



## Entrepreneurial Competency Development with Training Program for Entrepreneur Small Scale Industry Sanjai Crackers in Bukittinggi City

Sri Ulfa Sentosa, Ariusni and Alpon Satrianto

*Faculty of Economics, State University of Padang*

**Abstract:** Small scale industries have an important role in the economic development of a region that is; As a job opportunity, a source of income, especially small-scale industry sanjai crackers support the development of the tourism sector because this product is a typical souvenir commodity of Bukittinggi city. Small scale industry of crackers also plays a role in the development of cassava agriculture in West Sumatra, caused by the main raw material is cassava. The purpose of this study is to analyze the impact of training programs on the development of each competency area of entrepreneurs. The study also analyzed the impact of training programs on developing entrepreneurial competencies from small industry entrepreneurs of sanjai crackers. This research uses quasi experiment design non equivalent control group. Random sampling, number of sample experiment group 25 entrepreneur and control group of 25 entrepreneurs. Data were analyzed using different test. The results found that training programs have a significant impact on the development of developing market opportunities, conceptual competencies, organizing competencies, and strategic competencies. However, this study did not have a significant impact on the development of relationship competencies. In addition, the study found that training programs have a significant impact on entrepreneurial competencies.

**Keywords:** Entrepreneurial Competencies, Training, Entrepreneur, Small Scale Industry

### 1. INTRODUCTION

Sanjai cracker is a snack made from raw cassava. Types of sanjai crackers are: fresh, sweet and spicy. Sanjai crackers are typical souvenir food of Bukittinggi City. The city of Bukittinggi is a famous tourism city in West Sumatra, even in Indonesia. The tourists who visit the city of Bukittinggi will buy souvenirs of sanjai crackers. Sanjai crackers serve as an icon of Bukittinggi City.

At first sanjai crackers were produced by home industry in sanjai area in Bukittinggi City, but now most of the sanjai cracker products are produced by small scale industries. Nowadays small scale industrial

entrepreneurs of sanjai crackers face various internal problems; Capital, employment absorption, most has not used packaging and product brand, business management for generations, partnership. Employers also face several threats; 1). The emergence of a new medium-scale industry that produces similar products inside and outside of Bukittingi, has a well-known brand, providing special services to consumers so that consumers become loyal, produce products in various tastes, the price is relatively low. 2). the emergence of the industry produces substitute commodities, namely small-scale snack food industry which is not a sanjai cracker (Sentosa, *et al.*, 2015). The problems faced by small-scale entrepreneurs derive from internal and external factors have also been proposed by (Eravia, *et al.*, 2014; Oyeku, *et al.*, 2014). The main issues in general are; Finance, raw material, idle capacity, technology, marketing, infrastructure, under utilization of capacity, project planning, lack of manpower and managerial vision skills (Nayak, 2014). The problems faced by entrepreneurs are caused by lack of training and education, therefore training programs can solve problems (Idrus, *et al.*, 2013). The problems faced by small-scale industries can lead to the failure of the business. Lately increasing small and medium scale industries are failing. The result of empirical research shows that entrepreneurial factors that cause business failure include entrepreneurial competencies (Oyeku, *et al.*, 2014). Accordingly, the strategy of developing small scale industry of sanjai crackers is necessary through the development of entrepreneurial competencies (Sentosa, *et al.*, 2016). Entrepreneurial competencies are a very important factor for achieving the success of entrepreneurs (Man, *et.al.* 2002; Inyang and Enouh, 2009; Nova, 2014).

## **2. LITERATURE REVIEW**

### **2.1. Small Scale Industry**

The definition of a small-scale industry is different from one country to another, but the criteria for defining small-scale industries are related to the amount of labor (Nayak, 2014). The number of workers in small scale industries in Indonesia ranges from 5 to 19 people (Badan Pusat Statistik, 2016). Another characteristic of small-scale industry is in terms of assets owned with an investment value of at most Rp.200.000.000 (two hundred million rupiah) excluding land and building of business premises (Regulation of the Minister of Industry of the Republic of Indonesia, 2009). Thus, the small industry is an industry that absorbs relatively little labor with a relatively low amount of capital. The development of small-scale industries depends on the ability of the entrepreneur. Successful performance depends on the entrepreneur itself (Oyeku, *et al.*, 2014).

