



The Role of Human Resource Management in Improving the Performance of MSMEs in Limboto District

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Abstract

This research aims to analyze the role of Resources Management (MSDI) in improving the performance of Micro, Small, and Medium Enterprises (UMKM) in Limboto District. MSDI, as an advanced development of Human Resources Management (HRM), adopts a more holistic and humanistic approach, focusing on employee empowerment and comprehensive development. This study uses qualitative methods, including in-depth interviews with UMKM owners and employees, along with relevant secondary data analysis, to identify key factors that influence MSDI management and UMKM performance. The findings highlight the importance of structured MSDI management in improving service quality, customer satisfaction, and operational productivity. It was found that areas such as employee training, technology integration, and employee involvement in decision-making are critical to the performance improvement of UMKM. The research also discusses the challenges faced by UMKM in Limboto, including financial constraints and the lack of training and technology adoption. The study suggests that effective MSDI management, focusing on employee development and the integration of appropriate technologies, can create a more productive and competitive environment for UMKM.

Introduction

Micro, Small, and Medium Enterprises (MSMEs) in Indonesia, particularly in Limboto District, play a crucial role in supporting the local economy. MSMEs not only serve as substantial job providers but also as a key driver for sustainable economic growth. As a sector that employs over 90% of Indonesia's workforce, MSMEs are the backbone of the country's economy (BPS, 2024). Furthermore, they contribute significantly to Gross Domestic Product (GDP), demonstrating the sector's crucial role in boosting the national economy. In Limboto District, MSMEs play a crucial role in providing goods and services needed by the local community, creating new business opportunities, and contributing to increasing regional income. (Nurjanah et al., 2022).

However, despite their significant contributions, MSMEs in Limboto District face various challenges that impact the sustainability and growth of their businesses. The main challenges they face include financial constraints, technological limitations, and the difficulty of competing with larger companies with greater resources (Hutauruk et al., 2024). This problem is further complicated by the fact that MSMEs in this area generally have limited access to technology and training that could support their development. Under these circumstances, human resource management (HRM) plays a crucial role in ensuring the survival and progress of MSMEs.

Human Resource Management (MSDI) is a determining factor in optimizing employee potential to increase productivity and create a work environment that supports innovation and

business development. Good MSDI management will improve the quality of products and services offered by MSMEs, while increasing their competitiveness in an increasingly competitive market. (Saranya et al., 2023) stated that effective MSDI management can encourage increased employee engagement, which in turn contributes to increased innovation and productivity. This is particularly relevant in the context of MSMEs, which are often limited by a lack of resources, both financially and technologically.

To address these challenges, MSDI management needs to focus not only on routine administrative aspects but also on employee empowerment and competency development. (Shahzad et al., 2021) revealed that effective MSDI management practices can increase employee engagement in their work, encourage innovation, and improve overall performance quality. In this regard, MSDI management based on competency development and employee empowerment is crucial. Many MSMEs face resource constraints, and with proper MSDI management, these limitations can be minimized. One challenge often faced by MSMEs is their ability to optimally manage MSDI under limited conditions, both in terms of funding and available facilities.

In many cases, MSMEs in Limboto District still rely on traditional management methods. These methods tend to be administrative and under-emphasize other important aspects such as training, skills development, and employee involvement in strategic decision-making. The lack of structured and development-focused MSDI management can hinder the innovation process, which in turn hinders MSME growth. As found by Reni et al. (2023), MSDI management that does not focus on employee empowerment can result in MSMEs being unable to compete with larger, more established companies. Therefore, it is crucial for MSMEs in Limboto District to improve their understanding of the importance of MSDI management that is more based on competency development, technology, and employee involvement.

This study aims to analyze the role of MSDI management in improving the performance of MSMEs in Limboto District. The main focus of this study is to identify how managerial practices oriented towards employee competency development, the application of information technology, and employee involvement in decision-making can increase the competitiveness and sustainability of MSMEs (Dongsen, 2023). One important aspect of MSDI management is competency-based training, which aims to improve employee skills in various fields that support the quality of services and products offered by MSMEs. Appropriate training will improve performance and optimize the potential of existing human resources, which will ultimately improve the overall productivity and competitiveness of MSMEs (Ainin & Ningrum, 2024).

