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The Impact Of International Trade On Human Resource Development In Indonesia

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ABSTRACT

This study aims to analyze the impact of international trade on human resource development (HRD) in Indonesia by focusing on the variables of international trade (X1), trade openness (X2), HR quality (Y1), HR development (Y2), and the moderating variable of HR adaptability (Z). Data were collected from 200 respondents including business actors, workers, and stakeholders in the trade and HRD development sectors. The influence model between variables was tested using Smart PLS 3.0 to identify the relationship between international trade and trade openness on HR quality and development. The results of the study indicate that international trade (X1) and trade openness (X2) have a significant effect on the quality of human resources (Y1), but international trade does not affect human resource development (Y2). The variable of human resource adaptability (Z) is able to mediate These findings indicate that increasing international trade activities and trade openness policies can improve workforce competence through investment in education, training, and technology.

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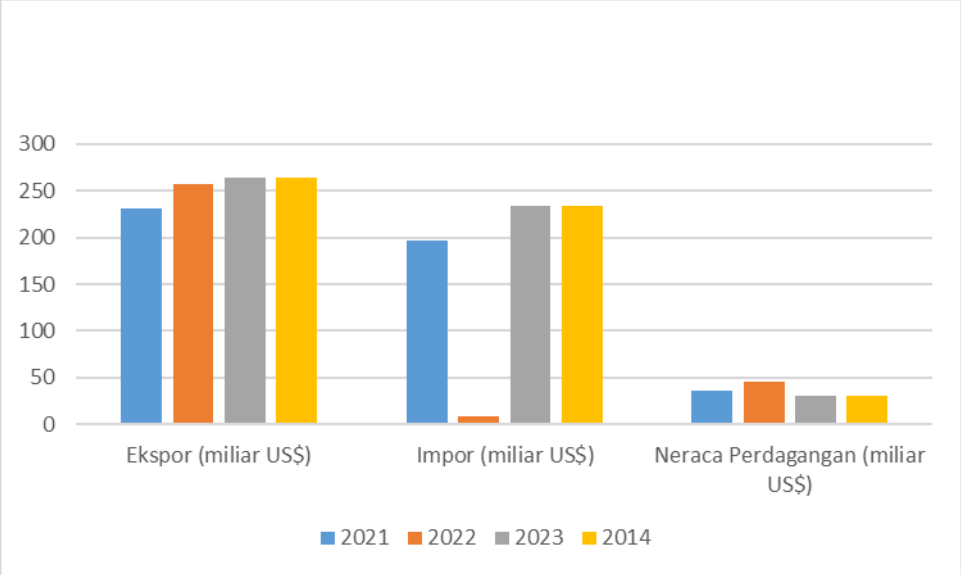
INTRODUCTION

International trade is now one of the main components driving economic growth and social change in many countries in the era of globalization. In addition to expanding market access to goods and services, international trade allows countries to increase their economic competitiveness through technology transfer, foreign direct investment, and cross-border collaboration. In addition, trade openness strengthens global economic integration by reducing trade barriers such as tariffs and quotas. This allows the flow of goods, services, and information across countries [1], [2].

The development of Indonesia's international trade during the 2021–2024 period shows several important trends, which can be shown in the following figure 1 and table 1.



Source: processed data, 2024.

Figure 1. Indonesia's International Trade 2021-2024

From figure 1 above, it can be explained in the following table:

Table 1. International trade data in Indonesia period 2021 to 2024

Year	Exports (billion US$)	Imports (billion US$)	Trade Balance (billion US$)
2021	231.54	196.20	35.34
2022	257.70	211.50	46.20
2023	264.70	233.66	31.04
2014	264.70	233.66	31.04

Source: Economy of Indonesia, Wikipedia 2025.

Based on table 1 above, it is known that exports increased significantly from 2021 to 2022 by 26.16 billion USD (from 231.54 billion USD to 257.70 billion USD). In 2023 to 2024, the export value remained stable at 264.70 billion USD, which shows that Indonesia has

achieved a relatively high level of exports, although the growth rate has slowed, this is due to high global commodity prices, such as coal, palm oil, and metals, where Indonesia is one of the world's major producers [3].

