

“Global Supply Chain International Trade as Emerging Power: Case Study of PT. Toyota Motor Manufacturing towards the Decline of Exports in Southeast Asia in 2020”

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Abstract

This study aims to explain how the global supply chain impacts international trade: a case study of pt. Toyota Motor Manufacturing on the decline in Indonesia's exports in Southeast Asia in 2020 and how the influence of work from home policies and reduction of human resources on export performance at PT. Toyota motor manufacturing. Which affects the global economic crisis and social impact due to the Covid-19 virus pandemic. The method in this study contains a process of comparing data by analyzing the literature of previous scientific studies and using qualitative research methods. The research compiled by the author is a descriptive literature study. Within the theoretical framework used in constructivism theory where this theory has learning that develops logical and analytical abilities, this paper is based on the experience of PT. Toyota Motor Manufacturing Indonesia (TMMIN) implemented the concept of a Work From Home policy on most of its employees in the aftermath of COVID-19 and stopped production for 2 weeks in April 2020.

Keywords

constructivism; PT. Toyota Motor Manufacturing Indonesia (TMMIN); covid-19; work from home



I. Introduction

Global Supply Chain is a global system that is used to produce products and services. *Global Supply Chain* is a supply chain that will involve suppliers or providers of goods and also customers from other countries. It can be said that the *Global Supply Chain* can reach various continents as well as countries with the aim of finding and supplying goods and services (PT SOLTUS INDONESIA, nd). While supply chain implementation will involve the flow of information, resource processes around the world during the *Covid* caused a tremendous impact on the health, humanity, economy, and stability of the global financial system, especially in 2020. One of the impacts is limited mobility and economic activity. As a result, financial markets experience conditions of uncertainty and world economic growth. The economies of trading partner countries, especially Indonesia, also experienced a large contraction. Economic growth is still an important goal in a country's economy, especially for developing countries like Indonesia (Magdalena and Suhatman, 2020).

During the Large-Scale Social Restrictions (PSBB - Large-Scale Social Restrictions), Toyota Indonesia implemented a *Work from Home* for most of its employees and stopped production for 2 weeks in April 2020. Then, PT. Toyota Motor Manufacturing Indonesia (TMMIN) resumed limited operations on 27 April 2020 with 1 shift arrangement, to fulfill *service parts* and export commitments in accordance with the permit received from the Ministry of Industry (Coppola & Maloney, 2009). For the safety and health of its employees, it is important to implement the policy. Therefore, in addition to following the protocols and health provisions set by the central and local governments, all employees of

PT. Toyota Motor Manufacturing Indonesia can return to the work area after 2 weeks of production. Then, they carry out regular health checks and follow the available protocol policies. Because an employee has been infected with the Covid-19 virus. PT. Toyota Motor Manufacturing Indonesia has followed procedures and taken preventive measures, they immediately implemented health protocols such as *deep cleaning, trace & test*, and other health protocols.

They have noticed that no production and sales activities are affected. They have also assured that Toyota's products and services are completely safe according to the company's plan based on various considerations, including stock availability for the market and the Eid al-Fitr holiday, PT. Toyota Motor Manufacturing Indonesia has temporarily suspended production operations from 11 May 2020 to 1 June 2020 which was announced separately. PT. Toyota Motor Manufacturing Indonesia will continue to carry out activities to prevent the spread and transmission of *COVID-19* at every operational stage of production and sales of Toyota Indonesia cars through the implementation of strict health protocols as well as increasing employee awareness and knowledge in health care and prevention.

With the aim of strengthening bilateral relations in trade and promoting balance and sustainable growth. There have been ups and downs of emerging powers as shown by ASEAN which has resulted in a shift in the economy at the global level, as well as changes in international politics, which have both positive and negative implications. In addition, because they have rapid growth and changes that can be seen in the structure of trade, production, consumption, capital flows and distribution of power. This paper aims to understand the effects of *Global Supply Chain International Trade as Emerging Power*: a case study of PT. Toyota Motor Manufacturing on declining exports in Southeast Asia in 2020 which has a global economy in terms of economic sustainability and illustrates the need for stability of economic power to actively consider the sharing of international system management and rules. This paper analyzes the challenges faced by ASEAN in managing political and economic growth, as well as being able to maintain social and political stability in declining exports at PT. Toyota Motor Manufacturing Indonesia. It provides recommendations for Actions to be taken to deal with it effectively. Because of the possible consequences they can have on economic and social stability. This study shows the importance of emerging market economies in international trade and their impact in sustaining economic sustainability at the global level (Mathur & Sai, 2018).