### **2.2. Entrepreneur and Entrepreneurship**

Entrepreneurs are important as agents of change that have a significant contribution to economic development (Inyang and Enouh, 2009). Within an organization, entrepreneurs are a vital resource (Robles, *et al.*, 2015). Entrepreneurs need to have entrepreneurship. The process of entrepreneurship from entrepreneurs can be gained from institutional policies, motivation, and allocation of resources. The allocation of entrepreneur resources is the use of family resources in business (Webb *et al.*, 2013). Based on the literature there are 20 competencies related to entrepreneurship, Robles *et al.*, (2015) found 9 entrepreneurship competencies namely; Risk assumption, creative, responsibility, dynamism, troubleshooting, search and analysis of information, results orientation, change management, and quality of work. Competence above will affect the achievement of the effectiveness of entrepreneurship. With the many competencies that need to

be owned, the need for human capital development. Human capital as knowledge, skill, competence, experience and attributes are possessed by individuals to achieve organizational goals (Fugaretal, 2013).

## **2.2. Entrepreneurial Competencies**

The concept of entrepreneurial competencies is defined as competent. Competent is simply ability (Inyang and Enuoh, 2009). An entrepreneur should have the skills; Marketing, capital access, managing human resources, product management, partnerships, innovation (Directorate General of Formal Education Ministry of National Education, 2010; Government Regulation of the Republic of Indonesia, 2013). Furthermore, Olugbola (2017) suggests 6 types of entrepreneurial abilities include; Management skills, financial skills, marketing skills, effective business plans, team building tasks, and administrative tasks. Zahra (2011) defines entrepreneur capability as ability to sense, select, shape and synchronize internal and external conditions for exploration (recognition, discovery and creation) and exploitation of opportunities. All of the above skills or abilities are needed to achieve success in business. The total ability of entrepreneurs affecting performance and business success is entrepreneurial competencies (Man, *et al.*, 2002). Thus entrepreneurial competencies impact on company performance (Camuffo, *et al.*, 2012; Eravia, *et al.*, 2015).

Entrepreneurial competency can be viewed as higher level characteristics, encompassing personality traits, skills, and knowledge (Man, *et al.*, 2002). Entrepreneurial competencies relate to knowledge, attitudes and skills. The competency area consists of; Opportunity competencies, relationship competencies, conceptual competencies, organizing competencies, strategic competencies, Commitment competencies (Man, *et al.*, 2002). Based on the above opinion, there are 6 areas of competencies, Inyang and Enuoh (2009) developed into 9 competency areas; Managing time effectively, communication, human resources management, business ethics, social responsibilities, developing effective leadership qualities, decision making skills, marketing and financial management. Oyeku, *et al.* (2014) argues that competencies can change, learnable, training, and entrepreneurship development. The success of one's performance is dependent on the entrepreneur himself, his capability, and entrepreneurial competencies. The success of a business can constantly change or dynamic business environment. This indicates that the competence that an entrepreneur needs to possess can be dynamic in accordance with the needs in accordance with the conditions of internal factors Firm and the external environment.

## **2.3. Entrepreneurship Training**

Psacharopoulos and Patrinos (2004) explain that formal education differences will lead to differences in productivity as well as differences in individual earnings. The return of formal education is easier to measure than the return on investment in training. Measurement of return training can be done by conducting experiments that group into 2 groups of training and non-random training. This opinion shows that the importance of formal education and non-formal education (training) for an entrepreneur. Unger *et al.*, (2011) suggests human capital includes; Education, experience, knowledge and skills. A number of arguments suggest a positive relationship between human capital and entrepreneurial success. Human capital enhances the capabilities and opportunities of the entrepreneur to grow the business. The results showed there was a significant relationship between human capital and entrepreneurial success. The importance of human capital is also expressed by Uyar & Deniz (2012) that man is more important than money for entrepreneurs. On the other hand, entrepreneurs should have at least an average level of knowledge about the management

of human resources and their functions. To increase the success of small-scale industry can be developed through education and training (Babatope and Akintunde, 2010; Purnama, 2014).

