



Antecedents Dan Consequence Strategic Entrepreneur

Widodo^{1*}, Kesi Wijayanti², Dandri Widyo³

¹Sultan Agung Islamic University (UNISSULA), Faculty of Economics, Department of Management, Indonesia; widodo@unissula.ac.id (W.)

²Semarang University (USM), Faculty of Economics, Department of Management Semarang Indonesia; kesi_widjajanti@yahoo.com (K.W.)

³Faculty of Economics and Business, Magister Management, Diponegoro University, Indonesia; widyodandri@gmail.com (D.W.).

Abstract. This study aims to develop a strategic entrepreneur model so that it can realize sustainable competitive advantage. The respondents of this study are the leaders of the Indonesian batik SME industry. The sampling method uses purposive sampling technique, then the number of samples of this study is 150 respondents. The analysis technique of this study uses The Structural Equation Modeling (SEM) with AMOS software. The results of the study show that six hypotheses proposed are supported by empirical data. The results of the study show that eight hypotheses proposed are supported by empirical data. However, one third hypothesis proposed is not supported by empirical data, namely entrepreneur culture does not have a significant effect on sustainable competitive advantage. The first and second hypotheses of strategic entrepreneurs which include opportunity exploration and entrepreneur mindset have a significant effect on sustainable competitive advantage. Then the fourth, fifth and sixth hypotheses networking have a significant effect on strategic entrepreneurs (entrepreneur mindset, entrepreneur culture and opportunity exploration). And the seventh, eighth and ninth hypotheses risk taking have a significant effect on strategic entrepreneurs (entrepreneur mindset, entrepreneur culture and opportunity exploration).

Keywords: Entrepreneur Culture, Mindset entrepreneur, Networking, Opportunity Exploration, Risk taking, Sustainable competitive advantage.

JEL Classification: M21; M14; L21.

1. INTRODUCTION

Strategic entrepreneurship represents an innovative paradigm in business study within the field of management science (Gancarczyk, J. 2018). Strategic entrepreneurship is crucial for firms as it encompasses the integration of entrepreneurial innovation, flexibility, adaptability, risk-taking abilities, and the demonstration of sustainable performance (Egwakhe, A. J., 2020). Strategic entrepreneurship is perceived as a combination of entrepreneurship, which involves the pursuit of possibilities, and strategy, which includes the pursuit of profits, aimed at achieving better performance (O. G., & Agu, C. U, 2018). Consequently, comprehending the outcomes of research in one domain is challenging without concurrently examining the results (Keyhani, M. 2023). Thus, an organization's attempt to identify opportunities with the greatest potential for leadership, add value by incorporating entrepreneurial features, and make use of them through tactical actions dependent on organizational resources is known as strategic entrepreneurship.

The results of the study by Naeiji, M. J., & Siadat, S. H. (2019) that there are limitations of strategic entrepreneurship is an indicator to measure its unique dimensions and characteristics. Consequently, SMEs have not succeeded in developing a competitive advantage. Then the concept of strategic entrepreneurship is difficult in the operationalization of the concept and its theoretical ambiguity. It remains unclear, for example, what types of organizational routines are components of strategic entrepreneurship and how these elements can be measured (Ireland, R. D., et al. 2023); Kyrgidou L.P & Hughes M. (2010). And the implementation of effective strategic entrepreneurship practices allows companies to build and maintain a balance between opportunistic behavior and profit-seeking behavior, which in turn has a positive impact on company performance. The fundamental question in the newly formed field of strategic entrepreneurship is how companies create value. In other words, how should a company combine entrepreneurial actions that create new opportunities with strategic actions that result in a competitive advantage (Najda-Janoszka, M, 2016). Therefore, this study aims to develop a strategic entrepreneur model so that it is able to realize a sustainable competitive advantage.