Meanwhile, imports increased consistently from 196.20 billion USD in 2021 to 233.66 billion USD in 2023 and 2024. This increase shows Indonesia's increasing need for raw materials and capital goods to support industrialization and domestic economic growth, this is because economic growth and infrastructure development drive an increase in imports of capital goods, while high domestic consumption contributes to an increase in imports of consumer goods [4], [5].

Based on the data above, it can be concluded that overall, Indonesia's international trade has shown solid performance, with stable export values and a trade balance that remains in surplus. However, the slowdown in the trade surplus since 2022 indicates the need for export diversification into non-commodity sectors and strengthening the manufacturing sector to be more competitive in the global market. In international trade activities, if the export value is higher than imports, there will be an increase in Gross Domestic Product (GDP) income so that the country's income will increase and have a positive impact on economic growth [6]

International trade openness has become one of the important factors in driving global economic growth. Trade openness provides countries with the opportunity to participate in the global market through exports and imports, as well as access to goods, services, and technology from around the world [7]. Thus, trade openness can be a catalyst for economic transformation and improving the quality of human resources. Developing countries can gain access to advanced technologies, contemporary management practices, and new knowledge through trade openness. This transfer of technology and knowledge opens up opportunities to improve the capabilities of the local workforce, which in turn improves the overall quality of human resources. International trade also encourages local businesses to be more efficient and innovative, which results in a better-quality workforce [8], [9].

In the long term, trade openness has the potential to increase economic growth by providing access to goods and services, creating efficiency in resource allocation and increasing total factor productivity through the spread of technology and the dissemination of knowledge [10], [11].

However, in today's world, the quality of human resources (HR) is a major factor determining the extent to which a country can benefit from international trade and trade openness. Countries that do not have superior HR quality, including education levels, skills, and productivity, are at risk of facing economic and trade inequality. The quality of human resources (HR) is also an important factor influencing international trade performance [12].

On the contrary, human resource adaptability is an important factor that can strengthen or even weaken the relationship between international trade, trade openness, and improving the quality and development of human resources. Human resource adaptability includes the ability of individuals to adapt to change, master new technologies, and face the ever-changing work dynamics as a result of technological advances around the world. In this context, human resource adaptability functions as a constructing variable [13], [14].

This research is expected to contribute to policy making in optimizing the potential of international trade to support the development of quality and competitive human resources. Based on the background above, the researcher wants to conduct a study entitled The Impact of International Trade on Human Resource Development in Indonesia.

RESEARCH METHOD

Research methods

This quantitative research uses a descriptive and associative approach. This research was conducted to analyze the Impact of International Trade on Human Resource Development in Indonesia [15].

The method of collecting quantitative research data uses a survey research method. The data analysis technique used in this research is Smart PLS 3.0 [16].

Population and Sample

The population and sample in this study are all banks operating in international business or have involvement in the global market. Namely business actors, workers, and stakeholders in the trade and HR development sectors.

To obtain a representative sample, the sampling method used is the simple random sampling technique. According to Sugiyono (2016) [17], simple random sampling is a sampling technique in which each member of the population has an equal opportunity to be selected as a sample. This process is carried out randomly without regard to strata or groups in the population, so that each element has an equal opportunity. This population can consist of various types of banks that have cross-country business activities or that operate in several countries.

The sample in the study of business actors, workers, and stakeholders in the trade and HR development sectors totaling 200 respondents.

Data source

Data is information about a research object

Primary data sources

Data collected directly from the first source through observation, interviews, or surveys. This data is considered more accurate because it is obtained directly from the research object.

Secondary data sources

Data obtained from secondary sources or data that has been collected and published by others. Examples include scientific journals, and articles.

Data Collection Techniques

Observation

This technique is used to directly observe activities, situations, or phenomena to be studied. Observations can be done in a participatory manner (the researcher is involved) or non-participatory (the researcher only observes).

Interview

This technique involves direct interaction between researchers and respondents to obtain in-depth data. Interviews can be structured (with pre-designed questions), semi-structured, or unstructured (more flexible and open).

Questionnaire or Survey

This technique is often used in quantitative research to collect data from many respondents in a uniform manner. Questionnaires can be multiple choice, Likert scale, or open-ended questions.