Small industry development can be done through training to increase knowledge of human resources, product development, human resource development (Ministry of Industry, 2016) Training of entrepreneurship and business coaching is a form of activity that can be done to improve and increase entrepreneurial competency from entrepreneur (Ismail, 2014). The results of the study of Olugbola (2017) show that entrepreneurship training is a factor influencing entrepreneurial ability (management skill, financial skill, marketing skill, effective business plan, team building task, administrative task). The results of the study also show that the preparation of business planning, market, production management, and business records. Ployhart & Moliterno (2011) human capital as a resource level unit is created from the emergence of individual knowledge, skills, abilities and other characteristics.

Training programs conducted on entrepreneurs will have various effects; The entrepreneurship training program increases business skill and knowledge and fosters new business (Idrus *et al.*, 2014). Business training enhances sales revenues and self-reported adoption of recommended business planning practices (Valdivia, 2015). Training has a positive impact on attitude, knowledge and skills (Seun & Kalsom, 2015). Entrepreneurial Competency can be improved through entrepreneurship training (Zahra, 2011). The training program improves the entrepreneurial competency of the trainees (Inyang and Enuoh 2009; Sanchez, 2011).

### 3. METHOD

Research using Quasi Experimental Design) ie Non-Equivalent Control Group Design as follows:

	Pre test	Treatment	Post test
Experiment group	01	X	02
Control group	01		02

This study the population are all industrial entrepreneurs of small scale Sanjai crackers in Bukittinggi City amounting to 70 people. Population characteristics are based on the results of research Sentosa, *et al.* (2015) entrepreneurs who face problems; Financial, partnership, marketing, management, strategic, product development. The number of population that meets the characteristics is as many as 58 household heads. The number of samples in this study is determined by Slovin formula with the error tolerance  $e = 5\%$ , the number of samples is 50 entrepreneurs. The number of samples in this research divides into two groups are: 1). Experiment group as many as = 25 people. 2). Control group as many as = 25 people. Group division is done randomly. Data were collected using questionnaires. Data size using Likert scale type five point scale (ranging from 1 strongly disagree to 5 strongly agree). The data were analyzed by difference of two parameters average using 2 non homogeneous (heterogeneous) sample analyses. Test statistical hypothesis t test.

$\bar{Y}_1$ . The hypothesis in this study:

H<sub>1</sub> = Organizing competencies of entrepreneur training groups are significantly different from non-training entrepreneur groups.

H<sub>2</sub> = Developing market competencies of entrepreneur training groups are significantly different from those of non-training entrepreneurs.

H<sub>3</sub> = Strategic competencies of entrepreneur training groups are significantly different from non-training entrepreneur groups.

H<sub>4</sub> = Conceptual competencies of entrepreneur training groups are significantly different from those of non-training entrepreneurs.

H<sub>5</sub> = Relationship competencies of entrepreneur training groups are significantly different from those of non-training entrepreneurs.

H<sub>6</sub> = Entrepreneurial competencies of entrepreneur training groups are significantly different from the entrepreneurial competencies of non-training entrepreneur groups.

## 4. RESULT AND DISCUSSION

### 4.1. Impact of Training Program on Competency Area

In accordance with the problems faced by small-scale industry entrepreneurs of Sanjai crackers in Bukittinggi City, the training program in this study only covers the competency area; Organizing competencies, developing competencies, conceptual competencies, and relationship competencies. The study also analyzes the impact of training programs on these five areas of competence. In the implementation of the training program, the number of entrepreneurs in the experimental group that followed the training until the completion was as many as 19 people from the number of samples set by 25 entrepreneurs.