2. LITERATURE REVIEW

2.1. Sustainable Competitive Advantage

A key element of small and medium-sized firms' (SMEs) longevity and effectiveness is their sustainable competitive advantage (SCA) (Arsawan, 2022). According to Olazo (2023), achieving noteworthy results is one of SMEs' main goals. SCA is based on assets and proficiencies that are rare, precious, hard to duplicate, and non-replaceable. Prior research by Barney et al. (2001) indicated that SCA constitutes a strong, resource-based strategy for preserving competitiveness in the market. It describes the calculated risks and calculated moves businesses make to ensure long-term operating gains that rivals either don't take or can't achieve, even when they employ identical tactics. To achieve competitive advantage, organizations must continuously innovate, offering differentiated products, developing specialized expertise, fostering intellectual property, and building core competencies. These elements contribute to establishing a strong competitive position and are pivotal to business success.

Multiple studies have underscored the importance of entrepreneurial orientation as a significant enabler of SCA. This emphasizes the need for business leaders to closely monitor market dynamics and analyse relevant data to identify opportunities for expansion and enhanced competitiveness. It also highlights the necessity of

developing new methods for service, product, or process innovation to maintain a competitive edge. Technological advancements, when coupled with innovative strategies, enhance performance and competitiveness. Furthermore, integrating marketing insights with modern technology helps meet consumer demands, ensuring customer satisfaction and sustained engagement. The findings of Elgarhy & Abou-Shouk (2023) further demonstrate that SCA is realized through the strategic utilization of a company's resources and capabilities to outperform competitors.

2.2. Strategic Entrepreneur

Strategic entrepreneurship shows the relationship between entrepreneurship and strategic management (Kuratko & Audretsch, 2009). Meanwhile, Kyrgidou & Hughes (2010) and Ukenna et al (2019) define strategic entrepreneurship as a practice that requires organizational efforts to recognize opportunities with maximum potential to lead, create value through entrepreneurial elements, with tactical activities based on organizational resources. Djordjevic's (2013) view that strategic entrepreneurship is an entrepreneurial act that uses a strategic perspective and is involved in the search for opportunities simultaneously and competitive advantage actions that are designed and implemented to generate wealth.

Tsai, I. C., & Lei, H. S. (2016) study strategic entrepreneur dimensions include opportunity identification, market positioning, resource allocation, opportunity exploration. While Hughes, M. et al (2021) includes entrepreneurial orientation, accessing relational resources, relational embeddedness. And Ireland, R. D. et al (2023) includes entrepreneur mindset, entrepreneur culture, entrepreneur leadership, managing resources strategically. Based on limitations and future research previous studies used the dimensions of entrepreneur mindset, opportunity exploration and entrepreneur culture.

2.3. Entrepreneur Mindset

An entrepreneurial mindset is a motivation, skill, and thought process that contributes to entrepreneurial success (Daspit et al., 2023). The researchers noted that the entrepreneurial mindset is related to the way individuals think. The entrepreneurial mindset is one of the most pervasive constructions in the discipline of entrepreneurship. There is no widely accepted definition of an entrepreneurial mindset. Its components or dimensions are still debated, it cannot be well distinguished from other constructions such as entrepreneurial orientation and the limited efforts made to produce validation of its measurements. The characteristics of an entrepreneur mindset, such as its variability and how persistent or situational, have not been specifically explained (Morris, M. H., & Tucker, R., 2023). This entrepreneurial mindset will facilitate a person's ability to navigate the entrepreneurial process.

Previous research has revealed the positive consequences of the entrepreneurial mindset on sustainable competitive advantage (Elgarhy, S. D., & Abou-Shouk, M., 2023). These findings are in accordance with the resource-based theory which states that a company's competitive advantage and superior performance come from the company's specific resources and capabilities (Barney, 1991). Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003) explain that an entrepreneurial mindset is necessary to successfully engage in strategic entrepreneurship. An entrepreneurial mindset is a way of thinking about business that focuses on and captures the benefits of uncertainty, organizations that are able to successfully face uncertainty tend to outperform organizations that are unable to do so. Therefore, the hypothesis proposed is,

H₁: There is a positive and significant influence of the entrepreneur mindset on sustainable competitiveness of Advantage