The Indonesian automotive industry has research results titled Indonesian Autos, conducted by HSBC Global Research, and states that 90 percent of respondents choose to use private vehicles as a means of transportation to avoid the *COVID-19* (Persistent, 2020). This advantage in the Indonesian automotive industry is very important in the manufacturing sector because our country has many well-known car companies and has increased production capacity with Southeast Asian countries. PT. Toyota Motor Manufacturing Indonesia, which is part of a large company, namely PT. Toyota Motor Corporation in Japan. This company was founded on April 12, 1971. After PT. Toyota Motor Manufacturing Indonesia, which works as assembly and product finishing, is also PT. Toyota Astra Motor as its marketing office, PT. At first, Toyota Astra Motor was only an importer of Toyota vehicles. But after a year later the company was already functioning as a distributor.

For more than 30 years, PT. Toyota Astra Motor has played an important role in the development of the automotive industry in Indonesia as well as creating job opportunities and is included in its supporting industries. PT. Toyota Astra Motor already has production plants such as *Stamping, Casting, Engine and Assembly* in the Sunter industrial area, Jakarta. In improving product quality and production capabilities, the factory was

inaugurated in Karawang in 1989 and already uses Indonesian-made technology. To be able to analyze the impact of changes in PT. Toyota Motor Manufacturing Indonesia in the manufacturing sector, with its development Indonesia has also joined the international organization of the Association of Southeast Asian Nations or ASEAN (Association of Southeast Asian Nation).

In this paper, the author wants to see and analyze the impact of declining exports of changes in PT. Toyota Manufaktur Indonesia, this author uses a concept of *Global Forecasting* which is a technique for predicting business events using data that has been previously summarized and can affect future economic changes globally.

II. Review of Literature

Global Supply Chain is a global system which is used to produce products and services. This global supply chain is a supply chain which will involve suppliers or providers of goods as well as customers from other countries. In general, this paper uses a constructivism theory where this theory has learning that develops students' logical and analytical abilities based on their experiences and their surrounding environment. According to Suprijono, all knowledge is the result of the construction of a person's activities or actions. Knowledge does not come from outside, but from the self who formed it. Every knowledge requires an interaction with experience, without interaction with a direct object, one cannot construct knowledge (Agus Suprijono, 2012). Conceptually, this paper explains, Global Supply Chain is a global system that is used to produce products and services.

According to PR at PT. Solitus Indonesia, Global Supply Chain is a supply chain that will involve suppliers or suppliers of goods as well as customers from other countries (PT SOLTIUS INDONESIA, nd). It can be said that the Global Supply Chain can reach various continents and countries with the aim of finding and supplying goods and services. While supply chain implementation will involve the flow of information, resource processes that exist throughout the world during the 2019 Covid Pandemic will have a tremendous impact on health, humanity, economy, and stability of the global financial system, especially in 2020. One of the impacts is limited mobility and economic activity. As a result, financial markets experience conditions of uncertainty and world economic growth. The economy of trading partner countries, especially Indonesia, also experienced a fairly large contraction. During the Large-Scale Social Restrictions (PSBB – Large-Scale Social Restrictions), Toyota Indonesia implemented a Work from Home policy for most of its employees and stopped production for 2 weeks in April 2020. So PT. Toyota Motor Manufacturing Indonesia suffered losses that it had during the cessation of production. Some companies such as PT. Toyota Motor Manufacturing Indonesia, made various policies to defend its interests. Starting from not doing production, temporarily closing the business, and even laying off some employees due to cash *flow difficulties*. Then, PT. Toyota Motor Manufacturing Indonesia (TMMIN) will resume limited operations on April 27, 2020 with 1 shift arrangement, to fulfill service parts and export commitments in accordance with the permit received from the Ministry of Industry (PT.TOYOTA MANUFACTUR MOTOR INDONESIA, 2020). According to constructivism theory, it is an educational theory that prioritizes increasing the logical and conceptual development of learners (Binus University, 2019). Meanwhile, the theory according to Karl and Margaretha is a learning process that begins with cognitive conflict, in the end knowledge is built by students themselves through experience and the results of interactions with their environment (Sutisna, 2013) where this theory has learning that develops logical and analytical abilities.

experience of PT. Toyota Motor Manufacturing Indonesia (TMMIN) implemented the concept of a Work From Home policy on most of its employees in the aftermath of COVID-19 and stopped production for 2 weeks in April 2020.

