

FINANCIAL LITERACY AND FINANCIAL ATTITUDE IN PREDICTING FINANCIAL MANAGEMENT PERFORMANCE: EVIDENCE FROM EMPLOYEES OF PT BANK SULSELBAR MAKASSAR



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ABSTRACT

This study aims to examine the effect of financial literacy and financial attitude on financial management performance among employees of PT Bank Sulselbar in Makassar. The research adopts a quantitative approach using a survey method, with data collected through questionnaires distributed to employees. The collected data were analyzed using multiple linear regression. The results indicate that financial literacy does not significantly influence financial management performance. Similarly, financial attitude also does not show a significant effect on financial management performance. When examined simultaneously, financial literacy and financial attitude together do not significantly affect financial management performance. These findings suggest that financial knowledge and attitudes alone are not sufficient to explain variations in individuals' financial management performance. Other factors, such as financial behavior, income level, and financial discipline, may play a more important role in shaping effective financial management practices among employees.

Keywords: Financial Literacy; Financial Attitude; Financial Management Performance

Received : 11-03-2026

Revised : 16-03-2026

Approved : 19-03-2026

Published : 20-03-2026



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INTRODUCTION

Financial management performance reflects an individual's ability to manage financial resources effectively, efficiently, and responsibly in order to achieve both short-term and long-term financial goals. According to Rahmah & Peter (2024), financial management performance represents the implementation of financial planning and management activities related to consumption, saving, and investment decisions, as well as the ability to evaluate financial decisions based on potential risks. In an organizational context, particularly in the banking sector, financial management performance is an important aspect because it relates to the quality of decision-making and the professionalism of human resources (Data et al., 2024). The increasing complexity of financial products, economic dynamics, and rapid technological development have intensified the demand for individuals, including employees in financial institutions, to make accurate and well-informed financial decisions (Supsermpol et al., 2025).

However, various phenomena indicate that many individuals still experience difficulties in managing their finances effectively (Effendi & Widagdo, 2025). Problems such as excessive consumption, low financial planning, and the inability to distinguish between needs and wants are still commonly observed (Van Raaij, 2016). According Dekamini et al. (2024) that weak financial decision-making capabilities can lead to unhealthy financial behaviors, including excessive consumption, increased risk of debt accumulation, and a low saving culture, which ultimately threaten individual financial stability. Similar conditions may also occur within the banking sector. Although bank employees are often assumed to have high financial knowledge due to their professional background, empirical evidence suggests that personal financial management capabilities among bank employees may vary significantly (Shi et al., 2025). Goyal et al. (2021) found that financial knowledge, financial behavior, and financial stress differ among bank employees, resulting in variations in personal financial management practices even though they operate in a professional financial environment. This indicates that financial management performance is not only a societal issue but is also relevant within financial institutions.

Financial management performance is particularly important for bank employees who interact daily with financial products and services. Employees who possess strong financial management capabilities tend to experience better financial well-being, which may positively influence work engagement, productivity, and professionalism (Bashir et al., 2024). Furthermore, the ability of bank employees to manage personal finances effectively can also reflect the credibility of the institution and serve as a positive example for customers. Therefore, improving financial management performance is considered an important factor in strengthening human resource quality within the banking sector.

Previous studies have identified several factors that influence financial management performance (Chen et al., 2022). Two of the most widely discussed determinants are financial literacy and financial attitude. Financial literacy refers to the knowledge and skills that enable individuals to understand fundamental financial concepts and apply them effectively in everyday financial decision-making, including budgeting, saving, and investment activities (Bai, 2023). Meanwhile, financial attitude represents an individual's psychological tendency in evaluating and responding to financial matters, including how individuals perceive financial risks, plan their finances, and make financial decisions in daily life (Shi et al., 2025). Both factors are believed to play an important role in shaping financial management performance, particularly for individuals working in financial institutions (Abu Bakar, 2024).

Empirical studies generally indicate that financial literacy contributes significantly to improving financial management behavior. Bai (2023) found that individuals with higher levels of financial literacy tend to have better expenditure control, stronger saving habits, and more rational long-term financial planning. Similarly, Yakob et al. (2021) demonstrated that financial literacy has a positive and significant influence on financial management capabilities. In addition, financial attitude has also been identified as an important determinant of financial behavior. Individuals who possess positive financial attitudes, such as careful spending, long-term planning, and strong financial discipline, are more likely to develop responsible financial management practices (Bapat, 2020).

Despite the growing access to financial products and services worldwide, challenges related to financial literacy remain significant. According to Klapper & Lusardi (2020), the average level of financial knowledge across 39 participating countries remains limited, particularly in understanding concepts such as compound interest and the time value of money. Furthermore, although many individuals understand basic financial concepts, not all are able to apply them effectively in real financial decisions (Lusardi, 2019). This indicates that financial literacy alone does not necessarily translate into sound financial management practices.

In Indonesia, similar challenges are also evident. The National Survey of Financial Literacy and Inclusion (SNLIK) conducted by the Financial Services Authority (OJK) in 2024 shows that the national financial literacy index reached 65.43%, while the financial inclusion index reached 75.02% (Prihandini, 2025). This gap suggests that although many individuals have access to financial services, their ability to manage finances effectively remains limited. At the regional level, data from SNLIK OJK (2022) indicate that the financial literacy level in South Sulawesi Province is relatively low at 36.88%, while financial inclusion reaches 88.57% (Adiandari & Nihaya, 2024). This discrepancy highlights the need to strengthen financial literacy in order to improve financial management practices, including among employees working in the banking sector.

