

A Financial Management Model for Sme Owners to Ensure Business Sustainability: The Role of Financial Literacy

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Abstract: Micro, Small, and Medium Enterprises (MSMEs) play a significant role in supporting economic growth and sustainable development, particularly in developing countries such as Indonesia. Despite their substantial contribution to employment and national income, many MSMEs continue to experience difficulties in maintaining business sustainability due to weak financial management practices and limited financial competence. This study aims to examine the influence of financial literacy and financial capability on MSME business sustainability through the mediating role of financial management. A quantitative approach was employed using a survey method involving 98 MSME owners located in Kupang, Kupang Regency, and South Central Timor Regency. Data were collected through structured questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The findings indicate that financial literacy and financial capability positively and significantly affect financial management practices among MSMEs. Financial management also has a significant positive effect on business sustainability. Furthermore, financial management fully mediates the relationship between financial literacy and business sustainability, while financial capability directly influences sustainability without mediation. These findings emphasize that MSME sustainability depends not only on financial knowledge but also on the practical capability to implement effective financial management strategies. The study highlights the importance of implementation-oriented financial empowerment programs to strengthen MSME resilience and long-term business sustainability.

Keywords: Business Sustainability, Financial Capability, Financial Literacy, Financial Management, MSMEs.

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INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a strategic role in supporting economic growth and achieving sustainable development goals, particularly in developing countries such as Indonesia. MSMEs contribute significantly not only to economic expansion but also to social resilience and employment generation. In Indonesia, MSMEs account for more than 60% of the national Gross Domestic Product (GDP) and absorb approximately 97% of the workforce, making them the backbone of the national economy (Tambunan, 2019). Their ability

to survive during periods of economic instability demonstrates their adaptive capacity despite limitations in technology access, capital, and managerial resources.

Business sustainability has become an increasingly important issue in contemporary economic discourse because organizations are expected to maintain long-term operational continuity while balancing economic, social, and environmental dimensions (Elkington, 2001) through the triple bottom line approach (Savitz & Weber, 2006). In the context of MSMEs, sustainability is closely associated with the ability of firms to maintain financial stability, competitiveness, and adaptability in a rapidly changing market environment. Sustainable MSMEs are also essential for reducing poverty, strengthening local economic ecosystems, and encouraging inclusive development (Schaltegger & Wagner, 2011). This perspective also aligns with the concept of strategic social responsibility, which emphasizes the integration of sustainability into long-term business competitiveness (Porter & Kramer, 2006).

Despite their significant contribution, many MSMEs continue to face substantial challenges in maintaining business sustainability. One of the most critical issues is weak financial management practices. MSME owners frequently encounter problems such as unsystematic bookkeeping, inadequate cash flow management, poor budgeting, and the inability to separate personal and business finances. These weaknesses often result in financial instability and reduce the capacity of MSMEs to survive during economic disruptions. Previous studies have shown that financial literacy significantly contributes to new venture survival and business continuity (Wise, 2013). Research by Gunawan, (2025) indicates that low financial literacy significantly affects the performance and sustainability of small businesses because financial decisions are commonly made without accurate projections or reliable financial data.

Financial management is therefore considered a crucial determinant of business continuity. Effective financial management enables MSMEs to manage liquidity, control operational costs, plan investments, and improve decision-making quality (Brigham & Houston, 2019). Moreover, proper financial records increase the credibility of MSMEs and improve their access to formal financing institutions. Limited financial access and weak managerial systems are widely recognized as major constraints to SME growth and sustainability (Beck et al., 2005). However, many MSMEs still lack the financial capabilities required to implement effective financial management systems, which ultimately threatens their long-term sustainability (Fatoki, 2014).