#### 4.1.1. Impact Training programs on organizing competencies

The group of entrepreneurs who were trained had organizing competencies with an average score of 21.68, while non-training entrepreneurs had organizing competencies with an average score of 20.56. These data indicate that training groups have higher average organizing competencies score than non-training groups.

**Table 1**  
**Average Score, Standard Deviation and Standard Error Mean**  
**Organizing Competencies**

<i>Treatment</i>	<i>N</i>	<i>Mean Score</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Training	19	21.68	1.376	.316
Non-training	25	20.56	1.193	.239

*Source* : Data processed, 2017

Based on the result of Independent Sample T-Test, we get F test result and t test in Table 2.

**Table 2**  
**F Test dan T Independent Sample T-Test organizing competencies**

Value	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	Sig.	T	Sig. (2-tailed)
Equal variances assumed	.062	.805	2.897	.006
Equal variances not assumed			2.840	.007

Source: Data processed, 2017

Based on the Equal Variance Assumed method, we obtain a small probability t value of 0.006 which is small from  $\alpha = 0.05$ , thus rejecting H0 which means that organizing competencies in the training group is significantly higher than in the non-training group. This data shows that training has a positive impact on the development of organizing competencies.

#### 4.1.2. Impact of Training Program on Developing Market Competencies

The group of entrepreneurs who attended the training had an average score of developing market opportunities of 18.84 higher than the non-training group with an average score of 17.32. These data suggest that training has a positive impact on developing entrepreneurial opportunities.

**Table 3**  
**Average Value, Standard Deviation dan Standar Error Mean Developing market opportunities**

Group	N	Mean	Std. Deviation	Std. Error Mean
Training	19	18.84	.958	.220
Non-training	25	17.32	1.145	.229

Source: Data processed, 2017

Based on the Equal Variance Assumed method, a small t value of 0.000 was obtained from  $\alpha = 0.05$  (Table 4). In other words, the test results of different developing market opportunities then H0 rejected, which means the training group has an average score of developing a market opportunity is significantly different from the non-training group. In other words developing market competencies group training is higher than the group of non-training entrepreneurs.

**Table 4**  
**F Test dan T Independent Sample T-Test Developing market opportunities**

Value	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	Sig.	T	Sig. (2-tailed)
Equal variances assumed	.972	.330	4.680	.000
Equal variances not assumed			4.796	.000

Source : Data processed, 2017

**4.1.3. Impact of Training Program on Strategic competencies**

In Table 5 it is seen that the score of strategic competencies of entrepreneurs in the training group is 8.42 while the average strategic competency score of the non training group is 7.64. This data shows that entrepreneurs who participate in the training have higher strategic competencies score than non-training entrepreneur group. Based on the result of Independent Sample T-Test, the result of F test and T test (Table 6).

**Table 5**  
**Average Score, Standard Deviation and Standard Error Mean strategic Competencies**

<i>Group</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
training	19	8.42	.607	.139
Non training	25	7.64	.810	.162

*Source:* Data processed, 2017

Based on Equal Variance Assumed method obtained value of t value of 0.001 small from  $\alpha = 0.05$ . Different test results indicate that H0 is rejected, which means that the entrepreneur group who attended the training has a mean score of strategic competencies significantly different from the non-training entrepreneur group. Thus the program has a positive effect on the development of strategic competencies.

**Tabel 6**  
**F Test and T Independent Sample T-Test Strategic Competencies**

<i>Value</i>	<i>Levene's Test for Equality of Variances</i>		<i>t-test for Equality of Means</i>	
	<i>F</i>	<i>Sig.</i>	<i>T</i>	<i>Sig. (2-tailed)</i>
Equal variances assumed	1.284	.264	3.515	.001
Equal variances not assumed			3.655	.001

*Source:* Data processed, 2017

**4.1.4. Impact of Training Program on Conceptual Competencies**

In Table 7 it is seen that the average score of conceptual competencies of the entrepreneur group that was given training was 8.42 while the average score of conceptual competencies of the non-training entrepreneur group was 7.64. These data indicate that the group of entrepreneurs who attended the training had a higher average score of conceptual competencies than the non-training group. Based on Equal Variance

**Table 7**  
**Average Score, Standard Deviation and Standard Error Mean Conceptual Competencies**

<i>Group</i>	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Std. Error Mean</i>
Training	19	8.42	.607	.139
Non-training	25	7.64	.860	.172

*Source:* Data processed



assumed method obtained value of t value of 0.002 small from  $\alpha = 0.05$ . Different test results reject H0, which means the entrepreneur training group has an average score of conceptual competencies that is significantly different from the non-training group, so the training program has a positive impact on the development of conceptual competencies.

