

Optimizing MSME Performance Through Implementing Effective Human Resource Management Practices in the Creative Industries Sector : Systematic Literature Review (SLR)

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Abstract. MSMEs, in particular in sector industry creative , have become bone back economy in many countries. Although sector industry creative show potency significant growth , MSMEs in it often experience various obstacles , such as lack of effective management . Problem management source Power HR people don't optimized can become obstacle Serious in reach performance maximum . Application practice management source Power effective human beings in MSMEs can become a key strategy For overcome challenge the . Urgency study This give insightful and informed views about HRM practices that can adopted by MSMEs in the sector This . Method used in study This is Systematic Literature Review (SLR) with collect and analyze related journals with keywords . Based on studies literature conducted , found that understanding deep about connection between HRM practices and MSME performance in context industry creative . Of a number investigated literature , can concluded that proper implementation of HRM can give impact significant positive to MSME performance in the sector This . Recruitment and selection creative identified as step crucial start . Through results MSMEs can get this attract and retain individual with talent suitably creative with demands industry dynamic creative . Research also shows that development Skills creative through training programs is factor decider in increase Power MSME competitiveness and innovation . Findings This give substantial and relevant insights for practitioner business , stakeholders interests , and researchers For optimizing HRM practices with consider context unique industry creative . Implications from study This is that effective HRM implementation can become pusher growth and sustainability of MSMEs, strengthening position they 're inside industry continued creativity.

Keywords : MSME Performance; Management Human Resources ; Industry Creative .

INTRODUCTION

The phenomenon of MSMEs, especially those operating in the creative industry sector, reflects the dynamics of the global economy which is increasingly influenced by technological developments and changes in people's consumption patterns. Beureukat & Setyawati, (2023) ; and Candra et al., (2022) explain that These MSMEs are not only business actors that contribute significantly to economic growth in many countries, but also act as creative and innovative agents that play an important role in stimulating the local economic sector. The creative industries sector, involving fields such as art, design,

media, information technology, and the like, has become the backbone of the modern economy (Borshalina, 2019; Cunningham et al., 2021) . The growth of this sector creates huge opportunities in creating diverse employment opportunities, both for trained professionals and individuals with unique creative skills. This diversity, in turn, not only has a positive impact on unemployment rates, but also creates a dynamic economic ecosystem.

Additionally, Comunian & England, (2020) ; and Gunawan & Sulaeman, (2020) give explanation about The creative industry sector has an important role in increasing a country's competitiveness at the global level. The innovation and creativity produced by MSMEs in this sector not only create unique products and services, but also add value to the country's cultural identity and image. Therefore, the growth of this sector is not only about job creation and boosting the local economy, but also about enriching cultural heritage and building an attractive image in the global market.

The importance of MSME performance in the creative industry sector has become the center of attention in the formation of a dynamic and innovative economy in various parts of the world. As a key element of the business ecosystem, MSMEs in this sector have an impact that goes beyond the local scale, making significant contributions at the national and global economic levels (Candra et al., 2022; Hasan, 2018; Lee et al., 2019) . MSMEs in the creative industry sector play a major role in creating jobs and stimulating economic growth. They not only provide jobs for creative professionals, such as artists, designers, and software developers, but also provide opportunities for individuals with unique creative skills. This creates a diversity of employment opportunities that enrich the economic structure and make a positive contribution to the unemployment rate (Rahmi, 2018; Salvador et al., 2019; Srimulyani & Hermanto, 2022) .

Prasetyo, (2019) ; and Purbasari et al., (2020) state that The performance of MSMEs in the creative industry sector has important implications in increasing a country's competitiveness in the global market. By producing innovative and unique products and services, MSMEs can build a positive image of their country in the eyes of the world. Creative products produced by MSMEs not only reflect cultural riches, but are also a tool of economic diplomacy that promotes national identity in the international market. The success of MSMEs in the creative industry sector also creates a positive social impact (Cerisola & Panzera, 2021; Hussein et al., 2019) . They become agents of

change in encouraging innovation and creativity, changing people's mindsets, and adding value to everyday life. In addition, many MSMEs in this sector demonstrate a commitment to social responsibility, contributing to sustainable development, and supporting local communities through various social initiative programs.

