

## Analysis of Perceptions on Talent Management Implementation in MSMEs: A Study on Women MSME Entrepreneurs in Palopo City

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### Abstract

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in the Indonesian economy but face significant challenges in effective human resource management. Talent management emerges as a strategic approach that can help MSMEs identify, develop, and retain talented individuals to enhance competitiveness. This study aims to analyze the perceptions of women MSME entrepreneurs in Palopo City regarding the implementation of talent management in managing their human resources. This study employs a quantitative descriptive method involving 200 women MSME entrepreneurs in Palopo City selected through incidental sampling technique. Data were collected using a questionnaire consisting of eight statement items measuring four dimensions of talent management: talent planning, talent acquisition, talent development, and talent retention. Each dimension was measured with two indicators using a five-point Likert scale. Data analysis was conducted descriptively by calculating mean values for each dimension. The results show that the implementation of talent management in women-owned MSMEs in Palopo City is in the good category with an overall score of 4.16. Talent development and talent retention are the dimensions with the highest performance (4.17 each), indicating the strength of women MSME entrepreneurs in developing employee competencies and retaining talented workforce. Talent planning obtained a score of 4.15, indicating good capability in workforce planning. Meanwhile, talent acquisition is the dimension with the lowest score (4.13), although still in the good category, indicating an area that needs improvement, especially in assessment methodology and candidate selection aspects. Respondent characteristics show that the majority are in productive age (60% aged 25-45 years), have adequate education levels (81.5% at least high school graduates), and operate micro-scale businesses (93.5% with 1-4 employees). This study provides theoretical contributions by demonstrating that talent management can be adapted in the context of MSMEs with limited resources, as well as practical implications for MSME entrepreneurs, policymakers, and supporting institutions in designing more targeted capacity development programs.

Keywords: Talent\_Management; MSMEs; Wome\_ Entrepreneurs.

### 1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in the Indonesian economy, particularly in absorbing labor, reducing poverty, and driving inclusive economic growth. Based on data from the Ministry of Cooperatives and SMEs, MSMEs contribute more than 60% to the national Gross Domestic Product (GDP) and absorb approximately 97% of the total workforce [1]. In South Sulawesi, particularly Palopo City, MSMEs serve as the backbone of the regional economy with significant contributions to local revenue and job creation. However, amid increasingly fierce business competition dynamics and digital transformation demands, MSMEs face various challenges in maintaining competitiveness and business sustainability.

One crucial challenge faced by MSMEs is effective human resource (HR) management. Unlike large companies with structured HR management systems, MSMEs tend to manage HR informally and less systematically [2]. This limitation impacts difficulties in attracting,

developing, and retaining quality employees who are important assets for business growth. In this context, talent management emerges as a strategic approach that can help organizations identify, develop, and retain talented individuals with high potential to contribute to organizational goal achievement [3].

Talent management has been proven to provide positive impacts on organizational performance across various sectors. Research by Collings and Mellahi shows that effective talent management implementation can increase productivity, innovation, and organizational competitiveness [4]. In the MSME context, talent management application can become an important differentiator distinguishing rapidly growing businesses from stagnant ones. However, literature on talent management largely focuses on multinational companies and large organizations, while research in the MSME context, particularly in Indonesia, remains very limited.

Several previous studies have explored HR management practices in MSMEs. Research by Harney and Dundon identified that MSMEs tend to apply informal and reactive HR practices, not proactive and strategic ones [5]. Meanwhile, a study by Psychogios et al. found that although MSMEs face resource limitations, they can adopt talent management practices adapted to their business context and scale [6]. In Indonesia, several studies have examined HR management practices in MSMEs, but the focus has been more on general recruitment and training aspects, not specifically analyzing talent management implementation as an integrated system.

