



RESEARCH ARTICLE

CREATING THE ENTREPRENEURIAL NETWORKING THROUGH THE BUSINESS SUPERIORITY AND ADAPTABILITY OF BUSINESS ENVIRONMENT TO IMPROVE THE MARKETING PERFORMANCE

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ARTICLE DETAILS

ABSTRACT

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The study examined and analyzed empirically the influence of entrepreneurial networking, the business superiority and the business environment adaptability toward the marketing performance on micro, small and medium enterprises of convection in Central Java. Based on the research gap of the research results about the influence of entrepreneurial networking toward marketing performance; we got a proposition that business superiority was the ability of a business to give more values than competitors; such as developing the product quality, creating more varied products, providing better services, creating customer loyalty, and determining the competitive selling price with the cooperative spirit which was beneficial and useful. The business superiority potentially improved the marketing performance. The underlying theories of the study were the social capital theory, the competitive advantage theory, and the organizational and dynamic capability approach. The population of the study was the micro, small and medium enterprises of convection in Central Java. There were 180 respondents as the samples of the study. The respondents were the owners/managers of convection enterprises; the samples were prioritized for enterprises which belonged to the characteristics of the cluster target program at the Office of Industry and Trade in Central Java. The data were analyzed by Structural Equation Model (SEM) with AMOS software version 18. The results of the study showed that generally entrepreneurial networking influenced the marketing performance through the business superiority and the adaptability of business environment. Then; it is suggested that entrepreneurial networking is necessary to be built and developed on the micro, small and medium enterprises of convection.

KEYWORDS

entrepreneurial networking, business superiority, business environment, marketing performance.

1. INTRODUCTION

Developing SMEs based on entrepreneurship was very potential as a foundation to increase national economic growth in the era of free trade. A country would be developed if it had at least 2% entrepreneurs of the population. Indonesia only had 0.18% entrepreneurs of the population.

Conceptually, convection SMEs was an informal sector which had a more fundamental orientation; it was creating job or employment for more people. According to the authors stated that the informal sector was a small-scale enterprise which produced and distributed goods and services with the ultimate goal of creating jobs and income for themselves, in which the effort was greatly limited by capital and skills [1]. Furthermore; to face the competition with the increasingly high and complex industrial world, it needed human resources which had entrepreneurial skills.

The topic of this research was the implementation of Strategic Plan of Research and Community Service Institution in 2015 - 2019 in the study field of "Resources and Improving Quality of Life", which included the empowerment of community economy and economic growth.

The following Table 1 describes the research gap related to researches on marketing performance and business phenomenon at convection SMEs in Central Java Province which was the reason to create this research.

Based on research gap and business phenomenon, the research problem was "How was the model to improve marketing performance through superiority, business environment adaptability, and entrepreneurial

networking at Convection SMEs in Central Java Province". Then; the research questions were: 1) Did the entrepreneurial networking influence the environment adaptability of convection SMEs in Central Java Province?, 2) Did the entrepreneurial networking influence the business superiority of convection SMEs in Central Java Province?, 3) Did the entrepreneurial networking influence the marketing performance of convection SMEs in Central Java Province?, 4) Did the business environment adaptability influence the superiority of convection SMEs in Central Java Province?, 5) Did the business environment adaptability influence the marketing performance of convection SMEs in Central Java Province?, 6) Did the business superiority influence the marketing performance of convection SMEs in Central Java Province ?

Table 1: Research Gap, The Relationship Between Entrepreneurial Networking, With Performance

Research Gap	Issue	Findings
There was a controversy on the influence of entrepreneurial networking toward performance.	The Direct Influence of Entrepreneurial Networking toward Company Performance	There was a significant influence between entrepreneurial networking and small enterprises' performance
	The Direct Influence of Entrepreneurial Networking toward Company	Entrepreneurial networking structural embeddedness did not have any

	Performance	significant influence on the performance.
	The Direct Influence of Entrepreneurial Networking toward Company Performance	Entrepreneurial networking did not have any positive influence on performance.
	The influence of entrepreneurial networking toward performance	Entrepreneurial networking had a significant influence on the success or performance of the business

Source: Some Empirical Researches Developed for the Study

Entrepreneurship was a power which drove markets in an imbalance. Schumpeter described entrepreneurship was a process of continuously destroying the old and creating the new ones. Competitive advantage essentially evolved from the values created by the companies, so consumers were willing to buy products at the company's specified price; whereas the superior value was a lower price bid than a competitor for the benefits of equivalent products or provided more unique benefits than simply offset the higher prices.