Aligned with description above, Candra et al., (2022); Sisharini et al., (2019) conclude that The performance of Micro, Small and Medium Enterprises, MSMEs in the creative industry sector forms a dynamic story in the global economic foundation. Basically, the performance of MSMEs involves a comprehensive picture of their achievements and contributions in achieving economic, creative and social goals. Economically, the performance of MSMEs is reflected in their ability to manage finances efficiently and produce sustainable profitability. Revenue and profit growth is a fundamental indicator of economic success, measuring the resilience and resilience of their business (Beureukat & Setyawati, 2023; Wibisono et al., 2019).

Hudnurkar et al., (2022); Redjeki & Affandi, (2021) MSME performance is measured through the innovation they present in products and services. Creativity is the main pillar, creating added value through unique designs, revolutionary product concepts and solutions that support market needs. In increasingly fierce competition, the ability to maintain and increase market attractiveness is an important indicator of success in the creative industry sector. Performance MSMEs also involve aspects of competitiveness that encourage their business position in local and global markets (Setyawati, Rahman, et al., 2023; Setyawati, Suggangga, et al., 2023). Market control and the ability to capture consumer attention are determining factors that reflect the superiority of the business. Engagement in global markets, including product exports and international involvement, is increasingly becoming a benchmark in evaluating the extent to which MSMEs can play a significant role on the international stage.

In the social and environmental realm, the performance of MSMEs is evaluated through the positive impacts they produce (Anthanasius Fomum & Opperman, 2023; Borshalina, 2019). Social responsibility, contribution to local communities, and concern for the environment are crucial components in determining sustainability and business ethics. Understanding and implementing effective HRM human resource management is also an important foundation for ensuring employees are skilled and involved in achieving company goals.

Overall, the performance of MSMEs in the creative industry sector not only provides economic benefits, but also forms the basis for inclusive and sustainable economic development. By understanding and encouraging the growth of MSMEs in this sector, countries can create an environment that supports innovation, creates jobs, and advances their economies in a more dynamic and future-oriented direction. Statement the supported by Prasetyo, (2020); and Rahma et al., (2022) that The performance of MSMEs in the creative industry sector is not just a reflection of economic growth. This is a story of transformational innovation, market-winning competitiveness, and social responsibility leading to positive contributions to society and the environment. Thus, the story of MSME performance in the creative industry sector forms a narrative that describes their contribution as important agents in creating a sustainable and creative global economy.

However, amidst their positive potential, MSMEs in the creative industry sector also face a number of challenges. For example, limited access to capital, lack of broad market access, and uncertainty in the business environment can be significant obstacles for MSMEs to reach their full potential. In this context, HRM human resource management becomes a critical aspect that can play a central role in ensuring the sustainability and growth of MSMEs in this sector (atik et al., 2021; Yaqin, nd) . Implementing effective human resource management practices in MSMEs can be a key strategy to overcome these challenges .

Application practice management source Power effective HRM people in the Micro , Small and Medium Enterprises MSME sector industry creative No only become A internal policies , but also potentially essential strategies overcome various challenges faced by MSMEs (Banerjee, 2017; Febrianti & Abdulah, 2020; Nawangsari & Wardhani, 2022) . In reality dynamics business moment this , where changes constant and increasing competition strict become the norm, the ability of MSMEs to managing , motivating and developing source Power man they become key For reach success period long .

The importance of HRM the more emphasized by complexity and uniqueness sector industry creative (Nawangsari & Wardhani, 2022; Rathnaweera, 2019) . MSMEs in the sector This often face pressure from various direction , incl need For innovate in a way constantly , managing power creative and adaptable work with change market trends . Nugraha et al., (2022); Vettriselvan et al., (2019) state that measurable and

effective HRM practices can become foundation strategies that enable MSMEs to answer challenge This in a way proactive and sustainable .