One of the primary factors influencing financial management quality is financial literacy. Financial literacy refers to an individual's ability to understand and utilize financial concepts effectively in decision-making processes (Atkinson & Messy, 2012) as emphasized in the OECD financial education framework (OECD, 2014). MSME owners with adequate financial literacy are generally more capable of preparing budgets, managing debt, understanding financial risks, and evaluating investment opportunities. Previous studies have shown that financial literacy positively influences financial behavior and business performance because entrepreneurs become more rational and structured in managing business finances (Huston, 2010; Lusardi & Mitchell, 2014).

In addition to financial literacy, financial capability is also essential in supporting MSME sustainability. Financial capability goes beyond knowledge and includes practical skills, confidence, and attitudes in applying financial knowledge to business operations. According to Resource-Based View theory, internal capabilities represent strategic resources that can generate sustainable competitive advantages (Barney, 1991). MSME owners with strong financial

capability are more likely to make adaptive financial decisions, manage risks effectively, and utilize financial resources efficiently, thereby improving business resilience and sustainability.

The growing complexity of business competition and digital transformation further emphasizes the need for adaptive financial management models for MSMEs. Digitalization has transformed financial transactions, reporting systems, and access to financing, requiring MSMEs to improve both financial literacy and managerial capability. Research by Matarazzo et al., (2021) highlights that digital transformation and organizational capability are important drivers of value creation and sustainability in SMEs. Consequently, MSMEs require a structured and evidence-based financial management model that is aligned with their operational characteristics and sustainability objectives.

Although financial literacy and financial capability are closely related, they represent different dimensions of financial competence. Financial literacy refers to an individual's knowledge and understanding of financial concepts, whereas financial capability reflects the practical ability, confidence, and behavioral competence to apply that knowledge in real-world financial situations. An MSME owner may understand budgeting principles and financial planning theoretically, yet may lack the capability to consistently implement these practices in daily business operations. Therefore, financial capability extends beyond knowledge by incorporating behavioral execution and managerial adaptability, making it a more direct determinant of sustainable business outcomes.

METHOD

Research Design

This study employed a quantitative research approach using a survey method to examine the relationships among financial literacy, financial capability, financial management, and business sustainability of Micro, Small, and Medium Enterprises (MSMEs). A quantitative approach was considered appropriate because the study aimed to test causal relationships among variables and evaluate the structural model empirically through statistical analysis. The research design was explanatory in nature, focusing on identifying the influence of exogenous variables on endogenous variables within the proposed conceptual framework.

The study adopted a cross-sectional design in which data were collected at a single point in time from MSME owners operating in several regions of East Nusa Tenggara. The research model positioned financial literacy and financial capability as independent variables, financial management as a mediating variable, and business sustainability as the dependent variable. The conceptual framework was developed based on the Resource-Based View theory and financial behavior theory, which emphasize the importance of internal capabilities and financial practices in supporting organizational sustainability.

Population and Sample

The population of this study consisted of MSME owners operating in East Nusa Tenggara, particularly those located in Kupang, Kupang Regency, and South Central Timor Regency. These areas were selected because they represent regions with active MSME activities across various sectors, including trade, culinary businesses, services, handicrafts, and household production industries. In addition, the regions were accessible for field surveys and considered relevant for examining financial management practices and business sustainability among MSMEs.

The sampling technique used in this study was purposive sampling. Respondents were selected based on several criteria: (1) actively operating MSMEs, (2) business owners directly involved in financial decision-making, and (3) businesses that had operated for at least one year.

These criteria were applied to ensure that respondents possessed adequate experience and understanding related to financial management practices within their businesses. A total of 98 MSME owners participated in the study. The sample size was considered sufficient for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis because PLS analysis is suitable for exploratory and predictive research with relatively small sample sizes and complex models.

Data Collection Procedures

Primary data were collected using a structured questionnaire distributed directly to respondents and through online platforms. The questionnaire was designed based on indicators adopted and modified from previous studies concerning financial literacy, financial capability, financial management, and business sustainability. Prior to the main survey, the questionnaire underwent several stages of development to ensure its validity and reliability.