The authors suggested that social capital was developed based on two approaches; they were, the individual attribute approach and community attribute approach [2]. The individual attributes approach was related to one's potential to activate and mobilize social connections networking effectively based on the proximity of each other within the social space and maintained by symbolic materials exchanges [3]. Human Capital was thinking asset, which represented the knowledge, expertise, and capability to provide solutions for customers, it represented the individual's knowledge of an organization [and it was the company's collective ability to supplement the best solution of the individual knowledge [4].

Structural capital was a non-thinking asset consisting of what was left when the workers went home; i.e. databases, customer files, manuals, trademarks, and organizational structures [5]. The presence of structural capital was routine inherent knowledge of an organization. Relational capital was defined as the set of all market relationships, the strength of relationships and established cooperation among the companies, institutions and people derived from strong sense of belonging and high levels of cooperation among individuals and similar institutions [6]. Relational capital involved the interaction patterns between partners which facilitated the positive feelings and functions of an alliance. According to the authors knowledge itself was the integration of information, ideas, experiences, intuition, skills, and valuable lessons which created the added value for the company [7]. Whereas; innovation was a process which the knowledge was transformed into new or significantly modified products and/ or services which increased the competitive advantage of the company.

More than 30 years ago, the authors provided evidences from US manufacturing data which showed that capital and skilled labors were relatively more complementary as input rather than capital and unskilled labors [8]. Griliches called these findings as the hypothesis "the complementary skills capital". Furthermore; the results of research presented some skills capital; the capabilities consisted of individual skills, knowledge, embedded social relationships within the company: routines, managerial processes, forms of communication and culture. The authors referred to the special type ability of a resource whose function to increase the productivity of other resources [9].

The capability concept was related to a company's ability to disseminate its resources and to present the coordinated tasks as the efforts to achieve its stated goals [10]. Adaptability itself was basically a behavioral change during the interactions with customers or interactions among customers based on information received about actual sales situations [11]. Networking was the main method, thus; it was the very important resource which would be transferred for entrepreneur activities [12].

The authors defined performance was the result achieved from what the owner or manager has done in running the business [13]. The authors defined the performance was a success measure or success rate in achieving the company goals [14]. The researchers stated that market performance was a concept to measure the marketing achievement of a product [10]. Business performance was a common construct (factor)

used to measure the outcome of a corporate strategy. Then, the results of the company's strategy were measured by using an activity-based measure, it was a measure which can explain marketing activities which result the marketing performance. Based on the study of literature above, the conceptual model was developed in the form a Grand Theoretical Model.

The entrepreneurial networking was a strategy that entrepreneurs can undertake to expand their business. The broader the entrepreneurial networking is, the wider the reach of marketing of SMEs products. The relationships formed through entrepreneurial networking enable entrepreneurs to solve the common problems, to deliver satisfaction and to maintain commitment [15]. The business environment was the social and physical factors which were outside the circle of organizations which should be considered in the organizational decision process [16].

The authors explained that in the networking theory, it showed the owner's ability to gain access to resources they did not have in a cost-effective way through the network; thus, it influenced the success of the business [17]. Otherwise, the authors stated that networking could provide values to members by allowing them access to social resources embedded in the network [15].

The researchers argued by that abilities and capabilities of an organization were different elements of the competitors [13]. The previous study found that business environment factors were the intervening variables which had the positive influence between organizational capability and company performance. To formulate the strategy, it was better to use the company resources including organizational capabilities to achieve the company goals [7].

The results of the previous studies also showed that environment could influence the company performance. Competitive advantage was the ability of a company to deliver more value than its competitors. This more value can be lower cost with similar benefits offered by competitors, or a much higher benefit with higher costs. The ability to deliver more value was started by the customer and derived from various sources of competitive advantage [8].

2.METHOD

It was an explanatory research intended to explain the causal relationship among variables through hypothesis testing and explanation. The population of the research was all owners / entrepreneurs, managers or owners of convection SMEs in Central Java; there were 779 entrepreneurs from 5 convection centers in Central Java Province (Cooperative – SMEs Office and Statistic Centre Agency / BPS, 2014). The following Table 2 shows the convection SMEs in Central Java. The research variables were described in Table 3.