Apart from exploring aspect basic HRM such as recruitment , training , evaluation performance , and development employees , research this will too notice factors contextually possible influence implementation HRM practices in the MSME sector industry creative . This includes consideration special related dynamics team creative , necessity flexibility in management source Power people , and ways adaptation to change fast in environment full business challenge .

In sector industry creative , Micro , Small and Medium Enterprises become MSMEs heart innovation and creativity , and management source Power HR people play role central in form continuity and success business (Ego Muslim et al., 2022; Surya Atmaja et al., 2023; Vacchani, 2019) . In the realm recruitment and selection , HRM becomes tool important for MSMEs to interesting individual talented and thoughtful suitably creative with need dynamic sector This . Development Skills creative become HR focus , ensuring that employee Keep going develop For still relevant in environment continuing industry changed .

Sedyastuti et al., (2021); and Warcito et al., (2020) also stated this that Management creative performance become Another aspect touched by HRM is creating system considered evaluation aspect innovative and creative employee . This matter give recognition and motivation required in face challenge unique sector industry creative . Management team creative become something mastered art through HRM, with coordination and supportive leadership innovation as the core of success team.

Flexibility and adaptability , directed by HRM, enable MSMEs to adapt with fast to change market trends and needs consumers (Dobrosavljević & Urošević, 2020; Efendi, 2023) . HRM also helps create environment balanced and supportive work growth professional , make retention talent creative as priority . Apart from that , HRM helps MSMEs in the sector industry creative For integrate not quite enough answer social and environmental to in business DNA they , create impact positive to society and environment . HRM becomes guard door success of MSMEs in the sector industry creative (Karman et al., 2022; M et al., 2023) . With looking source Power man as asset necessary critical managed with Carefully , MSMEs can stretch his wings in create ,

develop and maintain creativity that becomes soul sector full industry challenges and potential outside normal This .

Understanding and overcoming the challenges within it while exploiting its positive potential through effective HRM practices are key steps to support the continued growth and sustainability of this sector in an ever-evolving global economy (Maheshwari et al., 2020; Sutisna et al., 2020) . Implementing effective human resource management practices in MSMEs can be a key strategy to overcome these challenges.

Even though there has been a lot of research on MSMEs and HRM, there is a *research gap* in understanding specific and optimal HRM practices for MSMEs in the creative industry sector. This research will fill this gap by analyzing existing literature and detailing key findings. The novelty of this research lies in the SLR *Systematic Literature Review approach* , which will provide a comprehensive view of relevant and innovative HRM practices to improve the performance of MSMEs in the creative industry sector. Through SLR, this research will present a structured and reliable literature synthesis.

Optimizing the performance of MSMEs in the creative industry sector has a positive impact not only on local economic growth but also on the progress of this sector as a whole. Therefore, it is urgent for this research to provide an in-depth and informed view on HRM practices that can be adopted by MSMEs in this sector. It is hoped that the results of this research can provide practical guidance for stakeholders, government and MSMEs in the creative industry sector to improve performance through the implementation of effective HRM practices. It is hoped that these practical implications can help increase the competitiveness and sustainability of MSMEs in this sector.

THEORETICAL

Overview the theory outlined in study This originate from a number studies relevant previous , as base framework theory , determination , and analysis studies as following **MSME performance**

Micro , Small and Medium Enterprises, MSMEs can be understood through a number definition reflective operations dimensions economics , innovation , and impact social (Adiandari, 2022; Efendi, 2023) . First , income business become yardstick measuring main , reflect how much success of MSMEs in produce income from sale product or service . Profitability become aspect critical , measuring the ability of MSMEs

to manage finance with efficient . Growth income reflect Power growth and development of MSMEs in the market. Then , innovation products and services become indicator creativity and adaptation of MSMEs to market demands . Involvement in the global market reflects Power competition and orientation international . Level of satisfaction customer give description about quality product or services provided by MSMEs. Involvement community local reflect impact MSMEs' positive impact on the environment social . Efficiency operational reflect how MSMEs manage source Power they For produce product or service . Retention rate employee reflect prosperity and sustainability business from HR perspective . Lastly , impact social and environmental covers practice not quite enough answer applied social and environmental issues by MSMEs. By overall , definition operational This give view holistic about MSME performance , possible comprehensive evaluation to achievement objective economics , innovation , and impact positive impact on society and the environment .