**Table 8**  
**F Test dan T Independent Sample T-Test conceptual competencies**

Value	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	Sig.	T	Sig. (2-tailed)
Equal variances assumed	.937	.339	3.367	.002
Equal variances not assumed			3.529	.001

Source: Data processed, 2017

The results of the above study that training programs have significant impact on the development of organizing competencies, developing market competencies, strategic competencies, and conceptual competencies. The Olugball Study (2017) also supports the above finding that entrepreneurship training is a factor in entrepreneurial ability (management skills, financial skills, marketing skills, effective business plan). The effects of training programs on entrepreneurship will improve Knowledge, business skills, abilities, attitudes (Ployhart & Moliterno, 2011; Idrus *et al.*, 2014; Seun & Kalsom, 2015). Business training enhances sales revenues and self-reported adoption of recommended business planning practices (Valdivia (2015).

#### 4.1.5. Impact of Training Program on Relationship Competencies

In Table 9 shows that the average score of entrepreneurship group competence score is 1.37 while the average score for the non-training entrepreneur group is 1.28. This data illustrates that entrepreneur training groups have higher relationship competence scores than non-training groups.

**Table 9**  
**Average Value, Standard Deviation and Standard Error Mean Relationship competencies**

Group	N	Mean	Std. Deviation	Std. Error Mean
Training	19	1.37	.496	.114
Non-training	25	1.28	.458	.092

Source: Data processed, 2017

**Table 10**  
**F Test dan T Independent Sample T-Test Relationship Competencies**

Value	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	Sig.	T	Sig. (2-tailed)
Equal variances assumed	1.367	.249	.612	.544
Equal variances not assumed			.605	.549

Source: Data processed, 2017



Based on Equal Variance assumed method, the value of t tariff is 0.544 small from  $\alpha = 0.05$ . Different test result receives  $H_0$  which means entrepreneur of training group has relationship competencies that is not significant difference from entrepreneur of non-training group. In other words, the relationship competencies of the entrepreneur training group are the same as the non-training group's competency relationships, so that the training does not have a positive effect on the development of relationship competencies in the small-scale industry entrepreneur of Sanjai crackers in Bukittinggi City. The failure of training to improve the performance of entrepreneurs has also been found by Agbeko, *et.al.* (2017). Relationship competencies relate to relationships between individuals and individuals, individuals or groups, building cooperation, communication and personal skills (Man, *et.al.*, 2002). Institutional policy is one of the factors influencing the entrepreneurship process in the formal and informal economy (Web *et al.*, 2013). Development of relationship competencies on a small scale requires government intervention. The approach that can be done is through formation; cooperative, centre, clusters and groups. As well as developing business networks and partnerships (Government Regulation No. 17 of 2013).

#### 4.2. Impact of Training Program on Developing Entrepreneurial Competencies

**Table 11**  
Average Value, Standard Deviation and Standard Error Mean Entrepreneurial Competencies

Group	N	Mean	Std. Deviation	Std. Error Mean
Training	19	58.74	2.469	.566
Non-training	25	54.44	1.530	.306

Source: Data processed, 2017

The entrepreneur training group has an average score of 58.74 entrepreneurial competencies while the average score for the non-training entrepreneur group is 54.44, which means that entrepreneurial competencies of the entrepreneur training group are higher than the non-training entrepreneur group. Based on the results of the Independent Sample T-Test test results obtained F test and t test on Table 12 before the test T test then first tested homogeneity with F test (Levene's Test). This test is done if the variant is the same then T test using Equal Variance Assumed (assumed same variant) and if variant is different then used Equal Variances Not Assumed (assumed different variant). Therefore the probability value with Equal Variance Assumed is 0.036 which means small from  $\alpha = 0.05$  then T test is done by Equal Variance Not Assumed method. However, if the probability value with Equal Variance Assumed is small from  $\alpha = 0.05$  then T test is done by Equal Variance Not Assumed method.

