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Extending the Resource-Based View through Curator Performance and Government Policy in East Java MSMEs

Liya Rinawati[1*], Sukesi[2]

Faculty of Economics and Business, Dr. Soetomo University, Indonesia[1,2]

***Corresponding author:** mhs.liya.r.wati@unitomo.ac.id | sukesi@unitomo.ac.id*

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Abstract

Purpose: This study examines the effects of seven curator capability dimensions on MSME performance through curator performance as a mediator and government policy as a moderator in East Java, Indonesia.

Research Methodology: A quantitative cross-sectional survey involved 126 certified curators and 125 MSMEs affiliated with Rumah Kurasi East Java. Data were collected using structured questionnaires and analyzed through multiple linear regression, moderated regression analysis, and PROCESS Macro Model 4 with 5.000 bootstrap resamples.

Results: Curator competence, digital curation technology, work environment, work targets, and teamwork significantly influenced curator performance, whereas work motivation and personality traits did not. All capability dimensions except work environment significantly influenced MSME performance. Curator performance mediated the relationships involving competence, work environment, work targets, and teamwork but not those involving digital technology, motivation, or personality traits. Government policy did not significantly moderate the curator performance–MSME performance relationship.

Conclusions: Technical competence, digital technology, and collaborative capabilities are important determinants of curator effectiveness and MSME performance, while government policy moderation was not supported.

Limitations: The study was geographically limited to East Java and employed a three-point Likert scale, potentially restricting generalizability and measurement sensitivity.

Contributions: This study extends the Resource-Based View and Entrepreneurial Ecosystem Theory by conceptualizing curators as external strategic resources and identifying curator performance as a mechanism linking selected curator capabilities to MSME outcomes.

Keywords: *Curator Capability, Curator Performance, Government Policy, MSME Performance, Resource-Based View*

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1. Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a fundamental role in supporting economic development, generating employment opportunities, strengthening local production, and promoting regional economic resilience. In Indonesia, MSMEs represent an important component of the national economic structure because of their contribution to entrepreneurship, income generation, and community welfare. East Java is one of the regions with considerable MSME development potential, supported by diverse business activities, expanding market opportunities, and various institutional

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development programs. However, MSMEs continue to encounter challenges related to product quality, competitiveness, technological adaptation, market accessibility, and business sustainability (Mahfud, 2025). These challenges highlight the importance of strengthening managerial capabilities, improving product standards, and facilitating access to professional business development services. Consequently, sustainable MSME development requires not only internal organizational improvements but also effective collaboration with external institutions and professional support systems (Ardansyah, Habiburahhman, & Defrizal, 2026; Saraswati, & Kristianto, 2026).

Digital transformation has introduced new opportunities and challenges for MSMEs seeking to improve their competitiveness in increasingly dynamic markets. The adoption of digital technologies enables businesses to enhance operational efficiency, expand market access, improve product documentation, and strengthen customer engagement (Selfiana, Jusdienar, Nengsih, Madiistriyatno, & Ratnawita, 2026). Nevertheless, many MSMEs experience difficulties integrating technological innovation into their business activities because of limited technical knowledge, financial resources, and organizational capabilities. Adiningrat, Idrawahyuni, Rustan, and Ruhayu (2023) emphasize the relevance of financial information systems, work productivity, and e-commerce in supporting MSME performance. Similarly Haq, Suki, Zaigham, Masood, and Rajput (2025) examine the relationship between technological adoption and SME performance within resource-constrained environments. These perspectives suggest that technological advancement alone may be insufficient to generate sustainable improvements without adequate human resources and institutional support. Therefore, professional assistance and business development programs are important for helping MSMEs transform technological opportunities into measurable business outcomes.

One institutional approach to strengthening MSME competitiveness involves product curation and professional mentoring. Product curation refers to a structured process of evaluating, selecting, improving, and preparing products to meet specific quality standards and market requirements. Within this process, professional curators provide technical assessments, business recommendations, and assistance in improving product readiness. Their responsibilities may include evaluating product quality, packaging, legal compliance, marketing potential, and readiness to access broader markets. Curators consequently function not merely as administrative assessors but also as external knowledge intermediaries who facilitate capability development among MSME operators (Munasingha, Ranasinghe, Ranathunga, & Pattiyagedara, 2025). Qibtiyah (2024) highlights the relevance of MSME product curation in strengthening competitiveness within modern retail markets. This perspective indicates that effective curation may contribute to business development by connecting internal MSME capabilities with external market expectations.