Industry Creative

Creative Industry refers to an economic sector that focuses on the production, management and exploitation of creativity, ideas and innovation as the main elements in generating added economic value (Cerisola & Panzera, 2021; Lestariningsih et al., 2019; Wardana et al., 2023) . Within it, various subsectors include performing arts, design, media, fashion, architecture, information technology, and other related sectors. The Creative Industry not only includes aspects of creativity in making products and services, but also involves marketing, distribution and exploitation of these creative results. The success of this industry often depends on the capacity to combine elements of art and business, creating products or services that are not only artistically unique, but also have market value and commercial appeal. Creative Industries are a driver of economic growth in various countries, making a significant contribution to employment opportunities, cultural diplomacy, and creating a strong cultural identity at local and global levels (Aisha et al., 2019; Hussein et al., 2019) . By combining creativity with business principles, the Creative Industries shape a dynamic economic landscape and contribute to the transformation towards a knowledge-based society.

Management Human Resources

Vacchani, 2019; Vettriselman et al., (2018) explain about Human Resource Management HRM refers to a set of practices and policies designed to manage, develop

and utilize an organization's human resources effectively. Operationally, HRM includes employee recruitment and selection processes, skills development and training, performance management, compensation and benefits policies, and employee relations management. The implementation of HRM aims to create a productive work environment, motivate employees to provide the best performance, and ensure compatibility between organizational goals and individual goals. It also involves strategies for retaining talented employees, building a positive organizational culture, and overcoming internal conflicts or problems. In essence, HRM is a holistic and structured approach to optimizing the contribution of human resources in achieving organizational goals.

In the dynamics of the creative industry sector, HRM Human Resources Management plays a central role in shaping the performance and competitiveness of Micro, Small and Medium Enterprises, MSMEs (Sedyastuti et al., 2021; Warcito et al., 2020) . Effective HRM practices are not just routine implementation, but are a strategic foundation for strengthening creative and innovative aspects within MSMEs. Careful recruitment and selection ensures the presence of individuals with creative talents that suit business needs, while creative skills development programs make MSMEs responsive to the ever-changing dynamics of the creative industry market. Through creativity-oriented performance management, MSMEs can provide recognition to employees who contribute to innovation. Managing creative teams and promoting flexibility through HRM creates a work environment that supports collaboration and adaptation to change, while creative talent retention strategies ensure business continuity by retaining individuals who make a positive impact. Overall, the close relationship between HRM and MSME performance in the creative industry sector forms a strong foundation for successful business growth, creativity and sustainability.

RESEARCH METHODS

In this research using systematic literature *Systematic Literature Review /SLR* which discusses issues regarding enhancement MSME performance in the sector Industry Creative through Implementation Management Human Resources . Literature study research is a process or activity of collecting data from various literature such as books and journals to compare the results of one research study with another (Nowell et,al, 2014). The aim of this literature study research is to obtain a theoretical basis that can

support solving the problem being researched and reveal various theories that are relevant to the case, more specifically in this research the researcher examines the problem of MSME Performance in the Industrial Sector Creative through Implementation Management Human Resources . This literature study is a comprehensive summary of several research studies determined based on certain themes. The data used in this research is secondary data obtained not from direct observation, but obtained from the results of research conducted by previous researchers.

