

Training Evaluation of Digital Marketing Training for Micro, Small and Medium Enterprise in Bandung City

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ABSTRACT

Government of Bandung City develops competencies of entrepreneurs in running business. One of program is digital marketing training in 2020. 60 entrepreneurs joined and government is demanded to evaluate this training. Research objective are to describe and analyze training evaluation level 1, training evaluation level 2 and training evaluation level 3 of digital marketing training. Unit analysis are entrepreneurs who participate in digital marketing training. Descriptive analysis is used to answer research question. Research methodology is exploratory survey with cross sectional. Population in this research is 60 entrepreneurs in the training. Participants were satisfied with training which indicated by facilities, instructors, training methods are responded good in the training evaluation level 1, unfortunately, material is less than expected due to limited time of training. There is a transfer of knowledge and skill on digital marketing that indicated an increase in the understanding of participants regarding to contents of training, who initially in the pre-test had an average 69 to an average 85 at the time of post-test based on the training evaluation level 2. There is a change in work behavior and implementation of digital marketing in the business as the result of training evaluation level 3 which indicated by application of digital marketing in their business. In addition, there is an increase of their attitudes and some of them are responsibilities and discipline as well as entrepreneurial mindset. In detail, the participants have applied training materials consisting of social media optimization, market places, social media video content design, product photos, search engine marketing, google my business, product packaging design, social media photo. Unfortunately, they are still limited in using websites in business. Social media used by participants in business are WhatsApp, Instagram, Facebook, YouTube. Marketplaces used are Shopee, Blibli, Lazada, Tokopedia, Bukalapak, Gofood and Grabfood. Constrained are limited of digital marketing literate, lack understanding of google business and website, lack of team in running digital marketing, lack support of facilities, limited internet connection, capital constraints, limited time and finally everything is done by yourself.

Keywords

Entrepreneurship, digital marketing, training, training evaluation

Article Received: 18 October 2020, Revised: 3 November 2020, Accepted: 24 December 2020

Introduction

Government of Bandung city focuses on developing micro, small and medium enterprises because it has been one of strategic program for community in Bandung. There are more than 300 thousand entrepreneurs with micro, small and medium enterprises scales in Bandung city (Cooperative and Micro, Small and Medium Enterprise Agency, Bandung City, 2020). Most of their businesses are culinary, fashion, craft which can be grouped in to creative industry.

For Berringer and Ireland (2010), entrepreneurship is entrepreneurs or a team of entrepreneurs who create new businesses. Entrepreneurs create new businesses. The result of entrepreneurship is the business they run, either individually or collectively. Entrepreneurs can build their own business or in groups.

The development of entrepreneurship is driven by Bandung City government policies, entrepreneurship education in universities, Corporate Social Responsibility programs by companies in Bandung, business communities as well as the media that promote entrepreneurship to residents of Bandung City.

One of institution under Government of Bandung City is Cooperative and Micro, Small and Medium enterprise agency which responsible for developing competences of entrepreneurs in running business by providing. Training refers to the process of gaining or transferring the knowledge, skills and abilities needed to carry out certain tasks or activities. Therefore, training for entrepreneurs is strategic in nature. Romero and Dolan (2014), training classification can be divided into two, potential entrepreneur and practicing entrepreneurs. Training for potential entrepreneurs includes vulnerable, unemployed, or

inactive individuals and innovation-led or opportunistic potential entrepreneurs. Meanwhile, practicing entrepreneurs training includes informal or micro- and small enterprise owners and High-growth potential enterprise owners.

These training are organized based on necessity of entrepreneurs in Bandung city regarding to their entrepreneurial mindset, business and management, financial aspect, marketing aspect, business process, human resources and digitalization. Instructors for these trainings are from academicians and business practitioners that relates to contents of training and entrepreneurs. Theoretical and business contexts are delivered to entrepreneurs in the training.

Training methodology focuses on giving theory and simulation related to skills to be developed in the context of training. Bandung city government provides two days until four days based on the contents of training delivered to 25 to 60 participants in every training event. Supported facilities are delivered to participants to make them comfort in participating in the training.

In Kirkpatrick and Kirkpatrick (2007), 10 requirements for an effective training are training is carried out based on the needs of the training participants, determines the objectives of learning, the training schedule is carried out at the right time, the training is carried out in the right place, inviting people who be right, choose the right instructor, use effective techniques and tools, meet program objectives, satisfy trainees and evaluate the program.