This study focuses on employees of PT Bank Sulselbar Makassar, a regional banking institution that plays a significant role in supporting economic development in South Sulawesi and West Sulawesi. As financial professionals, employees in this institution are expected to possess adequate financial literacy and responsible financial attitudes that support effective financial management practices. Nevertheless, variations in financial literacy and financial attitudes among employees may lead to differences in financial management performance.

Although financial literacy and financial attitude are both considered important in shaping financial behavior, previous empirical findings remain inconsistent. Some studies report that financial literacy significantly influences financial management performance, while others find that financial attitude plays a more dominant role in shaping financial behavior (Baptista & Dewi, 2021). These inconsistencies suggest the need for further research that simultaneously examines the role of financial literacy and financial attitude in influencing financial management performance, particularly within the context of regional banking institutions.

Based on these considerations, this study aims to examine the effect of financial literacy and financial attitude on the financial management performance of employees at PT Bank Sulselbar Makassar. The findings of this study are expected to contribute to a better understanding of the factors influencing financial management performance among bank employees and provide insights for improving financial capability and professionalism in the banking sector.

LITERATURE REVIEW

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) is one of the most widely used theoretical frameworks for explaining human behavior (Ajzen, 2020). According to Kashif et al. (2018), individual behavior is influenced by three main components: attitude toward behavior, subjective norms, and perceived behavioral control. TPB is an extension of the Theory of Reasoned Action developed by Fishbein and Ajzen (1975).

The Theory of Reasoned Action explains that human behavior is determined by behavioral intention, which is shaped by attitudes and subjective norms (Li et al., 2023). Attitude reflects an individual's evaluation of a particular behavior, while subjective norms refer to the perceived social pressure to perform or not perform a behavior (Kashif et al., 2018). However, this theory assumes that individuals have full control over their behavior (Bandura, 1974).

In reality, human behavior is often influenced by various constraints such as time limitations, personal abilities, habits, and environmental conditions (Rogers, 2020). To address these limitations, Ajzen (1985) extended the Theory of Reasoned Action by introducing perceived behavioral control as an additional determinant of behavioral intention. Perceived behavioral control refers to an individual's perception of the ease or difficulty of performing a particular behavior.

In the context of financial behavior, TPB suggests that financial decisions are influenced not only by individual attitudes and knowledge but also by social influences and the perceived ability to control financial actions (Raut, 2020). Therefore, financial literacy and financial attitudes can influence financial management performance by shaping individuals' intentions and behaviors in managing financial resources.

Financial Literacy

Financial literacy is a fundamental concept in financial behavior studies (Ingale & Paluri, 2022). Otoritas Jasa Keuangan defines financial literacy as a combination of knowledge, skills, and confidence that influences individuals' attitudes and behaviors in managing financial resources in order to make effective financial decisions and achieve financial well-being (Apriansah et al., 2022). Financial literacy encompasses an individual's understanding of financial concepts such as budgeting, saving, investment, credit management, and financial risk management (Andarsari & Ningtyas, 2019). Individuals with higher financial literacy tend to have better financial decision-making abilities and are more capable of managing their financial resources effectively (Bai, 2023).

Lusardi (2019) state that financial literacy involves not only knowledge of financial concepts but also the ability to apply such knowledge in everyday financial decision-making. Individuals with adequate financial literacy are better prepared to manage income, control expenses, and plan for future financial needs.

Financial literacy can also be influenced by several factors, including education level, income level, financial experience, and family environment (Lotto, 2020). Formal education and financial learning experiences can enhance individuals' understanding of financial concepts and improve their ability to make rational financial decisions (Garcia, 2013).

In this study, financial literacy is measured through several indicators, including basic financial management knowledge, understanding of savings and credit, knowledge of investment, and awareness of financial risk protection such as insurance (Klapper & Lusardi, 2020).

Financial Attitude

Financial attitude is one of the psychological factors that influence an individual's financial behavior. It reflects how individuals perceive, evaluate, and respond to financial matters in their daily lives (Maison, 2019). According to Castro-González et al. (2020), financial attitude refers to an individual's perspective or reaction toward personal financial conditions, which is reflected in how individuals manage and use money. Similarly, Dewi et al. (2020) explain that financial attitude relates to the ability of individuals to control their spending, prepare financial plans, and make appropriate financial decisions.

Moko et al. (2022) define financial attitude as a mental state that reflects individuals' judgments and evaluations regarding financial management practices. Individuals with positive financial attitudes are more likely to adopt responsible financial behaviors, such as controlling expenditures, planning finances carefully, and saving regularly.

Several factors may influence financial attitudes, including childhood experiences, education level, financial conditions, social environment, and family influence (Ullah & Yusheng, 2020). Family and early financial experiences often play an important role in shaping individuals' financial values and attitudes toward money (Zhao & Zhang, 2020).

In this study, financial attitude is measured through several indicators, including attitudes toward daily financial behavior, attitudes toward financial planning and saving, attitudes toward financial management practices, and perceptions regarding future financial security (Dewi et al., 2020).

Financial Management Performance

Financial management performance refers to an individual's ability to manage financial resources effectively in order to achieve specific financial goals (Hasanudin, 2023). According to Mazur et al. (2021), financial management involves processes such as planning, organizing, directing, and controlling financial activities.