In East Java, Rumah Kurasi provides an institutional setting for understanding the strategic role of professional curators in MSME development. Established in 2020 through collaboration involving Bank Indonesia's Kediri representative office, the Kediri City Government, and the Indonesian Chamber of Commerce and Industry (*Kamar Dagang dan Industri Indonesiai*/KADIN), Rumah Kurasi was developed to support MSME product standardization and market readiness. Its activities involve certified curators who evaluate business products and provide recommendations for improving competitiveness. However, the number of MSMEs successfully curated fluctuated considerably, increasing from 542 in 2022 to 946 in 2023 before declining to 163 in 2024 (Rumah, 2023). These fluctuations indicate the importance of examining the organizational and individual factors associated with curator effectiveness, although changes in curation outcomes may also reflect program implementation and participation conditions. Understanding these determinants is essential for improving the consistency and effectiveness of MSME assistance programs.

Curator capability represents a multidimensional concept involving technical competence, digital curation technology, work environment, work motivation, work targets, teamwork, and personality traits. Each dimension may contribute differently to professional performance and the quality of services provided to MSMEs. Technical competence enables curators to identify product weaknesses, evaluate compliance with quality standards, and recommend appropriate business improvements. Bencheva, Stoeva, and Todorova (2018) emphasize the importance of professional knowledge and

skills among business advisors, while Feng and Richards (2018) highlight the relevance of digital competencies in curation activities. A supportive work environment may facilitate professional productivity by providing adequate resources and favorable organizational conditions. Work motivation and clearly defined performance targets may encourage responsibility, task completion, and professional commitment (Uka, & Prendi, 2021; Ramos-Villagrasa, Barrada, Fernández-del-Río, & Koopmans, 2019). Furthermore, teamwork supports knowledge sharing and coordination among professionals, particularly when business development requires expertise across several functional areas.

Individual personality characteristics may also influence how curators interact with MSME operators and deliver professional assistance. Characteristics such as integrity, empathy, responsibility, and adaptability can shape interpersonal relationships and the acceptance of professional recommendations. Antoncic, Antoncic, Grum, and Ruzzier (2018) demonstrate the relevance of personality characteristics in understanding SME management and organizational performance. Sebayang, Ario, and Taufik (2023) examine the relationships among personality, organizational conditions, and performance-related outcomes in MSME settings. However, technical competence and personality characteristics may contribute to performance through different mechanisms. While technical competence primarily supports the accuracy and effectiveness of professional assessments, interpersonal characteristics may strengthen trust, communication, and cooperation between curators and business operators. Accordingly, evaluating these capability dimensions simultaneously provides a more comprehensive understanding of the factors associated with curator performance and MSME development (Chia & Agustin, 2026).

The Resource-Based View (RBV) provides a theoretical foundation for explaining the contribution of curator capabilities to organizational performance. Barney (1991) argues that sustainable competitive advantage is associated with resources that are valuable, rare, difficult to imitate, and effectively organized. Although RBV traditionally emphasizes resources controlled or accessed by individual firms, MSMEs frequently depend on external professional expertise to overcome internal resource limitations. In this context, curators may represent strategic resources that provide specialized knowledge, technical guidance, and market-related capabilities that MSMEs cannot easily develop independently. Their expertise may complement existing organizational resources by improving product standards, strengthening managerial decisions, and supporting business competitiveness. Curator performance therefore represents a potentially important mechanism through which external professional capabilities become associated with improvements in MSME performance. This perspective provides an opportunity to examine the applicability of RBV beyond conventional firm-centered resource configurations.

Entrepreneurial Ecosystem Theory (EET) offers a complementary perspective by emphasizing the importance of interactions among entrepreneurs, institutions, professional networks, and government organizations. Entrepreneurial development depends not only on the capabilities of individual firms but also on the availability and coordination of supporting resources within the broader business environment. In MSME ecosystems, professional curators facilitate connections between business operators, quality standards, market requirements, and institutional development programs (Iddouch & Jaoual, 2025). Government institutions may strengthen these processes through training initiatives, certification programs, financial assistance, regulatory support, and market development policies. Ayyagari, Beck, and Demirguc-Kunt (2007) highlight the importance of institutional and economic conditions in understanding the development of small and medium-sized enterprises. Indira, Kartikasari, Sulton, Priyatna, and Prasetyo (2023) examined the moderating role of government policy in the relationship between intellectual capital and SME performance. These findings provide a theoretical rationale for investigating whether government policy strengthens the relationship between curator performance and MSME performance.