Competency-based training is crucial in the context of MSMEs, especially in areas with limited resources, such as Limboto District. (Budiman et al., 2023) emphasize the importance of continuous training in improving the quality and competitiveness of MSMEs in a competitive market. Effective training must be adapted to ongoing industrial developments and technological changes. Therefore, MSDI management involving competency-based training, continuous development, and technology integration will be highly beneficial in preparing MSMEs to face increasingly dynamic market challenges (Umpusinga et al., 2024).

Based on these findings, this study suggests solutions for implementing competency- and technology-based MSDI management in MSMEs. The use of information technology in MSDI management, such as the use of cloud-based managerial information systems, can help MSMEs improve efficiency in various aspects of MSDI management, from recruitment and employee data management to performance evaluation. Cloud-based information systems will enable MSMEs to manage employee data more efficiently and accurately, which in turn will support

more informed decision-making. Technology can also be used to facilitate employee training and competency development. E-learning and technology-based training platforms can enable employees to access training materials anytime and anywhere, increasing time efficiency and ensuring relevant training that aligns with business needs (Kaiyue & Karim, 2023) .

Furthermore, the integration of information technology into MSDI management also enables MSMEs in Limboto District to adapt more quickly to market changes. Technology will help MSMEs accelerate the recruitment process, simplify employee data management, and support a more objective and data-driven performance evaluation process (Lutfi et al., 2024) . This is crucial for improving operational efficiency and supporting more accurate, data-driven decision-making. Integrating technology into MSDI management will increase employee productivity and accelerate response to market dynamics, which in turn will strengthen MSMEs' position in the local market.

This research is expected to significantly contribute to the development of literature on MSDI management in MSMEs, particularly in areas with limited resources such as Limboto District. By introducing a more technology- and data-driven approach, this research is expected to provide practical insights for MSME owners in managing MSDI more effectively, which can ultimately improve their competitiveness and business sustainability in the local market. It is also hoped that this research can serve as a reference for local governments in formulating policies that support MSME development at the local level, particularly in improving MSDI management (Baumgartner et al., 2022) .

With the rapid development of technology and increasingly fierce market competition, MSMEs need to adopt a more sophisticated and efficient MSDI management system. Therefore, it is crucial for MSMEs to integrate information technology into MSDI management to improve their operational efficiency, reduce management costs, and significantly increase their employee productivity. This research will provide recommendations for the implementation of technology-based solutions in MSDI management, as well as the importance of employee training and empowerment so they can adapt to the changes that occur.

This research is expected to contribute to the development of MSMEs in Limboto District and Indonesia more broadly. The research focuses on competency-based, data-driven, and technology-based MSDI management, which is expected to help MSMEs in areas with limited resources continue to grow and compete with other MSMEs at the national and international levels. Therefore, it is important for all parties—including MSME entrepreneurs, the government, and educational institutions—to support efforts to increase MSDI capacity in the MSME sector to encourage inclusive and sustainable economic growth throughout Indonesia.

Methods

This study uses a qualitative approach with a case study method to analyze the role of Human Resource Management (HRM) in improving the performance of Micro, Small, and Medium Enterprises (MSMEs) in Limboto District. The qualitative approach was chosen because the purpose of the study was to dig deeper into the phenomena that occur in the field, as well as to obtain more holistic data on the challenges and practices applied in HRM management in MSMEs in Limboto District. The case study method was chosen to provide a more specific and detailed picture of the dynamics of HRM management in a limited and real context, namely in MSMEs engaged in the trade sector in Limboto District.

MSDI management, considered a more advanced form of Human Resource (HR) management, leads to a more holistic and humane approach to HR management. MSDI is not solely concerned with administrative management but also focuses on individual development and

employee empowerment, with the goal of creating a healthy, sustainable, and innovative work environment. This approach aims to integrate social and technological aspects into HR management and optimize the potential of each individual within the organization.

The subjects of this study were MSMEs in Limboto District operating in the trade sector. The study involved MSME owners and managers, as well as employees involved in daily operational activities. This subject selection was based on the need to gain direct perspectives from those involved in MSDI management, which provides more in-depth information on the implementation of MSDI practices in the local context. By involving various parties involved in MSME management, this study aims to obtain more comprehensive data on the challenges and strategies used in MSDI management.

The rationale for selecting qualitative methods and case studies in this research is to provide a deeper understanding of MSDI management practices in MSMEs operating in smaller, resource-constrained environments. A qualitative approach allows researchers to explore individual perceptions and experiences in greater detail, while case studies provide a clearer picture of how MSDI management concepts are applied in a more limited context. This method is also highly appropriate for exploring complex and dynamic phenomena, such as MSDI management, which involves interactions between individuals, organizations, and external factors that influence MSME performance.