The author also found sources from the book Supply Chain Economics on the reconstruction of competitive innovation increasing return which states that Supply Chain Management presupposes an efficiency in the distribution chain, transportation for example, and requires effectiveness and efficiency requirements such as flexibility, schedule accuracy, affordability, and cost factors. Infrastructure companies must provide product distribution without neglecting every party involved in the series of products and services that are distributed such as PT. Toyota Motor Manufacturing Indonesia (Arman Hakim & Hermawan Kartajaya, 2012). This book examines various aspects of economic growth, the role of technological innovation and networks. The concept of Supply Chain Economics in this book is recommended to be read and listened to by professional companies, state-owned enterprises and private companies, to achieve economic independence and sovereignty.

III. Research Method

The method in this study contains a process of comparing data by analyzing the literature of previous scientific studies and using qualitative research methods. The research compiled by the author is a descriptive literature study. Based on the institutional nature of regionalism in the literature on international relations studies, differences often occur to provide an explanation for the limits or formulation of the theoretical framework. But if you look at it from the other side. By building a theory of regional integration, it is considered important to place it as an idea or idea, or at least to give a feeling for the study of politics and international relations.

From the searches that the researchers searched for or literature searches, this researcher found several scientific papers that talk about Global Supply Chain International Trade: Case Studies of PT. Toyota Motor Manufacturing on the decline in exports in Southeast Asia in 2020 but in this study the researcher sees from the researcher's point of view the impact of Global Supply Chain International Trade: Case Study of PT. Toyota Motor Manufacturing on the decline in exports in Southeast Asia in 2020. How does the *work from home* and reduction of human resources affect export performance at PT. Toyota Motor Manufacturing. Economic cooperation between the countries of Indonesia and the Southeast Asian region must be exploited as a stepping stone for their integration into a global economy that is in accordance with their respective development priorities and interests. The emergence of a new priority or the role of the world in the form of regional integration which is used as the basis for group interests will become the main actor in the existing national interests. In turn, contributions will have an impact on their respective national interests. Previously, the researcher compared his scientific writings with other scientific papers. As for the previous scientific papers, namely Industrial Practice Report in PT. Toyota Motor Manufacturing Indonesia (Kartanegara, 2019) This scientific work is an international scientific work that uses a structure and is in English with quantitative research because it has sufficient data sources and sub-chapters to understand. Then, the researcher also took data from an international book, namely Global Supply Chain Management and International Logistics by Professor Alan E. (Branch, 2008) which explains how a business and shipping consultants are loaded and how the supply chain management works. This book is written in simple, strategic, analytical and pragmatic language. And focuses on code of best practice, complemented by international

diagrams and case studies. It has 12 chapters plus a glossary of terms and abbreviations. Overall, this book covers the industrial and consumer sectors. In the next scientific paper, the researchers took data sources from scientific papers Learning from Kaizen Events during the Covid 19 Pandemic: Case Study on Toyota Kalla, Indonesia (Pada et al., 2021). This literature search shows the increasing popularity of Kaizen Events. Kaizen event is an improvement project that is carried out in a structured manner and aims to improve the performance of the targeted area within a certain time duration (Farris et al, 2009). In this scientific work, solve a problem by referring to an effective tool and a planned technique to be applied to the targeted area. Kaizen Events are associated with the implementation of lean production. The Kaizen Event scientific paper research discusses the application of the Kaizen Event in the early days of the Covid 19 pandemic at the Toyota Kalla Indonesia company.

Meanwhile, the research that was made in the literature on political studies and international relations found an affirmation of the view of capitalism. This study uses a capitalist perspective because this discussion is based on an ideology that believes that capital owned by an individual or a group of people in society can create human welfare. In the application of the economic system, every citizen is allowed to control capital and business with the aim of making a profit. The method in this study contains a process of comparing data by analyzing the literature of previous scientific studies and using qualitative research methods. The research compiled by the author is a descriptive literature study. Based on the institutional nature of regionalism in the literature on international relations studies, differences often occur to provide an explanation for the limits or formulation of the theoretical framework. But if you look at it from the other side. By building a theory of regional integration, it is considered important to place it as an idea or idea, or at least to give a feeling for the study of politics and international relations.