2.4. Opportunity Exploration

Mirvahedi, S., & Morrish, S. (2017) Opportunity is an interesting concept that is mostly developed in the field of entrepreneurship and strategic management. Effective exploration allows small and medium-sized businesses to obtain innovative benefits. The results showed that the analysed companies directly associated opportunities with entrepreneurship and the development of innovative activities. The results of the study Matejun, M. (2018) explain the results and impact of exploring opportunities, such as new business ventures, new markets or resources. The innovation potential of SMEs is mainly based on an entrepreneurial attitude and based on a strategic vision of business activities and the dynamic utilization of market opportunities. Therefore, the relationship between entrepreneurship, innovation, and the exploration of market opportunities is the main pillar in building the competitiveness of SMEs. Therefore, the hypothesis proposed is,

H₂: There is a positive and significant influence of Opportunity Exploration on Sustainable Competitiveness of Advantage

2.5. Entrepreneur Culture

Since the last few years, entrepreneurial culture has emerged as a very prominent concept in the management literature. Entrepreneur culture is an important factor in economic success and is a significant predictor of nascent entrepreneurship (Poi, G., 2020). Entrepreneurial culture is a condition in which new ideas and creativity are expected, encouraged to learn, innovate in products, processes, and continuous change (Simić, I., & Lepojević, V., 2024). In theory, there is no single criterion or unique indicator for monitoring and evaluating an entrepreneurial culture. Indicators include managerial skills; taking responsibility; fear in running a business; entrepreneurial nature; looking for opportunities; entrepreneurial motivation. Entrepreneur culture is developed

in an organization where its leaders apply an entrepreneurial mindset (Egwakhe, A. J. et al, 2020) The results of the study show that strategic entrepreneurship has a positive effect on the company's competitive advantage. One of the dimensions of strategic entrepreneurship is entrepreneurial culture (Ireland, R. D. et al (2023). Therefore, the hypothesis proposed is:

H₃: There is a positive and significant influence of Entrepreneur Culture on Sustainable Competitiveness

3. ORIENTATION ENTREPRENEUR

The process of acquiring entrepreneurial information, raising awareness and comprehension, and creating a comprehensive mental image of entrepreneurship is known as entrepreneurial orientation. A. Hassan et al. (2021). The characteristics of an entrepreneurial attitude are derived from earlier research, and these include taking risks, being innovative, and being proactive. independence, sociability, and competitive aggression. Considering the shortcomings of earlier research (Riyoko, S., & Widodo, W, 2022). This study's orientation dimension of entrepreneurship includes risk-taking and networking.

3.1. Networking

Reliance on networking is a strategy for maintaining competitiveness and an advantage over rivals. According to Udimal, T. B., Liu, E., & Lou, M. (2021); Ahimbisibwe, et al. (2023), reliance on networks is a crucial component in fostering solid relationships. By providing entrepreneurs with access to a range of crucial resources, networking enhances entrepreneurial performance. According to Gliga, G., & Evers, N. (2023), networks are a valuable source of social capital and may give access to the resources required, but it's not the network's presence per se that matters—rather, it's how the network is used via its process that yields advantages. According to the study by Udimal, T. B., Liu, E., & Lou, M. (2021), there are differing opinions on entrepreneurial networks and no agreement on the circumstances in which and how they influence competitiveness and performance.

According to Wasim, J. (2024), in order for entrepreneurs to successfully contribute to society, they must have cooperative social interactions. Social and economic progress are fueled by networking and public engagement. Entrepreneurs that want to succeed and make a difference in society need to use networking to get assistance. These networks can be internal or external and are critical in creating opportunities and accessing resources. Human resources also play an important role in assisting entrepreneurs in identifying the key benefits of social value creation. The company's network is preoccupied with activities related to initiating new relationships with distributors, customers, suppliers, and related institutions in the international market. Thus, the owner's manager will be more likely to gather information about potential partners and contact other organizations for potential connections. An empirical study by Ahimbisibwe, et al (2023) observed that managers or owners with an entrepreneurial mindset are more likely to invest more effort in exploring opportunities through network ties. Therefore, the hypothesis proposed is

H₄: There is a positive and significant influence of networking on entrepreneur mindset

The network available to companies can influence strategic behavior by changing the opportunities available. In addition, it also supports SMEs to acquire knowledge and skills that enable them to achieve competitive advantage and achieve high performance. Similarly, SME entrepreneurship networks also minimize transaction costs and the risk of failure.