This research design is an exploratory case study, which aims to delve deeper into the MSDI management practices implemented in MSMEs in Limboto District. Exploratory case studies allow researchers to explore phenomena that have not been widely studied before, as well as providing space for the development of new theories or concepts relevant to the local context. This study also uses a descriptive approach to describe the actual conditions occurring in the field related to MSDI management in MSMEs in Limboto District. This design focuses on identifying best practices that can improve MSME performance through better MSDI management.

This research phase began with data collection through in-depth interviews and observations. In-depth interviews were conducted with MSME owners, managers, and several employees involved in MSME operations. These interviews aimed to gain a deeper perspective on the implementation of MSDI management, the challenges faced, and best practices that can improve MSME performance. This interview technique allowed researchers to explore the perceptions, experiences, and opinions of informants who have direct knowledge of MSDI management in MSMEs. These interviews also provided a space for informants to explain the problems they faced and the solutions they implemented in the specific context of their MSMEs.

Observations were conducted to complement the data obtained from interviews. This observation technique allowed researchers to directly observe the dynamics of interactions within MSME organizations and analyze how human resources are managed in daily practice. Through observations, researchers were able to directly observe how the policies and procedures described in the interviews were implemented in real-world settings. These observations provided a stronger and more in-depth empirical perspective on the effectiveness of MSDI management and its impact on MSME performance.

After data collection through interviews and observations, data analysis was conducted using an inductive approach. Researchers categorized and organized the data to identify emerging patterns. This data analysis technique aimed to gain an understanding of how MSDI management is implemented in MSMEs in Limboto District and to identify factors influencing

MSME performance within the context of MSDI management. The data obtained was analyzed using a relevant theoretical framework, allowing for meaningful conclusions to be drawn regarding effective practices in MSDI management in MSMEs.

Data obtained through in-depth interviews and observations will provide a more comprehensive picture of MSDI management in MSMEs in Limboto District. This research is expected to provide practical contributions to efforts to improve the quality of MSDI management in these MSMEs. By understanding the challenges and existing practices, MSMEs can develop better strategies to improve their performance. Furthermore, this research is also expected to provide insights for policymakers in designing programs that can support MSDI development in MSMEs, which can ultimately contribute to the sustainability and growth of the local economy in Limboto District.

Overall, the qualitative approach using a case study method used in this research is expected to provide a deeper understanding of how MSDI management can influence the performance of MSMEs in Limboto District. Using in-depth interviews and observations, this study aims to identify best practices that can be implemented by MSMEs in the area and to provide practical recommendations that can help MSMEs overcome the challenges they face in MSDI management.

Result and Discussion

This study aims to analyze in depth the role of Human Resource Management (HRM) in improving the performance of Micro, Small, and Medium Enterprises (MSMEs) in Limboto District. In this case, HRM can be considered as a further form or development concept of HR that leads to a more holistic and humane management, with a focus on empowerment and development of individuals as a whole. This approach integrates various social and technological aspects in HR management to create a healthier and more innovative work environment. By using a qualitative approach and in-depth interview techniques with local MSME owners and employees, as well as analysis of relevant secondary data, this study successfully identified several important factors that influence HRM management and MSME performance. The findings of this study indicate that there are several crucial aspects in HRM management that directly impact the operational effectiveness and achievement of MSME business goals in Limboto District.

During the research process, interviews with various MSMEs provided valuable insights into the challenges and opportunities inherent in managing MSDI in this sector. Interviews with MSME owners and employees revealed that effective MSDI management plays a significant role in improving service quality, customer satisfaction, and work productivity. Meanwhile, secondary data analysis revealed that other aspects, such as employee training, operational technology utilization, and employee involvement in decision-making, are also key factors in improving MSME performance.

It is important to note that this study divides the findings into several subtopics, each of which addresses the crucial role of MSDI management in improving MSME performance. Each subtopic delves deeper into various interconnected elements, such as how MSDI training can drive innovation and product quality improvement, how technology can improve operational efficiency, and how employee involvement in decision-making can strengthen their sense of commitment and loyalty to the organization. This study demonstrates that MSDI management oriented towards employee competency development, employee empowerment, and technology adoption can create a more productive and competitive environment for MSMEs.

