 2021).

The third factor is the strength of community networks and social solidarity. In times of crisis, horizontal collaboration between industry players becomes a crucial bulwark in maintaining production continuity. One participant stated: "We now often shop for materials together and chip in for exhibition rentals. This way, costs can be kept down and everyone can still sell." Gumulya et al. (2022) and Westhuizen & Mdlalose (2025) cite community networks as a crucial driver of collective efficiency for small industry players.

Local innovation is another key factor in fostering resilience. A craftsman from Rajapolah revealed that he tried combining rattan with recycled materials and lightweight aluminum: "This model is lighter and more popular with cafe buyers. Now I can sell to new customers in Bali and Bandung (Figure 5)." According to Zayed et al. (2022), product and process innovation are key differentiators in long-term resilience to market fluctuations.



Figure 5. Various kinds of rattan crafts

These factors do not stand alone but rather reinforce each other, forming a multi-layered resilience ecosystem. High individual adaptability can be enhanced through relevant training, while social networks facilitate the dissemination of innovations and collective support. The literature also underscores that human resource resilience in labor-intensive industries like rattan is not solely the result of individual capabilities, but also supportive social structures and policies (Comunian & England, 2019; Pratono, 2019).

Thus, in the face of global trade policy pressures, human resource resilience in the Indonesian rattan industry is shaped by a combination of individual preparedness, capacity investment, community strength, and innovation responsive to market needs. Policy interventions that accommodate these four aspects are necessary to create a resilient and inclusive employment system.

5. Conclusion

This study aims to analyze the impact of the Trump administration's protectionist tariff policies on the rattan industry in Indonesia, focusing on labor conditions, adaptive strategies, and human resource (HR) resilience mechanisms, as well as the factors influencing such resilience. The results indicate that protectionist tariff policies have serious implications for labor dynamics in the rattan industry, both

directly through reduced export demand and indirectly through supply chain disruption and financial pressure on businesses.

The primary impacts of these tariff policies are seen in decreased export volumes, reduced demand from the United States market, and market uncertainty, leading to workforce reductions and a decline in job quality. These conditions are exacerbated by a high dependence on export markets and weak market diversification. In this situation, rattan industry players—both workers and entrepreneurs—are developing various adaptive strategies and resilience mechanisms to survive. These strategies include skills enhancement, product diversification, the use of digital technology, and the formation of strong networks and communities. Understand the evolution and trends in entrepreneurship, with a focus on synthesizing existing knowledge, identifying emerging trends and assessing the impact of globalization and digitalization (Al refai et al., 2025).

The theoretical implications of these findings indicate that trade impact theory and organizational resilience theory are relevant in explaining the response of labor-intensive sectors like the rattan industry to global trade policies. Human resource adaptability, innovation, and social support are crucial elements in building organizational and individual resilience. This study expands the literature on how craft- and export-based economic sectors in developing countries cope with external shocks resulting from protectionist policies in trading partner countries.

In terms of practical implications, this research provides important insights for policymakers and industry players. The government needs to design relevant and sustainable training programs for the workforce and create alternative trade policies that encourage export market diversification. Furthermore, strengthening the collaborative ecosystem between entrepreneurs, workers, and local communities is necessary to strengthen social networks and industry resilience. Innovative practices and the use of technology should be encouraged as part of a long-term strategy to increase the competitiveness of rattan products in the global market.

Overall, this study emphasizes the importance of a holistic approach to understanding the impact of global trade policies on local economic sectors, as well as the need to strengthen human resource capacity as the foundation for the resilience of export-based industries like Indonesia's rattan industry.

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