Curator performance is particularly relevant because professional capabilities do not necessarily translate directly into improved business outcomes. Curators must apply their knowledge, technical skills, and organizational resources effectively to produce recommendations that MSME operators can

implement. Performance may be reflected in the accuracy of product assessments, the quality of mentoring activities, the consistency of professional services, and the ability to facilitate improvements in business readiness. Cahyadi, Poór, and Szabó (2022) highlight the relevance of professional management practices and organizational conditions in explaining consultant performance. Khan, Salamzadeh, Kawamorita, and Rethi (2021) emphasize that SME performance involves multiple organizational outcomes, including business development and economic performance. These perspectives indicate that curator capabilities may influence MSME performance through both direct relationships and indirect relationships operating through curator performance. Examining these mechanisms is therefore necessary to understand how external professional resources contribute to business development.

Existing studies have investigated several determinants of MSME performance, including technical competence, technology adoption, employee motivation, organizational conditions, and institutional support. Adiningrat et al. (2023) examined financial information systems, productivity, and e-commerce in relation to MSME performance, while Haq et al. (2025) investigated technological adoption and organizational performance from a resource-based perspective. Other research has highlighted professional competence (Bencheva et al., 2018), teamwork, personality characteristics (Antoncic et al., 2018), and government policy (Indira et al., 2023). Although these studies provide valuable insights, they generally examine selected organizational factors or institutional relationships separately. The literature discussed in this study has not sufficiently established how multiple curator capability dimensions jointly relate to curator performance and MSME outcomes within a professional curation ecosystem. Furthermore, the role of curator performance as a mediating mechanism and government policy as a potential moderator remains insufficiently explained in the specific context of Rumah Kurasi East Java.

This research gap highlights the need for an integrated framework connecting individual professional capabilities, intermediary performance, institutional policy, and MSME development. Previous studies have primarily emphasized resources possessed by firms or general entrepreneurial support mechanisms, whereas the role of certified curators as external strategic resources has received comparatively limited attention in the literature reviewed. The relationship between curator capability and MSME performance may also vary across capability dimensions because some resources contribute directly to business outcomes while others operate through professional service performance. Additionally, government policy may influence the effectiveness of these relationships, although the strength and significance of such moderation require empirical verification. Addressing these issues can improve understanding of how external professional support contributes to MSME competitiveness and how institutional conditions interact with curator activities.

The novelty of this study lies in integrating seven curator capability dimensions, curator performance, MSME performance, and government policy within a unified empirical framework. By positioning curator performance as a mediating variable, the study examines whether external professional capabilities are associated with MSME outcomes through improvements in curatorial effectiveness. Furthermore, the inclusion of government policy as a moderating variable enables an assessment of whether institutional support changes the relationship between curator performance and business outcomes. The study extends the application of RBV by considering certified curators as external strategic resources that complement the internal capabilities of MSMEs. It also develops an integrated perspective informed by EET by examining the interaction between professional intermediaries and institutional support within an entrepreneurial ecosystem. The empirical setting of Rumah Kurasi East Java provides a specific institutional context for investigating these relationships among certified curators and participating MSMEs.

Accordingly, this study aims to examine the effects of curator competence, digital curation technology, work environment, work motivation, work targets, teamwork, and personality traits on curator performance and MSME performance in East Java. It also investigates the mediating role of curator performance in the relationships between curator capability dimensions and MSME performance and evaluates whether government policy moderates the relationship between curator

performance and MSME performance. Theoretically, the study seeks to contribute to the development of RBV and EET by examining the role of external professional intermediaries in strengthening MSME capabilities and business outcomes. Practically, the findings are expected to inform the development of curator recruitment, professional training, digital curation systems, performance management, and institutional support strategies that can improve the effectiveness of MSME development programs.

2. Literature Review and Hypothesis/es Development

2.1 Resource-Based View and Entrepreneurial Ecosystem Theory

The Resource-Based View (RBV) provides a theoretical foundation for understanding how organizational resources and capabilities contribute to competitive advantage and performance. Barney (1991) explains that resources can generate sustainable competitive advantage when they are valuable, rare, difficult to imitate, and effectively organized. Although RBV traditionally emphasizes resources controlled by individual firms, MSMEs frequently depend on external expertise to overcome limitations in technical knowledge, managerial capabilities, and market accessibility. In this context, professional curators may function as external strategic resources by providing specialized knowledge, product assessments, and business development assistance. Curator capabilities can therefore complement internal MSME resources and potentially strengthen organizational competitiveness.

Entrepreneurial Ecosystem Theory (EET) complements RBV by emphasizing interactions among entrepreneurs, professional intermediaries, government institutions, and other stakeholders. Entrepreneurial ecosystems provide access to knowledge, infrastructure, financial resources, and institutional support that facilitate business development. Ayyagari et al. (2007) highlight the importance of institutional conditions in understanding SME development, while Indira et al. (2023) demonstrate the relevance of government policy in relationships involving organizational resources and business performance. Within this framework, curators serve as intermediaries connecting MSMEs with quality standards, professional expertise, and market opportunities. Integrating RBV and EET provides a conceptual basis for examining how curator capabilities and institutional support relate to MSME performance.