These findings are expected to provide a clear picture of the challenges faced by MSMEs in Limboto District in terms of MSDI management and solutions that can be implemented to improve their performance. Overall, the results of this study indicate that good MSDI management can be a key factor in encouraging MSMEs to survive and thrive amidst increasingly fierce competition, both in local and global markets. Therefore, the implementation of better and more structured managerial practices in MSDI management is essential to support the sustainability and growth of MSMEs in Limboto District. MSDI management based on employee empowerment and appropriate technology can accelerate the transformation of MSMEs towards greater success and help them compete in an increasingly dynamic market.

The Role of MSDI Training and Development in Improving MSME Performance in Limboto District

Human Resource Management (HRM) training and development (HRM) in Micro, Small, and Medium Enterprises (MSMEs) in Limboto District plays a crucial role in improving business performance. HRM can be considered a further development of the Human Resource Management (HR) concept, focusing on more holistic, humane, and integrated management, with the goal of empowering individuals and maximizing their potential within a healthy and productive work environment. Interviews with MSME owner A revealed that "Training focuses more on technical training and product marketing. However, we have not been able to provide sufficient training due to budget constraints." This statement reflects the primary challenge faced by many MSMEs in the area: budget constraints that make it difficult for them to provide adequate training for their employees.

Training conducted at MSMEs in Limboto District generally focuses on technical aspects and product marketing. However, as reflected in this interview, the training provided does not cover all areas necessary to optimally improve MSME performance. Research conducted by Baumgartner et al. (2022) shows that effective training, which extends beyond technical skills to managerial and business management aspects, can significantly impact service quality, innovation, and productivity in MSMEs. By improving employee skills and knowledge, MSMEs can adapt to evolving market demands and increase their competitiveness (Malik et al., 2022).

One area of training that is urgently needed is financial management and digital marketing. Good financial management is crucial for business continuity, while digital marketing opens up significant opportunities for expanding market reach. (Koppa et al., 2024) highlight that technology-based training is essential for MSME employees to compete in an increasingly digital marketplace. Employees skilled in using digital tools and online marketing platforms will be better prepared to respond to market changes, improve operational efficiency, and expand their product marketing networks. By leveraging technology, MSMEs can reach a wider customer base, increase product visibility, and enhance customer interaction, ultimately resulting in increased sales and customer satisfaction (Aslam et al., 2023).

However, the biggest challenge faced by most MSMEs in Limboto District is the limited budget to provide more formal and comprehensive training. As one MSME owner stated, "We have difficulty providing formal training for employees because of limited funds." This indicates a large gap between the training needs of MSMEs and their ability to finance it. This limitation significantly impacts the ability of MSMEs to develop sustainably and increase their competitiveness in the market. (Sono & Limpo, 2024) revealed that the high cost of training is one of the main obstacles to the development of MSDI in MSMEs, especially for small businesses with limited capital.

Therefore, it is crucial for the government and relevant institutions to provide training programs accessible to MSMEs at affordable or even free costs. Furthermore, digital-based training, or e-learning, can be a more efficient and cost-effective alternative solution, given that many MSME employees do not have the opportunity to attend face-to-face training due to time and financial constraints (Astini et al., 2024) . This technology-based training also allows MSMEs to acquire knowledge and skills flexibly without having to incur large costs for transportation or accommodation (Yanti et al., 2024) .

These findings also reflect the importance of support from local governments and relevant stakeholders in providing training facilities relevant to market needs and technological developments. The government can facilitate MSMEs by providing access to necessary training and resources, and encouraging collaboration between MSMEs and educational or training institutions specializing in managerial and technical fields. Thus, more structured and affordable MSDI training and development can be a powerful tool for improving MSME performance and strengthening their competitiveness in local and global markets.

Furthermore, training should be more focused on improving the quality of Human Resources (HR), not only focusing on technical aspects but also broader business management aspects. By improving skills in financial management, marketing, and information technology, MSMEs will be better prepared to compete and survive in an increasingly competitive market. Therefore, efforts to strengthen HR capacity through appropriate training will significantly impact the performance of MSMEs in Limboto District and open up significant opportunities for sustainable business growth.

Challenges in MSDI Management in MSMEs with Limited Resources

Limited resources pose a significant challenge to Human Resource Management (HRM) in Micro, Small, and Medium Enterprises (MSMEs) in Limboto District. HRM can be considered an advanced form of the Human Resources (HR) concept, leading to more holistic and humane management (Alansori & Listyaningsih, 2022) . HRM management encompasses not only administrative management but also employee empowerment and development to create an innovative and sustainable work environment. Interviews with MSME managers revealed a significant finding regarding HRM management's reliance on direct experience without a clear system. As stated by an MSME manager in Limboto District, "We rely more on direct experience, but there is no clear system in our HRM management." This indicates that most MSMEs in Limboto District do not yet have a well-structured HRM management system that could facilitate more effective and efficient workforce management (Rusiyati et al., 2023) .