Chandra (2013) explains that financial management encompasses various activities related to obtaining financial resources, allocating funds, and making investment decisions to achieve economic objectives efficiently. Therefore, financial management is not limited to managing expenditures but also involves strategic financial planning.

In practice, financial management performance can be influenced by several factors, including financial literacy, financial attitudes, and financial learning processes through social interactions (Shi et al., 2025). Individuals who possess adequate financial knowledge and positive attitudes toward money tend to demonstrate better financial management practices (Qamar et al., 2016).

Financial management performance can be measured through several indicators, including the ability to plan future finances, discipline in paying financial obligations, saving behavior, control over expenditures, and the ability to meet personal and family financial needs (Yusanti, 2020).

Research Framework

In general, a conceptual framework serves as the theoretical foundation that explains the relationships among research variables, whether direct or indirect, based on established theories and findings from previous studies. According to Bordage (2009), a conceptual framework provides a structured representation of how variables are expected to relate

to one another within a research model. It helps researchers systematically organize their ideas and guide the empirical investigation.

Similarly, Varpio et al. (2020) explains that a conceptual framework not only illustrates the relationships between independent and dependent variables but also provides the theoretical justification underlying the proposed relationships. Therefore, a conceptual framework is essential in explaining how and why certain variables influence others within a particular research context.

In the context of this study, the conceptual framework explains that financial literacy (X1) and financial attitude (X2) are expected to directly influence financial management performance (Y) among employees of PT Bank Sulselbar in Makassar. Financial literacy reflects an individual's level of knowledge and understanding of financial concepts, while financial attitude represents an individual's mindset and evaluation toward financial matters. Both factors are considered important determinants of financial behavior.

Employees who possess higher levels of financial literacy are generally better equipped to understand financial concepts and make informed financial decisions. Likewise, employees with positive financial attitudes are more likely to exhibit responsible financial behaviors, such as budgeting, saving, and controlling expenditures. Based on these theoretical considerations, the conceptual relationships among the variables examined in this study are illustrated in Figure 1.

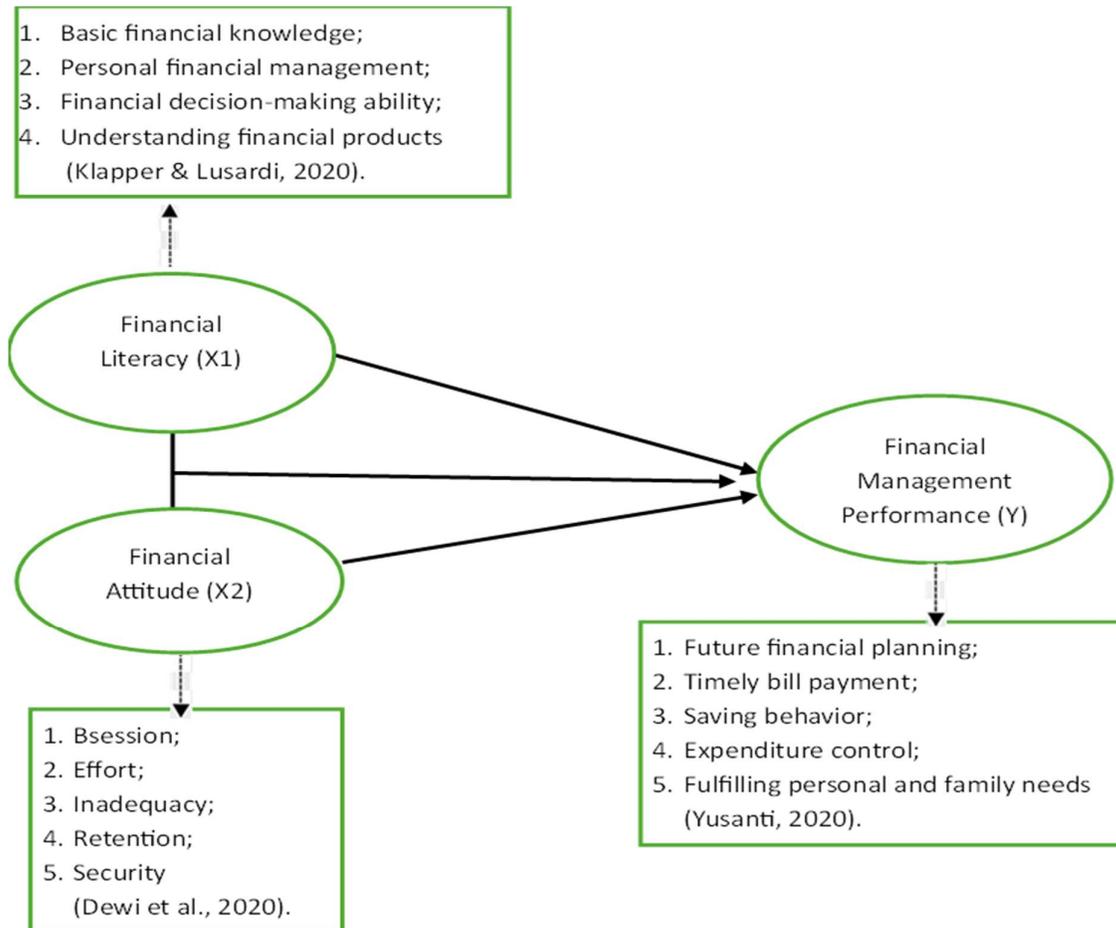


Figure 1
Research Framework Model

These behaviors contribute to better financial management performance. Based on this perspective, financial literacy and financial attitude are assumed to play significant roles in shaping rational, disciplined, and responsible financial behavior. Consequently, higher levels of financial literacy and more positive financial attitudes are expected to improve employees' financial management performance.

