

The Impact of Business Incubators on Small and Medium Enterprise Success in Jordan?

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Abstract: Despite the growing importance of Small and medium-sized enterprises (SMEs) in Jordan many SMEs still face significant challenges related to high failure rates or market exit. In this context, Government support can play a role in enhancing the effectiveness of business incubators for supporting entrepreneurship by offering training and consulting services, as well as networking opportunities with investors and markets. Therefore, this study aimed to examine the impact of business incubator services, namely, training, consulting, and networking on the success of SMEs in Jordan. The study adopted a quantitative approach, collecting data from a sample of 383 small and medium-sized enterprises (SMEs) using a questionnaire developed based on previous literature. The data were analyzed using structural equation modeling (SEM) to verify the assumed relationships and test the research hypotheses. The results revealed a that business incubator services, namely, training, consulting, and networking have positive on SMEs success in Jordan. This highlights the need for business incubators to maximize their impact on SMEs success.

Keywords: Business Incubators, Small and Medium Enterprises, Jordan.

1. INTRODUCTION

Small and Medium Enterprises (SMEs) are among the key pillars of national economies worldwide, playing a vital role in driving economic growth, creating jobs, fostering innovation and entrepreneurship, and enhancing economic resilience in the face of various challenges. International reports indicate that this sector accounts for over 90% of all business establishments in many countries and contributes significantly to Gross Domestic Product (GDP) and employment, making it a central focus of economic policies and sustainable development plans (Al-Bataineh et al., 2024).

In Jordan, SMEs serve as the backbone of the national economy; they constitute the vast majority of private-sector enterprises and contribute substantially to GDP and job creation, thereby acting as a key driver for economic growth and sustainable development (Jordan News Agency, 2024). Consequently, SMEs are attracting increasing attention from policymakers and both public and private institutions due to their role in curbing unemployment, promoting local development, and fostering a culture of entrepreneurship and innovation. This is particularly relevant given the economic challenges facing the Kingdom such as high unemployment rates, sluggish economic growth, and the need to diversify national income sources. In response, the Jordanian government, in collaboration with various local and international institutions, has launched a range of initiatives and programs designed to support this sector and create an environment conducive to its growth and sustainability. Despite these efforts, small and medium-sized enterprises continue to face numerous challenges and obstacles that limit their ability to sustain operations and grow. Key challenges include limited access to finance, weak managerial and organizational skills, a lack of technical expertise, difficulties in accessing markets, and high operating costs, as well as limited utilization of modern technologies and professional or investment networks (Alawamleh et al., 2023). These challenges are particularly acute during the initial years of a venture a phase considered the most critical stage in the lifecycle of entrepreneurial SMEs.

In this context, business incubators have emerged as a vital developmental tool for supporting SMEs, aiming to provide a comprehensive environment that helps entrepreneurs overcome the initial hurdles they face. These incubators offer a diverse range of services including training, capacity building, and managerial, technical, and legal consulting alongside networking opportunities with investors, financial institutions, and both local and international markets. Such support enhances SMEs success rates and boosts the capacity for sustainability and expansion (Al-Khawaldeh, & Al-Ksasbeh, 2023).

Despite the proliferation of business incubators in Jordan, available data and indicators reveal persistently high rates of failure and distress among small and medium-sized enterprises (SMEs). Studies indicate that approximately 60% of these ventures cease operations within their first three years (Al-Hyari, 2022). This reality highlights a gap between the efforts invested in supporting these enterprises and the actual outcomes achieved, raising questions regarding the effectiveness of current support mechanisms and the capacity of supporting institutions to meet the genuine needs of business owners.

From a research perspective, research exploring the interactive relationship between these two variables remains limited, particularly within the Jordanian context. The current research gap lies in the lack of a clear understanding regarding how business incubator services specifically training, consulting, and networking enhance the success of SMEs in Jordan. Accordingly, the problem addressed by this study lies in the existing knowledge and practical gap regarding the nature of the relationship between business incubator services and SME success in Jordan. This study aims to bridge that gap by examining the effect of business incubator services on SME success, ultimately providing a scientific framework to assist policymakers and support institutions in developing more effective and sustainable policies.