IV. Results and Discussion

Toyota is one of the companies that can have a big influence on the economic movement in Southeast Asia. Its extensive network makes Toyota seem no longer owned by a Japanese company but an ASEAN-owned company because of Toyota's large production in every country it visits. "Indonesia is one of the countries that produces Toyota, the amount of production is not small. Thailand is also the largest Toyota production country in Southeast Asia," said Dr. Riza. This discussion was held to welcome the visit from Korea University at Sejong with Dr. Riza Noer Arfani, Lecturer of the Department of International Relations and guided by Ezka Amilia, ASC Researcher on Friday (25/01).

The source of this discussion is the result of research conducted by Dr. Riza from the Faculty of Social and Political Sciences, Gadjah Mada University.

As stated by Dr. Riza said that Indonesia is one of the countries that can produce quite large spare parts and makes Thailand the largest country that produces them. Because Thailand is one of the strongest automotive industry markets in Southeast Asia. Many world-class manufacturers are attracted by it. Reporting from *Bangkok Post*, the government spokesman, Werachon Sukondhapatipak, said that they are doing their best to facilitate foreign investment. The government wants producers to retaliate by maintaining production bases there.

According to Dr. Riza this can happen because ASEAN has several weak points. "There is a tendency for elite groups to institutionalize and develop ASEAN, the issues described are floating, tend not to touch the larger and broader basic public interest, and

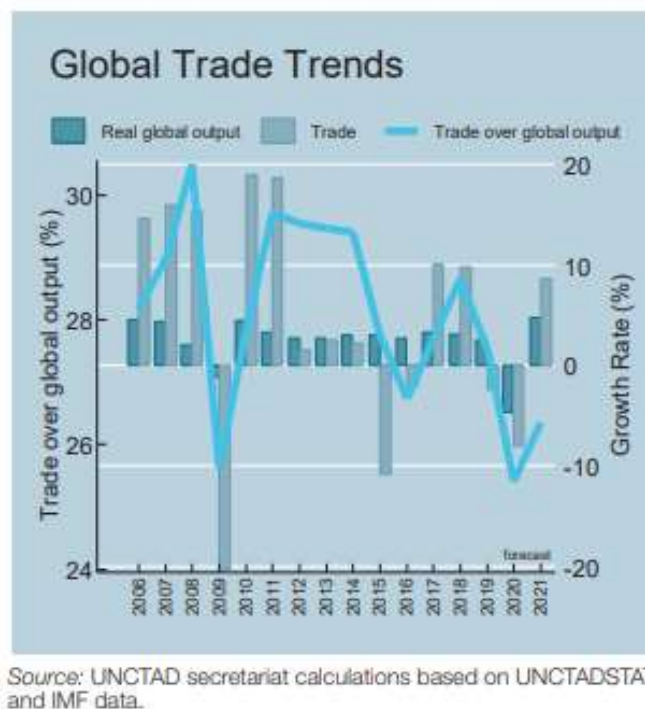
the basic principles of ASEAN do not help resolve regional problems that require more integrated and coordinated efforts." said Dr. Riza This discussion was held to welcome the visit from Korea University at Sejong with Dr. Riza Noer Arfani, Lecturer of the Department of International Relations and guided by Ezka Amilia, ASC Researcher on Friday (25/01).

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Dr. Riza is of the view that the tendency that occurs in the elite group causes competition between producers in the factory. And the policies made to develop ASEAN experienced a fairly strong competitiveness. Toyota has the principle that where they produce in the ASEAN region, they also have sufficient production facilities. The network built by Toyota is getting stronger with the development of their subsidiaries such as Daihatsu. As a company leading the production network, Toyota maintains its organizational/spatial structure consisting of company leaders, first-tier suppliers (most of whom are based in Japan and have cooperation in the host country). The strength of their cooperation strengthens the economic situation of the company and is able to widen the network.