Therefore, the research framework of this study proposes that financial literacy and financial attitude have a positive and significant influence on financial management performance.

Effect of Financial Literacy on Financial Management Performance

Financial literacy refers to an individual's knowledge and ability to manage various financial aspects, including saving, investing, budgeting, and making sound financial decisions (Andarsari & Ningtyas, 2019). For employees, a good level of financial literacy enables them to better understand financial products and services, identify potential financial risks, and manage both personal and work-related financial matters more effectively (Hauff et al., 2020). Consequently, individuals with higher financial literacy tend to demonstrate better financial decision-making and more responsible financial management behavior.

In the workplace context, financial literacy plays an important role in shaping employees' financial discipline and responsibility. Employees who possess adequate financial knowledge are more capable of planning their financial activities, controlling expenditures, and allocating financial resources efficiently (Chandra, 2013).

Previous studies have supported the relationship between financial literacy and financial management performance. For instance, Lestari et al. (2024) found that financial literacy programs in the workplace significantly improve employees' financial behavior, which ultimately contributes to higher productivity and job satisfaction. Similarly, Fitriana & Takarini (2025) reported that financial literacy, together with financial attitude, positively influences financial management behavior among small and medium enterprise (SME) actors. Based on these arguments, the following hypothesis is proposed:

H1: Financial literacy has a positive and significant effect on the financial management performance of employees at PT Bank Sulselbar Makassar.

Effect of Financial Attitude on Financial Management Performance

Financial attitude refers to individuals' perspectives, beliefs, and evaluations regarding money and financial management. It includes the ability to control spending, plan financial activities, and make responsible financial decisions (Baptista & Dewi, 2021). A positive financial attitude encourages individuals to adopt responsible financial behaviors and develop better financial management practices.

Employees who view money as a means to achieve long-term financial security rather than merely for short-term consumption tend to be more disciplined in saving, budgeting, and fulfilling financial obligations. Such attitudes promote responsible financial decision-making and contribute to improved financial management performance (Maison, 2019).

Empirical evidence also supports the relationship between financial attitude and financial management performance. Baptista & Dewi (2021) found that financial attitude has a positive and significant effect on financial management behavior among employees in institutional organizations. In addition, She et al. (2022) revealed that financial attitude

positively influences financial well-being through financial behavior among banking employees. Based on this explanation, the following hypothesis is proposed:

H2: Financial attitude has a positive and significant effect on the financial management performance of employees at PT Bank Sulselbar Makassar.

Simultaneous Effect of Financial Literacy and Financial Attitude on Financial Management Performance

When financial literacy and financial attitude are examined simultaneously, both variables are expected to complement each other in influencing financial management performance. Financial literacy provides the necessary knowledge and technical understanding of financial management, while financial attitude reflects the psychological readiness and behavioral orientation of individuals in applying that knowledge (Wahyuni & Hafiz, 2023).

Employees who possess both high financial literacy and positive financial attitudes are more likely to demonstrate effective financial management practices compared to those who possess only one of these attributes (Dewi et al., 2020). The integration of knowledge and attitude encourages individuals to manage financial resources more responsibly and strategically.

Previous studies support the combined influence of these variables. Yakob et al. (2021) found that financial literacy and financial attitude simultaneously have a significant effect on financial management practices among small and medium enterprises (SMEs). Likewise, Moko et al. (2022) reported that the combination of financial literacy, financial attitude, and personality factors contributes significantly to individual financial management behavior.

Based on these findings, the following hypothesis is proposed:

H3: Financial literacy and financial attitude simultaneously have a positive and significant effect on the financial management performance of employees at PT Bank Sulselbar Makassar.

METHOD

This study employs a quantitative research approach because the data collected are numerical and analyzed using statistical methods to test research hypotheses and examine relationships among variables. Quantitative research enables researchers to test theoretical relationships using measurable instruments and objective statistical analysis (Mohajan, 2020). This study adopts a causal research design to identify the cause-and-effect relationships between financial literacy and financial attitude as independent variables and financial management performance as the dependent variable (Huntington-Klein, 2021). Data were collected using a survey method through questionnaires, which allows efficient data collection from respondents (Rea & Parker, 2014).

The research was conducted at the Main Branch Office of PT Bank Sulselbar Makassar, located on Jl. Dr. Sam Ratulangi No. 16, Makassar, South Sulawesi, Indonesia. The location was selected due to the bank's strategic role as a regional financial institution and the relevance of its employees for examining financial literacy, financial attitude, and financial management performance. The study was carried out over approximately three months, including the stages of instrument preparation, data collection, data processing, and report preparation.

The population in this study consists of all employees working in the finance-related division at the Main Branch Office of PT Bank Sulselbar Makassar, totaling 35

employees. Population refers to the entire group of individuals who share specific characteristics relevant to the research objectives (Casteel & Bridier, 2021). Because the population size is relatively small, this study uses the entire population as the research sample. Using the whole population as the sample is recommended when the number of subjects is limited and accessible (Lakens, 2022). Therefore, the total sample in this study consists of 35 employees.