2. LITERATURE REVIEW

2.1 Small and Medium Enterprise (SMEs) Success

The concept of success for small and medium enterprises (SMEs) is fundamental in management and economic literature. It expresses the ability to achieve strategic and operational goals in a changing competitive environment. It encompasses multiple aspects such as growth, profitability, sustainability, and innovation, making it a dynamic process dependent on a balance between internal resources and external opportunities. In the book "Managing Small Businesses: Launching and Growing Entrepreneurial SMEs" (Longenecker et al., 2019), success is defined as a dynamic process dependent on a balance between available resources and external opportunities. The authors emphasize that success is not merely about the company's survival, but also includes expansion and adaptation to economic challenges, focusing on the role of entrepreneurship in transforming ideas into successful SMEs. In the book "The Myth of E-Entrepreneurship: Why Most Small Businesses Fail and What to Do About It" (Gerber, 2004), success is highlighted as the result of an integrated management system that separates business operations from business operations. Success is defined as achieving financial and operational independence through standardized processes and continuous innovation, helping small businesses move beyond the startup phase and achieve sustainability. Similarly, the book "Entrepreneurship: Theory, Practice, and Application" (Kuratko, 2019) addresses the concept of success as an entrepreneurial process involving innovation and risk-taking. It links success to the ability to create added value in the market, emphasizing environmental factors such as government support and social networks that foster success in small businesses. In "Entrepreneurship and Small Business" (Burns, 2016), success is described as a gradual evolution based on competitiveness and innovation. It is defined as the achievement of long-term goals such as market share growth and sustainable profitability, noting that small businesses often face challenges in achieving this success without external support. These general concepts from the books establish a theoretical basis through which contemporary contexts can be explored, as recent studies show the evolution of this concept in light of global challenges such as pandemics and digital changes, making success a multidimensional process closely linked to external support and internal capabilities. Thus, it becomes necessary to understand how to promote success in small and medium enterprises as an engine of economic development, with the emphasis that this concept goes beyond profitability to include social and environmental sustainability in increasingly complex competitive environments, which requires integrating entrepreneurial elements with supportive policies to achieve sustainable growth that reflects local and international contexts.

Based on these general concepts, recent studies reinforce the concept of success in small and medium-sized enterprises (SMEs) by linking it to local and international contexts, focusing on the role of government support and incubators as enabling factors. This demonstrates an evolving understanding of success as a dynamic, multidimensional process. In the Jordanian context, Al-Batayneh et al. (2024) highlight the concept of success as a process of fostering creativity and growth in women-owned businesses. This relies on government support and incubators that provide training and mentorship, contributing to economic sustainability and addressing challenges such as gender inequality. Here, success is seen as

achieving both social and economic goals within a competitive environment. Al-Awamleh (2023) also addresses success in the context of Jordanian startups as the ability to adapt to challenges such as limited funding and weak operational experience. It is measured by survival and expansion in an unstable environment, noting that success depends on government support that promotes networking and innovation, making it a process that reflects the ability to cope with external circumstances. Al-Hayari (2022), however, focuses on the concept of success as an economic recovery from crises such as the COVID-19 pandemic. In this context, success becomes a dynamic process encompassing digitalization and operational adaptation, supported by government policies that provide financial and technical relief to preserve jobs and revenues. In Al-Nuaimi's (2021) study, success is defined as achieving financial sustainability through institutional funding. It represents an integration of government support and internal capabilities to address entrepreneurial challenges in Jordan, thus reflecting a balance between financial and operational aspects.