Palopo City, as a city with dynamic MSME growth, has unique characteristics worth studying. As a trade center in the Greater Luwu region, Palopo has diverse MSME sectors ranging from culinary, crafts, fashion, to services. However, data from the Palopo City Cooperative and SME Office shows that MSME sustainability rates remain problematic, with many businesses not surviving more than three years since establishment. One factor suspected to contribute to this phenomenon is weak HR management, particularly in identifying and developing key talent that can drive innovation and business growth.

The research gap in this study can be identified from several aspects. First, most talent management literature focuses on large and multinational organizations, with very little attention to the MSME context, especially in developing countries like Indonesia [7]. Second, previous research on MSMEs in Indonesia tends to discuss capital, marketing, and technology access aspects, but pays less attention to the talent management dimension as a strategic factor [8]. Third, there has been no comprehensive study analyzing talent management practices in MSMEs while considering local context, organizational culture, and specific regional characteristics such as Palopo City. Fourth, previous studies have not deeply explored how resource limitations possessed by MSMEs can be overcome through adaptive and contextual talent management strategies.

The novelty of this research lies in several innovative aspects. First, this study develops a talent management conceptual framework adapted to the characteristics and limitations of MSMEs in Indonesia, particularly in Palopo City. This framework will consider dimensions such as talent identification, competency development, retention, and succession in the context of limited resources. Second, this study will explore informal talent management practices that

have been applied by successful MSMEs, which have not been academically documented. Third, this study will analyze contextual factors influencing talent management implementation in Palopo City MSMEs, including local culture, industry characteristics, and local labor market dynamics. Fourth, this study will provide practical recommendations based on empirical evidence that can be applied by MSME entrepreneurs to enhance their talent management capabilities.

This research becomes important considering the era of disruption and digital transformation demands MSMEs not only to have quality products or services but also adaptive, innovative, and competent human resources. Effective talent management can be key for MSMEs to transform from subsistence-based businesses to growth-oriented and long-term sustainable businesses. Through deep understanding of how MSMEs in Palopo City apply talent management, this study is expected to provide theoretical contributions to HR management science development in the MSME context, while providing practical implications for business actors, policymakers, and MSME support institutions in designing more targeted and sustainable capacity development programs.

## 2. Methodology

This research was conducted on MSMEs in Palopo City. The sample in this study consists of 200 women MSME entrepreneurs in Palopo City. The sample is distributed across several sub-districts. The sampling technique used is incidental sampling. Data collection techniques use questionnaires and interviews. The research questionnaire consists of 8 statement items where each dimension consists of two indicators or statements. The statements in the questionnaire are as follows:

Table 1: Dimensions and Indicators of Talent Management Variable

Variable	Dimension	Indicator/Statement	Indicator Code
Talent Management	Talent Planning	Planning workforce needs for long-term requirements	Talent Planning 1
		Considering employee skills and potential	Talent Planning 2
	Talent Acquisition	Selecting employees based on abilities and business needs	Talent Acquisition 1
		Having methods to assess and select candidates	Talent Acquisition 2
	Talent Development	Providing training or guidance	Talent Development 1
		Supporting learning of new things	Talent Development 2
	Talent Retention	Retaining good employees	Talent Retention 1
		Providing rewards or incentives	Talent Retention 2

Source: Processed data (2025)

The data analysis technique used in this study is descriptive analysis to examine respondent responses regarding talent management implementation in MSMEs. The scale used to measure implementation is the Likert scale as follows:

Table 2: Likert Scale and Scale Range

Likert Scale	Scale Range	Description
1	1.00-1.80	Strongly Disagree/Very Poor
2	1.81-2.60	Disagree/Poor
3	2.61-3.40	Neutral
4	3.41-4.20	Agree/Good
5	4.21-5.00	Strongly Agree/Very Good

Source: Processed data (2025)

### 3. Result and Discussion

Results and discussion can be presented as a unified unit containing research findings and their explanations.

#### 3.1. Result

The results in this study are presented in the form of a table. The results of the study included respondent characteristics and respondent perception analysis.