One of strategic program in the training is training evaluation level 1 and level 2 that are delivered before and after organizing of training. Those two training evaluation related to evaluating facility of training and secondly, evaluating understanding of participants on training. Finally, training evaluation level 3 and four are executed when participants in the business activities.

Government has organized training regarding to digital marketing in 2020. Training objectives are to make entrepreneurs have entrepreneurial mindset, knowing and able to implement social media, video, photo, search engine marketing, google my business and website. Others are

increasing their attitude on digital marketing. This training is delivered by business practitioners and academicians. Training methodology focuses on practice on the training event in four days. Participants are demanded to run digital marketing.

Bandung Government is demanded to evaluate digital marketing training to know how was the organizing training, how is participants understanding and also, how was the implementation of training by participants. Research question is how is the training evaluation level 1, training evaluation level 2 and training evaluation level 3 for digital marketing training which is organized by Cooperative and Micro, Small and Medium Enterprise Agency of Bandung City.

Literature Review

Entrepreneurship

There are many definitions of entrepreneurship. In Lumpkin and Dess (1996), along with this type of work came the idea of assuming personal risk. Cantillon (1734) who was the first to formally use the term entrepreneurship, argued that the principal factor that separated entrepreneurs from hired employees was the uncertainty and riskiness of self-employment.

The broader concept of entrepreneurship was conveyed by Ireland et al. (2013), entrepreneurship as a process where individuals, teams or organizations identify and take advantage of every opportunity and are not limited to the resources owned by the company. This concept provides an overview of opportunities as the basis for entrepreneurship in business and paying attention to the resources they have to choose a business as a long process rather than being immediately successful.

For Suryana and Bayu (2015), entrepreneurship is the spirit, behavior, and ability to provide positive responses to opportunities for self-profit and/or better service to customers or society: by always trying to find and serve more and better customers, as well as creating and providing products that are more useful and adopt more efficient ways of working, through courage to take

risks, creativity and innovation and management skills.

Mariotti and Clackin (2010) more focus on the business that each entrepreneur produces, someone who recognizes an opportunity to start a business that some people may not see as a business. In Barringer and Ireland (2010), there are four characters of successful entrepreneurship, first, having a high desire for business. Passion is one of the keys to success because you are always happy with business. Second, focus on products and consumers. Entrepreneurs really master the product according to the target market. Third, they are not afraid of business failure and running a business with knowledge as the fourth character.

Micro, Small and Medium Enterprise

Entrepreneurial businesses start from micro and small companies. However, often people think that business is just a big company. For Mariotti and Clackin (2010), most companies in the world are small companies. Small companies have an advantage.

In Lumpkin and Dess (1996), how individuals in the company are very responsible for the development of their business. However, Small, Medium Enterprise has several characters and (Chak, 1998) SMEs are very vulnerable, and their failure rate is very high; so high that no nation can afford to ignore. The inherent character of small companies is that they are vulnerable to change, high failure rates and a concern for many parties discussing small and medium enterprises.

There is no definite and binding definition of the concept of small and medium enterprises. For Donglin Wu (2009), there is no strict definition of small and medium sized firms (SMEs). Different countries have different definition of SMEs. The typical definition is based on categorization by the maximum number of staff and annual turnover.

Indonesian government had stated definition of micro, small and medium enterprise based on law number 20, year 2008

1. A micro business is a productive business owned by an individual and/or an individual business entity that meets the criteria for a micro business as regulated in this law.

2. Small business is a productive economic business that stands alone, carried out by individuals or business entities that are not a subsidiary or branch of a company that is owned, controlled, and becomes a part, either directly or indirectly, of a medium or large business that meets the criteria. small business as referred to in this law.
3. Medium enterprises are productive economic enterprises that are independent, carried out by individuals or business entities that are not subsidiaries or branches of companies that are owned, controlled, or are part of either directly or indirectly with small or large businesses with total net assets. or annual sales proceeds as regulated in this law.

Micro, small and medium enterprise is an important part of a country's economy, as well as Indonesia. The development of the MSME sector provides its own meaning for increasing economic growth and in an effort to reduce the poverty rate of a country, so that it is not uncommon for an increase in the MSME sector to be an indicator of a country's economic success, especially in countries with low per capita income (Wibowo et al., 2015).

Training

Entrepreneurs seek to increase knowledge, skills and attitudes in running a business and this can be done through training. In Njoroge and Gathungu (2013), the key to the success of establishing a culture of entrepreneurship in Africa is education and training, which depends on all the stakeholders, including state, educators, and learners themselves.