Furthermore, this challenge is also reflected in the statement of an employee of MSME B, who stated that they felt they lacked opportunities for development. "We feel we lack opportunities for development because there is no formal training," he said. This indicates that limited access to training and employee competency development is a significant barrier to improving the quality of MSDI in MSMEs. Without adequate training, employees lack the opportunity to develop the skills needed to face the challenges of an ever-evolving market (Darmadi, 2022) .

In this context, findings from (Samira et al., 2023) confirm that many MSMEs, particularly those in areas like Limboto District, face capital constraints that prevent them from recruiting, training, and retaining qualified employees. Most MSMEs in Limboto District are managed by individuals with limited financial resources, making it difficult for them to allocate funds for various important activities, such as training and development of MSDI. This situation directly impacts employee performance, who may be less skilled and less prepared to face increasingly competitive market dynamics (Suindari & Juniariani, 2020) .

Furthermore, limited managerial knowledge is also a major obstacle in managing Human Resource Management (MSDI) in MSMEs in Limboto District. (Suhaili et al., 2023) showed that many MSME owners lack adequate managerial backgrounds, which makes their MSDI management tend to be unstructured. Without sufficient understanding of how to manage human resources properly, MSME owners often struggle to make decisions that can advance their businesses (Wiadnyana & Wahyuni, 2023) . Furthermore, a lack of understanding of the importance of good MSDI management can impact low employee motivation and suboptimal productivity levels. Limited managerial knowledge also prevents entrepreneurs from implementing more efficient systems, such as performance management or planned employee career development (Haryanto & Khristiana, 2023) .

Limited technology adoption is also a major challenge faced by many MSMEs in Limboto District. As stated by an MSME owner, "We haven't used a digital system for MSDI management; everything is still manual." This indicates that most MSMEs in this area still use traditional methods for MSDI management, which are inefficient and prone to errors. Furthermore, manual MSDI management also complicates data-driven decision-making and hinders operational efficiency.

Research by Tapela et al., 2023 and Maharani & Rita, 2020 explains that limitations in technology utilization cause many MSMEs to lag behind in the operational and management aspects of their MSDI. The use of technology in MSDI management can improve operational efficiency, reduce costs, and accelerate data-driven decision-making. Digital systems in MSDI management, such as attendance systems, performance evaluation systems, and training management systems, can make it easier for MSMEs to manage their MSDI more effectively. However, despite technology's great potential to increase efficiency, many MSMEs are unable to access or utilize this technology due to limited costs and knowledge (Wahyu et al., 2024) .

Another equally significant challenge relates to the work culture that exists in most MSMEs. In many small businesses, especially family-run ones, management patterns tend to be informal and rely heavily on personal relationships. This leads to a lack of clarity in organizational structures and effective division of labor (Syamsulbahri, 2024) . In many cases, MSDI management tends to be ad-hoc, where decisions are made based on experience and personal relationships rather than through structured policies. Therefore, MSMEs in Limboto District need to adapt to a more professional and systematic managerial approach.

Based on these findings, it is recommended that MSMEs in Limboto District begin investing in a more structured and technology-based MSDI management system. The government and relevant institutions also need to provide managerial training tailored to the needs of MSME managers so they can manage their MSDI more efficiently. Thus, despite the complex challenges faced, implementing better MSDI management and utilizing technology can be a solution to improve MSME performance in Limboto District .

The Importance of Technology Integration in MSDI Management for Operational Efficiency

The integration of technology in Human Resource Management (HRM) management in MSMEs in Limboto District is crucial for improving operational efficiency and competitiveness in an increasingly competitive market. HRM can be considered an advanced form of HR management, leading to a more holistic and humane approach to HR management. HRM focuses not only on administrative aspects but also on empowerment, development, and the creation of a healthy, sustainable, and innovative work ecosystem. Interviews with MSME managers revealed that "We are aware that technology is important, but we have not been able

to invest in a technology-based HRM management system." This illustrates the awareness among MSME owners and managers of the importance of technology, but they face a major obstacle, namely limited funds to implement it.