#### Respondent Characteristics

Table 3. Analysis of Respondent characteristics

Variable	Indicator	Number (People)	Percentage
Age	<25 Years	47	23.5
	25-35 Years	66	33.0
	36-45 Years	54	27.0
	>45 Years	33	16.5
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Marital Status	Married	130	65.0
	Single	58	29.0
	Divorced	12	6.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Number of Dependents	1-2 People	117	58.5
	3-4 People	65	32.5
	5-6 People	16	8.0
	7-8 People	1	0.5
	>9 People	1	0.5
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Education Level	Elementary School	10	5.0
	Junior High School	19	9.5
	Senior High School	103	51.5

	Diploma	5	2.5
	Bachelor's Degree	60	30.0
	Master's/Doctoral	3	1.5
	<b>Total</b>	<b>200</b>	<b>100.0</b>
Number of Employees	1-4 People	187	93.5
	5-19 People	9	4.5
	20-99 People	4	2.0
	<b>Total</b>	<b>200</b>	<b>100.0</b>

Source: Data processed (2025)

The age distribution of respondents is fairly even with dominance in the productive age group. The 25-35 years age group is the most numerous with 66 people (33%), followed by the 36-45 years age group with 54 people (27%). Respondents under 25 years old number 47 people (23.5%), while those over 45 years old number 33 people (16.5%). This shows that women MSME entrepreneurs in Palopo are dominated by millennials and Generation X who are in the most productive age.

The majority of respondents are married, totaling 130 people (65%), followed by single with 58 people (29%), and divorced with 12 people (6%). The high percentage of married respondents indicates that many housewives run MSMEs as supplementary or primary income sources for their families.

Most respondents have 1-2 dependents (117 people or 58.5%), then 3-4 people (65 people or 32.5%), and 5-6 people (16 people or 8%). Only 2 respondents have more than 6 dependents. This data shows that the majority of women MSME entrepreneurs have relatively small to medium family dependents, which may be their motivation in running businesses.

Respondent education levels are dominated by high school graduates with 103 people (51.5%), followed by bachelor's degree holders with 60 people (30%). Junior high school graduates number 19 people (9.5%), elementary school 10 people (5%), diploma 5 people (2.5%), and master's/doctoral only 3 people (1.5%). This shows that women MSME entrepreneurs in Palopo have adequate education levels, with the majority having at least secondary education.

The data shows that the majority of MSMEs operated fall into the micro-business category, with 187 respondents (93.5%) having 1-4 employees. Only 9 respondents (4.5%) have 5-19 employees, and 4 respondents (2%) have 20-99 employees. This confirms that micro-businesses in Palopo City are more numerous than small and medium enterprises.

### Analisis Persepsi Responden

In this study, there are four variables regarding talent management: talent planning, talent acquisition, talent development, and talent retention. Each variable consists of two statements. The distribution of respondent answers can be seen in Tables 4, 5, 6, 7, and 8.

Table 4: Analysis of Women MSME Entrepreneurs' Perceptions on Talent Planning Indicators

No	Description	Mean	Category
1	Talent Planning_1	4.11	Good
2	Talent Planning_2	4.19	Good

Source: Data processed (2025)

The mean value of 4.11 indicates that respondents provide good assessments of the first question item related to talent planning. This indicates that women MSME entrepreneurs in Palopo City are quite good in the aspect measured in this item. The mean value of 4.19 is slightly higher than the first item, also categorized as good. This shows respondents provide consistent and even slightly more positive assessments on the second aspect of talent planning

Table 5: Analysis of Women MSME Entrepreneurs' Perceptions on Talent Acquisition Indicators

No	Description	Mean	Category
1	Talent Acquisition_1	4.16	Good
2	Talent Acquisition_2	4.11	Good

Source: Data processed (2025)

The mean value of 4.16 shows that respondents provide good assessments of the first item in talent recruitment and selection. This indicates women MSME entrepreneurs in Palopo City have applied talent recruitment practices well in the aspect measured in this item. The mean value of 4.11 is also categorized as good, with a slight decrease of 0.05 points from the first item. This minimal difference shows consistency in implementing talent recruitment and selection processes.