Data Analysis Techniques

The data analysis technique of this research uses PLS software version 3.0 (Partial Least Square) which is a variant-based structural

equation analysis (Structural Equation Model) that can simultaneously test measurement models and test structural models. From the research results collected, the following analysis methods can be used:

Measurement Model (Outer Model)

The measurement model (outer model) is conducted to test the validity and reliability of the research instrument. Validity test in this study uses convergent validity and discriminant validity. Convergent validity is seen from the measurement model with indicator reflection assessed based on the correlation of the model between component score/item score with construct score calculated by PLS. If the correlation is more than 0.70 with the construct to be measured, then the individual reflection measure is said to be high. For early stage research, measurement with an outer loading value of 0.5-0.6 has been considered sufficient. Ghozali (2015:114) [18] explains that in assessing discriminant validity with other methods, it is by comparing the square root of average variance extracted (AVE) value. The recommended value is that the AVE value must be greater than 0.5. The AVE formula is:

AVE = λi2 λi2 +ivar (εi) (1)

Structural Model (Inner Model)

The structural model is used to predict the causal relationship between latent variables. The structural model is evaluated by looking at the percentage of variance explained by the R2 value for the dependent variable using the Stone-Geisser Q-Square Test measure (Ghozali, 2015:117). The equation model is:

$$N = \beta O + \beta\eta + \eta\varepsilon + \zeta \quad (2)$$

Where η describes the vector of endogenous (dependent) latent variables, ε is a vector of residual variables. Each dependent latent variable of the latent variable can be specified as follows:

$$pc = \Sigma i\beta ji\eta i + \Sigma i\gamma jb\varepsilon b + \zeta j \quad (3)$$

Where βji and γjb is the path coefficient connecting the endogenous predictor and the exogenous latent variable. ε and η along the index range i and b, and ζ is the inner residual variable. If the results produce an R2 value greater than 0.2, it can be interpreted that the latent predictor has a large influence on the structural level. The following is a picture of the research structural model.

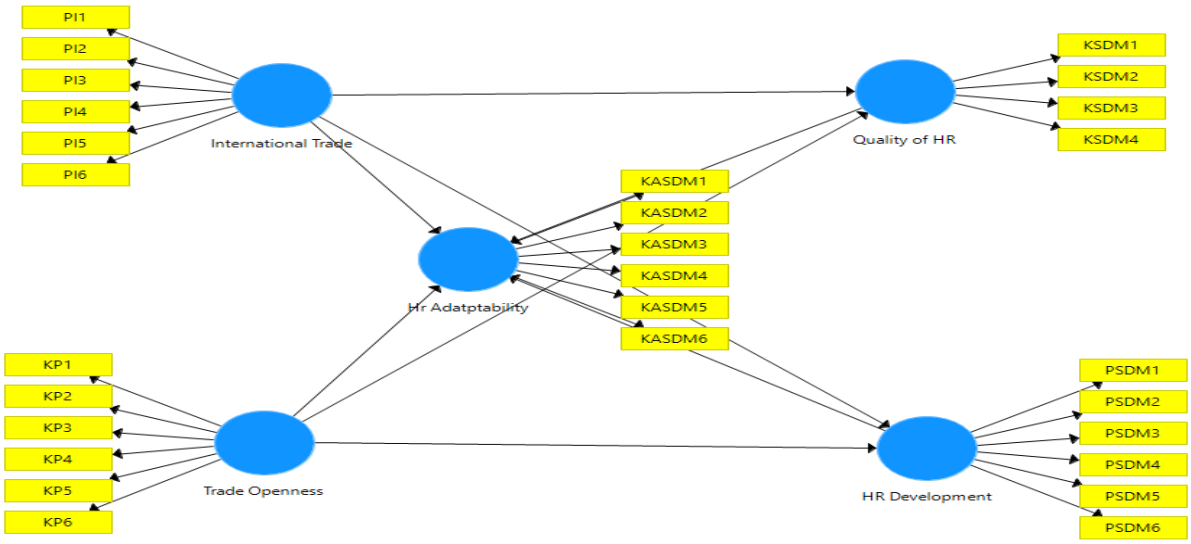


Figure 2. Research Model

Hypothesis Testing

Hypothesis testing (β, γ, and λ) was conducted using the bootstrap resampling method developed by Geisser & Stone (Ghozali, 2015). According to Jogiyanto and Abdillah (2015:55), the measure of the significance of hypothesis support can be used by comparing the t table and t statistic values through the following decision-making criteria:

1) If t statistic > t table and p values < sig 0.05 means Ha is accepted, Ho is rejected.
2) If t statistic ≤ t table and p values ≥ sig 0.05 means Ha is rejected, Ho is accepted.