Zimmerer and Scarborough (1998) revealed that internal issues especially those associated with management are most likely to cause business failure. Entrepreneurs face problems in running a business, namely dealing with management so that they often fail to run a business. The management skills that entrepreneurs lack due to limited experience make the quality of business management the cause of many businesses failing to develop. This is what makes training important for entrepreneurs.

For Kithae et al. (2013), entrepreneurship training is a training program designed to provide skills and attitudes to enable entrepreneurs to start new businesses or expand existing ones.

In Hisrich and Peters (1998) training is an activity that seeks to create opportunities and possibilities such as awareness and complete certain tasks in different ways. One of the problems in entrepreneurship training according to Rosa and McAlpine (1992) currently the problems of entrepreneurial training is seen in the lesser consensus that exists where the content of courses and curricula are involved. Curriculum is one of the problems in entrepreneurship training. Parsley and Weerasinghe (2010) examined the six dimensions used in entrepreneurship training policies and goals, institutional infrastructure, resources, teaching and learning, development and outreach.

Training Evaluation

Training is an important and systematic process designed within an organization to improve the performance, attitudes and abilities of human resources in order to support the achievement of predetermined organizational goals. A sufficiently effective training should cover three important things (Sihotang, 2007), learning experience, the planned organizational activity and is the design result of research that can be followed physically.

www.jica.go.jp (2016) evaluation is determining the truth, value and significance of something or someone using certain predetermined criteria as a set of benchmarks. Meanwhile, Wang and Wilcox (2006) evaluation of the training program is an important and culminating phase in the process Analysis, Design, Develop, Implement, Evaluate (ADDIE). Training evaluation is a process that will provide important outcomes that can be used as material for improvement for the next training program. One of the uses of training evaluation is to measure whether the changes in behavior and attitudes that have been designed previously have occurred.

Parties that need to be involved in this training evaluation process include training participants, trainers, and training organizers. Measurement of training participants includes the extent to which

participants have understood the material and met the objectives that have been set. In the case of the trainer, aspects that need to be seen in the evaluation process are related to how the trainer presents the material and the use of presentation methods that are in accordance with the objectives to be achieved. Meanwhile, organization needs to be evaluated in relation to training to measure whether the cost benefit training contributes to increased performance.

Steps of training evaluation are shown at www.jica.go.jp (2016) in the training evaluation manual, there are five steps in the training evaluation process, including: Identifying the objectives of the evaluation, selecting evaluation methods, designing evaluation tools, collecting data and analyzing and reporting the results.

Hasselqvist and Thomas (2012) describes the four levels of training evaluation that are directly related to Kirkpatrick's model.

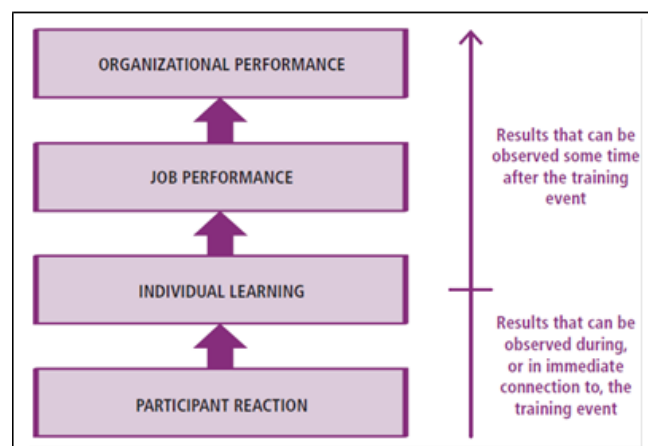


Figure 1. Four levels of training evaluation (Hasselqvist & Thomas, 2012)

Kirkpatrick model (2007), there are four levels of training measurement. Each level can be explained as follows:

1. Reaction

Evaluation is carried out to measure the reactions or feelings of the trainees about the training administration. Kirkpatrick (2007) states that at this level training evaluation is carried out to measure customer satisfaction. The measurement/evaluation aspect includes training materials, the ability of trainers and methods used in delivering materials, as well as supporting facilities. In fact, the evaluation at this stage is not sufficient to provide information that can fully

describe whether the training has been successful or not. However, the implementation of evaluation at this stage, it is still necessary to know the training factors that can cause the performance not to increase after participating in training activities, whether the training is relevant to the needs and things that can be input specifically for improving training or something similar future (Hasselqvist & Thomas, 2012). The reactions include the following items, facilities, schedules, case studies, exercises, and so on, audiovisuals, handouts and values that participants place on individual aspects of the program.