"Indonesia does not have a strong enough voice in ASEAN, its role actually seems to 'help' Toyota strengthen its existence," concluded Dr. Riza. The author also agrees with the quote because it is sufficient to prove a fairly strong role to help and strengthen existence. If every company has the ability to survive the current situation, the company's survival also has its limits. The main factor in the problem of the emergence of many layoffs could be from the current decline in public consumption of goods produced by these companies. One of them is Global Supply Chain International Trade: Case Study of PT. Toyota Motor Manufacturing on the decline in exports in Southeast Asia in 2020. Which will be raised into this discussion. Globalization has created new spaces for free trade between countries in the world through trade agreements and the rapid growth of information technology, transportation and logistics, and production technology that can improve the quality of trade services and other productivity in industry. This process also continues to refer to many developing countries as providing inputs for the world's industries. World Integrated Trade Solution, in its report, has grouped international trade data based on the stages of product processing. Product grouping based on *Stage of Processing* (SoP). Which is used to determine the magnitude of changes in costs that occur in the production chain.

The graph below contains data on world exports starting from raw *materials*, *intermediate goods* (semi-finished products/intermediate products), *consumer goods* (final products), and capital *goods*.



International trade activity continued to decline from year to year until the 2017 period which showed an increase in the *global supply chain*. This also means the occurrence of integration between various countries in the world in terms of meeting the needs of production and consumption inputs. *Global supply chain* can occur due to production costs, economic environmental conditions and policy environmental conditions that may change over time. The opening of national boundaries and ease of access to information also make procurement activities from abroad more efficient. International trade is still largely dominated by final consumption products and capital goods, followed by semi-finished products and raw materials. This shows that the fulfillment of world consumer demand is often met by export of final products, while exports of input needs for production activities are still less. In this export-import activity, there is an increase in product value through the production/manufacturing process, so it is also known as the *Global Value Chain (GVC)*. GVC can create complex cross-border transactions due to export-import activities that can occur in more than 2 countries in an amount that can happen many times. Therefore, the entry of a country into the GVC can provide many benefits depending on how much added value is created by a country in the GVC.

The COVID-19 pandemic in 2020 has had a major impact on the world economy. World GDP is expected to contract by an unprecedented amount in 2020: around 5 percent. The value of international trade is expected to fall by about 8 percent. Assuming that the pandemic is brought under control, the hope for next year is for the global economy and international trade to recover to 2019 levels. The impact of *COVID-19* on the international scene. Trade observed over the last 10 years has seen the global economy become less dependent on trade as measured by the value of world trade in goods and services over world output which is a commonly used indicator to determine the trend of globalization. This ratio peaked at more than 30 percent in 2008. Despite the ebb and flow, the ratio of international trade to global output has been on a downward trend since then and is expected to settle at around 25 percent in 2020. For 2021 and beyond, allowing

international trade to outpace growth in global output, therefore this ratio takes it upwards. However, the magnitude of the rebound is uncertain and given the combination of the disruption to global value chains brought about by *COVID-19* and unresolved trade issues among several major economies (UNCTAD, 2021).

Development global *supply chain* this can occur due to production costs, with economic environmental conditions and policy environmental conditions that may change over time. The opening of the borders of this country and other countries provides easy access to information that makes procurement activities from abroad more efficient. International trade is still largely dominated by final consumption products and capital goods, which are then followed by semi-finished products and raw materials. This shows that the fulfillment of world consumer demand is often met by export of final products, while exports of input needs for production activities are still less. In this export-import activity, there is an increase in product value through the production/manufacturing process, so it is also known as the *Global Value Chain* (GVC) (Naafi Yuliati Lathifah, 2019).

Impact of Global Supply Chain International Trade: Case Study of PT. Toyota Motor Manufacturing led to the decline in exports in Southeast Asia in 2020 at that time when the production, PT Toyota Motor Manufacturing Indonesia (TMMIN) involved many suppliers in other companies as a supply chain. This supply chain is arguably the foundation to meet the manufacturing needs carried out by TMMIN in producing cars and spare parts. However, due to the *COVID-19* that has hit the world, including Indonesia, the market demand has decreased and the supply chain at TMMIN has also been affected.

The surge in coronavirus cases in Southeast Asia, in countries such as Malaysia and Indonesia, has affected the supply chains of Japanese companies, with the possibility of regional production disruptions becoming more apparent. In Malaysia, where a lockdown has been in place since June 1, factories owned by Toyota Motor and Honda Motor remain closed. That's in large part because of regulations that limit reporting factory workers to work to 10 percent or less. *The lockdown* has been extended twice, with tougher restrictions imposed on July 5 in the Malaysian capital region, where Japanese companies operating in the country are concentrated. *Mitsui Mining & Smelting*, which makes *smartphones* in Malaysia, announced a production halt on July 5. Although the government has allowed the electronics industry to resume work, the company's press representative said production would not return to previous levels until such time between late July and early August.