**Tabel 12**  
F test dan T Independent Sample T-Test Entrepreneurial competencies

Value	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	Sig.	T	Sig. (2-tailed)
Equal variances assumed	4.673	.036	7.105	.002
Equal variances not assumed			6.676	.001

Source: Data processed, 2017

Based on Equal Variance Not Assumed method, the value of  $t$  is greater than 0.001 which is bigger than  $\alpha = 0.05$ . Different test results reject  $H_0$  which means entrepreneurial competencies entrepreneur training group significantly different from the group of non-training entrepreneurs in small-scale industry sanjai crackers in Bukittinggi City. This finding indicates that training programs can be used for developing entrepreneurial competencies. The effects of entrepreneurship training enhance entrepreneurial competency for entrepreneurs (Ismail, 2014). Entrepreneurial Competency can be improved through entrepreneurship training. The training program improves the entrepreneurial competency of the trainees (Inyang and Enuoh 2009; Sanchez, 2011, Zahra, 2011). The competence of entrepreneurs alleged to have an effect on SME's performance has either direct or indirect effects (Oyeku, *et.al.*, 2014).

## 5. CONCLUSION

The role of small scale industry to the economy of a region that is as a job opportunity and income in an area cannot be denied anymore. But big or small role mostly depends on competency of entrepreneur. Many studies have found that there are various problems faced by small-scale industries of internal problems (lack of capital, low education, etc.) and external problems of emerging competing industries that dominate markets (similar commodities and substitutions). This problem can be solved, among others, by developing competence of entrepreneur through training program.

The study finds that training programs have a significant impact on developing market opportunities, conceptual competencies, organizing competencies, and strategic competencies. However, this study did not have a significant impact on the development of relationship competencies. The study also found that training programs have a significant impact on the development of entrepreneur competencies. In other words the training program is very important to be done in order to develop entrepreneurial competencies from entrepreneurs in small scale industry of sanjai crackers in Bukittinggi City.

## REFERENCES

- Agbeko D, Blok V, Omta, S.W.F. Velde, G,V,D. (2017), The Impact of training and monitoring on loan repayment of microfinance debetor ini Ghana. *Journal of Behavioral and Experimental Finance*
- Badan Pusat Statistik (2016), Data Perusahaan industri pengolahan.
- Camuffo A, Gerli F and Bubitta P, (2012), Competencies matter. Modelling effective entrepreneurship in northeast of Italy small firm. *Cross cultural management* 19(1) 48-66.
- Direktoral Jendral Pendidikan non Formal Kementrian Pendidikan Nasional . 2010. *Manajemen Usaha Kecil*.
- Eravia, D, Handayani, T, and Juliana. (2015), The opportunities and threats of small and emdium entreprices in Pekan Baru: Comperasion between SMES in food and restaurant industries. *Procedia Social and Behavioral Sciences*. 169(2015)88-97.
- Fugar, F.D.K. Ashiboe-Mensah, N.A. dan Adinyira, E. (2013), *Human capital Theory: Implication For The Ghanaian Constructions Industry Development. Journal of Contruction Project Management and Inovation* Vol. 3(1): 464-479.
- Idrus, S. Pauzi, M.N. Munir, Z.A. (2014), The efectiveness of training model for women entrepreneurship program. *Procedia Behavioral social Science* 25 (2014) 82-89.
- Inyang. B.J and Enuoh, R.O. (2009), Entrepreneurial competencies: The missing links to successfull entrepreneurship in Nigeria. *International Business Research*. Vol. 2, No. 2.
- Ismail, V. Y. (2014), The Comparison of entrepreneurial competency in woman micro-, small-, and medium-scale entrepreneurs. *Procedia-social and Behavioral Sciences* 115 (2014) 175-187.

