

Improving the Creativity and Competitiveness of Craft MSMEs Through HR Training and Digital Marketing

Yayu Rahayu¹, Adi Suparwo^{2*}

^{1,2} Department of Management, Universitas Adhirajasa Reswara Sanjaya, Bandung, Indonesia

*Corresponding author: Adi Suparwo

Corresponding email: adi.suparwo@ars.ac.id

ARTICLE INFO

Article history:

Received 23 June 2025

Revised 11 September 2025

Accepted 02 October 2025

Available Online 15 October 2025

Keywords:

Creativity

Digital Marketing

Competitiveness

Human Resources

MSMEs

Cite as:

Rahayu, Y. S., & Suparwo, A. (2025). Improving the Creativity and Competitiveness of Craft MSMEs Through HR Training and Digital Marketing. *Economics, Business, Accounting & Society Review*, 4(3), 360–368. <https://doi.org/10.55980/ebasr.v4i3.286>

ABSTRACT

Human resource quality and digital readiness are increasingly recognized as crucial foundations for strengthening creativity and competitiveness among Micro, Small, and Medium Enterprises (MSMEs). However, many craft-based MSMEs still struggle to optimize human resource potential and adapt to technological changes in marketing, resulting in limited innovation and slow competitive growth. This study aims to analyze the influence of HR training and digital marketing on the creativity and competitiveness of craft MSMEs in Pengkolan Village, Cikidang Village, Lembang District, West Bandung Regency. A quantitative method was employed using a descriptive and verification approach, with survey-based data collected through purposive sampling of MSME actors. Data were analyzed through validity and reliability testing, multiple linear regression, and the coefficient of determination using SPSS version 29. The results reveal that HR training has a significant positive effect on MSME creativity and competitiveness, indicating that improved knowledge, skills, and attitudes directly contribute to stronger innovative capacity. Digital marketing also shows a significant positive influence, demonstrating that effective online promotion enhances consumer reach, purchasing tendencies, and overall market responsiveness. Together, HR training and digital marketing explain 67.4% of the variation in MSME creativity and competitiveness, indicating their substantial combined contribution. These findings imply that strengthening human resource development and digital marketing adoption is essential for advancing the innovation capabilities and long-term competitiveness of craft MSMEs.

© 2025 The Author(s). Published by International Ecsis Association. This is an open access article under the Creative Commons Attribution-ShareAlike 4.0 International License.



1. Introduction

Business competitiveness is increasingly determined by an organization's ability to innovate and adapt to rapid technological and market changes. The competitiveness of MSMEs is strongly influenced by the quality of human resources, which serves as the main driver of business creativity and innovation (Huong et al., 2025; Xatse & Naong, 2025). Creativity that develops through stronger human resource capacity enables business actors to create more valuable products and strategies (Utami et al., 2024). The national industrial planning document also highlights the importance of improving human resource skills and creativity in the product development process (Cahyadi et al., 2024). In addition, the creativity and competitiveness derived from strong human resource quality

must be reinforced by the ability of business actors to effectively utilize modern marketing technologies (Sujatha et al., 2023).

Businesses are required to adapt to the external environment (Dyatkina et al., 2024), including advanced technology in marketing methods (Gooljar et al., 2024). Digital marketing allows products to be sold through online promotions (Mui et al., 2023; Santoso et al., 2025). Online promotion is a marketing method that uses digital technology to reach a wider audience. This method facilitates interactive communication and makes it easier for companies to acquire and retain customers. If implemented effectively, online promotion is expected to make it easier for consumers to decide whether to purchase a product or service (Suparwo, 2022). However, the effectiveness of digital marketing strategies ultimately depends on the capability of human resources to manage and optimize these technological tools.

The importance of providing HR training and development serves as a reference for identifying an individual's potential. This is crucial for developing and utilizing these talents effectively, especially in online product sales (Alazzam & Alshunnaq, 2023). Human resource development and management present challenges, and understanding individual skills and attitudes is seen as a competitive advantage (Liu et al., 2023). Continuous learning and development are crucial to overall company effectiveness and require adequate support (Tampubolon, 2016). Training and development increase employee engagement and loyalty, resulting in longer retention, reduced employee turnover, and increased retention (Bibi et al., 2018). Facilitating training and development for underprivileged local communities allows them to recognize and develop their human resource potential according to their unique abilities. This training consists of two interrelated elements: instructors and participants.