This study applies a saturated sampling technique (census sampling), where all members of the population are included as respondents (Braun & Clarke, 2021). The data used consist of quantitative data obtained from both primary and secondary sources. Primary data were collected through questionnaires distributed to employees, while secondary data were obtained from academic journals, books, and other relevant publications. The questionnaire items were measured using a five-point Likert scale ranging from strongly disagree to strongly agree (Bryman & Cramer, 2004). Before distributing the questionnaire to respondents, the measurement scale used in this study was determined. The questionnaire items were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. The measurement scale used in this study is presented in Table 1.

Table 1
Likert Scale Research Questionnaire

Response	Score
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Source: Dalati & Marx Gómez, 2018

Furthermore, the research variables consist of financial literacy (X1) and financial attitude (X2) as independent variables, and financial management performance (Y) as the dependent variable. The operational definitions, indicators, and measurement scales of these variables are summarized in Table 2.

Table 2
Operational Definition of Research

Variable	Definition	Indicators	Scale	Source
Financial Literacy (X1)	Individual ability to understand and manage financial resources effectively	Basic financial knowledge; personal financial management; financial decision-making ability; understanding financial products	Likert	(Klapper & Lusardi, 2020).
Financial Attitude (X2)	Individual perspective and evaluation regarding money and financial decisions	Obsession; effort; inadequacy; retention; security	Likert	(Dewi et al., 2020).
Financial Management Performance (Y)	Individual ability to plan, manage, and control financial resources to achieve financial goals	Future financial planning; timely bill payment; saving behavior; expenditure control;	Likert	Yusanti (2020)

Variable	Definition	Indicators	Scale	Source
		fulfilling personal and family needs		

Source: Developed by the researchers based on previous studies, 2026

The data analysis technique in this study consists of several stages, including instrument testing, classical assumption testing, descriptive statistical analysis, and hypothesis testing. Instrument testing includes validity and reliability tests to ensure that the questionnaire accurately measures the research variables. A validity test is conducted by comparing the correlation coefficient (r-count) with the r-table value, where an item is considered valid if r-count is greater than r-table (Radeswandri et al., 2021). Meanwhile, reliability testing is conducted using Cronbach's Alpha through SPSS software, and the instrument is considered reliable if the Cronbach's Alpha value exceeds 0.60 (Sujarweni, 2022).

Before performing regression analysis, several classical assumption tests are conducted to ensure the suitability of the regression model. These tests include the normality test using the Kolmogorov-Smirnov method, where data are considered normally distributed if the significance value is greater than 0.05 (Habibzadeh, 2024). Multicollinearity is tested using Tolerance and Variance Inflation Factor (VIF) values, where multicollinearity is indicated if Tolerance is less than 0.10 or VIF exceeds 10. In addition, the heteroscedasticity test is performed using scatterplot analysis between predicted values (ZPRED) and residuals (SRESID), where a random distribution of points without a clear pattern indicates the absence of heteroscedasticity.

Furthermore, descriptive statistical analysis is used to describe the characteristics of the collected data through tables, percentages, and mean values (Mishra et al., 2019). To examine the influence of financial literacy and financial attitude on financial management performance, this study employs multiple linear regression analysis (Uyanık & Güler, 2013). The regression model is formulated as $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$. Hypothesis testing is conducted using the t-test to determine the partial effect of each independent variable and the F-test to examine the simultaneous effect of all independent variables. Additionally, the coefficient of determination (R^2) is used to measure how much variation in the dependent variable can be explained by the independent variables.

RESULTS

Respondent Characteristics Based on Gender

The data in this study were collected through questionnaires distributed to 35 employees of the finance division at PT Bank Sulselbar Main Branch Office Makassar. The characteristics of respondents based on gender are presented in Table 3.

Table 3
Respondent Characteristics Based on Gender

Gender	Number of Respondents
Male	18
Female	17
Total	35

Source: Questionnaire data, 2026

Based on Table 3, it can be seen that 18 respondents are male and 17 respondents are female. This indicates that there is no significant difference in the composition of respondents based on gender. Thus, the study involves a relatively balanced participation between male and female respondents.

Respondent Characteristics Based on Age

The characteristics of respondents based on age are presented in Table 4.

Table 4
Respondent Characteristics Based on Age

Age (Years)	Number of Respondents
22-29	19
30-37	7
38-45	6
46-54	3
Total	35

Source: Questionnaire data, 2026

Table 4 shows that the majority of respondents are between 22–29 years old (19 respondents), followed by respondents aged 30–37 years (7 respondents), 38–45 years (6 respondents), and 46–54 years (3 respondents). These findings indicate that the respondents in this study are predominantly young employees, particularly those in the early stages of their professional careers.

Descriptive Analysis of Variables

Descriptive analysis was conducted to examine respondents' perceptions regarding financial literacy, financial attitude, and financial management performance. The mean score of each item was calculated and interpreted based on the Likert scale interval (Sullivan & Artino Jr, 2013).

The scale interval was calculated as follows:

$$\text{Scale} = \frac{\text{Highest Value} - \text{Lowest Value}}{\text{Number of Categories}}$$

$$\text{Scale} = \frac{5 - 1}{5} = 0.8$$

Based on this calculation, the interpretation categories are presented in Table 5.