According to Scott, Hughes, and Ribeiro-Soriano (2022), relationships are a complex type of collaboration that depend on open communication, mutual benefit, trust, and engagement in order to share resources and risks in a way that goes beyond contracts. Relational governance is closely related to providing an environment conducive to the exchange of resources and knowledge. In general, governance is understood as how an organized social and collective entity is created, directed, and strengthened to develop normative behavior. Ultimately, value realization depends on the extent to which the relationships between actors have an impact on value in transacting the resources available in the network. This flow of knowledge and resources has the potential for the culture of actors to learn faster. Therefore, the hypothesis proposed is

H₅: There is a positive and significant influence of networking on entrepreneur culture

A study by Matejun, M. (2018), action opportunities are defined, sought for, and developed with the intention of using them in the exploitation phase to produce certain market impacts and advantages. Therefore, exploration is more subjective and creative, as it is associated with creativity and a focus on the initiation of innovative solutions. Networking is becoming increasingly important because companies exist and depend on networks between companies. Organizations that form various relationships between different partners, for example: joint development of new products or supply network cooperation as a strategy to be able to enter new markets, access new technologies and knowledge, to share risks with partners or to anticipate competitor manoeuvres and future demands (Hsu, S. H., 2007). Therefore, the hypothesis proposed is

H₆: There is a positive and significant influence of networking on opportunity exploration

3.2. Risk Taking

Rafiki et al., (2023) explained that risk-taking refers to the willingness to be aggressive in seeking and pursuing opportunities, which have lower profits, high cost of error, or unpredictable profit levels. Or the extent to which the manager is willing to provide resources. Entrepreneurial behavior that dares to take risks is an important orientation for new businesses.

The personality attribute of risk has an impact on attitudes toward entrepreneurship. For a number of reasons, including the dangers involved in operating in the entrepreneurial economic sector, many individuals are reluctant to become successful entrepreneurs (Al-Mamary, Y. H., & Alshallaqi, M., 2022). Then Rahman, M. A., (2021) explained that small entrepreneurs always face a risky environment where they are expected to take calculated risks to enter a new market or investment. By using their limited resources in a competitive environment knowing that such investments may not result in profits or even losses. Entrepreneurs take risks because this allows them to differentiate themselves from competitors. Dare to take the risk of positioning himself as a leader, while others will be left behind. When an entrepreneur takes certain risks that competitors do not want to take, the consequences will change the mindset of being able to become a leader in their field. Therefore, the hypothesis proposed is:

H₇: There is a positive and significant influence of risk taking on entrepreneur mindset

Entrepreneurial behavior that dares to take risks has been extensively researched in the literature, which is an important orientation for new ventures (Rafiki et al., 2023). Entrepreneurial activities are inherently risky and assessing risks is an important element of entrepreneurial intention. People who choose to take big risks will be more entrepreneurial (Lone, A. H., & Baba, I. R., 2024). Risk-taking is an important dimension of entrepreneur orientation.

Many recent studies show that the entrepreneur orientation strategy has a significant impact on SME culture. As a result, in the study of entrepreneurship, entrepreneurial orientation is recognized as an important ancestor in entrepreneurial decision-making. Entrepreneurial culture is seen as an important strategic resource that can help companies gain a competitive advantage by encouraging and sustaining entrepreneurial initiatives. The study of entrepreneurship, organizational culture is an important introduction in entrepreneurial decision-making in the same environment. It is also offered when entrepreneurial orientation may or may not arise (Bullough et al., 2022). Thus, the hypothesis proposed is:

H₈: There is a positive and significant influence of risk taking on entrepreneurial culture

Precise evaluation of risks reduces mistakes and enhances goal-achieving company methods. Furthermore, taking chances boosts confidence and might influence one's capacity for making decisions. A person's desire to start their own business grows as a result, and their experiences inspire innovative thinking that results in high-risk choices that lead to business success. Anwar, M., Clauss, T., & Issah, W. B. (2022) contend that risk-taking and an entrepreneurial mindset enable new businesses to see possibilities more effectively and execute at a high level. Efficacy and entrepreneurial abilities play a major role in opportunity detection. New businesses need to be imaginative, risk-taking, and aggressive in order to uncover new possibilities. As a result, the hypothesis put forward is,

H₉: There is a positive and significant influence of risk taking on opportunity exploration