Table 6: Analysis of Women MSME Entrepreneurs' Perceptions on Talent Development Indicators

No	Description	Mean	Category
1	Talent Development_1	4.19	Good
2	Talent Development_2	4.15	Good

Source: Data processed (2025)

The mean value of 4.19 shows that respondents provide good assessments of the first item in talent development. This figure indicates women MSME entrepreneurs in Palopo City have applied talent development practices well in the aspect measured in this item. The mean value of 4.15 is also categorized as good, although slightly lower than the first item. The very small difference (0.04 points) shows consistency in implementing talent development aspects.

Table 7: Analysis of Women MSME Entrepreneurs' Perceptions on Talent Retention Indicators

No	Description	Mean	Category
1	Talent Retention_1	4.18	Good
2	Talent Retention_2	4.17	Good

Source: Data processed (2025)

The mean value of 4.18 shows that respondents provide good assessments of the first item in talent retention. This indicates women MSME entrepreneurs in Palopo City have implemented strategies to retain talented workforce well in the aspect measured in this item. The mean value of 4.17 is also categorized as good, with a very minimal decrease (0.01 point) from the first item. This very high value consistency shows stable and even implementation of talent retention practices.

Table 8: Analysis of Women MSME Entrepreneurs' Perceptions on Talent Management Variables

No	Indicator	Mean	Category
1	Talent Planning	4.15	Good
2	Talent Acquisition	4.13	Good
3	Talent Development	4.17	Good
4	Talent Retention	4.17	Good
	OVERALL SCORE	4.16	Good

Source: Data processed (2025)

Both talent development and talent retention dimensions have the same value and are the highest dimensions at 4.17. This shows that women MSME entrepreneurs in Palopo City have main strengths in two aspects. Meanwhile, the lowest dimension is talent acquisition.

### 3.2. Discussion

The findings of this study reveal that talent management practices among women MSME entrepreneurs in Palopo City are implemented at a good level, with an overall score of 4.16. This finding is quite interesting considering that 93.5% of respondents operate micro-scale businesses with only 1-4 employees. These results show that despite facing resource limitations typically associated with MSMEs, women entrepreneurs in Palopo have developed meaningful approaches to managing their limited human capital.

This study identifies Talent Development and Talent Retention as the strongest dimensions, both achieving scores of 4.17. This finding aligns with the theoretical framework proposed by Armstrong and Taylor, who argue that employee development and retention are critical pillars of sustainable human resource management, particularly in resource-constrained environments [9]. The emphasis on these two dimensions reflects a strategic orientation among women MSME owners toward building long-term relationships with their employees rather than merely focusing on short-term transactional exchanges.

The high score for talent development, measured through indicators "providing training or guidance" (4.19) and "supporting learning of new things" (4.15), shows that women entrepreneurs recognize the importance of continuous learning and skill enhancement. This finding is consistent with research by Noe et al., emphasizing that even small organizations can achieve competitive advantage through systematic employee development programs tailored to their specific context [10].

In the MSME context, talent development often takes informal approaches such as on-the-job training, mentoring, and peer learning rather than formal classroom training [11]. The relatively high education level of respondents (51.5% high school graduates and 30% university

graduates) may contribute to their awareness of the importance of employee development. As noted by Sung and Choi, business owners with higher educational backgrounds tend to invest more in employee development initiatives, viewing them as strategic investments rather than costs [12].

The strong performance in talent development can also be linked to the nature of women-led businesses, which tend to emphasize nurturing and supportive leadership styles [13]. Research by Brush et al. shows that women entrepreneurs often create more collaborative work environments where learning and development are integrated into daily operations [14]. This approach is well-suited for micro-enterprises where formal training programs may not be practical due to budget constraints and operational demands.