Despite growing awareness of the benefits of technology, many MSMEs still struggle to adopt technology-based MSDI management systems. The inability to invest in this technology not only hampers operational efficiency but also limits the potential for MSME growth and development (Hardi et al., 2022). In a business world that continues to evolve and is influenced by technology, manual MSDI management will increasingly struggle to support smooth and efficient operations. Therefore, technology integration is an essential step to increase the productivity and effectiveness of MSDI management (Anton et al., 2023).

According to research conducted by (Yani et al., 2021) and (Mualim et al., 2024), information technology plays a significant role in increasing efficiency in MSDI management, particularly in recruitment and training. The use of digital platforms in the recruitment process allows MSMEs to access more qualified candidates in a shorter time. By using digital systems, the employee selection process can be carried out more efficiently, saving time and costs. Furthermore, the use of technology also enables a more structured and objective performance appraisal system (Pahira & Rinaldy, 2023). With a technology-based managerial system, MSME managers can monitor employee performance in real-time and obtain the data necessary for more accurate and informed decision-making.

Furthermore, the use of technology in MSDI training and development in MSMEs can also have a very positive impact. Digital-based learning platforms allow employees to participate in training anytime and anywhere, according to their needs and schedules (Azis & Effendy, 2024). This is particularly beneficial for MSMEs that have limited time and budget to conduct face-to-face training. Technology-based training not only provides flexibility but also saves costs that would otherwise be incurred for transportation, accommodation, and the organization of face-to-face training. Furthermore, technology allows monitoring of employee progress in training, allowing MSME managers to evaluate the effectiveness of training and adjust training programs to meet further needs (Arini et al., 2024).

However, the biggest challenges in implementing technology in MSMEs in Limboto District are budget constraints and a lack of knowledge in selecting the right technology. (Garini & Rahman, 2024) explain that although technology can improve operational efficiency, its implementation costs are quite high. MSME managers often feel burdened by technology investment costs that are considered too high and difficult to achieve, especially for MSMEs with limited budgets. Therefore, it is important for MSME managers to receive appropriate training on how to select and implement technology that suits their needs (Nurmadewi et al., 2024).

The importance of training MSME owners and managers regarding the selection of appropriate technology is clear. This training will provide an understanding of which technologies can positively impact their business operations. Furthermore, a good understanding of technologies suited to MSME business characteristics will accelerate the digitalization process and enable MSMEs to maximize the benefits of their technology investments. Therefore, appropriate training will help MSME managers utilize technology to optimize MSDI management, increase efficiency, and reduce operational costs.

The application of technology in MSDI management in MSMEs in Limboto District is not only related to operational efficiency, but also to increasing competitiveness and long-term growth. In an increasingly digitally connected world, MSMEs that are able to adapt to technology will

be better prepared to face challenges and seize existing opportunities. Therefore, despite challenges in terms of budget and technological knowledge, MSMEs in Limboto District need to go further by integrating technology in their MSDI management. Support from the government or related institutions is also essential to help MSMEs gain access to relevant and affordable technology.

Overall, integrating technology into MSDI management at MSMEs in Limboto District is a crucial step to improve operational efficiency and ensure business continuity and growth. With adequate training and support from various parties, MSMEs will be better prepared to adopt appropriate technology and optimize their MSDI management.

Employee Involvement in Decision Making as a Driving Factor for Innovation and Commitment through MSDI Management

Employee involvement in decision-making significantly impacts innovation and organizational commitment, including in Micro, Small, and Medium Enterprises (MSMEs). This finding stems not only from direct interviews with MSME employees in Limboto District but is also supported by various studies showing that employee participation in strategic decisions can increase their motivation and loyalty to the company. As stated by (Hidayah et al., 2022) , active participation in decision-making provides employees with the opportunity to contribute new ideas that can improve processes and products within the organization. Employees involved in decision-making feel more valued and recognized for their contributions, which in turn contributes to increased commitment to organizational goals.

In the context of a more holistic and humane approach to Human Resource Management (HRM), employee involvement in decision-making is crucial. HRM, as a further development of HRM, focuses on more structured, efficient, and integrated management with an approach that places greater emphasis on individual empowerment and competency development. Thus, HRM supports the creation of a more inclusive, sustainable, and innovative work ecosystem (Hamsal et al., 2024; Hazni & Ali, 2024) . Employee participation in the decision-making process not only increases motivation but also strengthens their sense of ownership of the organization, which can lead to greater loyalty to the company.