4. METHODOLOGY

4.1. Variable Measurement

The variables of this study include entrepreneur culture, entrepreneur learning, entrepreneur capacity and sustainable competitive advantage. As for the measurement of variable indicators. entrepreneur culture refers to the Poi study, Godwin (2020) indications of entrepreneurial culture include: 1). Enthusiasm 2). Stakeholder Alignment 3). Learning & Development Support. 4). Opportunity Driven Change. Then Risk taking: 1). Have a strong tendency to make high-risk investments 2). High courage 3). Has an aggressive attitude (Egwakhe, A. J., 2020). Entrepreneur mindset: 1). Ability to describe entrepreneurial activities. 2). Entrepreneurial Engagement Time 3). Determination of entrepreneurial opportunities 4). Determination of entrepreneurial ideas (Egwakhe, A. J., 2020). Opportunity exploration: meet unique needs, meets consumer value, different market opportunities, (Zulfa and Widodo, 2019). Net working: 1). Interdependence 2). Interaction and mutual benefits 3). trust (De Klerk, S., & Kroon, J. 2008). And sustainable competitive advantage includes having valuable resources, not easy to imitate, irreplaceable, incomparable and strategic advantage (Grant (1991); Barney (1991).

4.2. Respondent

The population in this study is the leader of the batik SME industry in Central Java Province, Indonesia. Then the sampling method uses *the purposive sampling technique*, meaning based on the characteristics of the population, namely the area or location and has been operating for at least 10 years (sustainability) Then the number of samples (*sample size*) refers to the opinion of Hair et al. (1996), who said that the number of samples is an indicator multiplied by 5 to 10 or at least 100 respondents. However, what can be analysed is 150 (60% of the population).

4.3. Technical Analysis

To analyse quantitative data, *Structural Equation Modelling* (SEM) with AMOS software is used. This model is a statistical technique that allows testing a relatively complex series of relationships The advantage of SEM applications in research in the field of management is its ability to test together, namely structural models (relationships between exogenous and indigenous constructs) and measurement models (relationships between indicators and constructs).

5. HYPOTHESIS TESTING

Based on the results of the feasibility test of the model, it can be seen that the results of the estimated values of the *chi-square*, probability, CMINDF, GFI, TLI, CFI and RMSEA criteria are in the expected value range and the AGFI margin (Figure 1 Cut point shows the fit category (good) so that the model can be accepted. The AGFI index obtained poor results, but the value is close to the *cut off value* or it can be said to be a marginal fit, which is the condition of the suitability of the measurement model under the fit size criteria, but it can still be continued in further analysis because it is close to the *good fit* criteria, so the model is still acceptable.