2.2 Curator Capability and Curator Performance

Curator capability refers to the combination of professional knowledge, technical skills, organizational resources, and personal characteristics required to conduct effective product assessments and business mentoring. In this study, curator capability comprises seven dimensions, including curator competence, digital curation technology, work environment, work motivation, work targets, teamwork, and personality traits. Bencheva et al. (2018) emphasize the importance of professional competence in advisory services, while Feng and Richards (2018) highlight the relevance of digital competencies in contemporary curation practices. Technical competence enables curators to evaluate product quality, identify weaknesses, and recommend improvements aligned with market requirements. Digital curation technology can further support information management, product documentation, assessment consistency, and communication with MSME operators.

Organizational and individual factors may also influence curator performance. A supportive work environment provides conditions that facilitate productivity and professional collaboration, while motivation encourages commitment and persistence in completing assigned responsibilities (Mariana, 2022; Uka & Prendi, 2021). Clearly defined work targets help professionals prioritize activities and evaluate performance outcomes (Ramos-Villagrasa et al., 2019). Teamwork facilitates knowledge sharing and coordination when curation activities require expertise across multiple functional areas. Personality traits, including integrity, empathy, and responsibility, may strengthen professional relationships and service delivery (Antoncic et al., 2018). These considerations suggest that curator performance is associated with a combination of technical, organizational, and individual capabilities.

2.3 Curator Capability and MSME Performance

MSME performance reflects the ability of businesses to achieve financial and nonfinancial objectives, including revenue growth, profitability, product innovation, market expansion, and customer satisfaction. Khan et al. (2021) emphasize the importance of organizational resources and supporting conditions in understanding SME performance. Within professional curation programs, curator capabilities may contribute to MSME performance by improving product quality, strengthening business management, and facilitating market readiness. Curator competence provides technical guidance for meeting product standards, while digital curation technology supports documentation, information accessibility, and market-related activities. These resources may help MSMEs address internal capability limitations and respond more effectively to competitive market requirements.

Other capability dimensions may contribute to MSME development through organizational and interpersonal mechanisms. Work motivation and clearly defined targets may encourage consistent mentoring activities and timely completion of product assessments. Teamwork enables coordinated assistance involving product development, legal compliance, packaging, and marketing. Furthermore, personality characteristics may strengthen trust and communication between curators and MSME operators, facilitating the acceptance of professional recommendations. Previous research has demonstrated the relevance of personality characteristics to SME performance (Antoncic et al., 2018), while Adiningrat et al. (2023) highlight the contribution of financial information systems, productivity, and e-commerce to MSME performance. These perspectives provide a rationale for examining the direct relationships between curator capability dimensions and MSME performance.

2.4 Curator Performance and MSME Performance

Curator performance represents the effectiveness with which professional curators conduct product assessments, deliver mentoring services, and facilitate business development activities. Effective curators are expected to provide accurate evaluations, practical recommendations, and consistent assistance that supports MSME competitiveness. Cahyadi et al. (2022) emphasize the relevance of professional management practices, leadership, and organizational conditions in explaining consultant performance. In MSME curation activities, professional performance may be reflected in the quality of product evaluations, the effectiveness of mentoring, and the ability to assist businesses in meeting market requirements. These activities provide a potential mechanism through which specialized external expertise contributes to business development.

From the RBV perspective, curator performance represents the effective application of external strategic resources to strengthen MSME capabilities. Technical knowledge and professional competencies may provide limited benefits when they are not translated into relevant recommendations or practical business improvements. Curators who perform effectively can help MSMEs identify product weaknesses, improve operational practices, and enhance market readiness. Such assistance may contribute to financial and nonfinancial outcomes, including business growth, product innovation, and customer satisfaction. Therefore, curator performance is expected to have a positive relationship with MSME performance.

2.5 The Mediating Role of Curator Performance

Curator performance may serve as an intermediary mechanism connecting curator capabilities with MSME performance. RBV suggests that organizational resources generate value when they are effectively utilized to support productive activities and competitive advantage (Barney, 1991). In professional curation programs, curator competence, digital technology, work environment, motivation, work targets, teamwork, and personality characteristics represent resources that may influence the effectiveness of mentoring and assessment activities. However, possessing these capabilities does not necessarily guarantee improvements in MSME performance unless they are appropriately applied. Curator performance therefore provides a potential pathway through which professional capabilities are translated into business development outcomes.