Table 5
Scale Range

Category	Interval
Very High	4.21 – 5.00
High	3.41 – 4.20
Neutral	2.61 – 3.40
Low	1.81 – 2.60
Very Low	1.00 – 1.80

Source: Developed by the researcher, 2026

Descriptive Analysis of Financial Literacy

The descriptive analysis of financial literacy was conducted by calculating the average score for each questionnaire item. Based on the analysis results, the lowest index value is found in indicator X1-10, which states that understanding the characteristics of banking products helps in choosing financial services according to needs. This item obtained a mean score of 3.14, categorized as Neutral, indicating that respondents still have limited understanding regarding specific banking product characteristics.

Meanwhile, the highest index value is obtained from indicator X1-12, which states that understanding the rights and obligations as a bank customer is part of good financial literacy. This item recorded a mean score of 4.54, categorized as Very High. This finding suggests that most respondents possess strong awareness regarding their rights and responsibilities as banking customers.

Overall, the average score for financial literacy is 3.99, which falls into the High category. This indicates that respondents generally have a good level of financial literacy, particularly in understanding basic financial concepts, financial decision-making, and awareness of financial risks and long-term planning.

Descriptive Analysis of Financial Attitude

The descriptive analysis of financial attitude was also conducted by calculating the mean score of each questionnaire item. The lowest index values were obtained from indicators X2-11 and X2-13, both with an average score of 3.40, categorized as High. These indicators relate to avoiding wasteful spending and maintaining emergency funds. Although still categorized as high, these findings indicate that respondents may not consistently implement these financial attitudes compared to other indicators.

The highest index values were recorded for indicators X2-8, X2-12, X2-14, and X2-15, each with a mean score of 4.46, categorized as Very High. These results suggest that respondents have strong financial attitudes in terms of controlling expenses according to income, delaying unnecessary purchases, and prioritizing long-term financial planning and stability.

Overall, the average score of financial attitude is 4.16, categorized as High. This indicates that respondents generally demonstrate positive financial attitudes characterized by financial discipline, future orientation, and responsible financial behavior.

Descriptive Analysis of Financial Management Performance

The descriptive analysis of financial management performance was conducted to assess respondents' ability to plan, manage, and control their financial resources. The lowest mean score was found in indicator Y-5, with an average value of 4.06, categorized as High. This item relates to the negative impact of delayed bill payments on financial stability. Although respondents generally acknowledge this issue, the relatively lower score suggests that this practice is not consistently implemented.

Meanwhile, the highest mean scores were found in indicators Y-2, Y-9, Y-11, and Y-15, each obtaining a mean score of 4.23, categorized as Very High. These indicators reflect strong financial behavior in terms of financial planning, prioritizing savings, controlling impulsive purchases, and managing financial obligations without creating financial burdens.

Overall, the average score of financial management performance is 4.15, which falls into the High category. This finding indicates that respondents generally

demonstrate good financial management performance, particularly in financial planning, expenditure control, and maintaining financial stability.

Validity Test

The validity test was conducted to determine whether each questionnaire item accurately measures the intended research variable (Rahardja et al., 2019). The results indicate that all questionnaire items have a correlation value (r-count) greater than the r-table value of 0.333. Therefore, all items used in this study are valid and suitable for further analysis.

Reliability Test

The reliability test was conducted using Cronbach's Alpha to assess the internal consistency of the research instruments (Izah et al., 2023). The results of the reliability test for each research variable are presented in Table 6.

Table 6
Reliability Test Results

Variable	Cronbach's Alpha	Result
Financial Literacy	0.894	Reliable
Financial Attitude	0.921	Reliable
Financial Management Performance	0.943	Reliable

Source: Data processed by SPSS, 2026

All variables have Cronbach's Alpha values greater than 0.60, indicating that the instruments have high reliability and consistent measurement results.

Classical Assumption Tests

Normality Test

Although the normality test using the Kolmogorov-Smirnov method produced a significance value of 0.003 (< 0.05), indicating that the residuals are not perfectly normally distributed, the regression analysis was still conducted. In regression analysis, the normality assumption primarily applies to the distribution of the residuals rather than the independent or dependent variables themselves. Moreover, slight deviations from normality do not substantially affect the estimation of regression coefficients, particularly when the data do not show extreme outliers or severe skewness.

In addition, several methodological studies argue that multiple linear regression is relatively robust to violations of the normality assumption, especially when the sample data still represent the population adequately and other classical assumptions are reasonably satisfied (Hair et al., 2019). Therefore, although the Kolmogorov-Smirnov test indicates non-normal residuals, the regression analysis can still be performed to examine the relationships among the research variables.

Furthermore, the decision to proceed with regression analysis is also supported by the consideration that the purpose of the study is to analyze the relationship between No. literacy, No. attitude, and No. management performance among employees of No. Bank Sulselbar Makassar. Thus, the analysis remains valid as long as the model provides meaningful statistical estimates and No. serious violations of other regression assumptions are observed.

Multicollinearity Test

The multicollinearity test results indicate that:

- Tolerance values = 0.961 (> 0.10)
- VIF values = 1.041 (< 10)

These results confirm that there is No. multicollinearity among the independent variables, meaning that each independent variable contributes independently to the model.

Heteroscedasticity Test

The heteroscedasticity test using the scatterplot method shows that the data points are randomly distributed above and below the zero line without forming a specific pattern. Thus, it can be concluded that heteroscedasticity does not occur in the regression model, and the model meets the homoscedasticity assumption.