2. Learning

Evaluation is carried out to measure the learning process and knowledge transfer. The evaluation includes the transfer of knowledge and skills to the participants. The methods that can be used to measure at this level are in the form of competency tests, demonstration of skills, questionnaires, and assessment center techniques. At this level, two dimensions that can be used to measure the success of a training include, the success of learning and the higher effects of learning.

3. Behaviour

Measurements are taken to see changes in behavior that occur after participating in training. Dimensions that can be used to measure this level are changes in work behavior and implementation at work. Evaluations at this level are relatively more difficult than the two previous evaluations for several reasons. First, the trainees cannot change their behavior until they have had the opportunity to do so. For example, if a training program is designed to teach someone how to conduct an effective performance appraisal interview, the trainee cannot apply the learning until the interview is held. Second, it cannot predict when a behavior change will occur. Even if a trainee has the opportunity to apply learning, he or she may not apply it. In other words, behavior change can occur any time there is an opportunity to implement it, or it may not even occur.

4. Results

Evaluation is carried out to see the final result in the form of productivity or performance both individually and in an organization as a result of the training that has been carried out. Ideally, the performance before attending the training and after training is measured and then compared so

that it can differentiate the changes that occur after attending the training. Methods that can be used to measure performance include interviews and questionnaires. This method is simple but the information obtained is very limited. Another method that can evaluate changes in performance more fully is to do a job shadow performance, which is a kind of person making observations.

Some indicators that can be used to measure the result are as follows profitability, work productivity, decreased turnover, increased quality of work life, tangible benefits in the form of leadership, time management, decision making, increased sales, return of investment, profitability, cash flow, budget planning, debt collection, service quality, customer satisfaction, culture of work and development.

Methodology

Type of research is descriptive. Descriptive survey research method and data collection, this study uses a cross sectional approach. The data sources of this study are the Cooperative and Micro, small and medium enterprise Agency, Bandung City and digital marketing training participants collected through a questionnaire with a population totaling 60 entrepreneurs and added training participants' employees. The analysis design contains descriptive analysis.

Results and Discussion

Training provided by the city government of Bandung includes training according to Valle et al. (2014), practicing entrepreneurs such as informal training or micro- and small enterprise owners and high-growth potential enterprise owners. Digital marketing training participants were attended by 60 participants consisting of 72% women and 28% men. The majority of their business is culinary 64%, followed by fashion 20% and craft 8% and make-up 8%.



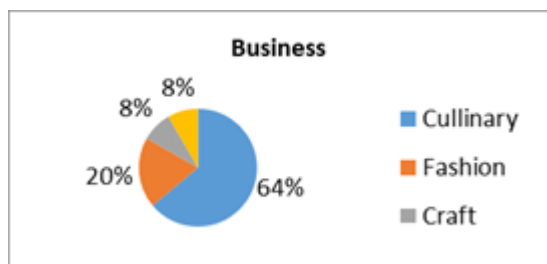


Figure 1. Training participants and business

Training Evaluation level 1 is delivered to training participants by asking about training facilities, the suitability of training materials with participant needs, training instructors and digitalization training methods and their answers can be seen in the following table.

Table 1. Training evaluation level 1

No.	Indicators	Response
1	Facility	Good
2	Training Methodology	Balanced between theory and practical
3	Participants expectation on training material	Sufficient
4	Suitability of training materials with the length of time for business training	Lack of Suitability
5	Mastery of instructors of training materials	Mastery
6	The suitability of training with participants' needs for digital marketing	Suits
7	Benefits of training for entrepreneurs	Very beneficial
8	Training materials can be run in business	Can be run

Participants feel that the facilities provided during the training are good. The method of delivering material is balanced between theory and practice of business digitization. However, material presented was only responded enough to meet the expectations of the participants due to limited time in implementing the training. The training materials provided by instructors who master the training materials are deemed appropriate to the participants' needs and they find it very useful so that it can be run.

Participants gave suggestions for improving future training implementation, such as need for additional training time, needs more instructor's assistants so that they can help main instructor explain the material to participants and can build engagement with participants who need additional guidance in this training. The need for competency mapping of participants who already understand digital material and those who don't. In addition, the material is given in the form of handouts that can lead participants to read first and even download the application before the training starts so that it can increase time efficiency and even increase the opportunity for more practice.