The main challenge is the inability of business owners to understand the potential of their human resources, that affects on business innovation. In addition, employees' reluctance to engage in training and development programs also contributes to a decline in business opportunities (Orbaningsih et al., 2022). The government's initiative to provide training facilities, especially in digital technology (Siskawati et al., 2024), through the Ministry of Manpower has not succeeded in raising public awareness of training evenly. Therefore, the supervision and active coaching of training and human resource development in the community is very important to increase the originality and competitiveness of handicraft MSMEs in promoting their products. Human resource training and development is a managerial function designed to enhance competence, adaptability, and dedication (Muñoz-Pascual et al., 2021). These techniques enable individuals and organizations to develop, increase productivity, and maintain competitiveness.

This research focused on human resource training and development to enhance the creativity of residents of Pengkolan Village, Cikidang Village, Lembang District, West Bandung Regency, in the context of marketing handicrafts through digital platforms. Research (Brahmana et al., 2018) entitled "Training and Development Policy, Corporate Governance, and Firm Performance." The results show that the role of training and development policies impacts the performance of each company differently, depending on the level of corporate governance. Furthermore, the previous results found problems faced by partners, namely the community as MSME business actors. The implementer was able to identify the materials that must be provided which would be able to encourage increased innovation and creativity in the handicraft products that would be produced. This research emphasis on integrating human resource training with digital marketing as complementary drivers of innovation and competitiveness among MSMEs. Rather than examining these variables separately, this research positions their interaction as a central mechanism for strengthening business performance. Accordingly, the study investigates how HR training and digital marketing jointly influence the creativity and competitive capacity of craft-based MSMEs in Pengkolan Village, Cikidang Village, Lembang District, West Bandung Regency. This study integrates HR training and digital marketing to explain how both jointly enhance creativity and competitiveness of craft MSMEs.

Creativity and Competitiveness of MSMEs

MSMEs play a crucial role in a country because they employ a large number of workers, reduce the number of unemployed, and contribute to various business sectors worldwide. This fact

demonstrates that MSMEs are a crucial element in driving economic growth, both at the national and regional levels (El Ghifari & Moh. Supendi, 2024). The existence of MSMEs is expected to drive economic growth despite the current economic slowdown. MSMEs in Indonesia have enormous potential as the foundation of an economic system that upholds people's rights. Therefore, the requirements for MSMEs must be met precisely and thoroughly (Rengganawati & Taufik, 2020). Indicators of MSME competitiveness creativity include: Transparency, Accountability, Responsibility, Independence, and Internal Justice (Novandi et al., 2018).

Human Resource Training

Human Resource Training is an initiative that can improve employee performance. Appropriate HR management can maintain business continuity, including in MSMEs. Training is the process of developing employee skills so they can carry out work more efficiently in the future. Simply put, training is a method implemented by institutions or organizations for their employees, aimed at developing their work capabilities to achieve and fulfill pre-planned organizational goals (Ihsani & Rini, 2023). The indicators of HR training include goals, targets, trainers, materials, methods, and training participants (Mustaqim & Fauzi, 2022). Previous findings explain that providing training to employees is a step to improve insight, skills, and attitudes to support improved performance, thereby achieving organizational goals (R. W. Putri & Astuti, 2022). A study by (Hasibuan & Aisyah, 2023) also showed that employee training appears to be a key factor impacting their work performance, and human resource development has a significant and positive impact on employee performance. Research findings by (Rizky et al., 2022) indicate that training programs have a substantial impact on business progress. This means that the results of each training activity conducted will influence a business's growth.

Digital Marketing

Digital marketing refers to marketing conducted online using the internet or the web (El Ghifari & Moh. Supendi, 2024). The presence of digital marketing can assist in various business activities such as promotion, marketing, and sales. The shift from traditional to digital systems is inevitable. To survive amidst intense business competition, MSMEs must be able to utilize currently available tools optimally (Harini et al., 2021). As the number of social media users continues to grow, this provides greater opportunities for MSMEs to expand their businesses in the market (Hasiholan & Amboningtyas, 2021). There are four indicators of digital marketing: interactive, incentive programs, site design, and cost.