- Kemenetrian Perindustrian Republik Indonesia. (2016), Program kegiatan jendral industri kecil dan menengah. Jakarta.
- Man, T., Lau, and Chan, K.F (2002), The competitiveness of small and medium enterprises a conceptualization with focus on entrepreneurial competencies. *Journal of Business Venturing* 17(2002) 123-142.
- Nayak, P.V. (2014), Problems of small scale industry in India. *International Journal of Scientific Research*. Volume 3, Issue 11.
- Olugbola, S. A. (2017), Exploring entrepreneurial readiness of youth and start-up success components: Entrepreneurship training as a moderator. *Journal of Innovation & Knowledge*. [www.elsevier.es/jik](http://www.elsevier.es/jik)
- Oyeku, O. M, Oduyoye, O. O, Elemo, G. N, Akindoju A.F, dan Karimu, F.A. (2014), Entrepreneurial capability and entrepreneurial success of small and medium enterprises: A. Review of conceptual and theoretical framework. *www.iiste.org* vol 4 No 17.
- Peraturan Pemerintah Republik Indonesia No. 17 Tahun (2013), Tentang pelaksanaan Undang-undang No 20 tahun 2008, usaha mikro, kecil dan Menengah.
- Peraturan Menteri Perindustrian. (2009), Pengembangan jasa konsultasi industri kecil dan menengah (IKM).
- Psacharopoulos, G & Patrinos, H. (2004), Human capital and rates of return. In G.Johnes, & J. Johnes (Eds) *International Handbook on the economics of education*. Edward Elgar.
- Ployhart, R.E & Moliterno, T. P. (2011), Emergence of the human capital resource A.mulevel model. *Academy of management review*, 36(1) 127-150.
- Purnama, Chamdan. (2014), Improved performance trough empowerment of small industry. *Journal of Sosial Economis Research*. 1(4) : 72-86.
- Snchez, J.C. (2011), University training for entrepreneurial competencies. Its impact on intention of venture creation. *International Entrepreneurship and Management Journal*. June.2011.vol. 7. issue 2, pp 239-254.
- Sentosa, S.U, Sofyan, E, Ariusni, Mike Triani. (2016), Model Pembinaan dan Pengembangan Industri Kecil Kerupuk Sanjai Dalam Rangka Meningkatkan Pendapatan dan Kesempatan Kerja Di Kota Bukittinggi. Hasil Penelitian. Lembaga Penelitian Universitas Negeri Padang.
- Sentosa, S. U, Ariusni and Satrianto, A. (2016), Entrepreneurial competency pengusaha industri kecil kerupuk sanjai di Kota Bukittinggi berbasis gender, pendidikan dan pengalaman usaha. *Journal of Research in Economics and Management*, Vol. 5. No.1. ISSN.1412-1824.
- Seun, A. Q. & Kasom, A. W. (2015), New venture creation determinant factors of social muslimpreneurs. *Pertanika J. Soc & Hum* 23(S)17-32.
- Undang-undang Republik Indonesia No 20 Tahun 2008 Tentang usaha mikro, kecil dan menengah.
- Unger, J. M. Rauch, A, Frese, M & Rosenbush N. (2011), Human capital and entrepreneurial Success: A meta-analytical review. *Journal of Business Venturing* 26 ; 341-358.
- Uyar, A.S & Deniz, N. (2012), The perception of entrepreneur on the strategic role of human resources management. *Procedia-Social and Behavioural Sciences* 58 (2012) 914-923.
- Valdivia, Martin. (2015), Business training plus for female entrepreneurship? Short and medium-term experimental evidence from Peru. *Journal of Development Economics* 113(2015) 33-51.
- Zahra, S.A. (2011), Entrepreneurial capability: opportunity pursuit and game changing. In Paper to be presented at Druid 2011 on motivation, strategy, and structure-organizations, institution, system and region at Copenhagen Business school. Denmark, Jun 15-17.