Participant's impression was they were very satisfied with digital marketing training because the material was cool and the instructors were very good at material and delivery was very good. Participants also get relationships during training and are increasingly eager to apply material in business so that they are more confident in winning business competition.

It can be interpreted digital marketing training has given satisfaction to participants as Kirpatrick Model (2007) stated evaluation is carried out to measure the reactions or feelings of the trainees about the training administration and at this level training evaluation is carried out to measure customer satisfaction.

Training evaluation level 2 is given to training participants by asking questions about training material such as entrepreneurial mindset, social media optimization, market place, social media video content design, product photos, search engine marketing, google my business, product packaging design, business website and social media photo content design. Participants answer the same questions before and after training. The pre-test and post-test answers are done by comparing the correct answers to the total questions.

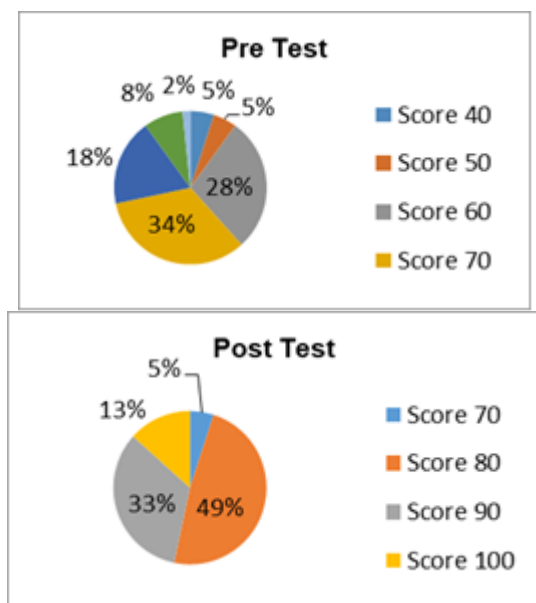


Figure 2. Score of pre-test and post test

Most of the participants' answers in pre-test were 20 people score 70. This was followed by 17 participants score 60. 11 participants score 80, five participants score 90 and three each score 50 and 40. Only one person has score 100. In indicates many participants do not understand digital marketing well. The highest score 100 and the lowest score 40.

After training, participants were given the same questions as the pre-test questions and the participants' answers were the highest score 100 and the lowest score 70. The distribution was 29 respondents score 80, 20 participants score 90, eight participants score 100 and three participants score 70. It illustrates that there is an increase in the understanding of the trainees before and after the training.

Table 2. Average score of pre-test and post-test

No.	Test	Average
1	Pre-Test	69
2	Post-Test	85
	Incremental	16

Based on the table above, training evaluation level 2, there was an increase in the participants' understanding of the training material, which initially had an average understanding of 69 at pre-test, to 85 at the post test. It illustrates that the participants' understanding has increased towards the training material provided, such as entrepreneurial mindset, knowing and able to implement the contents of training which are social media, videos, photos, search engine marketing, google my business, website. Others are their attitude on digital marketing.

It suits to Kirkpatrick model (2007) which measure learning process and knowledge as well as skills transfer from instructors to participants of digital marketing training. This training level 2 regards to learning which can be received by participants in the training.

Training evaluation level 3 was carried out three months after implementation of training and also training participants' subordinates. However, from the questionnaires distributed to all training participants, only 37 training participants were filled. The subordinates of the training participants who answered consisted of five respondents.

Respondents' responses to training evaluation level 3 can be seen in the following table.

Table 2. Training evaluation level 3 responded by participants

No.	Indicator	Average	Meaning
1	Application of training materials in business	4.05	Applied
2	Application of training knowledge in running a business	4.05	Applied
3	Application of skills acquired during training in running a business	4.00	Applied
4	Increased positive attitude of running a business	3.76	Increased
5	Responsibility for running a business	4.32	Very responsible
6	Discipline in using training materials in business premises	3.76	Disciplined
7	Entrepreneurial mindset in running a business	3.97	Increased
8	Application of competencies in social media optimization in business	3.86	Applied