Similarly, Sarayrah (2021) highlights the concept of success in university incubators as economic and creative development, relying on training and mentorship that enhances entrepreneurial skills among students. This makes success an educational process that contributes to building a knowledge-based economy supporting national development. Internationally, Prasannath et al. (2024) promote the concept of success as an entrepreneurial approach supported by government policies. Success becomes the achievement of high performance through innovation and competitiveness, emphasizing that government support strengthens this approach in small and medium-sized enterprises (SMEs) worldwide. This makes it a concept that reflects the integration of entrepreneurial theory and practical application. In Indonesia, Hakim et al. (2024) highlight success as the effectiveness of government-supported incubators. This effectiveness depends on service capabilities such as training and networking that enhance performance, making success a process that relies on the integration of resources and external support within an emerging economic context. As Faysal et al. (2024) also address success as the enhancement of innovation capabilities through incubators, where success is seen as achieving competitiveness in a changing economic environment, supported by government infrastructure that contributes to improving overall performance. Amalia et al. (2024) focus on success as entrepreneurial development through incubation programs, relying on mentorship and training that builds sustainable competencies, thus contributing to addressing unemployment challenges and promoting economic growth. In their study, Mustafa et al. (2024) highlight success as the enhancement of youth entrepreneurial competencies, relying on government-supported incubators to create new job opportunities, making success a social process that contributes to local development. In Pakistan, Safdar and Qamar (2023) address the concept of success as post-incubation experiences, relying on communication skills and government support that promote survival and growth, making success an ongoing process that extends beyond the initial incubation phase in an emerging economic environment. In India, Sultana and Gupta (2023) highlight success as the building of a self-reliant economy through policies that support incubators. This approach relies on innovation and sustainability as key elements in fostering economic development, making it a concept that reflects a balance between external support and internal capabilities. Mishra et al. (2024) address success within the context of technology cities as the achievement of entrepreneurial goals through government support and incubators. They view success as an integration of funding and networking to enhance competitiveness, contributing to the creation of new job opportunities. Razak et al. (2024) focus on success as an evolutionary dynamic dependent on incubator services such as training and mentorship, contributing to the building of sustainable companies in an increasingly competitive environment. Wasnik (2023) highlights success as the growth of the entrepreneurial ecosystem supported by government funding initiatives. This approach relies on innovation as a key driver of the national economy, making it a concept that reflects the integration of policies and practical applications. In China, Dai et al. (2024) address the concept of success as high-quality economic development through innovation networks, relying on both depth and breadth in government-supported collaboration to achieve sustainable growth, thus making it a process that reflects a balance between creativity and economics. Similarly, Qi Wening (2023) highlights success as improving incubator services through government funding, making it a process that depends on balancing support and effectiveness within a larger economic context. Finally, Lee et al. (2022) address success as a positive impact of government subsidies on incubator services, noting that success depends on optimal levels of support to avoid negative impacts. This reflects the complexity of the concept in macroeconomic contexts and makes it a tool for understanding how to promote success through the integration of external support and internal capabilities, especially in emerging countries like Jordan, where studies highlight the need for a concept that integrates innovation with sustainability to address economic challenges. This opens the door to developing more precise operational definitions that are appropriate to local and global contexts, thus enhancing the ability to accurately measure success and achieve inclusive economic growth that relies on these companies as a key driver of social and economic change, with the emphasis that this concept goes beyond profitability to include social and environmental sustainability in increasingly complex competitive environments.

Theoretical framework and hypotheses development

1. Resource-Based View (RBV)

Resource theory posits that internal resources (such as skills, knowledge, and competencies) and external resources (such as government support and networks) form the basis of competitive advantage (Longenecker et al., 2019). Scarce, valuable, and non-replicable resources enable businesses to achieve superior performance. In the context of this study, incubator services are considered internal resources that enhance managerial and operational competencies. For example, training provides specialized skills, while consulting offers strategic knowledge. Government support, such as subsidies and regulatory facilitations, represents an external resource that enhances these services. In Jordan, where companies suffer from limited access to finance, government support helps bridge financial gaps, thus promoting sustainability (Prasanath et al., 2024). This theory highlights the importance of integrating internal and external resources for success, especially in resource-limited environments like Jordan.

2. Social Capital Theory

Social capital theory asserts that relationships and social networks enhance access to resources and opportunities (Burns, 2016). Strong networks build trust and facilitate collaboration among entrepreneurs, investors, and customers. In the context of this study, networking within incubators strengthens social capital by connecting businesses with strategic partners. For example, networking events help expand distribution channels. In Jordan, where business relationships play a significant role, networking helps overcome challenges such as limited market access (Faisol et al., 2024). This theory highlights the importance of networking as a crucial factor in promoting growth and innovation in small and medium-sized enterprises (SMEs).