Data were collected by distributing the closed questionnaire. Then, they were analyzed by using descriptive analysis for identifying the respondents in the form data trends; such as age, sex, position, education, length of effort, respondent's address, and other variables. Structural Equation Model (SEM) analysis was used to test the research hypotheses. SEM was used to explain the relationship and interdependence of the research variables.

Table 2: The Data Of Convection Central Supervised By The Industry And Trade Office In Central Java Province

No.	City/ District	Total Numbers (Persons)
1.	Semarang City	43
2.	Kudus District	305
3.	Pekalongan District	172
4.	Pemalang District	81
5.	Demak District	14
6.	Karang Anyar District	27
7.	Surakarta City	39
8.	Sragen District	79
9.	Magelang District	19
	Total	779

Source: The Industry and Trade Office of Central Java Province, 2015

Table 3: Variables And Indicators

Latent Variable		Indicators/ Dimension/ Proxi
Entrepreneurial Networking	X1	Creating the good social relationship
	X2	Creating the good business relationship
		Creating the good relationship with the

	X3	employees Creating the good relationship with the customers
	X4	Creating the good relationship with the suppliers
	X5	Creating the good relationship with the businessmen
	X6	Creating the good relationship with the financial institutions
	X7	Creating the good relationship with the government
	X8	Creating the good relationship with the profession organization.
	X9	
Business Environment Adaptability	X10	Ability to adapt to the changing consumer tastes,
	X11	Ability to adapt to the market changes,
	X12	Ability to adapt to the technological change
	X13	Ability to adapt to the competition,
	X14	Ability to adapt to the changes in government policy,
	X15	Ability to adapt to the changing of economics conditions.
Business Superiority	X16	Developing the better quality products than competitors'
	X17	Developing more varied products than competitors'
	X18	Developing better service than competitors'
	X19	Developing better customer loyalty than competitors',
	X20	Determining more competitive product prices than competitors'
Marketing Performance	X21	Sales growth,
	X22	Customers growth,
	X23	Profit growth,
	X24	Working capital growth

Source: Taken from empirical studies developed for the study

The path diagram model of the study was shown in the following figure. The primary data were taken from the direct interview and Focus Group Discussion (FGD) using participatory method to the key persons, they were: a) the SME manager or owner, b) Representatives from Cooperatives and SMEs Offices on Cities and Regencies in Central Java Province, c) Representatives From the of Industry and Trade Offices on Cities and Regencies in Central Java Province.

3. RESULTS AND DISCUSSION

The respondents of the study were the owners/ the managers of convection business in Central Java Province, they were up to 200 people. Then, the respondents who participated in the study could then be detailed on their distribution on gender, age, marital status, education, experience, family background, employment number, and marketing area. Questionnaires were distributed directly to the owners/ managers of convection business in Central Java Province. The questionnaires were about 220 copies and there were only 200 questionnaires qualified to be analyzed; instead, there were 9 questionnaires were not feasible to be analyzed due to incomplete and 11 questionnaires were lost. The respondents' distribution can be seen in Table 4.

Table 4: The Distribution Of Convection Respondents In Central Java

No	City/ District	Numbers (Persons)	%
1	Semarang City	12	6
2	Kudus District	90	45
3	PekalonganDistrict	50	25
4	PemalangDistrict	24	12
5	SragenDistrict	24	12
Total numbers		200	100

Source: The Processed Primary Data, 2017

Business Creativity Variable was studied in six indicators; they were creativity in new product development, creativity in giving service, creativity in responding to change of product and market taste, creativity in the use of new technology, creativity in looking for product distribution, and creativity in looking for market opportunity.

The Entrepreneurial Networking Variable was studied in nine indicators; they were building the good social relationships, building the good relationships with employees, building the good relationships with customers, building the good relationships with suppliers, building the good relationships with business people, Building the good relationships with financial institutions, building the good relationships with the government, building the good relationships with profession institutions.

The Business Excellence Variables were assessed with five indicators, they were developing the better product quality, developing more varied products, developing the better service, creating the better customer loyalty, determining more competitive prices from competitor. Business Performance Variable was studied by four indicators; they were sales growth, customer growth, profit growth, and working capital growth.