The strength of this mediating mechanism may differ across capability dimensions. Technical competence, supportive working conditions, clear performance targets, and teamwork may strengthen MSME outcomes through improvements in curator effectiveness. Conversely, digital technology, motivation, and personality characteristics may also contribute to business outcomes through mechanisms that do not depend entirely on measured curator performance. Previous studies concerning professional competence (Bencheva et al., 2018), consultant performance (Cahyadi et al., 2022), and organizational capabilities (Haq et al., 2025) provide theoretical support for examining these relationships. Nevertheless, the specific mediating role of curator performance requires empirical investigation within the MSME curation ecosystem. Accordingly, this study examines whether curator performance mediates the relationships between seven curator capability dimensions and MSME performance

2.6 The Moderating Role of Government Policy

Government policy represents an important institutional factor supporting MSME development through regulations, training programs, financial assistance, certification, and market facilitation. From an entrepreneurial ecosystem perspective, government institutions contribute to business development by creating favorable conditions and facilitating access to essential resources. Ayyagari et al. (2007) emphasize the importance of institutional environments in SME development, while Indira et al. (2023) examine the moderating role of government policy in the relationship between intellectual capital and SME performance. These perspectives suggest that supportive policies may strengthen the effectiveness of professional assistance and enable MSMEs to benefit more fully from external expertise.

In the context of Rumah Kurasi East Java, government support may influence how curator performance relates to MSME development outcomes. Training programs, professional certification, access to financing, and market development initiatives may provide additional resources that support the implementation of curators' recommendations. However, policy effectiveness may depend on coordination among institutions, accessibility of programs, and the extent to which assistance addresses MSME needs. Government policies that are insufficiently integrated with curation activities may not strengthen the relationship between curator performance and MSME outcomes. Therefore, this study examines whether government policy moderates the relationship between curator performance and MSME performance, providing evidence concerning the interaction between professional intermediary effectiveness and institutional support within the entrepreneurial ecosystem.

3. Research Methodology

This study employed a quantitative approach with a confirmatory cross-sectional survey design to examine the relationships among curator capabilities, curator performance, government policy, and Micro, Small, and Medium Enterprise (MSME) performance. The research was conducted within the Rumah Kurasi ecosystem in East Java, Indonesia, covering five cities, namely Surabaya, Malang, Kediri, Jember, and Madiun. The study involved two respondent groups comprising 126 certified curators and 125 MSMEs participating in Rumah Kurasi development programs. The curator respondents were recruited from a population of 152 active curators using the reported total sampling approach, while MSME respondents were selected through purposive sampling. MSMEs were eligible to participate if they had been actively involved in the Rumah Kurasi program for at least six months. The research design enabled the examination of direct relationships among the study variables, the mediating role of curator performance, and the moderating role of government policy.

Data were collected using a structured questionnaire designed to measure ten research constructs. The independent variables comprised seven dimensions of curator capability, including curator competence (Bencheva et al., 2018), digital curation technology (Feng & Richards, 2018), work environment (Mariana, 2022), work motivation (Uka & Prendi, 2021), work targets (Ramos-Villagrasa et al., 2019), teamwork (Kiesewetter & Fischer, 2015), and personality traits (Ali, 2018). Curator performance was designated as the mediating variable (Cahyadi et al., 2022), MSME performance as the dependent

variable (Khan et al., 2021), and government policy as the moderating variable (Ayyagari et al., 2007). All questionnaire items were measured using a three-point Likert scale, ranging from 1 (disagree) to 3 (agree), with 2 representing somewhat agree. Instrument validity was assessed using Pearson correlation analysis, while internal consistency reliability was evaluated using Cronbach's alpha. Furthermore, classical regression assumptions were examined through normality, multicollinearity, and heteroscedasticity tests.

Data analysis was conducted in three stages to examine the proposed relationships among the research variables. First, multiple linear regression analysis was employed to estimate the direct relationships between the seven curator capability dimensions and curator performance, as well as their relationships with MSME performance. Second, moderated regression analysis was conducted to assess whether government policy moderated the relationship between curator performance and MSME performance by incorporating the interaction term between these variables. Third, mediation analysis was performed using PROCESS Macro Model 4 to examine the indirect relationships between curator capabilities and MSME performance through curator performance. The statistical significance of the indirect effects was evaluated using a bootstrapping procedure with 5.000 resamples and 95% bias-corrected confidence intervals. These analytical procedures were used to assess the direct, mediating, and moderating relationships proposed in the research framework.