The research procedures were conducted systematically through several stages. First, the researchers designed the research instrument by reviewing the research objectives, identifying variables and indicators, and preparing questionnaire items relevant to the conceptual framework. Second, a pilot test was conducted to examine the clarity, validity, and reliability of the instrument. Feedback obtained during the pilot test was used to revise and refine the questionnaire before large-scale distribution. Third, the researchers conducted the main survey by distributing questionnaires both offline and online. Direct distribution was conducted with the assistance of field enumerators, while online distribution utilized digital forms to increase response rates and accessibility. During the data collection process, the researchers monitored questionnaire completion and verified the consistency and completeness of responses. Fourth, the collected data were coded and entered into a master dataset for statistical analysis. The researchers conducted data screening to identify incomplete responses, inconsistent answers, and potential outliers before proceeding to further analysis.

Research Instrument

The questionnaire consisted of four major constructs measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Financial literacy indicators measured respondents' understanding of budgeting, savings, investment, debt management, and financial planning. Financial capability indicators focused on practical financial skills, financial decision-making ability, and risk management competence. Financial management indicators examined bookkeeping practices, cash flow management, budgeting activities, financial reporting, and financial control systems implemented by MSMEs which are fundamental components of modern financial management systems (Brigham & Ehrhardt, 2017). Meanwhile, business sustainability indicators measured business continuity, adaptability, operational resilience, and long-term growth orientation. To ensure construct validity, convergent validity was assessed through outer loading values, while reliability was evaluated using Composite Reliability and Cronbach's Alpha coefficients. All constructs demonstrated acceptable reliability and validity levels, indicating that the instrument was appropriate for hypothesis testing.

Data Analysis Technique

The data analysis process was carried out using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. SEM-PLS was selected because it is capable of analyzing complex relationships among latent variables simultaneously and is suitable for predictive and exploratory research models. The analysis procedures consisted of two major stages: outer model evaluation and inner model evaluation. The outer model evaluation examined the validity and reliability of measurement indicators using convergent

validity, composite reliability, and Cronbach’s Alpha tests. Indicators with loading factors below the acceptable threshold were excluded from the model to improve construct quality.

The inner model evaluation assessed the structural relationships among variables through path coefficients, significance testing, and coefficient of determination (R^2). Hypothesis testing was conducted using bootstrapping procedures to determine the significance of direct and indirect effects among variables. Mediation analysis was also performed to examine the mediating role of financial management in the relationships between financial literacy, financial capability, and business sustainability. Through these systematic analytical procedures, the study aimed to generate empirical findings regarding the financial management model capable of supporting MSME business sustainability in the context of regional economic development.

RESULTS AND DISCUSSION

This section contains the results of data analysis, testing instruments and hypotheses (if any), answers to research questions, findings, and interpretation of findings.

Outer Model Evaluation

The outer model evaluation was conducted to assess the validity and reliability of the measurement model used in this study. In the SEM-PLS approach, the evaluation of the outer model is essential to ensure that all indicators appropriately measure their respective latent constructs. The constructs examined in this study consisted of business sustainability, financial management, financial literacy, and financial capability. The evaluation process included convergent validity testing through outer loading values and reliability testing using Composite Reliability and Cronbach’s Alpha coefficients.

Convergent validity was evaluated by examining the outer loading values of each indicator. An indicator is considered valid when the loading factor exceeds the minimum threshold of 0.70. The initial analysis revealed that most indicators met the required threshold, except indicator Y4, which had a loading value of 0.690. This value falls below the required minimum threshold, so indicator Y4 is deemed invalid in reflecting the construct of business sustainability. Therefore, indicator Y4 was removed from the model to improve measurement quality and ensure that the overall construct meets the validity and reliability standards established in the SEM-PLS analysis. The revised model, or final model, is presented in Figure 1 below.