Previous research shows that digital marketing can improve MSME growth through marketing performance (Rozinah & Meiriki, 2020). The use of marketing principles that utilize digital technology (digital marketing) presents opportunities for MSMEs to develop into economic powerhouses (Jadhav et al., 2023). Digital marketing helps businesses grow well, increases business recognition, and makes it easier to introduce products or services to a wider audience (Oktafianto et al., 2024). Research conducted by (Frans Sudirjo et al., 2023) highlights the importance of marketing and digital marketing skills in improving MSME performance. MSMEs that successfully market and utilize digital media to promote their products or services typically achieve greater success in increasing sales, attracting new consumers, retaining existing customers, and improving customer satisfaction.

Research Hypothesis:

H1: Human resource training has a positive impact on the creativity and competitiveness of MSMEs.

H2: Digital marketing has a positive influence on the creativity and competitiveness of MSMEs.

2. Methods

This study uses a quantitative methodology characterized by descriptive and verification approaches. The descriptive approach is a statistical methodology used to analyze data by detailing information obtained directly, without the aim of drawing general conclusions or generalizations. In this study, the author describes the characteristics and identities of respondents and their responses to statements related to the variables studied. The verification method is a method used

to show the influence of applied variables to test hypotheses through statistical calculations. This approach is used to analyze and measure the impact of the combination of HR training and digital marketing on the creativity and competitiveness of craft MSMEs in Kp Pengkolan, Cikidang Village, Lembang District, West Bandung Regency. The research methodology used is a survey with a questionnaire as the research instrument. Independent Variables, HR Training (X1) and Digital Marketing (X2): Measured with 5 statements. Dependent Variable, MSME competitiveness creativity (Y): Measured with 5 statements. The research instrument is a questionnaire with a Likert scale, 5 points: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The sampling method used is purposive sampling. Data validity is tested using Pearson correlation, reliability is measured using Cronbach's alpha, and hypothesis testing is conducted through multiple linear regression to examine the influence of independent variables on the dependent variable. The determination test is assessed using SPSS version 29.

3. Results

The characteristics of the respondents in this study were determined based on gender, age, occupation, and monthly expenses. The majority of respondents were male, namely 31 people (46.3%), while females numbered 36 people (53.7%). The majority of respondents, namely 56 people (83.6%), were aged between 25 and 35 years, while the least represented group was 2 people (3%) aged over 45 years. In terms of final education characteristics, the average was high school for 43 people (64.1%). Based on the length of business, the results showed that most had been established for 2-5 years, namely 31 people (46.2%).

Validity and Reliability Test Results

The research instrument used in this study was declared valid based on the results of the validity test, which showed a calculated r value $>$ r table value. The calculation results for each variable were declared credible if the Cronbach Alpha value $>$ 0.60. The Cronbach Alpha reliability test produced values above 0.60, namely 0.934 for HR training, 0.917 for digital marketing, and 0.952 for MSME competitiveness. This indicates that the formulated statements can function as valid measurement instruments.

Classical Assumption Test Results

This study used multiple linear regression analysis. A normality test was initially performed to determine whether the variables followed a normal distribution. A one-sample Kolmogorov-Smirnov test was used to determine significance (2-tailed). The significance threshold was $>$ 0.05, resulting in a value of 0.69, indicating a normal data distribution. The multicollinearity assessment revealed no significant correlation between the independent variables, as the tolerance value was $>$ 0.10 and the VIF value was $<$ 10. The Glejser test indicated no heteroscedasticity, with all significance values $>$ 0.05.

Tabel 1. Results of Multiple Linear Regression Analysis

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.154	3.914		1.317	.193
	Human resource training	.380	.098	.425	3.877	.000
	Digital Marketing	.569	.139	.450	4.104	.000

a. Dependent Variable: creativity and competitiveness of MSMEs

Source: Processed data (2025)

Multiple linear regression analysis revealed that the model constant was 5.154, indicating that when the independent variables, specifically human resource training and digital marketing, were set to zero, the baseline value of MSME competitive creativity was 5.154. The regression

coefficient of the human resource training variable was 0.380 with a significance value of 0.000 (<0.05), indicating that human resource training had a positive and significant effect on MSME competitive innovation. This indicates that increasing the intensity and efficacy of human resource training correlated with a higher tendency for business individuals to engage in creativity within their companies. The regression coefficient for digital marketing was 0.569, with a significance value of 0.000 (<0.05), indicating a positive and highly significant impact on MSME competitive creativity. The more attractive digital marketing promotions are, the more likely consumers are to purchase craft products, thereby increasing the growth and competitiveness of MSMEs.