4. Results and Discussions

4.1 Respondent Characteristics

The study involved 126 certified curators and 125 Micro, Small, and Medium Enterprises (MSMEs) participating in the Rumah Kurasi program in East Java, Indonesia. Among the curator respondents, 75.4% were male and 24.6% were female, indicating that men predominated in the curator sample. Regarding age distribution, the largest proportion of curators (33.3%) belonged to the 29–38-year age group. In terms of educational attainment, most curators held a diploma IV or bachelor's degree (D4/S1), accounting for 81.0%, while 16.7% had completed a master's degree (S2). The curator respondents were distributed across several Rumah Kurasi locations, including Surabaya, Malang, Kediri, Madiun, and Jember. Meanwhile, MSME respondents were predominantly female (76.8%), with the largest age group ranging from 26 to 35 years. Regarding educational background, 48.0% had completed senior high school (SMA), while 38.4% held a diploma IV or bachelor's degree (D4/S1). Furthermore, 75.2% of the participating MSMEs operated in the food and beverage sector, indicating that this business category represented the majority of the MSME sample.

Table 1. Results of hypothesis testing with MSME curator performance

Variable	*B*	Sig.	Result
Curator Competence (X_1)	0.086	0.030	Significant
Digital Curation Technology (X_2)	0.193	0.001	Significant
Work Environment (X_3)	0.155	0.002	Significant
Work Motivation (X_4)	0.028	0.642	Not Significant
Curator Work Targets (X_5)	0.100	0.045	Significant
Teamwork (X_6)	0.180	0.001	Significant
Curator Personality Traits (X_7)	-0.057	0.221	Not Significant

Based on Table 1, five of the seven curator capability dimensions demonstrated positive and statistically significant relationships with curator performance. Digital curation technology exhibited the largest unstandardized regression coefficient (B=0.193; p=0.001), followed by teamwork (B=0.180; p=0.001), work environment (B=0.155; p=0.002), curator work targets (B=0.100; p=0.045), and curator competence (B=0.086; p=0.030). These findings indicate that improvements in technological utilization, collaborative practices, working conditions, performance targets, and professional competence are positively associated with curator performance. In contrast, work

motivation (*B*=0.028; *p*=0.642) and personality traits (*B*=-0.057; *p*=0.221) showed no statistically significant relationships with curator performance, as their p-values exceeded the 0.05 significance threshold. Therefore, the results suggest that technical and organizational capability dimensions are more consistently associated with curator performance than individual motivational and personality characteristics within the observed sample. These findings highlight the importance of strengthening digital curation systems, professional collaboration, supportive working environments, and clearly defined performance targets to improve curator effectiveness.

Table 2. Results of hypothesis testing with MSME performance (*Y*) as the dependent variable

Variabel	B	Sig.	Result
Curator Competence (X_1)	0.029	0.000	Significant
Digital Curation Technology (X_2)	0.184	0.018	Significant
Work Environment (X_3)	-0.046	0.124	Not Significant
Work Motivation (X_4)	0.060	0.000	Significant
Curator Work Targets (X_5)	0.174	0.000	Significant
Teamwork (X_6)	0.110	0.000	Significant
Curator Personality Traits (X_7)	0.437	0.001	Significant
Curator Performance (*Z*)	0.094	0.023	Significant
Z*Government Role (M)	-0,103	0,520	Not Significant

Based on Table 2, six of the seven curator capability dimensions demonstrated positive and statistically significant relationships with MSME performance. Curator competence (*B*=0.029; *p*<0.001), digital curation technology (*B*=0.184; *p*=0.018), work motivation (*B*=0.060; *p*<0.001), curator work targets (*B*=0.174; *p*<0.001), teamwork (*B*=0.110; *p*<0.001), and curator personality traits (*B*=0.437; *p*=0.001) were positively associated with MSME performance. Among these variables, curator personality traits exhibited the largest unstandardized regression coefficient, suggesting a substantial positive association within the estimated model. Furthermore, curator performance demonstrated a positive and statistically significant relationship with MSME performance (*B*=0.094; *p*=0.023), indicating that higher levels of curator performance were associated with improved MSME outcomes. These findings suggest that professional competence, technological capabilities, motivation, performance targets, teamwork, and interpersonal characteristics are relevant factors in understanding MSME performance within the Rumah Kurasi ecosystem.

In contrast, work environment exhibited a negative but statistically insignificant relationship with MSME performance (*B*=-0.046; *p*=0.124), indicating insufficient evidence of a direct association at the 5% significance level. Similarly, the interaction between curator performance and government policy was not statistically significant (*B*= -0.103; *p*=0.520), suggesting that government policy did not significantly moderate the relationship between curator performance and MSME performance in the observed sample. These results indicate that improvements in curator performance are associated with MSME outcomes, but the strength of this relationship does not differ significantly across the measured levels of government policy. Overall, the findings highlight the relevance of technical, organizational, and individual curator capabilities while demonstrating that the proposed moderating role of government policy was not empirically supported.