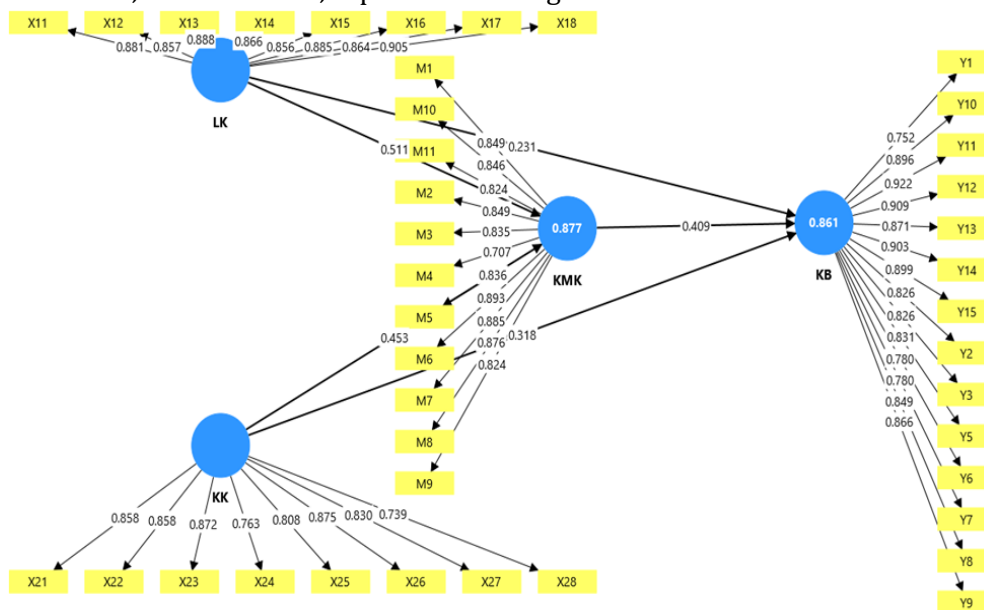


Figure 1. Outer Loading Diagram (Final Model)

Figure 1 shows that the outer loadings for all indicators on each variable are greater than 0.70. The final model demonstrates strong correlations between indicators and their latent variables. All indicators included in the revised model fulfilled the convergent validity requirements, confirming the adequacy of the measurement model for further structural analysis. The results also indicate that the constructs possess strong explanatory power in representing the dimensions of financial literacy, financial capability, financial management, and business sustainability among MSMEs.

Table 1. Outer Loading Values (Final Model)

Indicator	Business Sustainability	Financial Management	Financial Literacy	Financial Capability
Y1	0.752			
Y2	0.826			
Y3	0.826			
Y5	0.831			
Y6	0.780			
Y7	0.780			
Y8	0.849			
Y9	0.866			
Y10	0.896			
Y11	0.922			
Y12	0.909			
Y13	0.871			
Y14	0.903			
Y15	0.899			
M1		0.849		
M2		0.849		
M3		0.835		
M4		0.707		
M5		0.836		
M6		0.893		
M7		0.885		
M8		0.876		
M9		0.824		
M10		0.846		
M11		0.824		
X1-1			0.881	
X1-2			0.857	
X1-3			0.888	
X1-4			0.866	

Indicator	Business Sustainability	Financial Management	Financial Literacy	Financial Capability
X1-5			0.856	
X1-6			0.885	
X1-7			0.864	
X1-8			0.905	
X2-1				0.858
X2-2				0.858
X2-3				0.872
X2-4				0.763
X2-5				0.808
X2-6				0.875
X2-7				0.830
X2-8				0.739

Source: Processed SmartPLS Output, 2025.

Table 1 shows the factor loadings, which indicate the strength of the correlation between the indicators and the latent variables. An indicator is considered valid if its factor loading is positive and greater than 0.70. The factor loading values indicate the weight of each indicator or statement item as a measure of the respective variable. Based on Table 1, it is evident that all indicators meet the requirement of a minimum value of 0.70. Therefore, it can be concluded that all indicators measuring the variables of business sustainability, financial management, financial literacy, and financial capability are valid.