Mediation Test

Mediation testing is designed to detect the position of the mediating variable. To test the significance of the indirect effect, it is necessary to test the t value of the ab coefficient. Comparing the calculated t value with the table t value, if the calculated t value> t table value, it can be concluded that there is a mediation effect, to see the nature of the relationship between variables, either as a perfect mediation variable or partial mediation or not as a mediation variable. How to test mediation variables as follows:

1) Examining the direct influence of exogenous variables on endogenous variables in a model involving mediating variables.
2) Examining the direct influence of exogenous variables on endogenous variables without involving mediating variables.
3) Examining the influence of exogenous variables on mediating variables.
4) Examining the influence of mediating variables on endogenous variables

Fitriani (2019) [19] states that indirect effect analysis aims to test the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated by a mediating variable which has the following criteria:

1) If the P-Value < 0.05, then it is significant (has an indirect effect), which means that the mediating variable "plays a role" in mediating the relationship between the independent variable and the dependent variable.
2) If the P-Value > 0.05, then it is not significant (has a direct influence), which means that the mediating variable "does not play a role" in mediating the relationship between the independent variable and the dependent variable.

RESULT AND DISCUSSION

Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

Convergent Validity

According to Ghozali (2018:25) [18] a correlation can be said to meet convergent validity if it has a loading value of > 0.7. The output shows that the loading factor provides a value above the recommended value of 0.7. However, in the scale development stage of research, a loading of 0.60 is still acceptable. So that the indicators used in this study have met convergent validity (Convergen Validity). The structural model in this study is shown in the following figure 3.