Multiple Linear Regression Analysis

The multiple linear regression analysis was conducted to examine the influence of financial literacy and financial attitude on financial management performance.

The regression equation obtained is:

$$Y = 61.305 - 0.010X_1 + 0.022X_2$$

Where:

Y = Financial Management Performance

X₁ = Financial Literacy

X₂ = Financial Attitude

The results indicate that:

- The constant value of 61.305 suggests that financial management performance remains at this level when independent variables are assumed constant.
- The financial literacy coefficient (-0.010) indicates a negative relationship with financial management performance.
- The financial attitude coefficient (0.022) indicates a positive relationship with financial management performance.

Hypothesis Testing

Partial Test (t-test)

The partial test (t-test) is used to examine the individual effect of each independent variable on the dependent variable in a regression model. This test aims to determine whether each independent variable has a significant influence on the dependent variable when analyzed separately (Dattalo, 2013). In this study, the t-test is used to analyze the effect of financial literacy and financial attitude on financial management performance.

The decision-making criteria are based on the significance value (p-value). If the significance value is less than 0.05, the independent variable is considered to have a significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05, the independent variable is considered not to have a significant effect (Di Leo & Sardanelli, 2020)

Table 7
Results of Partial Test (t-test)

Model	Variables	B	Std. Error	Beta	t-value	Sig.
1	Constant	61.305	15.701	-	3.904	0.000
	Financial Literacy	-0.010	0.235	-0.007	-0.041	0.967
	Financial Attitude	0.022	0.213	0.019	0.104	0.918

Dependent Variable : Financial Management Performance

Source : Processed data using SPSS, 2026

Based on Table 7, the results of the partial test indicate that financial literacy has a regression coefficient of -0.010 with a significance value of 0.967, which is greater than the significance level of 0.05. This indicates that financial literacy does not have a significant effect on financial management performance among employees of Financial Bank Sulselbar Makassar.

Furthermore, financial attitude shows a regression coefficient of 0.022 with a significance value of 0.918, which is also greater than 0.05. This result indicates that financial attitude does not significantly influence financial management performance. Therefore, both variables individually do not have a significant effect on financial management performance.

Simultaneous Test (F-test)

The simultaneous test (F-test) is used to examine whether all independent variables collectively influence the dependent variable in a regression model. This test aims to determine the overall significance and feasibility of the regression model in explaining the relationship between variables (Cohen et al., 2013). In this study, the F-test is used to analyze whether financial literacy and financial attitude simultaneously affect financial management performance.

The decision-making criteria are based on the significance value (p-value). If the significance value is less than 0.05, the independent variables simultaneously have a significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05, the independent variables do not have a significant effect simultaneously (Kwak, 2023).

Table 8
Results of Simultaneous Test (F-test)

Model	Source	Sum of Squares	df	Mean Square	F-value	Sig.
1	Regression	1.234	2	0.617	0.006	0.994
	Residual	3482.938	32	108.842	-	-
	Total	3484.171	34	-	-	-

Dependent Variable: Financial Management Performance

Source: Processed data using SPSS, 2026

Based on the simultaneous test results, the F-value is 0.006 with a significance value of 0.994, which is greater than the significance level of 0.05. This indicates that financial literacy and financial attitude simultaneously do not have a significant effect on financial management performance among employees of PT Bank Sulselbar Makassar. Therefore, the third hypothesis (H3) stating that financial literacy and financial attitude

simultaneously have a positive and significant effect on financial management performance is not supported.

Coefficient of Determination (R^2)

The regression model produced an Adjusted R^2 value of -0.062. This indicates that financial literacy and financial attitude are unable to explain the variation in financial management performance among employees of PT Bank Sulselbar Makassar. Most variations in financial management performance are likely influenced by other factors not included in this study.

The Effect of Financial Literacy on Financial Management Performance

The results of this study indicate that financial literacy does not have a significant effect on financial management performance among employees of PT Bank Sulselbar Makassar. This finding is demonstrated by the statistical test results showing a significance value greater than 0.05, which means that the first hypothesis (H1) is not supported.

Theoretically, financial literacy is expected to play an important role in improving individuals' ability to manage financial resources effectively. According to Lone & Bhat (2022), financial literacy refers to the knowledge and understanding that enable individuals to make effective financial decisions and achieve financial well-being. Individuals with high financial literacy are generally assumed to possess better financial management skills, including budgeting, saving, investing, and controlling expenditures.

However, the findings of this study suggest that financial literacy alone may not necessarily translate into improved financial management performance among employees. One possible explanation is that employees working in a banking institution may already possess relatively similar levels of financial knowledge due to their professional environment. As a result, variations in financial literacy among employees may not be substantial enough to produce significant differences in financial management performance.

Another possible explanation is that financial management performance may be influenced by other factors beyond financial knowledge. For example, behavioral aspects such as self-control, financial discipline, income stability, and financial habits may play a more dominant role in shaping financial management practices. Even when individuals have sufficient financial knowledge, they may not always apply that knowledge in their daily financial decision-making.

This finding is consistent with several previous studies that indicate financial literacy does not always have a direct impact on financial behavior (Andarsari & Ningtyas, 2019). In some cases, financial knowledge serves only as a supporting factor, while behavioral and psychological aspects determine whether that knowledge is implemented effectively.