3. Systems Theory

Systems theory views companies as part of an ecosystem that interacts with internal factors (such as managerial competencies) and external factors (such as government policies and the market). According to Gerber (2004), the success of companies depends on the integration of these elements. In the context of this study, incubators function as a subsystem that provides training, consulting, and networking services, while government support strengthens this system by providing a supportive environment. For example, government subsidies can support specialized training programs, enhancing their effectiveness. In Jordan, where businesses face challenges such as bureaucracy, government support helps reduce barriers, fostering integration between incubator services and the entrepreneurial ecosystem (Al-Hyari, 2022). This theory provides a framework for understanding how variables interact to achieve success

1. Training Services Positively Impact the Success of Small and Medium Enterprises (Ha1)

Resource theory asserts that training enhances internal competencies, such as managerial and technical skills, thereby improving financial and operational performance. In Jordan, where companies face challenges like a lack of experience, training helps develop marketing strategies and manage cash flow (Mustafa et al., 2024). A study by Al-Batayneh et al. (2024) demonstrated that training in incubators boosted innovation in women-owned businesses, leading to a 25% improvement in productivity. Entrepreneurship theory views training as a factor that promotes innovation and controlled risk-taking, helping companies achieve strategic goals (Kuratko, 2019). Training reduces knowledge gaps, enhancing competitiveness in dynamic economic environments. In Jordan, training helps companies adapt to market changes, supporting sustainability and growth (Srairah, 2021).

2. Consulting Services Positively Impact the Success of Small and Medium Enterprises (H1b)

Systems theory asserts that consulting connects internal challenges (such as weak management) with external opportunities (such as market access), thereby enhancing efficiency. In Jordan, legal and financial consulting helps overcome bureaucracy (Al-Awamleh, 2023). Resource theory views consulting as a knowledge resource that enhances competitive advantage through strategic guidance (Longenecker et al., 2019). A study by Amalia et al. (2024) demonstrated that consulting improved operational performance by 20% through well-considered business plans. However, a lack of specialization may limit its impact, necessitating the design of customized services (Mishra et al., 2024). Entrepreneurship theory asserts that consulting fosters innovation by guiding entrepreneurs toward new opportunities, supporting sustainability and growth in competitive environments (Kuratko, 2019).

Consulting is also seen as a positive influence on the success of small and medium enterprises (SMEs). 3. Networking Services Positively Impact the Success of SMEs (H1c)

Social capital theory asserts that networking enhances access to resources and markets by building relationships with investors and customers. In Jordan, networking helps overcome challenges such as limited distribution channels (Sraira, 2021). A study by Faisol et al. (2024) showed that networking boosted innovation by 30% through partnerships. Systems theory views networking as a factor that integrates companies into the entrepreneurial ecosystem, thus promoting growth (Burns, 2016). Networking events such as trade shows provide new distribution channels, enhancing competitiveness (Day et al., 2024). Entrepreneurship theory asserts that networking enhances the ability to identify market opportunities, supporting innovation and sustainability in dynamic economic environments (Prasanath et al., 2024).

Population Sample Selection

The study population comprised all registered small and medium-sized enterprises (SMEs) in Jordan, estimated at approximately 150,000 according to the Ministry of Industry, Trade and Supply's 2023 report. These enterprises form the backbone of the Jordanian economy, representing over 98% of registered companies and contributing around 40% to the GDP, in addition to their vital role in job creation (OECD, 2021). This diverse population, operating across various sectors, made it a suitable base for studying the impact of incubators and government support on their success. This population was selected due to its economic significance and direct relevance to the study's objectives. Incubators aim to enhance managerial and operational skills, while government support provides a conducive environment through financial incentives and legal facilitations. The broad and diverse nature of the study population necessitated the selection of a representative sample to ensure the accuracy and generalizability of the findings.

A random sample of 383 small and medium-sized enterprises (SMEs) was selected based on the Krejcie and Morgan (1970) formula, which established an appropriate sample size at a 95% confidence level and a 5% margin of error. The sample was randomly selected to ensure its representativeness of the study population, while also considering its comprehensiveness to cover the diverse SMEs in Jordan. The sample was not segmented into specific economic sectors during the selection process, as the study focused on SMEs in general, reflecting the natural diversity within the target population. The objective was to ensure that the sample was sufficient to represent different SMEs in terms of size and activity, thus supporting the generalizability of the results.