Table 2. Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821 ^a	.674	.664	3.554

Source: Processed data (2025)

The coefficient of determination (R^2) was 0.674, indicating that 67.4% of the variability in MSME competitiveness can be explained by HR training and digital marketing. The remaining 32.6% is due to factors not addressed by this research paradigm.

4. Discussion

The Influence of Human Resources Training on the Creativity and Competitiveness of MSMEs

Based on the analysis, it was found that human resource training had a partial effect on the creativity and competitiveness of MSMEs. This indicates that human resource training substantially increases MSME innovation and competitiveness. Entrepreneurship training is an activity aimed at supporting participants in acquiring business skills so they can achieve efficiency in carrying out specific responsibilities, particularly in entrepreneurship, by improving mindsets, entrepreneurial education, knowledge, skills, and capacity (Diana et al., 2023). The results of this study align with research by (Rizky et al., 2022), which showed that training has a positive and significant effect on factors related to MSME growth. Similarly, (Hernita et al., 2021) found that entrepreneurship training affects production. Participation in entrepreneurship training enhances participants' creativity in using available time and resources to create commercial products (Sri & Margareta, 2020). Training focuses on improving the practical skills and competencies needed for efficient work performance (Jalil. M et al., 2021).

The theoretical implication of these results is that human resource training has been proven to be an aspect that influences the creativity and competitiveness of MSMEs. Training improves the quality of human resources, especially their intelligence. The training procedure aims to bring about changes in participants to improve their capabilities, which is expected to improve work results or company productivity. This study shows that craft MSMEs in Pengkolan Village, Cikidang District, Lembang District, West Bandung Regency, need to consistently improve and maintain the quality of their human resources through regular training. Evaluation of employee performance needs to be conducted periodically to ensure its conformity with the expectations of MSME actors.

The Influence of Digital Marketing on the Creativity and Competitiveness of MSMEs

This study reveals that digital marketing variables have a partial influence on the creativity and competitiveness of MSMEs. Digital marketing significantly increases MSME innovation and competitiveness. The observed relationship is one-way, so it can be concluded that the greater the digital marketing services received by respondents, the greater their tendency to develop their MSME businesses. Thus, the first hypothesis is proven and accepted.

The findings of this study support previous studies showing that digital marketing influences online shopping decisions due to its broad reach (P. M. Putri & R.A.Marlien, 2022). As the effectiveness of traditional marketing declines, innovative marketing strategies are experiencing substantial expansion (Masrianto et al., 2022). This study reinforces the conclusion (Wuisan et al.,

2021) that digital marketing has a positive effect on MSME growth. Digital marketers need to consider the appropriate platform and communication methods based on the target market segmentation to ensure more efficient digital marketing and consistent targeting (Hadi & Zakiah, 2021).

The theoretical implication of these results is that digital marketing is a crucial aspect that significantly influences the creativity and competitiveness of MSMEs. The study findings indicate that MSMEs that invest in marketing capabilities and utilize digital platforms efficiently tend to achieve improved sales growth, client acquisition, increased customer loyalty, and customer satisfaction. The practical implication of this study is that MSMEs in the craft sector in Pengkolan Village, Cikidang Village, Lembang District, West Bandung Regency must continue to improve the digital marketing methods they have implemented. Digital marketing increases consumer accessibility and facilitates the acquisition of feedback regarding product value, thereby improving service quality. Furthermore, the implementation of digital marketing increases customer understanding of products (credibility), because business actors consistently update product-related information. The Practical Implications This study indicates that craft MSMEs in Pengkolan Village, Cikidang Subdistrict, must consistently enhance the quality of their human resources via regular training and sustainable digital marketing methods.

5. Conclusion

This study found that human resource training and digital marketing significantly increase the creativity and competitiveness of MSMEs. Micro, Small, and Medium Enterprises (MSMEs) must continuously improve their competitiveness to maintain growth. One method that can be used is the use of information and communication technology to improve company operations. For MSMEs, implementing digital marketing is a necessity for digital transformation in marketing, sales, and payment methods. To increase efficiency and competitiveness, MSMEs must understand and utilize various information media and technologies efficiently in the future. Furthermore, it is important to continuously develop product information and consistently improve relationships and interactions with consumers. This study encountered several limitations, particularly the limited number of respondents and the focus of MSMEs in one hamlet in West Bandung Regency. This study only examined two variables, thus unable to provide an in-depth understanding of other aspects that may influence MSME innovation and competitiveness. Therefore, it is recommended that future research include other related variables, such as entrepreneurial traits and human resource development, performance motivation, and the application of artificial intelligence in business to gain a more comprehensive understanding. It is also recommended to involve more diverse samples, such as MSME actors in one city or district, so that the research results can be more representative.