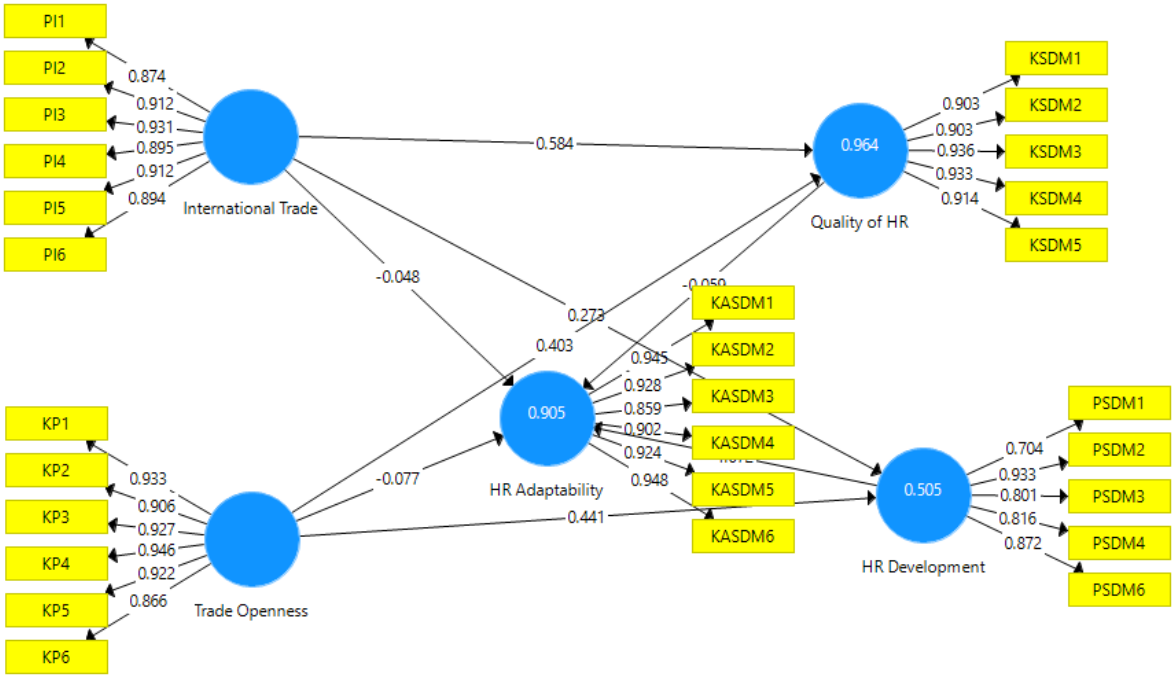


Figure 3. Outer Model, Algorithm Testing

Table 2. Outer Loading

	International Trade_	Trade Openness_	Quality of HR_	HR Development_	Hr Adaptability
PI1	**0.808**				
PI2	**0.857**				
PI3	**0.939**				
PI4	**0.936**				
PI5	**0.838**				
PI6	**0.905**				
PSDM1				**0.745**	
PSDM2				**0.804**	
PSDM3				**0.912**	
PSDM4				**0.728**	
PSDM5				**0.875**	
PSDM6				**0.864**	
KSDM1			**0.926**		
KSDM2			**0.930**		
KSDM3			**0.930**		
KSDM4			**0.922**		
KP1		**0.900**			
KP2		**0.905**			
KP3		**0.918**			
KP4		**0.899**			

	International Trade_	Trade Openness_	Quality of HR_	HR Development_	Hr Adaptability
KP5		0.908			
KP6		0.861			
KASDM1					0.947
KASDM2					0.892
KASDM3					0.900
KASDM4					0.924
KASDM5					0.943
KASDM6					0.946

Source: Smart PLS Program Output. 3.0, 2025.

Based on the data in table 2, the value can be seenouter loadingthe lowest result of the outer model test in this study was 0.728 which is in the PSDM4 / Human Resources Development dimension, statement no. 4. Referring to the previously determined outer loading limit of 0.7, the results show that the model is stated to meet the assumption of convergent validity because the lowest outer loading value obtained is 0.728 > 0.7.

Construct Validity and Reliability

Table 3. Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
International Trade_	0.942	0.949	0.954	0.778
Trade Openness_	0.952	0.954	0.962	0.808
Quality of HR_	0.946	0.946	0.961	0.859
HR Development_	0.904	0.910	0.927	0.680
Hr Adaptability	0.966	0.968	0.973	0.857

Source: Smart PLS Program Output. 3.0, 2025.

The data in Table 3 above shows that the lowest AVE value of the 5 variables is 0.680, which is owned by the HR Development variable. This result shows that the five research variables have met the assumptions. *Discriminant Validity* because the lowest AVE value obtained is more than 0.5. Meanwhile, the results of cronbach alpha and composite reliability show that the lowest values are 0.904 and 0.927 owned by the HR Development variable. Thus, these results have also proven that all variables meet the reliability construct assumption because the lowest cronbach alpha and composite reliability values are > 0.7.

Inner Model Testing

After conducting the outer model test, the next step is to evaluate the final structural equation model (inner model). The inner model test of this study was conducted by looking at the path coefficient and R square values as follows in table 4.

Table 4. R Square

	R Square	R Square Adjusted
Quality of HR_	0.945	0.944
HR Development_	0.651	0.647
Hr Adaptability	0.905	0.903

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on table 4 above, it shows that the value R Square for the HR quality variable is 0.945, the acquisition explains that the percentage of HR quality is 94.5%. This means that the international trade indicator variable and the trade openness variable affect HR quality by 94.5% and the remaining 5.5% is influenced by other variables, while the R Square value for the HR Development variable is 0.651, the acquisition explains that the percentage of HR development is 65.1%. This means that the International Trade & Trade Openness variable affects HR development by 65.1% and the remaining 34.9% is influenced by other variables, while the R Square value for the HR Adaptability variable is 0.905, This means that the international trade indicator variable and trade openness can affect the performance of HR Adaptability, by 90.5% and the remaining 9.5% is influenced by other variables.