One relevant finding from interviews with MSME employees in Limboto District was, "We feel valued when the owner gives us the opportunity to express ideas and contribute to decision-making." This statement illustrates the crucial role of employee involvement in strategic decision-making. By being directly involved in the process, employees not only feel valued but are also motivated to make greater contributions to achieving shared goals. This suggests that employee involvement in the decision-making process not only increases motivation but also strengthens their sense of ownership of the organization, which can lead to greater loyalty to the company.

Furthermore, employee involvement in decision-making also plays a role in improving internal communication within the organization. In the context of MSMEs, effective communication is crucial to ensure that all parties within the organization are working towards the same goals and can respond quickly to market changes. (Saputri et al., 2023) state that open and transparent communication between management and employees contributes to better and more innovative decision-making. With open communication, relevant information can be conveyed clearly and timely, allowing employees to better understand company strategy and contribute more effectively. This will create a more harmonious workflow and be responsive to dynamic market needs.

However, while employee engagement has great potential to drive innovation and commitment, its successful implementation relies heavily on a sufficient understanding of the company's goals and strategies. As suggested by (Ghasarma et al., 2022), for employee engagement to be effective, appropriate training is required to ensure that employees have a deep understanding of the organization's vision and mission, as well as how their decisions can impact the achievement of those goals. Without a clear understanding of the company's goals, employees may not be able to contribute optimally to strategic decision-making. Therefore, training programs designed to provide deeper insights into the company's strategies and goals are crucial to enhancing the effectiveness of employee engagement in the decision-making process.

Furthermore, the use of technology to support the decision-making process also needs to be considered. Technology can provide systems that allow employees to more easily access the information needed to make more informed decisions. Furthermore, the use of digital platforms in decision-making can facilitate communication between management and employees, enable more efficient collaboration, and accelerate the decision-making process itself. Research by (Eka et al., 2022) shows that data-driven technology can improve decision-making accuracy and help employees contribute more effectively. Therefore, integrating technology into MSDI management and the decision-making process in MSMEs will be a crucial step in improving operational efficiency and company competitiveness.

However, the challenge facing technology implementation is the limited resources of many MSMEs, particularly in areas like Limboto District. Managing technology requires significant costs, both for infrastructure and employee training. Therefore, it is crucial for the government and relevant institutions to provide support by providing affordable technology and appropriate training programs to improve employee capacity in using it.

Overall, employee involvement in decision-making can be a powerful driver for increasing innovation and commitment to the organization. By strengthening internal communication, providing appropriate training, and integrating technology into decision-making, MSMEs in Limboto District can harness the full potential of their human resources to drive business growth and sustainability. Support from various parties, including the government and educational institutions, is essential to ensure that employee involvement is implemented effectively and positively impacts MSME performance.

Table 1: The Effect of MSDI Management on MSME Performance in Limboto District

MSDI Management Factors	Impact on MSME Performance	Information
MSDI Training and Development	Improving service quality, productivity and innovation	Holistic training based on employee competency development improves their skills, motivation, and innovation, which ultimately leads to improved performance (Garini & Rahman, 2024)
MSDI Management with Limited Resources	Decrease in employee performance and motivation	Limitations in funds and knowledge lead to suboptimal management of MSDI, which results in low employee motivation and performance (Ghasarma et al., 2022).
Technology Integration in MSDI	Operational efficiency and faster decision making	The integration of technology in MSDI management simplifies the recruitment and training processes, and increases operational efficiency, enabling faster and

		more accurate decisions (Asy'ary & Asraf, 2024).
Employee Involvement in Decisions	Higher innovation and commitment	Employee involvement in strategic decision-making increases motivation, innovation, and strengthens internal communication, which supports the long-term success of the organization (Ramdani et al., 2023)

Based on the findings and discussion, it can be concluded that good Human Resource Management (HRM) plays a crucial role in improving the performance of Micro, Small, and Medium Enterprises (MSMEs) in Limboto District. HRM, as a more holistic and humane management concept, aims not only to optimize employee potential technically but also to empower them emotionally and intellectually. This is reflected in targeted training, comprehensive technology integration, and employee involvement in decision-making. Despite the challenges faced by MSMEs, such as limited resources, more effective HRM management remains a priority to promote the sustainability and growth of MSMEs.