Japanese companies were also hit hard in Indonesia, where daily new infections topped 40,000 on Monday. A survey conducted by the Japan External Trade Organization showed manufacturers condemned the increase in infections and the impact on their operations. One company reported 18 percent of its workforce was infected, creating problems for its operations. And also difficult to operate at full capacity due to restrictions imposed on the movement of people, many Japanese companies operating in Indonesia are considering repatriating their Japanese expats.

A Japanese automaker official posted in Southeast Asia said the difference between the coronavirus pandemic and a natural disaster lies in that the former has a long-term impact on supply chains and hits multiple areas simultaneously. The official said that in Southeast Asia, where vaccine rollouts remain slow, it is difficult to make a one-year forecast, let alone a longer one. Thailand, which is seen as a key component of Japanese companies' production networks in the region, has imposed a curfew in the Bangkok area. However, it has not been accompanied by strong restrictions on the company's operations. A Japanese electronics company suggested that the impact of the curfew was expected to

be limited. Vietnam, which has been widely credited with successfully overcoming the pandemic, has seen a spike in cases in its largest city, Ho Chi Minh City (Bimo Aria Fundrika | Manuel Jeghesta Nainggolan, 2021).

So Kitami, a researcher at JETRO Bangkok, said that while Japanese companies are doing their best amid the pandemic, it is possible that if infections continue to spread in other countries, regulations as strong as Malaysia's could be adopted there and could weaken investment appetite.

"In April-May 2020, the need for drop operations will definitely be disrupted. It actually has an impact not only on TMMIN but also on the supply chain," said Pak Warih Andang Tjahjono, as President Director of TMMIN in a video conference. The author also agrees with the quote above, that what is disturbed is true. Not only has an impact on TMMIN but also has an impact on the supply chain.

As an illustration, Pak Warih explained that the tier one supply chain consists of 140 companies that supply components directly to TMMIN. "Of the 140 companies we have another supply chain called tier two companies, the number can reach 300 companies," he said. "Then this tier two company also has a supply chain consisting of 400 to 500 companies," he continued. Then he explained, the declining demand due to the Corona virus outbreak would certainly have a successive effect, including the supply chain. Starting from customers, dealers, PT Toyota Astra Motor (TAM), TMMIN, then to the supply chain. For this reason, his party also continues to control all TMMIN supply chain activities, which total around 10 thousand companies. "Because the impact is bigger on them operationally," said Pak Warih. He also hopes that the needs in April and May 2020 will be the lowest, so that from June 2020 onwards they can make a recovery. They also pay attention to the impact on the supply chain, they also hope that starting recovery will have a big impact on them (Wisnu Andebar, 2020).

The Influence of *Work From Home* and Reduction of Human Resources on export performance at PT. Toyota Motor Manufacturing, Toyota Indonesia extends sympathy to all those affected by the Coronavirus/COVID-19 outbreak and condolences to those who have lost their loved ones. At the same time, they extend their sincere respect to the health professionals and government officials who are working hard on the front lines. At Toyota, the safety and health of our employees, community and all stakeholders is of utmost importance to them. With that in mind and under the guidance and support of national and local authorities, they make decisions and take the necessary actions quickly based on government instructions. They will continue to monitor the situation closely and base their decisions on the guidance they receive from the government and at the same time they will maintain their commitment to consumers as a global manufacturing company. The three aspects that are the main concern of the company include preventive measures, efforts to ensure good health, and mitigation procedures in case of infection in employees. Based on considerations to protect employees and stakeholders of PT. Toyota Manufacturing Indonesia from the COVID-19 outbreak, they reduce the risk through several steps such as:

Employees infected with the COVID-19 virus have been treated for further medical treatment in accordance with the health protocols set by the government. Occupational health and safety in the era of adapting to new habits is the main thing. PT. Toyota Manufacturing Motor Indonesia must be able to adapt and ensure the implementation of company policies according to health protocols can run well (PT.TOYOTA MANUFACTUR MOTOR INDONESIA, 2020). Toyota's automotive factory in the country, PT Toyota Motor Manufacturing Indonesia (TMMIN), has officially limited the working hours of its factory employees. The restrictions are in response to the worsening coronavirus pandemic situation. TMMIN's Director of Administration, Corporate and

External Relations, Bob Azam, said the reduction in production shifts at the Toyota factory had been carried out and there was a reduction in operations for 2 weeks and could be extended.