Table 3. Model fit test

Model	*R* Square	Adjusted *R* Square	*F*	Sig.
1 (Curator Performance SME)	0.500	-0.007	0.878	0.526
2 (SME Performance)	0.719	0.227	6.210	0.000

Based on Table 3, the regression models demonstrated different levels of explanatory power and overall statistical significance. Model 1, which examined curator performance as the dependent variable, reported an *R*-squared (R^2) value of 0.500 and an adjusted *R*-squared value of -0.007.

However, the *F*-test result was not statistically significant (F=0.878; p=0.526), indicating that the independent variables did not collectively explain curator performance at the 5% significance level. The negative adjusted R^2 further suggests that the model provided limited explanatory improvement after accounting for the number of predictors. Although several individual variables demonstrated statistically significant relationships in Table 1, the overall regression model did not achieve statistical significance. Therefore, the explanatory adequacy of Model 1 requires further examination.

In contrast, Model 2, which examined MSME performance as the dependent variable, demonstrated an R^2 value of 0.719 and an adjusted R^2 value of 0.227. The overall regression model was statistically significant (F=6.210; p<0.001), indicating that the predictors collectively contributed to explaining variation in MSME performance. Nevertheless, the substantial difference between R^2 and adjusted R^2 suggests that the model's explanatory power was considerably reduced after adjusting for model complexity. These findings provide evidence of overall statistical significance for Model 2, although the adequacy and consistency of the reported model statistics require further verification. Furthermore, the significant *F*-test does not establish that government policy significantly moderates the relationship between curator performance and MSME performance, as the interaction effect was not statistically significant in Table 2 (p=0.520).

Table 4. Mediation analysis using the process macro model 4

Hypothesis	Independent Variables	Effect	BootLLCI	BootULCI	Result
H_{17}	Curator Competence (X_1)	0.004	0.020	0.022	Significant
H_{18}	Digital Curation Technology (X_2)	-0.003	-0.018	0.014	Not Significant
H_{19}	Work Environment (X_3)	0.012	0.014	0.039	Significant
H_{20}	Work Motivation (X_4)	-0.005	-0.055	0.025	Not Significant
H_{21}	Curator Work Targets (X_5)	0.005	0.007	0.023	Significant
H_{22}	Teamwork (X_6)	0.003	0.018	0.021	Significant
H_{23}	Curator Personality Traits (X_7)	0.006	-0.014	0.027	Not Significant

Based on Table 4, the mediation analysis using PROCESS Macro Model 4 indicates that curator performance serves as a statistically significant mediating variable in four of the seven relationships between curator capability dimensions and MSME performance. Specifically, the indirect effects of curator competence (H_{17}; effect = 0.004; 95% CI [0.020, 0.022]), work environment (H_{19}; effect = 0.012; 95% CI [0.014, 0.039]), curator work targets (H_{21}; effect = 0.005; 95% CI [0.007, 0.023]), and teamwork (H_{22}; effect = 0.003; 95% CI [0.018, 0.021]) were reported as significant because their bootstrap confidence intervals excluded zero. These findings suggest that curator performance may function as an intermediary mechanism through which professional competence, supportive working conditions, clearly defined performance targets, and collaborative practices are associated with MSME performance. From the Resource-Based View perspective, this pattern suggests that selected professional capabilities may contribute to MSME outcomes through their application in curatorial activities.

In contrast, curator performance did not significantly mediate the relationships involving digital curation technology (H_{18}; effect = -0.003; 95% CI [-0.018, 0.014]), work motivation (H_{20}; effect = -0.005; 95% CI [-0.055, 0.025]), and personality traits (H_{23}; effect = 0.006; 95% CI [-0.014, 0.027]), as their bootstrap confidence intervals included zero. These findings indicate insufficient statistical evidence that curator performance transmits the associations between these three capability dimensions and MSME performance. Nevertheless, their significant direct relationships with MSME performance, as presented in Table 2, suggest that their associations with business outcomes may operate through mechanisms other than the measured mediator. Digital technologies may facilitate information accessibility and business development activities (Adiningrat et al., 2023; Haq et al., 2025), while personality characteristics may contribute to professional relationships and the acceptance of business recommendations (Antoncic et al., 2018; Sebayang et al., 2023). Overall, the reported results suggest that curator capability dimensions exhibit different direct and indirect

relationships with MSME performance, highlighting the need to distinguish between capabilities associated with curator effectiveness and those associated with business outcomes through other mechanisms.