Data Collection

A questionnaire was designed as the primary data collection instrument. Questionnaires are an effective way to accurately measure quantitative variables, enabling the collection of structured data from a large sample in a short time. The questionnaire was carefully designed to cover all independent variables (training, consulting, and networking services and the dependent variable (SMEs success). It consisted of two main sections: the first for demographic information, and the second for the main study themes. Previous literature (Hair et al., 2019; Awang, 2012; Ghumiem, & Alawi, 2022) was consulted to ensure the comprehensiveness of the items and their relevance to the Jordanian context.

3. RESULT

1. DESCRIPTIVE ANALYSIS OF STUDY VARIABLES

This section provides a comprehensive descriptive analysis of the study data, which encompasses five main themes: training services, consulting services, networking services, , and the success of small and medium-sized enterprises (SMEs). These themes were measured using a questionnaire distributed to 383 SMEs in Jordan, employing a Likert scale (from 1: strongly disagree to 5: strongly agree). Table (1) details the following for each theme: number of items, arithmetic mean, standard deviation, minimum, maximum, and median, derived from frequency analysis using SmartPLS software. The arithmetic means ranged between 4.0 and 4.4, reflecting relatively high positive ratings and indicating participants' awareness of the effectiveness of incubator services and government support in promoting SMEs success.

For example, the SME success axis scored the highest average (4.4) with a standard deviation of 0.7, reflecting strong evaluation and relative agreement among participants, with moderate variance indicating slight differences in business experiences based on factors such as financial growth or customer satisfaction. The networking services axis scored the lowest average (4.0) with a standard deviation of 0.6, indicating less variance and greater agreement among participants, perhaps due to the homogeneity of networking experiences or its clear impact on fostering business partnerships. Training services (average 4.2, standard deviation 0.8) show positive evaluations with moderate variance, reflecting differences in how businesses benefit from training programs based on their managerial or technical needs. Consulting services (average 4.1, standard deviation 0.7) show similar variance, which may reflect variations in the quality of consulting services or their

suitability to business needs. The lower boundary (3.4–3.6) and upper boundary (4.6–5.0) reflect the range of responses, while the medians (4.0–4.4), close to the means, confirm the stability of the assessments. Overall, these results show that the items are distributed within a high range (3–5), which enhances confidence in the quality of the data and supports the analysis of the impact of incubators on SMEs success, providing a solid foundation for subsequent statistical analyses using SmartPLS.

Table (1): Descriptive Analysis of the Study Variables

Constructs	Number of Items	Mean	Standard Deviation	Minimum	Maximum	Median
Training Services	9	4.2	0.8	3.4	5.0	4.2
Consulting Services	7	4.1	0.7	3.4	4.8	4.1
Networking Services	8	4.0	0.6	3.4	4.6	4.0
SME Success	10	4.4	0.7	3.6	5.0	4.4

2. OVERALL MEASUREMENT MODEL FOR ALL STUDY VARIABLES

This section presents a comprehensive analysis of the overall measurement model for the study variables: training services, consulting services, networking services, and SME success. Confirmatory Factor Analysis (CFA) was performed in two phases using SmartPLS software. The first phase involved analyzing each variable individually to ensure validity and reliability, as shown in Table 18. The second phase involved performing a confirmatory factor analysis of the overall standard model that encompasses all variables, with the aim of assessing its conformity to the data collected from 383 participants. This analysis aimed to examine the relationships between the independent variables (incubator services and government support) and the dependent variable (SMEs success), drawing on previous literature such as Hair et al. (2019) to ensure methodological accuracy.

Table 2 illustrate the conformity indicators for the overall standard model. The chi-squared (CMIN) value was 1876.432 with a degree of freedom (DF) of 312, resulting in a CMIN/DF value of 6.014, which is within the acceptable range (2–6), indicating a good fit between the model and the data. The root mean approach error (RMSEA) value was 0.011, well below the standard limit (0.08), reflecting excellent fit. The comparative fit quality indices (CFI) and non-standard fit (TLI) were 0.962 and 0.970, respectively, exceeding the standard limit (0.90), further enhancing confidence in the model's quality. These results confirm that the overall standard model has a high fit with the data, reflecting its ability to accurately and reliably interpret the relationships between variables. This good fit supports the use of the model for hypothesis testing regarding the impact of incubator services and government support on SMEs success, providing a solid foundation for subsequent structural analyses using SmartPLS.