Secondary data sources obtained were articles from reputable journals with predetermined themes. The literature search in this literature study used the Sage, Emerald Insight , Elsevier, and MDPI databases . Searching for published articles on the search engine above uses the keywords, namely: " Performance of MSMEs, Industry Creative , Management Human Resources " . The search process is used to obtain relevant sources to answer the problem formulation/Research Question (RQ) and other related references using Search Engine Dimensions (<https://www.emerald.com/insight/>). From the identification results, more than 3795 articles were obtained . Next, articles were filtered according to access criteria, year, type of content and abstract analysis. As a result, 592 article titles were obtained. From the title of the article, it was then filtered based on the suitability of the digital transformation topic through abstract analysis, resulting in 4 articles. In detail, it looks like in the following picture:

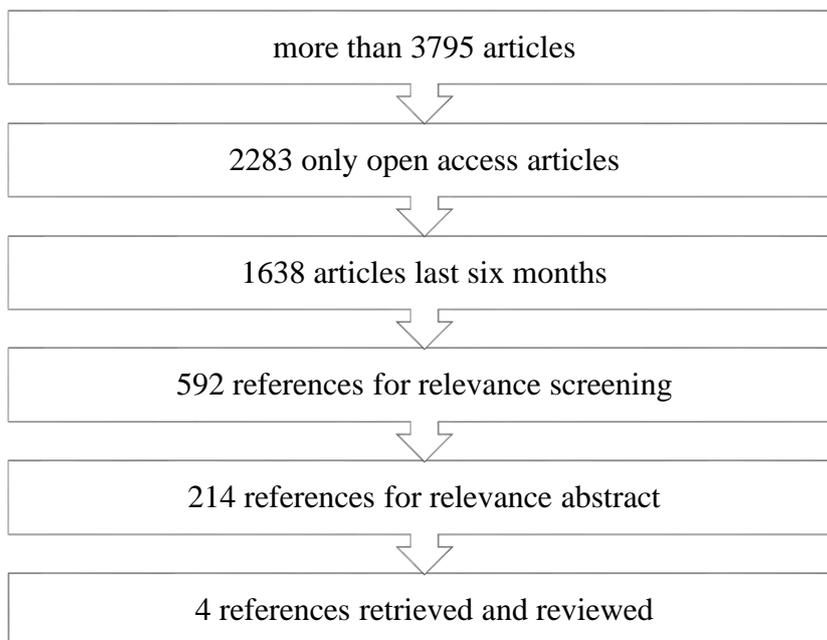


Figure 1. Article Filtering Flow Diagram

RESULTS AND DISCUSSION

Results

The results of the review of selected articles answer the problem formulation regarding the distribution of journals that discuss learning Entrepreneurship in College via Incubator Business , as follows:

Table 1. Distribution of related journals regarding MSME Performance, Strategy Decisions, Management Innovation .

No	Journal Name	Journal Link	Indexation	Total
1	Journal of Management	Journal of Management Sage Publish	Sage Publish	3
2	Business Process Management Journal	Business Process Management Journal Springer	Springer	2
3	European Research on Management and Business Economics	European Research on Management and Business Economics Elsevier	Elsevier	1
4	Sustainability	Sustainability MDPI	MDPI	2

Source : processed researcher , 2023

Discussion

Based on the results of several reviews article relevant research , in fact systemic Research on the Performance of Micro , Small and Medium Enterprises , MSMEs in the Industrial Sector Creative through implementation Management Effective Human Resources produce understanding deep about connection between practice Management HRM Human Resources and the performance of Micro , Small and Medium Enterprises , MSMEs in context industry creative , results investigation literature give rich and empowering imagery . From a series source that , was revealed that proper HRM implementation it's not simply element administrative , but rather a key strategy that can form base sturdy for growth and success of MSMEs in full environment challenges and potential creative (Dobrosavljević & Urošević, 2020; Surya Atmaja et al., 2023; Warcito et al., 2020) .

Through results study MSMEs can get this more effective respond need unique industry creative with character dynamic . Recruitment and selection process creative , which reflects element creativity and vision , helps build team work that doesn't only own Skills technical but also sensitivity to change and innovation . In line with results the Sedyastuti et al., (2021); Vacchani, (2019) explain that HRM does not only become tool

For manage power work , but rather become pusher in form team that can face frequent complexity and creativity contained in industry creative .