Reliability Test: Composite Reliability and Cronbach’s Alpha

Reliability testing was performed to determine the consistency and stability of the measurement instrument. In SEM-PLS analysis, a construct is considered reliable when both Composite Reliability and Cronbach’s Alpha values exceed 0.70.

Table 2. Composite Reliability and Cronbach’s Alpha

Variable/Construct	Cronbach’s Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Interpretation
Business Sustainability	0.971	0.972	0.974	Reliable
Financial Capability	0.933	0.939	0.945	Reliable
Financial Management	0.958	0.960	0.963	Reliable
Financial Literacy	0.956	0.957	0.963	Reliable

Source: Processed SmartPLS Output, 2025.

Table 2 shows that all variables have a Composite Reliability (CR) value >0.70 and a Cronbach’s Alpha value >0.70; therefore, it can be concluded that all variables in this study are reliable. This confirms that all research constructs exhibit excellent internal consistency. Consequently, the research model is reliable and suitable for use in further analysis.

Inner Model Evaluation

The inner model evaluation was conducted to examine the structural relationships among latent variables in the research model. This stage assessed the predictive capability and

explanatory power of the model by analyzing path coefficients, statistical significance, and coefficient of determination values. The results indicate that the structural model possessed satisfactory predictive capability. The relationships among financial literacy, financial capability, financial management, and business sustainability were generally consistent with the proposed hypotheses. Furthermore, the endogenous constructs demonstrated substantial explanatory variance, suggesting that the exogenous variables adequately explained variations in MSME business sustainability. The findings also indicate that financial literacy and financial capability play important roles in improving financial management practices among MSMEs. In turn, effective financial management contributes significantly to business sustainability. These results support the theoretical perspective that internal financial competencies and managerial capabilities are critical resources for maintaining long-term organizational resilience and competitiveness.

Path Coefficient Analysis

Figure 1 shows the results of the hypothesis test regarding the relationship between variables (structural model). The test results indicate that the financial literacy (FL) variable has a positive effect on financial management (FM) with a regression coefficient of 0.511 and is significant with a p-value of less than 0.01. These results support Hypothesis 1. Financial capability (KK) has a positive effect on financial management (KMK) with a regression coefficient of 0.453 and is significant with a p-value less than 0.01. These results support Hypothesis 2. Financial literacy (FL) does not have an effect on business sustainability (BS) with a regression coefficient of 0.231 and a p-value of 0.128. These results indicate that Hypothesis 3 is not supported. Financial capability (KK) has a positive effect on business sustainability (KB) with a regression coefficient of 0.319 and is significant with a p-value less than 0.01. These results support Hypothesis 4. Financial management (KMK) has a positive effect on business sustainability (KB) with a regression coefficient of 0.409 and is significant with a p-value of less than 0.001. These results support Hypothesis 5.

Discussion

The most important contribution of this study lies in the identification of financial management as the critical mechanism linking financial competence to business sustainability. The findings reveal a clear distinction between financial literacy and financial capability. Financial literacy does not directly contribute to sustainability outcomes; instead, its influence operates entirely through financial management practices. Conversely, financial capability exerts both direct and indirect effects on sustainability. This finding suggests that knowledge becomes valuable only when translated into managerial action, whereas practical financial capability inherently contains behavioral components that can directly support business continuity.

The findings of this study demonstrate that financial literacy significantly influences financial management practices among MSMEs. This result confirms that MSME owners with a better understanding of financial concepts tend to implement more systematic financial planning, budgeting, bookkeeping, and cash flow management. Financial literacy enables business owners to make rational financial decisions and reduce the likelihood of inefficient resource allocation. This finding is consistent with earlier studies demonstrating that financial knowledge strongly influences financial management behavior (Hilgert et al., 2003). These findings are also consistent with the view that of Lusardi & Mitchell, (2011), who argue that financial literacy shapes positive financial behavior and improves economic decision-making quality. In the context of MSMEs,

financial literacy serves as a foundational competence that strengthens managerial effectiveness and business adaptability.