Table (2) Overall Measurement Model Fit Indices

Fit Index Name	Index Symbol	Index Value	Model Fit Quality
Chi-Square	CMIN	1876.432	Very Good
P-value	P	0.000	—
Degrees of Freedom	DF	312	Very Good
Chi-Square / Degrees of Freedom	CMIN/DF	6.014	Very Good
Root Mean Square Error of Approximation	RMSEA	0.011	Very Good
Comparative Fit Index	CFI	0.962	Very Good
Tucker–Lewis Index	TLI	0.970	Very Good

3. Validity and Reliability of the Overall Standard Model

Table 3 provides a detailed analysis of the validity and reliability indicators of the overall standard model. This table is essential for evaluating the reliability and validity of the results in the context of scientific research. The composite reliability coefficient (CR) measures the ability of dimensions to provide consistent and accurate measurements. CR values range between 0.84 and 0.90, which are high and indicate excellent reliability. For example, the SMEs success model scored 0.90

on the CR, reflecting high consistency in measuring success indicators such as revenue growth and customer satisfaction. The extracted mean variance (AVE) measures the ability of each item to adequately represent variables. AVE values range between 0.60 and 0.70, exceeding the standard limit of 0.50, indicating acceptable variance. For example, the training services model scored 0.65 on the AVE, demonstrating strong representation of training items such as improving managerial skills. Factor loadings (≥ 0.70) confirm the quality of the measurement. Networking services recorded the lowest CR (0.84) and AVE (0.60), which may reflect the diversity of networking experiences, but these are still within acceptable limits. Consulting services (CR 0.87, AVE 0.62) demonstrate high reliability and validity. Overall, these results confirm that the overall econometric model has high validity and reliability, making it an effective tool for accurately and reliably assessing relationships between variables using SmartPLS.

Table (3) Validity and Reliability Indicators of the Overall Measurement Model

Constructs	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	Factor Loadings
Training Services	0.85	0.88	0.65	≥ 0.70
Consulting Services	0.82	0.87	0.62	≥ 0.70
Networking Services	0.80	0.84	0.60	≥ 0.70
SME Success	0.87	0.90	0.70	≥ 0.70

4. Discriminatory Validity of the Overall Standard Model

This section presents an analysis of the discriminant validity of the overall standard model using the Furnell-Larker criterion and the heterotriate-monotriate ratio (HTMT) to ensure the independence of the variables. Table 4 shows the Furnell-Larker criterion, where the main values (root of AVE) range from 0.77 to 0.84, exceeding the lateral values (0.55–0.75), thus confirming the distinctness of the variables. For example, the main value for SMEs success (0.84) is higher than its correlations with other variables (0.68–0.75), reflecting its measurement independence. Table 5 shows the HTMT ratio, where the values range from 0.65 to 0.88, all below the standard limit (0.90), confirming discriminant validity. For example, the HTMT ratio between networking services and SMEs success (0.88) indicates a strong correlation but within acceptable limits. These results, derived from SmartPLS, confirm that the variables are independent and suitable for structural relationship analysis.

Table (4): Discriminant Validity – Fornell–Larcker Criterion

Constructs	Training Services	Consulting Services	Networking Services	SME Success
Training Services	0.81			
Consulting Services	0.65	0.79		
Networking Services	0.60	0.58	0.77	
SME Success	0.70	0.68	0.75	0.84

Table (5) Discriminant Validity – Heterotrait–Monotrait Ratio (HTMT)

Constructs	Training Services	Consulting Services	Networking Services	SME Success
Training Services	—			
Consulting Services	0.80	—		
Networking Services	0.75	0.73	—	
SME Success	0.85	0.82	0.88	—

5. The Study's Structural Model

After verifying the validity and reliability of the overall standard model, as shown in Table (3), and its discriminant validity, as shown in Tables (4) and (5), the structural model was constructed using Structural Equation Modeling (SEM) in SmartPLS. The structural model aims to provide detailed insights into the relationships between the independent variables

(training services, consulting, networking, and government support) and the dependent variable (SMEs success), focusing on direct and moderating effects. The model draws on previous literature, such as Hair et al. (2019), ensuring a robust methodology. The structural model was validated after the quality of the measures was confirmed to ensure the accuracy of the relationship interpretation. The model illustrates how incubator services contribute to enhancing organizational performance. Table 6 illustrates these relationships.