Structural Equation Model (SEM) analysis was used in the study. The theoretical model described in the previous path diagram was analyzed based on the collected. The SEM analysis method used the covariance matrix input and used the maximum likelihood estimation method. Selecting the inputs with a covariance matrix since it had the superiority of providing a valid comparison among different populations or samples, which were sometimes not possible by using correlation matrix models.

Before forming a SEM full model, we examined the factors which made up each of the variables. Confirmatory factor analysis model was used for testing. Then, goodness of fit for confirmatory factor analysis was also tested. With the AMOS program, the goodness of fit measures appeared at the output. Then, conclusions of the goodness of fit model were seen from the results of goodness of fit measures results. The first testing of the goodness of fit was done on the confirmatory factor analysis model.

The testing of SEM model was done gradually. If the model was not fit or correct, then the proposed model should be revised. The need for revisions of the SEM model came from the problems arisen from the analysis. Problems which may arise were related to the inability of the developed model to produce a unique estimate. If the problems appeared in the SEM analysis, then, it was indicated that the research data did not support the established structural model. Thus; the model was revised by developing existing theories to form a new model. The contribution of either direct or indirect (standardized) influence was shown in Table 5.

Table 5: The Contribution Of Direct And Indirect Influences

		Direct Effect	Indirect Effect	Total Effect
Superior_Busi-ness_Capabilities	<--- Entrepreneurial Networking	.911	.000	.911
Marketing_Performance	<--- Superior_Business_Capabilities	1.174	.000	1.174
Marketing_Performance	<--- Entrepreneurial Networking	-.528	1.070	.542

Entrepreneurial networking significantly influenced on superior business capabilities. It can be seen that the P value, it was 0.000 with total contribution of influence was 0.911. Then, entrepreneurial networking influenced marketing performance. It can be seen from the P value was

0.023 with the total contribution of the influence was 0.542. Superior business capabilities influenced marketing performance. It can be seen that the value of P value was 0.000 with total contribution of influence was 1.174.

Hypothesis 1 of the study was the degree of entrepreneurship networking gave the positive influence on the degree of marketing performance of SMEs, it means that the higher the degree of entrepreneurship network, the higher the degree of marketing performance of SMEs. Based on the analysis of AMOS results, it can be seen that from the nine indicators explained the variables of entrepreneurship networking, there were five indicators which could measure the latent variable, because it had the loading factor value > 0.5. The results of data processing was that the value of Critical Ratio (CR) on the influence between Entrepreneurship Networking and Marketing Performance as shown in table 4.2. was 0.542 with the Probability (P) value was 0,023. Both of these values showed that the Critical Ratio (CR) value was above 1.96 and the Probability (P) value was below 0.05 Thus; it can be said that the hypothesis 1 of the study was accepted.

These results indicated that to improve business performance, it needed entrepreneurial networking. Based on the respondents' answers, the variable of SMEs marketing performance indicated by three indicators was good enough. Generally, the existing entrepreneurial networking at convection business was done by having an entrepreneurial networking built by indicators consisting of building the good social relationship, establishing good relationships with businesses, building good relationships with suppliers, building good relationships with financial institutions, creating good relationship with the government.

Furthermore, the entrepreneurship networking created from five indicators would drive the marketing performance of SMEs indicated by three indicators; based on the respondents' answers, it showed the good results. It showed that marketing performance was quite high although it was not as expected. The marketing performance was quite good indicated by sales growth, profit growth, and working capital growth. Although these achievements did not fully meet the expectations, improving the entrepreneurial networking could be achieved by improving the marketing performance of SMEs.

The results of the study supported the previous studies which indicated the importance of external business networking to achieve optimal performance based on social capital and resources views [17].

Hypothesis 2 of the research was the influence of entrepreneurial networking toward the business excellence capability, it means the higher the entrepreneurial networking, the higher the business excellence. Based on the results of data processing, the Critical Ratio (CR) value between entrepreneurship networking and business excellence was 0.911. Probability (P) value was 0.000. Both of these values were 1.96 for the Critical Ratio (CR) and below 0.05 for the Probability (P) value. Thus, it can be said that the hypothesis 2 of the study was accepted. The relationship between entrepreneurship networking and business excellence had the positive and significant relationship. It can be concluded that the entrepreneurial networking gave an influence on business excellence.