Furthermore, this finding supports human capital theory stating that investment in employee skill development yields higher productivity and better organizational performance [15]. In the context of MSMEs with limited financial resources, focusing on internal talent development is an efficient strategy to enhance organizational capabilities without incurring large costs for external recruitment.

The equally high score for talent retention, measured through "retaining good employees" (4.18) and "providing rewards or incentives" (4.17), shows that women MSME owners prioritize maintaining stable workforce relationships. This finding supports human capital theory, which states that organizations benefit from retaining experienced employees who have accumulated company-specific knowledge and skills [[16].

In the MSME context, retention strategies often differ from those applied by large companies. Rather than relying on extensive benefit packages or formal career paths, small businesses often leverage non-monetary factors such as flexible work arrangements, family-friendly policies, and strong interpersonal relationships [17]. Given that 65% of respondents are married with family dependents, the ability to offer work-life balance and flexibility may be key retention mechanisms in these businesses.

The importance of retention is further emphasized by Cardon and Stevens, who found that turnover in small businesses is highly disruptive due to limited role redundancy and the close nature of working relationships [18]. The high retention score in this study indicates that women entrepreneurs have successfully created work environments that encourage employee loyalty, possibly through personal attention, transparent communication, and inclusive decision-making processes.

Research by Allen et al. also shows that perceived organizational support and procedural justice are strong predictors of employee retention, especially in small organizations where relationships between owners and employees are more direct [19]. The high value in the retention dimension indicates that women MSME entrepreneurs in Palopo have been able to create positive perceptions of organizational support despite formal resource limitations.

Although still categorized as "good," Talent Acquisition obtained the lowest score among all dimensions at 4.13. Both indicators—"selecting employees based on abilities and business needs" (4.16) and "having methods to assess and select" (4.11)—reveal gaps in structured recruitment and selection processes.

This finding is consistent with previous research showing that MSMEs typically use informal and ad hoc recruitment practices [6]. Kotey and Slade argue that small businesses often rely on personal networks, word-of-mouth referrals, and subjective assessments rather than standardized selection procedures [20]. While such approaches may be quick and cost-effective, they can limit the pool of potential candidates and introduce bias into hiring decisions.

The lower score for "having methods to assess and select" (4.11) is particularly revealing. This suggests that although women entrepreneurs understand the importance of recruiting the right people, they may lack formal tools or frameworks for candidate evaluation. As noted by Wilkinson, many small business owners do not use structured interviews, skill assessments, or reference checks, but instead rely on intuitive feelings and first impressions [21]. This approach, while understandable given resource constraints, can result in mismatches between employee capabilities and job requirements.

The research sample characteristics provide additional context for understanding this finding. With 93.5% of businesses employing fewer than five people, recruitment occurs infrequently, which may explain why formal selection systems have not been developed. As observed by Heneman et al., small businesses often view HR practices as administrative burdens rather than strategic investments, especially when recruitment needs are sporadic [22].

However, improving talent acquisition practices can provide significant benefits. Research by Barber suggests that even modest improvements in recruitment processes—such as developing clear job descriptions, conducting structured interviews, or implementing probationary periods—can substantially enhance recruitment quality in small businesses [23]. For women-owned MSMEs in Palopo, investing in basic recruitment standardization can help ensure that limited workforce additions contribute maximally to business objectives.

Furthermore, research by Ployhart suggests that better recruitment and selection practices not only improve individual employee quality but also contribute to building stronger organizational collective human capital [24]. In the MSME context, which heavily depends on individual contributions, improvements in talent acquisition processes can have proportionally greater impact compared to larger organizations.

Talent Planning obtained a score of 4.15, placing it between the highest scoring dimensions (Development and Retention) and the lowest (Acquisition). Both indicators—"planning workforce needs for long-term requirements" (4.11) and "considering employee skills and potential" (4.19)—reveal an interesting pattern.