"There has been an adjustment and arrangement of production shifts in our factories into one shift with limited working hours," said Bob Azam when contacted by the coil, on Thursday, April 2 2020. The author agrees with the quote above, that the adjustment and arrangement of shifts becomes one shift. with limited hours need to be done. Due to the existence of Large-Scale Social Restrictions (PSBB - Large-Scale Social Restrictions) by law. (Coppola & Maloney, 2009). With the limitation of working hours, said Bob, the wages of factory employees will still be paid in full. "Still (paid in full), no reduction," he continued. Bob also said that his party had implemented physical distancing in the form of *work from home* for office activities and providing transportation facilities for employees who were still in. "As a form of protection for employees and other stakeholders from the spread of COVID-19 infection, we are currently gradually carrying out activities in accordance with government directives, such as *work from home*, providing transportation facilities, and so on," he explained. The author agrees with the quote above. , because of the existence of Large-Scale Social Restrictions (PSBB - Large-Scale Social Restrictions) by law (Coppola & Maloney, 2009). Disagreements in the quote above are also needed because previously normal working hours were very limited when there were restrictions. Large-Scale Social Restrictions (PSBB - Large-Scale Social Restrictions) by law (Coppola & Maloney, 2009) So the supply of spare parts running is hampered as well as the reduction of employees during normal times when there is no COVID-19. In the main, Bob did not mention in detail the impact amid the coronavirus, but he confirmed that he had been so affected. "There are no significant problems yet. Delivery of units to dealers can still run," he said.

Previously, the limitation of production to 1 shift was also applied by PT Astra Daihatsu Motor. That way, factory employees work alternately every 2 days. "Now production is only 1 shift from the previous 2 shifts. Working time is also faster. Usually from 07.30 to 04.30. Now it is only from 7.30 to 15.00. So for spare parts there is no problem," said Marketing Director, Amelia Tjandra, to coil web articles. Meanwhile, PT Honda Prospect Motor decided to stop production activities for 2 weeks. The policy is effective starting April 13, 2020 at plant 1 and plant 2 facilities in Karawang. So the basis and main reason for the temporary cessation of cars was because the market was going down, then there were also problems in the supply chain of components at PT. Toyota Manufactur Motor Indonesia (Toyota Indonesia Finally Limits Car Production during Corona Emergency, 2020).

V. Conclusion

At the time the *COVID*-caused a tremendous impact on health, humanity, economy, and stability of the global financial system, especially in 2020, one of them was at PT. Toyota Manufacturing Motor Indonesia. One of the impacts is the limited mobility and economic activity. Namely, the limitations of employee work during COVID-19 and production inhibition during the COVID-19 emergency as well as adjustment and arrangement of production shifts in factories. As a result, financial markets experience conditions of uncertainty and world economic growth. COVID-19 has had a direct and powerful impact on international trade.

The first signs of downward trading were already seen in January, with most major economies posting negative trends. Still, the sharpest decline in international trade occurred in the second quarter of 2020, with global goods trade falling by more than 20 percent compared to the same quarter of 2019. Trade trends for the third quarter, although still negative on a year-on-year basis, significantly better than during the second quarter. The sharp decline in international trade during 2020 has been widespread but is more pronounced in developed countries, especially in relation to exports.

The decline in exports in Southeast Asia in 2020 affected the global economic crisis and social impacts due to the Covid-19 virus pandemic. Production of PT. Toyota Manufacturing Motor Indonesia during the pandemic also experienced a decline in production during COVID-19. So Supply Chain PT. Toyota Manufacturing Motor Indonesia is also affected. Impact of Global Supply Chain International Trade: Case Study of PT. Toyota Motor Manufacturing What makes many people end up working outside the office aka at home or *Work from Home* (WFH), namely to avoid the spread of the COVID-19 virus and comply with the Regulations During Large-Scale Social Restrictions (PSBB - Large-Scale Social Restrictions).

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