It was accepted that to improve the business superiority, it needed entrepreneurial networking. Based on the description of respondents' answers on the variable of business excellence indicated by three indicators, it was in good category. Generally, the formulation of entrepreneurship networking at convection business conducted by five indicators was good by building social relationships based on kinship, establishing good relationship based on kinship, creating good relationships with suppliers, creating good relationships with financial institutions, creating good relationships with the government. Thus; entrepreneurial networking supported the business excellence.

Furthermore, entrepreneurial networking created from those five indicators would encourage business excellence indicated by three indicators as described by the respondents' answers were good enough. It showed that business excellence was good enough. There was a positive and significant relationship between entrepreneurial networking and business excellence. Business excellence could be demonstrated by developing the better service, creating better customer loyalty, and having long endurance than competing products. It showed that entrepreneurial networking influenced business excellence.

The results of the study were in line with previous researches which stated that social interaction enabled an entrepreneur to gain credibility, to gain access to information, to improve co-operation from others, and to be a tool for channeling a greater trust than co-workers [15].

Hypothesis 3 of the study was the influence of business excellence on the marketing performance of SMEs; it means the higher business excellence, the higher marketing performance of SMEs. Based on the results of data processing, the value of Critical Ratio (CR) on the influence between the

superior business capabilities and the marketing performance of SMEs was 1.174 and Probability (P) value was 0.000. Both of these values were above 1.96 for the Critical Ratio (CR) and below 0.05 for the Probability (P), so it can be said that the hypothesis 3 of the study was accepted.

It indicated that to improve the marketing performance of SMEs, it needed to build the business excellence. Based on the respondents' answers, the variable of business excellence was good indicated by three indicators. Overall, the formulation of business excellence involved by developing better product quality, developing more varied product, developing better service, creating better customer loyalty, and determining more competitive product prices compared to competitors.

Furthermore, business excellence was good indicated by five indicators described by respondents' answers. It showed that superior business capability was good, although it was not as expected. The marketing performance of SMEs with three indicators was good as described by the respondents' answers. Although these achievements did not meet the expectations, but improving the marketing performance of SMEs was achieved by improving the business excellence. So the business excellence had the positive influence on the marketing performance of SMEs. The results of the study supported the previous studies from which stated that competitive advantage had the positive influence on company performance [17].

4.CONCLUSIONS

The first hypothesis was accepted that the entrepreneurial networking had the positive influence on the marketing performance of SMEs. It means that the higher entrepreneurship networking, the higher marketing performance of SMEs. Thus; in improving the marketing performance of convection entrepreneurs, it needed to pay attention to the resources and social capital, and also to the bonds in the entrepreneurial networking. The second hypothesis was accepted that the entrepreneurial networking gave influence on business excellence. It means that the higher entrepreneurial networking, the higher the business excellence. The results showed that there were five of the nine indicators can measure the latent variable built for entrepreneurial networking variable. It was accepted because the business superiority depends on the entrepreneurial network.

The entrepreneurial networking had a role as a stimulator of business excellence. Thus, the convection owners/ entrepreneurs needed to pay more attention to the unique characteristics owned by the company to show its business excellence. Thus; it supported to improve the marketing performance of SMEs. The third hypothesis was accepted that the business superiority positively influenced the marketing performance of SMEs.

Based on the results of the study above, it is suggested for the convection employer/ manager to maintain and build the social interaction inside and outside the company by improving the proximity through joint tourism, family gathering, Islamic gathering, etc. , to establish and maintain the employee loyalty to the company. The convection employer/ manager to continually build good relationships with customers, based on family values. The convection employer/ manager and employees to improve their knowledge and skills to enhance the superior business activity via training. The entrepreneurs/ managers to begin using the regular administration in their business activities, in facilitating and expediting the good relationships with fellow entrepreneurs or with other institutions which have links to their businesses. The government to improve the ability of convection managers both in terms of business management knowledge and skills by providing training, excellent service, creating up to dated design or convection patterns, business management administration, facilitating the existing place or space for sales or convection showrooms, upgrading the young managers or next-generation convection businesses, e.g. by applying internships to advanced convection businesses. The people (consumers) to love the national industry of goods and services in Indonesia. It can be realized if consumer behavior is more responsive to domestic production, including responsiveness to convection managers' business results. The strategy is character education (including consumer character), ranging from elementary to university and doing socialization publicly.

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