The higher score for considering employee skills and potential (4.19) shows that women entrepreneurs pay attention to existing capabilities within their workforce. This aligns with the resource-based view theory, which emphasizes leveraging internal strengths rather than focusing exclusively on external acquisition [25]. In micro-enterprises where employee roles are fluid and multifaceted, understanding individual capabilities becomes crucial for operational flexibility.

Conversely, the lower score for long-term workforce planning (4.11) may reflect the uncertain and dynamic environment in which many MSMEs operate. Wickramasinghe and Liyanage note that small businesses often adopt reactive rather than proactive planning approaches due to market volatility and resource limitations [26]. For women entrepreneurs

balancing business operations with family responsibilities—a reality for 65% of respondents in this study—long-term strategic planning may be challenging to prioritize.

Nevertheless, the overall good performance in talent planning shows that women MSME owners do not operate entirely without foresight. As suggested by Marchington and Wilkinson, even informal planning activities such as anticipating busy seasons, identifying cross-training needs, or succession considerations for key roles constitute meaningful workforce planning in small business contexts [27].

Research by Huselid also shows that even modest levels of HR planning can positively impact organizational performance by ensuring better alignment between business needs and workforce capabilities [28]. The score of 4.15 for talent planning indicates that women MSME entrepreneurs in Palopo have achieved a planning level sufficient to support their business operations and growth.

### **3.2.1 Contextual Factors Influencing Talent Management Implementation**

Several contextual factors help explain the patterns observed in this study. First, the dominance of respondents in the 25-45 years age range (60% combined) places them among digitally literate cohorts who may be more exposed to contemporary management concepts through online resources, social media, or entrepreneurial networks [29]. This demographic profile may contribute to their openness to talent management practices.

Second, respondents' education profile—with 81.5% having completed at least high school and 30% holding university degrees—suggests a management literacy foundation that facilitates adoption of structured HR practices, even if implemented informally [30]. Educational achievement has been consistently linked to managerial capability and willingness to adopt innovative practices in small business research [31].

Third, the micro-scale nature of most businesses (93.5% with 1-4 employees) creates both constraints and opportunities. While limited resources preclude elaborate HR systems, small workforce size allows personal management approaches, direct communication, and close monitoring of employee development and satisfaction [32]. This proximity can compensate for lack of formal systems, enabling women entrepreneurs to manage talent effectively through relational rather than procedural means.

Fourth, cultural factors specific to Palopo and the broader Indonesian context may influence talent management approaches. Indonesian organizational culture often emphasizes collectivism, harmony, and personal relationships—values that align well with the relational approach to talent management observed in this study [33]. Women entrepreneurs may leverage these cultural strengths to create cohesive work environments despite formal structural limitations.

Fifth, respondents' marital status and family dependent characteristics (65% married with majority having 1-4 dependents) create a context where work flexibility and work-life balance become crucial. This may explain why talent retention scored highly—women entrepreneurs who themselves face challenges balancing work and family may be more empathetic and responsive to similar needs of their employees [34].

From a theoretical perspective, this study contributes to growing literature on talent management in MSME contexts, particularly in developing economies. The findings challenge implicit assumptions in much talent management literature that effective practices require extensive resources and formal systems [35]. Instead, results suggest that with appropriate adaptation, core talent management principles can be meaningfully implemented even in micro-enterprises.

This study also extends understanding of women's entrepreneurship by documenting how women business owners approach human capital management. The strong performance in development and retention dimensions suggests that women entrepreneurs may bring distinctive approaches to talent management emphasizing relationships, development, and long-term thinking—characteristics often associated with feminine leadership styles [36].

The findings also support the pluralistic approach to talent management proposed by Thunnissen et al., who argue that talent management practices must consider organizational, industry, and cultural contexts [37]. This study shows that the MSME context requires a different understanding of what constitutes "effective talent management" compared to large corporate contexts.