Table 5. Inner Model test results R Square

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
International Trade_ -> Quality of HR_	0.461	0.469	0.112	4,122	**0,000**
International Trade_ -> HR Development_	0.220	0.221	0.251	0.875	**0.382**
Trade Openness_ -> Quality of HR_	0.519	0.512	0.113	4,596	**0,000**
Trade Openness_ -> HR Development_	0.593	0.592	0.238	2,486	**0.013**
International Trade_ -> HR Customability	-0.328	-0.323	0.122	2,691	**0.007**
Trade Openness_ -> HR Adaptability	-0.392	-0.393	0.133	2,955	**0.003**
Quality of HR_ -> HR Adaptability	0.301	0.297	0.127	2,378	**0.018**
HR Development_ -> HR Adaptability	0.947	1,250	0.045	27,453	**0,000**

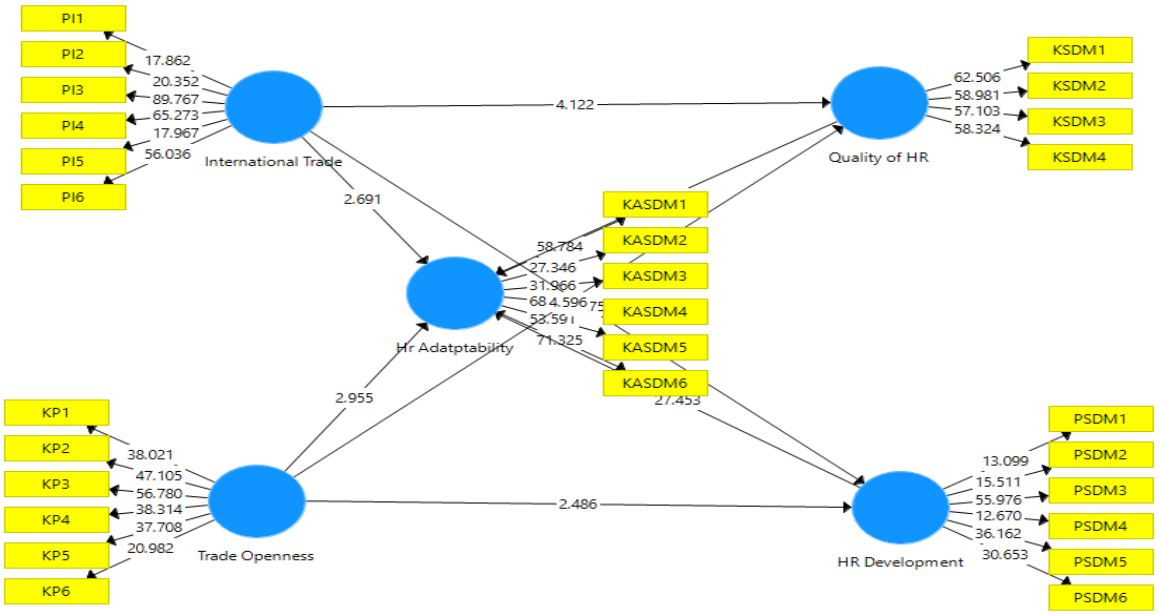
Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on table 5 above, the results of the evaluation of the structural equation model of the relationship between variables are partially explained by the values*path coefficient* so it can be described as follows:

1) *Path coefficient* in Hypothesis 1, namely the international trade variable on the HR quality indicator, was obtained at 0.461. Which means it has a positive relationship. This result shows that with increasing

international trade, it will increase the quality of HR.

2) The path coefficient value in hypothesis 2 is obtained at 0.220. This value indicates that international trade has a positive influence. This result also means that good international trade will increase human resource development.
3) The path coefficient value in hypothesis 3 is obtained at 0.519. This value shows that trade openness has a positive effect on the quality of human resources. This result also means that the better the trade openness, the better the quality of human resources.
4) The path coefficient value in hypothesis 4 is obtained at 0.593. This value shows that trade openness has a positive influence on human resource development. This result also means that with better trade openness, human resource development will be better.
5) The path coefficient value in hypothesis 5 was obtained at -0.328. This value shows that international trade has a negative effect on the adaptability of human resources. This result also means that international trade will actually reduce the adaptability of human resources.
6) The path coefficient value in hypothesis 6 is obtained at -0.392. This value shows that trade openness has a negative effect on HR adaptability. This result also means that trade openness will actually reduce HR adaptability.
7) The path coefficient value in hypothesis 7 is obtained at 0.301. This value shows that the quality of human resources has a positive influence on the adaptability of human resources. This result shows that with the quality of human resources, it will increase the adaptability of human resources.
8) The path coefficient value in hypothesis 8 is obtained at 0.947. This value shows that HR development has a positive influence on HR adaptability. This result shows that with HR development, HR adaptability will increase that follows in figure 4.