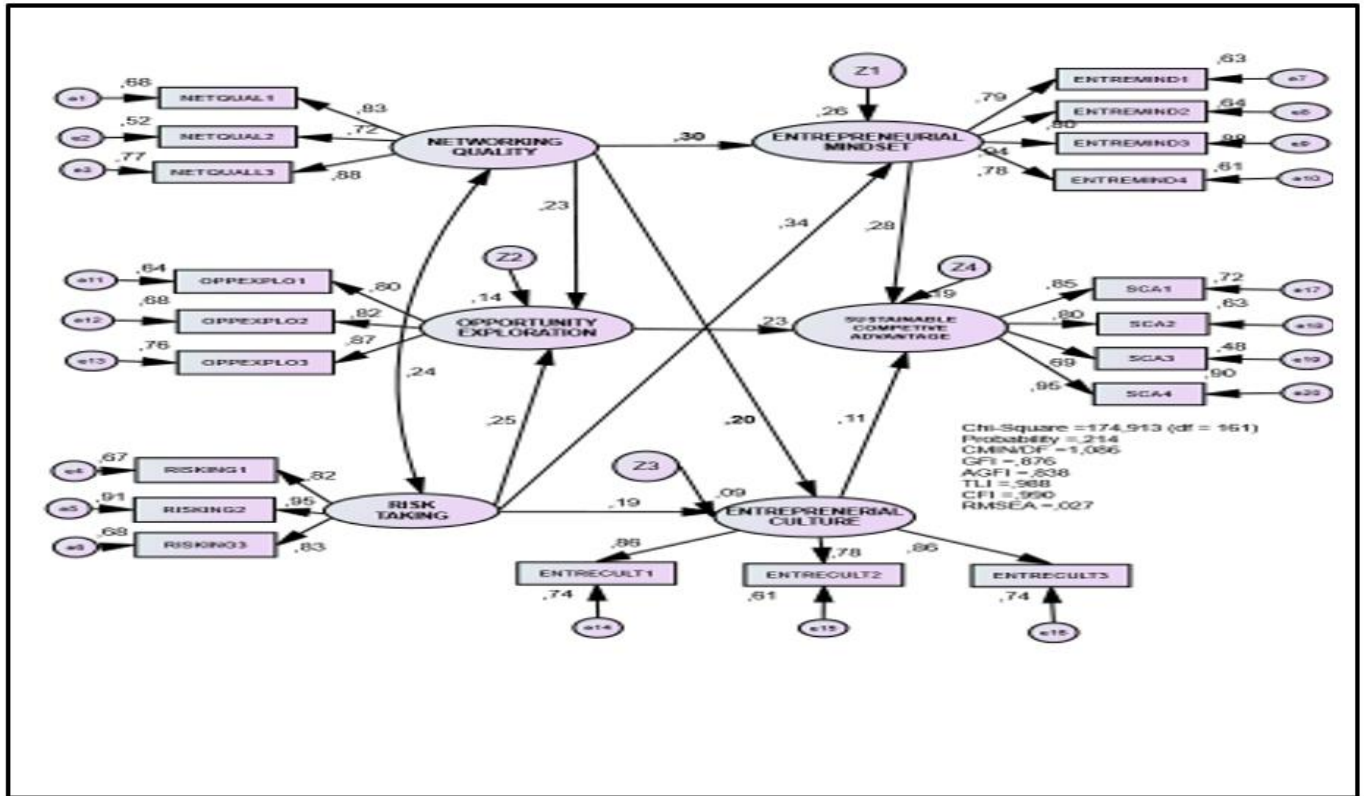


Figure 1: Full Model Strategic Entrepreneur.

Based on calculations through confirmatory analysis and testing of the structural equation model, the strategic entrepreneur development model is as summarized as the summary of the hypothesis test proposed in this study as shown in Table 1.

Table 1: Summary of hypothesis testing.

Hypothesis	Relationship between variables	Standard Estimate	t count	Prob.	Description
H1	Opportunity Exploration → Sustainable Competitive advantage	0.232	2.389	0.017*	Significant
H2	Entrepreneur Mindset → Sustainable Competitive advantage	0.280	2.898	0.004*	Significant
H3	Entrepreneur Culture → Sustainable Competitive advantage	0.115	1.211	0.226	Not Significant
H4	Networking → Entrepreneur Mindset	0.298	3.042	0.002*	Significant
H5	Networking → Entrepreneur Culture	0.202	1.914	0.056**	Significant
H6	Networking → Opportunity Exploration	0.231	2.220	0.026*	Significant
H7	Risk Taking → Entrepreneur Mindset	0.343	3.632	0.000*	Significant
H8	Risk Taking → Entrepreneur culture	0.186	1.838	0.066**	Significant
H9	Risk Taking → Opportunity Exploration	0.249	2.495	0.013*	Significant

Note: *.0.05; **.0.10.

Table 1 shows that the t calculation is greater than the t table and the significant levels are below 0.05 and 0.10 therefore the eight hypotheses proposed are supported by empirical data. However, one third hypothesis proposed is not supported by empirical data, namely that entrepreneurial culture has no significant effect on sustainable competitive advantage. The first and second hypotheses of strategic entrepreneurs, which include opportunity exploration and entrepreneur mindset, have a significant effect on sustainable competitive advantage. Then the fourth, fifth and sixth hypothesis of networking has a significant effect on strategic entrepreneurs (entrepreneur mindset, entrepreneur culture and opportunity exploration). And the seventh, eighth and ninth risk taking hypotheses have a significant effect on strategic entrepreneurs (entrepreneur mindset, entrepreneur culture and opportunity exploration).