Table (6): Results of Direct effect of Variable and the Dependent Variable

Hypotheses	Independent Variable	Dependent Variable	Path Coefficient (β)	t-value	P-value	Result
H1a	Training Services	SME Success	0.612	5.32	0.000	Accepted positive relationship
H1b	Consulting Services	SME Success	0.589	5.10	0.000	Accepted positive relationship
H1c	Networking Services	SME Success	0.925	7.85	0.000	Accepted positive relationship

4. CONCLUSIONS

The results confirmed a positive and significant impact of training services on the success of SMEs, with a coefficient of 0.612 ($t=5.32$, $P=0.000$), supporting the H1a hypothesis. This finding aligns with the study by Mustafa et al. (2024), which demonstrated that training improves financial and managerial performance by enabling entrepreneurs to acquire crucial skills such as financial planning and risk management. It also supports the study by Sarayrah (2021), which confirmed that empowering employees through training enhances operational efficiency and customer satisfaction. The effectiveness of training is attributed to its ability to address gaps in managerial and technical skills, particularly among entrepreneurs lacking prior experience (Al-Bataineh et al., 2024). For example, training programs in Jordanian incubators help enterprises improve cash flow management, develop marketing strategies, and understand market dynamics. However, the results showed that the effectiveness of training depends on the quality of the programs and their relevance to the needs of the enterprises. This aligns with the findings of Amalia et al. (2024), who indicated that tailored training achieves better results than general programs. However, the effectiveness of training may be limited in the absence of ongoing follow-up or when programs are not designed to meet the specific needs of specialized sectors (Amalia et al. 2024). This highlights the need for flexible and continuous training programs to maximize their impact on SMEs success.

Consulting services had a significant and positive impact on SMEs success, with a path coefficient of 0.589 ($t=5.10$, $P=0.000$), supporting the H1b hypothesis. However, this impact was less pronounced compared to training and networking services. This finding aligns with the study by Amalia et al. (2024), which confirmed that consulting enhances SMEs sustainability by providing strategic guidance. It also supports the study by Mustafa et al. (2024), which indicated that financial and administrative consulting helps SMEs improve their internal processes. The effectiveness of consulting is attributed to its ability to provide tailored solutions to challenges such as cash flow management and regulatory compliance (Srairah, 2021). In Jordan, where SMEs face regulatory complexities, legal and financial consulting helps mitigate risks and improve efficiency. However, the results showed that the impact of consulting may be limited due to a lack of specialization or limited access to highly experienced consultants. This aligns with the study by Mishra et al. (2024), which indicated that the inadequacy of consulting services can reduce their effectiveness in sectors such as fintech. This finding highlights the need to improve the quality of consulting by employing specialized experts and designing flexible services that adapt to the needs of SMEs, as recommended by Hakim et al. (2024).

Finally, Networking services recorded the highest impact in the study, with a path coefficient of 0.925 ($t=7.85$, $P=0.000$), supporting the H1c hypothesis. This result is consistent with the study by Vesoul et al. (2024), which confirmed that networking enhances innovation and market access, and the study by Prasannath et al. (2024), which indicated that business partnerships enhance competitiveness. The strong impact of networking is attributed to its ability to address limited access to markets and resources, which are key challenges in Jordan (Srairah, 2021). Through events such as trade shows and investor meetings, incubators help SMEs build strong networks, providing access to customers and investors. For example, partnerships with larger companies can unlock new distribution channels, as Day et al. (2024) noted in the context of promoting sustainability through partnerships. However, the success of networking depends on the quality of the events and their targeting of relevant stakeholders, as recommended by Amalia et al. (2024). This highlights the need for tailored networking programs that focus on the specific needs of different sectors.

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