Source: Data processed by the author, 2025

Figure 4. Inner Model, Bootstrapping Testing

Table 6. Results of Direct Influence Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
International Trade_ -> Quality of HR_	0.461	0.469	0.112	4,122	**0,000**	**Accepted**
International Trade_ -> HR Development_	0.220	0.221	0.251	0.875	**0.382**	**Rejected**
Trade Openness_ -> Quality of HR_	0.519	0.512	0.113	4,596	**0,000**	**Accepted**
Trade Openness_ -> HR Development_	0.593	0.592	0.238	2,486	**0.013**	**Accepted**
International Trade_ -> HR Customability	-0.328	-0.323	0.122	2,691	**0.007**	**Accepted**
Trade Openness_ -> HR Adaptability	-0.392	-0.393	0.133	2.95	**0.003**	**Accepted**
Quality of HR_ -> HR Adaptability	0.301	0.297	0.127	2,378	**0.018**	**Accepted**
HR Development_ -> HR Adaptability	0.947	1,250	0.045	27,453	**0,000**	**Accepted**

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on the PLS output (bootstrapping test) presented in Table 6, it can be explained that:

a. Hypothesis 1: From the original sample value of 0.461, the t-statistic value of 4.122> 1.971 and the P-value of 0.000 were obtained. These results prove that International Trade has a significant positive effect on the quality of human resources with a relationship value of 46.1% (0.461 x 100%). The t-statistic value of 4.122> t table 1.971 and the P-value of 0.000 <0.05 prove that hypothesis 1 in this study is accepted.
b. Hypothesis 2: From the original sample value of 0.220, the t statistic value of 0.875 <1.971 and the P-value of 0.382 were obtained. These results prove that international trade has no significant effect on HRD development with a relationship value of 22% (0.220 x 100%). The t statistic value of 0.875 <t table 1.971 and the P-value of 0.382> 0.05 prove that hypothesis 2 in this study is rejected.
c. Hypothesis 3: From the original sample value of 0.519, the t statistic value is 4.596 > 1.971 and the P-value is 0.000. These results prove that Trade Openness has a positive and significant effect on HR quality with a relationship value of 51.9% (0.519 x 100%). The t statistic value of 4.596 > t table 1.971 and the P-value of 0.000 < 0.05 prove that hypothesis 3 in this study is accepted.
d. Hypothesis 4: From the original sample value of 0.593, the t statistic value is 2.486 > 1.971 and the P-value is 0.013. These results prove that trade openness has a positive and significant effect on HR development with a relationship value of 59.3% (0.593 x 100%). The t statistic value of 2.486 > t table 1.971 and the P-value of 0.013 < 0.05 prove that hypothesis 4 in this study is accepted.
e. Hypothesis 5: From the original sample value of -0.328, the t statistic value of 2.691> 1.971 and the P-value of 0.007 were obtained. These results prove

that international trade has a negative and significant effect on HR adaptability with a relationship value of -32.8% (-0.328 x 100%). The t statistic value of 2.691> t table 1.971 and the P-value of 0.007 <0.05 prove that hypothesis 5 in this study is accepted.

f. Hypothesis 6: From the original sample value of -0.392, the t statistic value is 2.95 > 1.971 and the P-value is 0.003. These results prove that trade openness has a negative and significant effect on HR adaptability with a relationship value of -39.2% (-0.392 x 100%). The t statistic value of 2.95 > t table 1.971 and the P-value of 0.003 < 0.05 prove that hypothesis 6 in this study is accepted.

g. Hypothesis 7: From the original sample value of 0.301, the t statistic value of 2.378> 1.971 and the P-value of 0.018 were obtained. These results prove that the quality of human resources has a positive and significant effect on human resource development with a relationship value of 30.1% (0.301 x 100%). The t statistic value of 2.378> t table 1.971 and the P-value of 0.018 <0.05 prove that hypothesis 7 in this study is accepted.

h. Hypothesis 8: From the original sample value of 0.947, the t statistic value of 27.453> 1.971 and the P-value of 0.000 were obtained. These results prove that Human Resource Development has a positive and significant effect on Human Resource Adaptability with a relationship value of 94.7% (0.947 x 100%). The t statistic value of 27.898> t table 1.971 and the P-value of 0.000 <0.05 prove that hypothesis 8 in this study is accepted.