6. Acknowledgements

The research team would like to express its gratitude to the Directorate of Research, Technology, and Community Service (DRTPM) of the Ministry of Education, Culture, Research, and Technology for its support in providing funding for the research from start to finish. This funding was allocated through the 2025 research grant selection process for novice lecturers. This funding facilitated the research team's smooth and unhindered research implementation.

7. References

- Alazzam, F. A. F., & Alshunnaq, M. F. N. (2023). Formation of Creative Thinking of A Lawyer in Modern Conditions of Development Including The Influence of Covid-19 Pandemic. *Creativity Studies*, 16(1), 315–327. <https://doi.org/10.3846/cs.2023.16117>
- Bibi, P., Ahmad, A., & Majid, A. H. A. (2018). The impact of training and development and supervisors support on employees retention in academic institutions in Pakistan: The moderating role of the work environment. *Gadjah Mada International Journal of Business*, 20(1), 113–131. <https://doi.org/10.22146/gamaijb.24020>
- Brahmana, R. K., Brahmana, R. K., & Ho, T. C. F. (2018). Training and development policy,

corporate governance, and firm performance. *Gadjah Mada International Journal of Business*, 20(1), 59–87. <https://doi.org/10.22146/gamaijb.12995>

- Cahyadi, D., Ismail, S. H., Mohammad, R., Daud, M. Y. M. D., & Irwan, M. (2024). An Aesthetic “Touch” for the Development of Rattan Bag Handicraft Products in Indonesia: A Systematic Literature Review. *Harmonia: Journal of Arts Research and Education*, 24(1), 77–87. <https://doi.org/10.15294/harmonia.v24i1.43311>
- Diana, Y., Rahayu, S., & Zannah, A. (2023). Pengaruh Pelatihan Kewirausahaan Dan Pemasaran Digital Terhadap Peningkatkan Ekonomi Masyarakat Di Desa Kelambir Lima. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 6(1), 1–14. <https://doi.org/10.30596/maneggio.v6i1.14534>
- Dyatmika, S. W., Suyanto, B., Setijaningrum, E., & Setioningtyas, W. P. (2024). Redefining Surabaya’s MSMEs Landscape: Unleashing Digital Virality for Sustainable Growth. *Economics, Business, Accounting & Society Review*, 3(3), 197–207. <https://doi.org/10.55980/ebasr.v3i3.137>
- El Ghifari, L. F., & Moh. Supendi. (2024). Penerapan Strategi Digital Marketing Pada Usaha Mikro Kecil Menengah (UMKM) Waken Cafe. *Jurnal Niara*, 16(3), 504–512. <https://doi.org/10.31849/niara.v16i3.15295>
- Frans Sudirjo, Arief Yanto Rukmana, Hilarius Wandan, & Muhammad Lukman Hakim. (2023). Pengaruh Kapabilitas Pemasaran, Digital Marketing Dalam Meningkatkan Kinerja Pemasaran UMKM Di Jawa Barat. *Jurnal Bisnisan : Riset Bisnis Dan Manajemen*, 5(1), 55–69. <https://doi.org/10.52005/bisnisan.v5i1.134>
- Gooljar, V., Issa, T., Ramanan, S. H., & Salih, B. A. (2024). Sentiment-based predictive models for online purchases in the era of marketing 5.0: a systematic review. *Journal of Big Data*, 11(107), 1–39. <https://doi.org/10.1186/s40537-024-00947-0>
- Hadi, D. F., & Zakiah, K. (2021). Strategi Digital Marketing Bagi UMKM (Usaha Mikro Kecil Menengah) untuk Bersaing di Era Pandemi. *Competitive*, 16(1), 32–41. <https://doi.org/10.36618/competitive.v16i1.1171>
- Harini, C., Wulan, H. S., & Agustina, F. (2021). Upaya Meningkatkan Volume Penjualan Menggunakan Digital Marketing Pada Umkm Kota Semarang. *Jurnal Manajemen Daya Saing*, 23(2), 90–96. <https://doi.org/10.23917/dayasaing.v23i2.16860>
- Hasibuan, W., & Aisyah, S. (2023). Pengaruh Pelatihan Dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Pegawai Di Kantor DPRD Labuhan Batu. *Jurnal Minfo Polgan*, 12(2), 2115–2120. <https://doi.org/10.59024/jise.v1i1.140>
- Hasiholan, L. B., & Amboningtyas, D. (2021). Model Pemasaran Digital Marketing dalam Meningkatkan Volume Penjualan pada UMKM Kota Semarang. *Jurnal Sains Sosio Humaniora*, 5(1), 45–48. <https://doi.org/10.22437/jssh.v5i1.13142>
- Hernita, H., Surya, B., Perwira, I., Abubakar, H., & Idris, M. (2021). Economic business sustainability and strengthening human resource capacity based on increasing the productivity of small and medium enterprises (SMES) in Makassar city, Indonesia. *Sustainability (Switzerland)*, 13(6), 1–37. <https://doi.org/10.3390/su13063177>
- Huong, L. T., Trang, V. T. T., & Quang, L. H. (2025). Developing Vietnam’s human resources in the context of the current Industrial Revolution and international integration. *Heritage and Sustainable Development*, 7(1), 49–62. <https://doi.org/10.37868/hsd.v7i1.947>
- Ihsani, I. M., & Rini, H. P. (2023). Pengaruh Pelatihan dan Pengembangan Sumber Daya Manusia Terhadap Kinerja Karyawan PT Pos Indonesia (Persero) Kebonrojo Surabaya. *Jurnal Ilmiah Universitas Batanghari Jambi*, 23(1), 75–79. <https://doi.org/10.33087/jiubj.v23i1.2786>
- Jadhav, G. G., Gaikwad, S. V., & Bapat, D. (2023). A systematic literature review: digital marketing and its impact on SMEs. *Journal of Indian Business Research*, 15(1), 76–91.