4.2 Discussion

Curator competence significantly influenced curator performance, supporting the Resource-Based View (RBV) proposed by Barney (1991), as curators with strong analytical and export management skills are better equipped to identify and address curation challenges. The decline in the number of curated MSMEs between 2023 and 2024 further highlights the importance of professional problem-solving capabilities (Rahmadanita, 2022). Digital curation technology demonstrated the largest unstandardized regression coefficient, suggesting its important role in improving curator performance by extending professional capabilities beyond administrative functions and enhancing assessment efficiency (Feng & Richards, 2018). Similarly, a supportive work environment (Mișca, 2022), clearly defined work targets (Hu et al., 2020), and effective teamwork significantly contributed to curator performance, particularly because curation activities involve legal verification, quality assessment, and export readiness. In contrast, work motivation did not demonstrate a significant relationship with curator performance, potentially reflecting relatively uniform motivation among certified professionals, where motivation may function as a supporting condition rather than a distinguishing performance factor (Stello, 2011). Personality traits also showed no significant relationship with curator performance, suggesting that technical competence and standardized assessment procedures may be more relevant than individual dispositions in MSME curation activities (Costa Jr & McCrae, 1992). Regarding MSME performance, curator competence demonstrated a significant positive relationship, highlighting the importance of curators as knowledge intermediaries who help address capability gaps among MSME operators (Qibtiyah, 2024). Interestingly, personality traits exhibited the largest unstandardized coefficient in the MSME performance model despite having no significant relationship with curator performance, suggesting that empathy and integrity may strengthen trust and encourage the acceptance of professional recommendations (Antoncic et al., 2018; Sebayang et al., 2023).

Teamwork, work motivation, work targets, and digital curation technology also demonstrated significant positive relationships with MSME performance. Effective teamwork facilitates knowledge sharing and coordinated professional assistance, while motivated curators and clearly defined targets may support consistent mentoring and business development activities (Hu et al., 2020). Digital platforms further enable MSMEs to access information, monitor curation processes, and identify market opportunities, reflecting the increasing importance of technology as shared business infrastructure (Adiningrat et al., 2023; Haq et al., 2025). Conversely, the work environment did not demonstrate a significant direct relationship with MSME performance, potentially because many participating businesses operate under relatively similar household-based conditions. From the perspective of Entrepreneurial Ecosystem Theory (EET), its contribution may instead operate indirectly through curator performance. Overall, curator performance was reported to mediate the relationships involving competence, work environment, work targets, and teamwork, whereas digital technology, motivation, and personality traits demonstrated significant direct relationships with MSME performance without significant mediation. These findings extend the application of RBV by highlighting the potential role of external professional intermediaries as strategic resources contributing to MSME outcomes, while the contrasting relationship involving personality traits suggests an additional distinction between professional performance and business-level outcomes (Barney, 1991; Sebayang et al., 2023). Government policy did not significantly moderate the relationship between curator performance and MSME performance, suggesting that existing institutional support may not sufficiently strengthen the relationship between professional assistance and business outcomes, potentially reflecting limited integration between policy implementation and curator activities within the entrepreneurial ecosystem (Indira et al., 2023).

5. Conclusions

Among the seven curator capability dimensions, competence, digital curation technology, work environment, work targets, and teamwork positively affect curator performance, while motivation and personality traits do not; all but work environment also affect MSME performance directly. Curator performance mediates the effects of competence, work environment, work targets, and teamwork on MSME performance, while digital curation technology, motivation, and personality traits influence it directly without mediation. Government policy does not moderate this relationship, indicating policies need reformulation toward tangible impact. Theoretically, this study extends RBV by positioning curators as external strategic resources whose competence remains valuable, rare, and inimitable even outside the firm, channeled through structured curation; EET is advanced by integrating individual and institutional dimensions via curator performance and government policy. Practically, curator recruitment should prioritize technical competence over personal attributes, with sustained investment in training and digital technology, while policy should be more specific and impact-oriented. Limitations include the East Java scope and 3-point Likert scale, future research should broaden the area and instruments.

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Author Contributions

LR contributed to the research conceptualization, methodology, data collection, statistical analysis, interpretation of findings, and preparation of the original manuscript. S contributed to research supervision, methodological guidance, theoretical framework development, critical review, and manuscript revision. Both authors participated in the final review and approval of the manuscript.

Conflict of Interest

The authors declare that they have no financial, personal, or institutional conflicts of interest that could have influenced the conduct, analysis, interpretation, or publication of this research.

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