Mediation Test

The test of the influence of mediation or indirect effect aims to test whether the intervening variables used, namely the variables (economic indicators) and (tax compliance), have an influence between the independent and dependent variables used. The following is a table 7 of indirect effect values using SmartPLS.

Table 7. Mediation Test Results (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
International Trade_ -> HR Customability-> Quality of HR_	0.139	0.143	0.077	1,810	**0.071**	**Rejected**
Trade Openness_ -> Hr Adaptability -> Quality of HR_	0.156	0.148	0.067	2,319	**0.021**	**Accepted**
International Trade_-> HR Adaptability -> HR Development_	0.274	0.277	0.314	0.873	**0.383**	**Rejected**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Information
Trade Openness_ -> HR Adaptability-> HR Development_	0.739	0.741	0.302	2,443	**0.015**	**Accepted**

Source: Output of Smart PLS Program. 3.0, data processed by the author 2025

Based on the PLS output (bootstrapping test) in the Indirect Effect Test presented in Table 7, it can be explained that:

a. Hypothesis 9: From the original sample value of 0.139, the t statistic value of 1.810 <1.971 and the P-value of 0.071 were obtained. These results prove that the International Trade variable does not have a significant effect on the quality of human resources through the Adaptability of Human Resources with a relationship value of 13.9% (0.139x 100%). The t statistic value of 1.810 <t table 1.971 and the P-value of 0.071> 0.05 prove that hypothesis 9 in this study is rejected. The variable of adaptability of human resources is unable to mediate international trade with the variable of human resources quality.

b. Hypothesis 10: From the original sample value of 0.156, the t statistic value of 2.319> 1.971 and the P-value of 0.021 were obtained. These results prove that Trade Openness has a significant positive effect on the quality of human resources through the variable of human resource adaptability with a relationship value of 15.6% (0.156 x 100%). The t statistic value of 2.319> t table 1.971 and the P-value of 0.021 <0.05 prove that hypothesis 10 in this study is accepted. The variable of human resource adaptability is able to mediate the relationship between the variable of trade openness and the variable of human resource quality.

c. Hypothesis 11: From the original sample value of 0.274, the t statistic value of 0.873 <1.971 and the P-value of 0.383 were obtained. These results prove that international trade does not have a significant effect on human resource development through the variable of human resource adaptability with a relationship value of 27.4% (0.274 x 100%). The t statistic value of 0.873 <t table 1.971 and the P-value of 0.383 <0.05 prove that hypothesis 10 in this study is rejected. The variable of human resource adaptability is unable to mediate the relationship between the international trade variable and the human resource development variable.

d. Hypothesis 12: From the original sample value of 0.738, the t statistic value of 2.443> 1.971 and the P-value of 0.015 were obtained. These results prove that Trade Openness has a significant positive effect on HR development through the HR adaptability variable with a relationship value of 73.8% (0.738 x 100%). The t statistic value of 2.443> t table 1.971 and the P-value of 0.015 <0.05 prove that hypothesis 10 in this study is accepted. The HR adaptability variable is able to mediate the relationship between the trade openness variable and the HR development variable.

CONCLUSION

Based on the results of the research that has been conducted and the data analysis as explained in the previous chapter, the following conclusions can be drawn,

International trade has no effect on human resource development, It is expected that companies in Indonesia will conduct further investigations to understand why international trade does not have an impact on human resource development, and that companies remain focused on barriers such as lack of technology transfer, low adaptive capacity, or unequal access to trade opportunities. Human Resource Adaptability is not able to mediate International Trade on Human Resource Quality It is hoped that companies in Indonesia can identify which sectors are more in need of HR adaptation to improve their quality and investigate whether trade with developed or developing countries has different impacts on HR adaptation. Human Resource Adaptability is not able to mediate international trade towards human resource development. It is expected that companies in Indonesia will review whether existing HR training or development is in accordance with the needs that arise due to international trade and evaluate whether the training provided is able to improve skills to compete globally.

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