- Jalil, M. A., Yuniara, R., & Mulyadi, T. (2021). Pengaruh Pelatihan Masyarakat Kampung Terhadap Peningkatan Kinerja Sumberdaya Manusia (Sdm) Kampung Atu Lintang Kecamatan Atu Lintang. *Gajah Putih Journal of Economics Review*, 3(2), 89–102. <https://doi.org/10.55542/gpjer.v5i2.167>
- Liu, F., Qu, S., Fan, Y., Chen, F., & He, B. (2023). Scientific creativity and innovation ability and its determinants among medical postgraduate students in Fujian province of China : a cross sectional study. *BMC Medical Education*, 23(444), 1–13. <https://doi.org/doi.org/10.1186/s12909-023-04408-9>
- Masrianto, A., Hartoyo, H., Hubeis, A. V. S., & Hasanah, N. (2022). Digital Marketing Utilization Index for Evaluating and Improving Company Digital Marketing Capability. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 1–18. <https://doi.org/10.3390/joitmc8030153>
- Mui, D., Kee, H., Anwar, A., Gwee, S. L., & Ijaz, M. F. (2023). Impact of Acquisition of Digital Skills on Perceived Employability of Youth : Mediating Role of Course Quality. *Information*, 14(42), 1–12. <https://doi.org/https://doi.org/10.3390/info14010042>
- Muñoz-Pascual, L., Galende, J., & Curado, C. (2021). Contributions to Sustainability in SMEs : Human Resources, Sustainable Product Innovation Performance and the Mediating Role of Employee Creativity. *Sustainability*, 13(2008), 1–20. <https://doi.org/doi.org/10.3390/su13042008>
- Mustaqim, I., & Fauzi, A. (2022). Literature Review: Analisis Pengaruh Perencanaan Sdm, Pendidikan, Dan Pelatihan Sdm Terhadap Performa Karyawan. *Jurnal Akuntansi Dan Manajemen Bisnis*, 2(3), 43–48. <https://doi.org/10.56127/jaman.v2i3.327>
- Novandi, D. R., Yuneline, M. H., & Diryana, I. (2018). Creating MSMEs Governance Indicators, As Evaluation Tools And Reference In Creating A Good Corporate Governance. *Journal of Business & Finance in Emerging Markets*, 1(2), 205–216.
- Oktafianto, R., Yuliana, L., & Hikmah Perkasa, D. (2024). Peran Digital Marketing Dalam Mendorong Pertumbuhan UMKM Di Era Digitalisasi: Studi Pada UMKM Di Kabupaten Kudus. *Multidisipliner Knowledge*, 2, 1–13.
- Orbaningsih, D., Dwi Priyanto, E., Budi Wahyono, G., & Handhajani, S. B. P. (2022). Does work motivation and work discipline affect employee performance during Covid-19? *Economics, Business, Accounting & Society Review*, 1(2), Press. <https://doi.org/10.55980/ebasr.v1i2.11>
- Putri, P. M., & R.A.Marlien. (2022). Pengaruh Digital Marketing terhadap Keputusan Pembelian Online. *Jurnal Ekonomi & Ekonomi Syariah*, 5(1), 25–36. <https://doi.org/10.47686/bbm.v10i1.668>
- Putri, R. W., & Astuti, P. (2022). Pengaruh Pelatihan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan. *Jurnal Fokus Manajemen Bisnis*, 12(1), 1–15. <https://doi.org/10.51881/jak.v20i2.18>
- Rengganawati, H., & Taufik, Y. (2020). Analisis Pelaksanaan Digital Marketing pada UMKM Tahu Rohmat di Kuningan. *Komversal: JURNAL KOMUNIKASI UNIVERSAL*, 6(1), 28–50. <https://doi.org/10.38204/komversal.v2i1.496>
- Rizky, A. I., Kusumadewi, R., & Saefulloh, E. (2022). Pengaruh Pelatihan dan Karakteristik Wirausaha Terhadap Pengembangan UMKM (Studi Pada UMKM di Kecamatan Cigugur). *Entrepreneur: Jurnal Bisnis Manajemen Dan Kewirausahaan*, 3(1), 361–376. <https://doi.org/10.31949/entrepreneur.v3i1.1680>
- Rozinah, S., & Meiriki, A. (2020). Pemanfaatan Digital Marketing Pada Usaha Mikro Kecil dan Menengah (UMKM) di Kota Tangerang Selatan. *Jurnal Doktor Manajemen (JDM)*, 3(2), 134. <https://doi.org/10.22441/jdm.v3i2.10573>
- Santoso, E. E., Normawati, R. A., & Latifah, N. (2025). Enhancing SME Performance through Digital Finance: Do Digital Finance Accessibility and Digital Financial Literacy Matter?