Practically, the findings offer several insights for stakeholders supporting MSME development. For women entrepreneurs themselves, results highlight talent acquisition as a priority area for capability development. Training programs or resources focused on basic recruitment best practices can address this gap without requiring substantial investment.

For policymakers and MSME support organizations, this study emphasizes that capacity development initiatives should not simply transplant large organization HR practices but should develop context-appropriate approaches that recognize resource limitations while building on existing strengths [38]. The strong performance in development and retention suggests that interventions may be most effective building on already-existing capabilities rather than attempting wholesale system transformations.

For educational institutions and entrepreneurship development centers, the findings indicate the need for curricula and mentoring programs specifically tailored to MSME contexts, considering time, budget, and resource constraints faced by women entrepreneurs [39]. Programs offering practical, quickly implementable solutions may be more effective than extensive theoretical training.

### **3.2.2 Limitations and Future Research Directions**

While this study provides valuable insights, several limitations should be acknowledged. The cross-sectional design captures practices at a single point in time, precluding examination of how talent management evolves as businesses develop. Longitudinal research could illuminate developmental trajectories and identify critical points where interventions may be most beneficial.

Additionally, this study focuses on women entrepreneurs' perceptions of their talent management practices. Future research incorporating employee perspectives, objective performance metrics, or comparative analysis with male-owned MSMEs could provide more comprehensive understanding. Qualitative investigation could also enrich understanding by

exploring specific mechanisms and contextual factors enabling effective talent management in resource-constrained settings.

Future research could also explore relationships between talent management practices and business performance outcomes such as revenue growth, profitability, or business survival rates. This would provide further evidence of the strategic value of investing in talent management for MSMEs [40]. Comparative studies across industry sectors or geographical regions could also reveal how contextual factors influence implementation and effectiveness of talent management practices [41].

#### 4. Conclusion

This study aims to analyze the perceptions of women MSME entrepreneurs in Palopo City regarding the implementation of talent management in managing their human resources. Based on analysis results of 200 women MSME entrepreneurs, this study yields several important conclusions.

First, overall talent management implementation in women-owned MSMEs in Palopo City is in the good category with an average score of 4.16. This shows that although the majority of respondents (93.5%) operate micro-scale businesses with only 1-4 employees, they have applied meaningful talent management practices in managing their human capital. This finding indicates that talent management is not only relevant for large organizations but can also be adapted and implemented effectively in the MSME context with limited resources.

Second, among the four talent management dimensions studied, Talent Development and Talent Retention are the dimensions with highest performance, both obtaining scores of 4.17. Strength in the Talent Development dimension shows that women MSME entrepreneurs in Palopo have strong commitment to developing employee skills and competencies through training, guidance, and continuous learning support. Meanwhile, high performance in the Talent Retention dimension indicates that women entrepreneurs have successfully created conducive work environments to retain talented employees, possibly through providing rewards, incentives, and creating personal and flexible work relationships. Both dimensions reflect long-term orientation in HR management emphasizing investment in internal development and maintaining sustainable work relationships.

Third, Talent Planning shows good performance with a score of 4.15. Women MSME entrepreneurs demonstrate quite good capability in planning workforce needs for the long term and considering skills and potential of existing employees. Although long-term planning can still be improved, the ability to consider skills and potential of existing employees shows a strategic approach in optimizing internal resources.

Fourth, Talent Acquisition is the dimension with the lowest score at 4.13, although still in the good category. Further analysis shows that women MSME entrepreneurs are quite good at selecting employees based on abilities and business needs (4.16), but still need to improve methodology aspects in assessing and selecting candidates (4.11). This gap indicates that although women entrepreneurs understand the importance of recruiting the right people, they

still lack formal systems or procedures for conducting more structured and objective assessment and selection. This area becomes a priority for future capacity development.

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