6. DISCUSSION

The purpose of this research is to develop a strategic entrepreneur model so that it is able to realize a

sustainable competitive advantage. Therefore, the findings of this study have several contributions to the existing literature, as follows:

First, the strategic entrepreneur development model of this study validates the variables that form entrepreneur mindset and exploration opportunity and Entrepreneur Culture (Ireland, R. D., Hitt, M. A., & Sirmon, D. G., 2003; Tsai, I. C., & Lei, H. S. 2016, Gancarczyk, J. 2018). An entrepreneurial mindset makes it easier for businesspeople to navigate the entrepreneurial process. More specifically, the creation and development of new businesses is an emerging process that is full of uncertainty. Entrepreneurs make the wrong decisions that must be learned and adapted, and what ends up working is usually significantly different from what was originally intended or planned. An entrepreneurial mindset helps entrepreneurs to recognize emerging opportunities, overcome uncertainty and lack of critical resources, and creatively address problems as they arise (Morris, M. H., & Tucker, R. 2023). Then exploration opportunity is an action that aims to define, seek, and develop opportunities that are then used in the exploitation phase to achieve certain market effects and benefits. Therefore, exploration is more subjective and creative in nature, as it is associated with creativity and a focus on the initiation of innovative solutions. Exploitation is more objective, rational, and analytical, including the initiation and development of business ventures based on the commercialization of the opportunities explored (Matejun, M. 2018). Therefore, this strategic entrepreneur development model contributes to the limitations of previous studies (Kyrgidou L.P., and Hughes M, 2020) related to the components of *strategic entrepreneurship* and how these elements can be measured.

Second, this study validates the indicators of the strategic entrepreneur dimension, the previous study had limitations that strategic entrepreneurs did not have the ability to turn these opportunities into competitive advantages (Gancarczyk, J. 2018). This study selectivity adopts the study indicators of Poi, Godwin (2020) entrepreneurial culture includes: 1). Enthusiasm 2). Stakeholder Alignment 3). Learning & Development Support. 4). Opportunity Driven Change. Entrepreneur mindset: 1). Ability to describe entrepreneurial activities. 2). Entrepreneurial Engagement Time 3). Determination of entrepreneurial opportunities 4). Determination of entrepreneurial ideas (Egwakhe, A. J., 2020), able to realize a competitive advantage.

Third, this research bridges the limitations of entrepreneurship and strategic management of scientific disciplines that cannot be separated, making it difficult to understand the research findings of one field simultaneously (David G. Sirmon WP, 2013). Entrepreneurship is shown by the variables of entrepreneurial mindset and entrepreneurial culture. Meanwhile, strategic management is shown by opportunity exploration by identifying opportunities and obstacles in doing business. Then sustainable competitive advantage is the goal of strategic management.

Fourth, this study finds that the antecedent support of strategic entrepreneurs to increase sustainable competitive advantage is entrepreneur orientation which includes risk taking and networking variables. Risk taking is built by indicator 1). Have a strong tendency to make high-risk investments 2). High courage 3). Has an aggressive attitude (Egwakhe, A. J., 2020). And networking is built by indicators: 1). Interdependence 2). Interaction and mutual benefits 3). trust (De Klerk, S., & Kroon, J. 2008).

Finally, this study enriches the development model of strategic entrepreneurs as a top priority by building and improving strategic entrepreneurs (entrepreneur mindset and exploration opportunity and Entrepreneur Culture) by building and managing networking.

6.1. Limitation And Future Research

This study has several limitations, including the results of testing the full SEM model showing that the model is in accordance with the data or fits the data used. However, there are two conformity tests that are marginally accepted, namely the Adjusted Goodness of Fit Index (AGFI = 0.8348). Then the influence of entrepreneurial culture on sustainable competitive advantage does not have a significant effect. The effect of risk taking on entrepreneur culture has *Squared Multiple Correlations* of 18.6.0% low criteria. Based on the limitations of the results of this study, future studies require new indicators and intervening variables as an interesting area of study.

7. CONCLUSION

Strategic entrepreneurship can be realized by increasing sustainable competitiveness built by entrepreneur mindset and exploration opportunity. The increase in strategic entrepreneurs is the main priority in the influence of networking, which is built by 1). Interdependence 2). Interaction and mutual benefits 3). Belief.

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