Economics, Business, Accounting & Society Review, 4(2), 196–209.
<https://doi.org/10.55980/ebasr.v4i2.241>

- Siskawati, E., Syaputra, H., & Zahara, Z. (2024). The Role of Collaboration and Digital Technology in Supply Chain Management in Micro Enterprises. *Economics, Business, Accounting & Society Review*, 3(1), 11–19. <https://doi.org/10.55980/ebasr.v3i1.116>
- Sri, D., & Margareta, C. (2020). Pengaruh Pelatihan Kewirausahaan, Kemampuan Memanfaatkan Teknologi Dan Pendidikan Terhadap Produktifitas Wanita Pengusaha UMKM Di Palembang. *Ecoducation : Economic and Education Journal*, 2(2), 142–158.
- Sujatha, M., Mukherjee, U., Singh, N., & Bamel, U. (2023). Improving creativity among SME employees: exploring the role of organization-based self-esteem and psychological capital. *Employee Relations*, 45(4), 944–965. <https://doi.org/10.1108/ER-04-2022-0188>
- Suparwo, A. (2022). Effect Of Online Promotion, Price And Brand Image On Purchase Decisions For Neosaipress Herbal Products. *Enrichment: Journal of Management*, 12(2), 2469–2474.
- Tampubolon, H. (2016). *Strategi manajemen sumber daya manusia dan perannya dalam pengembangan keunggulan bersaing* (pp. 1–182). Papas Sinar Sinanti.
- Utami, S., Siskawati, E., & Fauzi, N. (2024). Resource Utilization , Innovation , and MSME Performance : A Circular Economy Perspective. *Economics, Business, Accounting & Society Review*, 3(3), 217–229.
- Wuisan, Y. V., Lopian, S. L. V. H. J., & Karuntu, M. M. (2021). Pengaruh Inovasi Produk Dan Digital Mar Keting Terhadap Perkembangan Umkm Di Kecamatan Kauditan Pada Masa Pandemic Covid-19. *Jurnal EMBA*, 10(4), 759–769.
- Xatse, C. D., & Naong, M. N. (2025). Impact of Human Resource Quality and Motivation on Service Delivery in Ghana's Local Government. *SA Journal of Human Resource Management*, 23, 1–14. <https://doi.org/10.4102/sajhrm.v23i0.2906>