The significant influence of financial capability on financial management further indicates that knowledge alone is insufficient without practical competence in applying financial skills. MSME owners who possess stronger financial capability are generally more confident in managing business capital, evaluating risks, controlling expenditures, and making strategic financial decisions. This finding supports the argument proposed by Xiao et al., (2015), which emphasizes that financial capability integrates knowledge, skills, attitudes, and behavioral dimensions. From the Resource-Based View perspective, financial capability represents an intangible organizational resource capable of creating sustainable competitive advantages because it improves managerial efficiency and business resilience.

Interestingly, financial literacy did not directly influence business sustainability in the full structural model. This finding suggests that financial knowledge alone does not automatically ensure business continuity unless it is translated into effective financial management practices. MSME owners may understand financial concepts theoretically, yet sustainability outcomes depend largely on the implementation of those concepts in operational activities such as budgeting, financial recording, and financial control. This result strengthens the financial behavior theory, which posits that knowledge affects performance indirectly through behavioral practices and managerial actions.

The mediating role of financial management in the relationship between financial literacy and business sustainability highlights the strategic importance of managerial implementation. Financial management functions as a mechanism through which financial literacy can produce tangible organizational outcomes. MSMEs with effective financial management systems are more capable of maintaining liquidity, controlling operational costs, and responding to market uncertainty. Therefore, financial literacy training programs should not focus solely on conceptual understanding but also emphasize practical financial application and mentoring activities. Without implementation-oriented assistance, improvements in literacy may not significantly affect business sustainability.

In contrast, financial capability demonstrated a direct and significant influence on business sustainability. This finding indicates that MSME owners with strong financial capability can maintain business continuity even in situations where financial management systems are not fully formalized. Financial capability reflects adaptive managerial competence, strategic flexibility, and risk management capacity, all of which are critical for sustaining business operations in uncertain environments. This result aligns with the Resource-Based View theory introduced by Barney, (1991), which explains that valuable and difficult-to-imitate internal capabilities constitute strategic resources that strengthen long-term organizational survival.

The significant effect of financial management on business sustainability also confirms that structured financial practices are essential determinants of MSME resilience. MSMEs with better financial management are more capable of controlling operational expenditures, maintaining stable cash flow, and planning future business development. Accurate bookkeeping and financial recording practices also improve organizational performance measurement and decision-making quality (Maseko & Manyani, 2011). Proper bookkeeping and financial reporting additionally improve transparency and facilitate access to external financing institutions. These findings support the argument of Fatoki, (2014), who identified weak financial management as one of the major causes of MSME failure in developing economies.

The absence of a direct relationship between financial literacy and business sustainability reflects a common challenge faced by many MSMEs in developing economies. Financial knowledge does not automatically translate into improved business outcomes because MSME owners often encounter resource constraints, limited managerial systems, and operational pressures that hinder the practical application of financial concepts. This finding highlights a persistent implementation gap between understanding financial principles and consistently applying them in bookkeeping, budgeting, cash flow monitoring, and strategic decision-making. Therefore, sustainability is determined not merely by what entrepreneurs know, but by how effectively that knowledge is transformed into routine managerial practices.

From a sustainability perspective, the findings indicate that MSME sustainability cannot be separated from financial governance quality. Sustainable businesses require not only profitability but also managerial adaptability and operational stability. The integration of financial literacy, financial capability, and financial management contributes to strengthening MSME competitiveness in increasingly dynamic economic environments. This condition becomes more important in the era of digital transformation, where financial decision-making processes are becoming increasingly complex and technology-driven. From the dynamic capabilities perspective, organizations must continuously adapt internal competencies to maintain competitiveness in changing environments (Teece et al., 1997). MSMEs that fail to improve their financial competencies may experience difficulties adapting to changing market structures and digital business ecosystems. Recent studies also indicate that sustainability-oriented business capabilities increasingly determine SME competitiveness in modern economic systems (Chen et al., 2022).