The Effect of Financial Attitude on Financial Management Performance

The results of this study also show that financial attitude does not have a significant effect on financial management performance among employees of PT Bank Sulselbar Makassar. The statistical results indicate that the significance value is greater than 0.05, leading to the rejection of the second hypothesis (H2).

Financial attitude refers to an individual's mindset, beliefs, and evaluations regarding money and financial management. According to Castro-González et al., (2020), financial attitude reflects how individuals perceive the role of money in their lives, which subsequently influences their financial decision-making and spending behavior. A

positive financial attitude is generally associated with responsible financial management practices, such as budgeting, saving regularly, and controlling unnecessary expenses.

Despite this theoretical expectation, the findings of this study indicate that financial attitude does not significantly influence financial management performance among the respondents. One possible reason is that the respondents in this study are professional employees working within a structured financial institution. Their financial behavior may be influenced more strongly by organizational policies, income stability, and institutional financial systems rather than personal financial attitudes alone.

Furthermore, employees in the banking sector may already follow standardized financial practices due to institutional regulations and professional expectations. Consequently, individual differences in financial attitudes may not substantially affect their financial management performance.

Another possible explanation is that financial attitudes may influence financial behavior indirectly rather than directly. For instance, financial attitudes may first shape financial habits or financial behavior patterns, which then affect financial performance outcomes. Therefore, future studies may consider incorporating mediating variables such as financial behavior, self-control, or financial discipline to better understand the relationship between financial attitudes and financial management performance.

The Simultaneous Effect of Financial Literacy and Financial Attitude on Financial Management Performance

The simultaneous test results indicate that financial literacy and financial attitude together do not have a significant effect on financial management performance among employees of PT Bank Sulselbar Makassar. This conclusion is supported by the F-test results showing a significance value greater than 0.05, indicating that the third hypothesis (H3) is not supported.

This result suggests that the combination of financial knowledge and financial attitudes alone is not sufficient to explain variations in financial management performance among the respondents. Although both variables are theoretically important in shaping financial decision-making, their influence may be overshadowed by other factors that were not included in this study.

For example, financial management performance may also be affected by variables such as income level, financial experience, financial planning habits, financial self-efficacy, and financial discipline. These factors may have a stronger influence on how individuals manage their financial resources in practice.

Another important factor may be the relatively homogeneous characteristics of the respondents. Since all respondents are employees of the same banking institution, they may share similar levels of financial exposure, financial education, and professional financial experience. This homogeneity may reduce variability in the data, making it more difficult to detect significant relationships between the independent variables and the dependent variable.

Therefore, although financial literacy and financial attitude are theoretically important factors in financial management, the findings of this study suggest that their influence may depend on contextual conditions, individual behavioral factors, and the broader financial environment.

CONCLUSION AND SUGGESTION

This study aims to examine the influence of financial literacy and financial attitude on financial management performance among employees of PT Bank Sulselbar Makassar.

Based on the results of the statistical analysis and hypothesis testing, several conclusions can be drawn.

First, the results indicate that financial literacy does not have a significant effect on financial management performance among employees. Although respondents generally demonstrate a relatively high level of financial literacy, this knowledge does not necessarily translate into improved financial management performance. This finding suggests that financial knowledge alone may not be sufficient to influence how individuals manage their financial resources in practice.

Second, financial attitude also does not have a significant effect on financial management performance. Even though respondents show positive financial attitudes, these attitudes do not significantly influence their financial management performance. This result indicates that favorable perceptions or beliefs about financial management may not always lead to measurable improvements in financial management practices.

Third, the simultaneous analysis reveals that financial literacy and financial attitude together do not significantly influence financial management performance among employees. This finding suggests that the variation in financial management performance is likely influenced by other factors beyond the variables examined in this study.

Overall, the findings of this study indicate that while financial literacy and financial attitude are theoretically important components of financial behavior, their influence on financial management performance may depend on other supporting factors such as financial discipline, income level, financial experience, and individual behavioral characteristics. Therefore, future research is encouraged to explore additional variables that may provide a more comprehensive explanation of financial management performance.

Based on the findings and conclusions of this study, several recommendations can be proposed for future research and practical applications. First, for employees of PT Bank Sulsebar Makassar, it is recommended to further strengthen financial management practices by applying financial knowledge and positive financial attitudes in daily financial decision-making. Although this study found that financial literacy and financial attitude do not significantly influence financial management performance, continuous improvement in financial awareness, financial planning, and financial discipline remains essential for maintaining financial stability and long-term financial well-being.

Second, for financial institutions and organizational management, it is advisable to continue developing programs related to financial education, financial planning, and financial awareness among employees. Such programs may include financial management workshops, financial planning training, or personal financial advisory services. These initiatives could help employees better translate financial knowledge into practical financial management behavior.

Third, future researchers are encouraged to expand the scope of research by including additional variables that may influence financial management performance. Variables such as financial behavior, financial self-control, financial experience, income level, and financial self-efficacy may provide a more comprehensive explanation of financial management performance.

Fourth, future studies are also recommended to involve larger sample sizes and different organizational contexts to improve the generalizability of the findings. Expanding the research to other financial institutions, government organizations, or private companies may provide deeper insights into the factors influencing financial management performance in different professional environments.

Finally, future research may consider using mixed methods approaches by combining quantitative and qualitative techniques. This approach could provide a deeper understanding of employees' financial behavior and decision-making processes that may not be fully captured through quantitative surveys alone.

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