Importance development Skills creative become highlight other . Like study Maheshwari et al., (2020); and Sutisna et al., (2020) found that training and development programs focus on development creativity employee give benefit double , strengthen No only capability individual but also power competitive overall MSMEs in a crowded market competition . It strengthens draft that HRM is not only about HR management , but also about investment strategic in development potency creative and innovative contained in team Work. Next , management creative performance in HRM brings contribution positive (Adejare et al., 2020; NA Syed, Na Skaih, 2018) . Emphasis on rewards and motivation that counts dimensions creative push employee For give contribution maximize and participate active in innovation product or service . Management rewarding performance aspect creative become something Power pusher For create culture an organization centered on innovation and delivery Power competitive addition to the industrial market creative.

With So , overall understanding This highlighting that HRM is not simply Suite policies and procedures , but A philosophy underlying management growth and power MSME competitiveness in the sector industry creative . Effective HRM implementation open door for creation mark add , strengthen Power compete , and provide strong foundation for continuity business in sustainable environment change and develop fast . More carry on Karman et al., (2022); M et al., (2023); Maheshwari et al., (2020); Sutisna et al., (2020) explain about connection between Management HRM Human Resources and the performance of Micro , Small and Medium Enterprises , MSMEs in the sector industry creativity is very crucial and has significant impact to success and growth business . Following is a number of ways in which HRM can be implemented increase MSME performance in the sector industry creative :

1) Recruitment and Selection Creative

Practice Management Human Resources HRM which focuses on recruitment and selection become foundation important in form success of Micro , Small and Medium Enterprises , MSMEs in the sector industry creative . In management source Power creative people , recruitment and selection No only become something task administrative , but rather become a preferred strategy individuals who can presenting

significant impact . Effective HRM in stage This give ability for MSMEs to interesting individual with talent suitably creative with dynamics and expectations tall in industry creative (Adejare et al., 2020; Saeed et al., 2019; Sandamali et al., 2018) . Creative recruitment involves a careful selection process For identify individuals who do not only own Skills necessary technical , but also have vision and sensitivity to innovation . Through approach MSMEs can get this build team work that doesn't only focused on achievement objective business , but also capable confront and respond challenge often creative attached in industry This .

Election employees who don't only own formal qualifications , but also brings vision innovative , delivering contribution positive to productivity and creativity business . The result of careful recruitment and selection create foundation For sustainability of MSMEs in industry creative , because individuals placed in it own ability For brings fresh ideas, understanding market dynamics , and leveraging opportunity innovative .

With enter dimensions creative in recruitment and selection , MSMEs can create culture dynamic organization , where every member team empowered For contribute in a way unique in accordance with expertise and sensitivity creative . Not this one only about choose employees , but rather about build reflecting team diversity creative and enriching ecosystem business in a way whole . So , recruitment and selection are focused and innovative through HRM creates strong foundation For achievement objective business and growth sustainable in industry continued creativity changed .

2) Development Skills Creative :

Development Skills creative become aspect critical in Management strategy Successful HRM Human Resources , esp in context of Micro , Small and Medium Enterprises , MSMEs in the sector industry dynamic creative . HRM is not only about recruiting individual with creativity innate , but also about empowering and enriching Skills creative employees who have There is . Therefore that , development Skills creative through HRM is not simply policy training normal , but is step strategic change employee become more assets productive and adaptive (Sutisna et al., 2020; Yaqin, nd) . RM creates framework facilitating work implementation of designed training programs in a way special For sharpening and expanding ability creative team. Training program This No only about enhancement Skills technical , but also discusses aspect creativity and innovation . With However , MSME employees do not only become experts in their

respective fields , but also capable individuals think creative , responding change with fast , and create innovative solutions .

Skills focused training programs creative through HRM instead only about understand market trends , but also about create trending and becoming leader in innovation industry . Employees who own Skills enriched creativity through training This can more effective collaborate in team , designing innovative solutions , and understanding in a way deep dynamics industry continued creativity change (Atik et al., 2021) . More from simply development individual , approach this also creates an environment where creativity appreciated and strengthened . Employees who feel supported For develop Skills creative tend more motivated and engaged in a way active in the innovation process . Therefore that , through HRM which prioritizes development Skills creative , MSMEs can reach superiority competitive with ensure that team they always own relevant and up - to-date skills , all at once guard adaptability they to dynamics change in industry creative .