Human Resource Management (MSDI) training and development have been shown to be key factors in improving MSME performance. As found in research by (Eka et al., 2022), targeted training not only improves technical skills but also strengthens employee motivation and commitment to the company. Training aimed at improving managerial and technical skills enables employees to adapt to market changes and evolving technologies. Furthermore, training focused on MSDI development provides benefits in the form of strengthened ability to make more strategic decisions. MSDI that focuses on employee empowerment prioritizes a more humane approach, pays attention to employee psychological well-being, and supports the achievement of shared goals in a more sustainable manner. (Sule & Siswanto, 2021) highlight that training that prioritizes operational efficiency and business process management will encourage innovation that contributes to MSME growth.

However, the biggest challenge faced by MSMEs in Limboto District is the limited budget to provide adequate training. Many MSMEs struggle to allocate funds for formal training, which in turn hinders the improvement of their MSDI quality. (Bidin et al., 2024) show that without sufficient investment in MSDI management, MSMEs will struggle to develop their employees' competencies, ultimately impacting their productivity and competitiveness.

Furthermore, technology plays a crucial role in improving the operational efficiency of MSMEs. The use of information technology in MSDI management can optimize various processes, from recruitment to real-time employee performance monitoring. Research by (Asy'ary & Asraf, 2024) revealed that the use of technology can simplify the employee recruitment and selection process, enabling MSMEs to be more efficient in selecting the right employees. Furthermore, the use of technology-based management systems can assist MSMEs in monitoring employee performance and providing the necessary data for more informed decision-making. However, technology integration in MSDI management remains a challenge for many MSMEs, particularly related to implementation costs and limited knowledge in selecting the right technology (Utami et al., 2024).

Employee involvement in decision-making is also a crucial factor in increasing their innovation and commitment to the organization. Employees who are involved in the decision-making process feel valued and recognized for their contributions, which in turn increases their motivation and loyalty. (Saputra et al., 2024) found that employee involvement in strategic decisions provides a space for them to convey new ideas that can improve processes and

products within the organization. This involvement also plays a role in improving internal communication, which facilitates the flow of information between management and employees. This supports better and more innovative decision-making, which is crucial for maintaining the competitiveness of MSMEs in a dynamic market (Nisa & Nainggolan, 2024).

However, to ensure effective employee engagement, appropriate training is necessary to ensure employees have a sufficient understanding of the company's goals and strategies. Marfuah et al. (2024) suggest that adequate training can help employees feel more confident in contributing to decisions. With the support of training and a good understanding of company goals, employee engagement can have a significant positive impact on organizational performance.

Overall, structured MSDI management supported by appropriate training, technology integration, and active employee engagement can significantly improve MSME performance. While challenges related to limited resources and technology adoption remain barriers, efforts to address these obstacles through affordable training programs and the implementation of appropriate technology will significantly contribute to the productivity and competitiveness of MSMEs in Limboto District. Therefore, effective and sustainable MSDI management should be a key focus of MSME development strategies to ensure long-term sustainability and growth.

Conclusion

Effective and holistic Human Resources Management (HRD) plays a crucial role in improving the performance of Micro, Small, and Medium Enterprises (MSMEs) in Limboto District. HRD, as a further development of the HRD concept, prioritizes a more humane and integrated approach, focusing on individual empowerment and creating a healthier and more productive work environment. The findings of this study indicate that targeted training, technology integration, and employee involvement in strategic decision-making are key factors significantly impacting MSME performance.

Structured training based on MSDI competency development has been proven to drive improvements in product quality, services, and innovation, contributing to increased productivity and competitiveness of MSMEs. Although MSMEs in Limboto District face challenges related to budget constraints, MSDI management focused on employee empowerment can create significant opportunities for sustainable business growth. Furthermore, technology plays a key role in improving MSME operational efficiency. The use of technology in MSDI management, such as in recruitment, training, and performance evaluation, can optimize various business processes and enable faster and more accurate decision-making. However, this technology integration remains a challenge for many MSMEs, primarily related to costs and limited knowledge in selecting the right technology.

Employee involvement in decision-making has also been shown to increase innovation, commitment, and loyalty to the organization. By actively involving employees, MSMEs can create more open and transparent internal communications, which supports more efficient information flow and more effective decision-making. This employee involvement, supported by appropriate training, will strengthen their sense of ownership of organizational goals and encourage more optimal achievement. Overall, structured MSDI management, with an emphasis on appropriate training, technology integration, and employee involvement in decision-making, can significantly improve the performance of MSMEs in Limboto District. While there are challenges related to limited resources and technology adoption, efforts to overcome these obstacles through affordable training programs and the implementation of

relevant technology will significantly support MSME growth, strengthen their competitiveness, and ensure long-term sustainability and development.

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