9	Use of market places in marketing products	3.68	Applied
10	The use of social media video content design for businesses	3.70	Applied
11	The use of product photo knowledge in the place of business	4.14	Applied
12	Use of Search Engine marketing in a place of business	3.51	Applied
13	The use of google my business in running a business	3.70	Applied
14	Application of product packaging design competencies	3.62	Applied
15	Use of websites in business	3.27	Sufficient applied
16	Use of social media photo content design in business	3.95	Applied
17	Percentage of training materials used in business premises	3.84	High
18	I have problems running training materials at work	3.30	Sufficient constrained
19	Team support in carrying out the training results	3.97	Support
20	Team involvement in carrying out digital marketing	3.68	Involved
Average		3.81	Applied

Based on the table above, it can be seen that the participants applied knowledge and skills of digital marketing in business. In addition, there is an increase in attitudes and some of them are responsibilities and discipline as well as entrepreneurial mindset. Increasing the positive attitude of the training participants is that the participants are becoming more optimistic, more enthusiastic, more confident by selling online, more believe in a successful business, more creative and more motivated in doing business.

However, participants still had problems applying digital marketing. Some constrained are lack of

digital marketing literate, lack of understanding google business and website, lack of team in running digital marketing, lack of facilities, limited internet connection, capital constraints, limited time and finally everything is done by themselves. Entrepreneurs have a varied number of employee, most of them have employees below 10 employees.

The responses of training participants to training evaluation level 3 can be seen in the following table.

Table 3. Training evaluation level 3 responded by employees of participants

No.	Indicator	Average	Meaning
1	Application of training materials by superiors at the place of business	4.2	Applied
2	Application of training knowledge by superiors in running a business by superiors	4	Applied
3	Superiors apply the skills acquired during training in running a business	4.2	Applied
4	Increased positive attitude by superiors running a business by superiors	4	Increase
5	Responsibilities of superiors in running the business	4.4	Very responsible
6	Discipline Bosses in using training materials in business premises	4.2	Discipline
7	The boss's entrepreneurial mindset in running a business	4.2	Increase
8	Percentage of Bosses using training materials at the place of business	4	61% - 80% (high)
9	Constraints Superiors run training materials at the place of business	3.6	not constrained
10	Team support for superiors in carrying out training results	4.6	Very supported
11	Team involvement in carrying out digital marketing	4.2	Applied
Average		4.15	Applied

Subordinates see that training participants apply knowledge and skills acquired during digital marketing training. In addition, attitudes,

discipline, responsibility and an entrepreneurial mindset have also increased. This can be seen in attitudes in time management, attitudes in learning

online marketing and fostering subordinates about digital marketing.

Subordinates also saw their superiors applying training materials in business and did not see any obstacles in their application because the team supported the implementation of the training materials.

By this response from entrepreneurs as participants in the training as well as their subordinates indicate that there are changes in the behavior of participants in digital marketing. It related to Kirkpatrick model (2007) measurements are taken to see changes in behavior that occur after participating in training. Dimensions that can be used to measure this level are changes in work behavior and implementation at work. It means, entrepreneurs who participated in the digital marketing training had changed their work behavior and implementation digital marketing at work.

Conclusion

Digital marketing training organized by Cooperatives and Micro, Small and Medium Enterprises Agency of Bandung City Government was attended by 60 entrepreneurs consisting of 72% female and 22 male with various businesses, namely culinary, fashion, craft and salon. The training provides material about entrepreneurial mindset, knowing and able to implement contents of training which are social media, videos, photos, search engine marketing, google my business, website. Others are their attitude on digital marketing and it was held for three days with experienced instructors. Training evaluation level 1 illustrates that the participants rated the training as good however, the material received was still lacking due to limited training time. It indicates participants are satisfied with this digital training.

Training evaluation level 2 describes that there is an increase in participants' understanding before and after training, which initially in the pre-test had an average value of 69 to an average of 85 at the time of the post test. It can be concluded that participants get transfer of knowledge and skill as well as attitude from instructors.

Training evaluations level 3 are from participants and their employees indicate training materials are applied in the business, however, participants still had problems applying digital marketing. Some constrained are lack of digital marketing literate, lack of understanding google business and website, lack of team in running digital marketing, lack of supported facilities, limited internet connection, capital constraints, limited time and finally everything is done by themselves. It can be concluded that there is a change in work behavior and implementation digital marketing at work.

Suggestions for future training are. timing of the training is adjusted to the material provided so that the lack of time can be met, quantity of participants in one class is not more than 30 participants, it is necessary to provide special materials and facilities to create a web for business, focus on UMKM that have employees as participants, have capital support to provide internet facilities and networks supported, ongoing training and assistance on this training material to participants in carrying out training materials.

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