3) Creative Performance Management :

Application Management Human Resources (HRM) which includes management performance creative become base main in create environment work that motivates , supports and encourages innovation among employee . HRM does not only manage performance as series task routine , but rather as an involved process recognition and awards to elements creativity produced by individuals (Febrianti & Abdulah, 2020; Maheshwari et al., 2020) . With give dimensions creative in management performance , MSMEs in the sector industry creative can create something celebratory culture achievement and innovation .

With Thus , implementation management creative performance via HRM no only create incentive for employee For Keep going innovate , but also shape culture encouraging organization exploration and creativity . Environment supportive work innovation This can bringing MSMEs to level next in industry creative , where change and innovation considered as pusher main growth and success business .

4) Creative Team Management :

HRM helps in form and manage team effective creative . Capable leader understand dynamics team creative , facilitating collaboration , and giving freedom

expression can push productivity and innovation (Febrianti & Abdulah, 2020; Karman et al., 2022).

5) Flexibility and Adaptability :

Involving HRM strategy flexibility and adaptability helping MSMEs in the sector industry creative For face change fast in environment business . Employees who feel supported in create and adapt will more tend give significant contribution . (Dobrosavljević & Urošević, 2020; M et al., 2023; Nawangsari & Wardhani, 2022)

6) Creative Talent Retention :

HRM practices that focus on satisfaction employees , development career , and balance work-life can increase level retention talent creative . This is important Because continuity business in the sector industry creative often depends on attendance and contributions individual talented .

Next , results study This support view that management performance considering aspect creative and innovative become key For give reward and motivation , stimulating productivity employees , and create environment supportive work creativity . Management team creativity and flexibility in HRM is also proven play role important in increase MSME performance in the sector industry creative .

Overall , study This highlighting the importance of HRM in form MSME performance in the sector industry creative . Findings This give substantial and relevant insights for practitioner business , stakeholders interests , and researchers For optimizing HRM practices with consider context unique industry creative . Implications from study This is that effective HRM implementation can become pusher growth and sustainability of MSMEs, strengthening position they 're inside industry continued creativity

CONCLUSIONS AND RECOMMENDATIONS

Conclusion

From the results of a review of relevant literature and research, it can be concluded that the implementation of effective HRM Human Resource Management has a significant impact on the performance of Micro, Small and Medium Enterprises, MSMEs in the creative industry sector. Some of the main findings involve HRM practices involving creative recruitment and selection, creative skills development, and creative performance management. The implications of proper HRM implementation involve creating added value, increasing competitiveness, and establishing a strong basis for

sustainable growth. Creative team management, flexibility, adaptability and retention of creative talent are also important aspects of a successful HRM strategy. An in-depth understanding of the relationship between HRM and MSME performance in the creative industry sector provides insight into how HRM practices can be a driver of business growth and sustainability.

Recommendations

Although this research provides valuable insights, several suggestions for further research can be put forward:

- 1) Conduct in-depth case studies on MSMEs in the creative industry sector to see the concrete implementation of HRM and its impact on business performance.
- 2) Conduct field surveys to collect data directly from MSMEs in the creative industries, deepening understanding of the experiences and challenges faced in implementing HRM.
- 3) Including additional variables such as organizational culture, organizational structure, and other external factors to investigate the factors that can influence the relationship between HRM and MSME performance more comprehensively.
- 4) Incorporates a qualitative analysis approach to understand the dynamics and interactions between factors that influence HRM implementation.
- 5) Building a more detailed conceptual model to understand in more depth the relationship between various HRM practices and MSME performance in the creative industry sector.

Further research It is hoped that it can contribute more to the theoretical and practical understanding of the role of HRM in improving the performance of MSMEs in a creative and dynamic environment.

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