This study also contributes theoretically by reinforcing the relationship between financial behavior theory and the Resource-Based View framework within the context of MSME sustainability. Financial literacy represents the cognitive foundation influencing managerial behavior, while financial capability reflects strategic organizational competence that directly supports business continuity. Financial management acts as an operational bridge connecting financial competence with sustainability outcomes. The integration of these perspectives offers a more comprehensive explanation of how internal financial resources influence MSME performance and long-term resilience.

Practically, the findings imply that government institutions, financial agencies, and MSME development programs should prioritize capacity-building initiatives that combine financial literacy education with hands-on managerial training. Policy interventions should emphasize practical mentoring related to bookkeeping systems, budgeting practices, cash flow management, and digital financial applications. Such integrative programs are likely to produce more sustainable impacts than conventional financial literacy campaigns that focus solely on theoretical knowledge transfer. This finding supports previous evidence that financial literacy and financial behavior jointly influence MSME sustainability in Indonesia (Susanti & Nidar, 2020). In short, MSME sustainability is not built merely through knowledge acquisition, but through the transformation of financial knowledge into adaptive managerial capability and effective financial management practices.

The practical implications of this study suggest that MSME development policies should move beyond conventional financial literacy campaigns. Government agencies, financial institutions, universities, and business incubators should adopt integrated capacity-building programs that combine financial education with continuous mentoring and practical financial management assistance. Training initiatives should focus on bookkeeping systems, budgeting

techniques, cash flow monitoring, financial reporting, and strategic investment planning. Such programs are expected to bridge the gap between financial knowledge and financial practice, thereby enhancing MSME resilience and long-term sustainability.

CONCLUSIONS

This study concludes that financial literacy and financial capability play significant roles in improving financial management practices among MSMEs. The empirical findings demonstrate that MSME owners with higher levels of financial literacy and stronger financial capability tend to implement more systematic financial planning, budgeting, bookkeeping, and financial control practices. Financial management was also found to have a positive and significant effect on business sustainability, indicating that effective financial governance contributes substantially to the long-term resilience and continuity of MSMEs. These findings confirm that business sustainability is closely associated with the ability of MSMEs to manage financial resources efficiently and adaptively.

The study further reveals that financial literacy does not directly influence business sustainability in the structural model. Instead, its influence operates indirectly through financial management as a mediating variable. This result suggests that financial knowledge alone is insufficient to sustain business performance unless it is translated into practical financial management activities. In contrast, financial capability demonstrated a direct positive influence on business sustainability, implying that practical financial competence, decision-making ability, and adaptive managerial skills constitute strategic organizational resources that strengthen business resilience.

Theoretically, this study contributes to the integration of financial behavior theory and the Resource-Based View framework by demonstrating that financial competence and managerial implementation jointly determine MSME sustainability. Practically, the findings indicate that MSME development programs should prioritize not only financial literacy education but also implementation-oriented mentoring focused on bookkeeping systems, budgeting practices, cash flow management, and financial decision-making. Strengthening practical financial capability is essential for improving MSME competitiveness and sustainability in increasingly dynamic business environments.

This study has several limitations that open opportunities for future research. First, the research employed a cross-sectional design, limiting the ability to observe long-term behavioral and managerial changes among MSMEs. Future studies are therefore recommended to adopt longitudinal approaches to examine the dynamic effects of financial literacy and financial capability on sustainability over time. Second, this study focused primarily on MSMEs in East Nusa Tenggara, which may limit the generalizability of the findings to other regional contexts. Future research may expand the scope by incorporating broader geographical coverage and comparing MSMEs across different economic sectors. Further studies are also encouraged to include additional variables such as digital financial adoption, entrepreneurial orientation, and innovation capability to develop a more comprehensive model of MSME sustainability.

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