

Developing Financial Culture Management and the Sustainability of Workplaces in an Emerging Economy

Francis Ezieshi Monyei¹⁺

¹ Department of Industrial Psychology and People Management, University of Johannesburg, South Africa.

Abstract. *The quest for the sustainability of workplaces poses critical challenges, and studies have addressed the subject from several angles. This present research addresses this challenge from the angle of financial culture management (FCM). It has grown to become a particularly constraining issue for most businesses; regardless of workplaces experiencing higher profitability, it is more likely to be unsustainable due to a lack of proper financial culture. In order to accomplish this, the study used a descriptive survey approach. Based on factors like staff size, years of financial operations, and the locations of their offices both domestically and abroad, five (5) microfinance institutions in Lagos State, Nigeria, were selected as research participants. Findings revealed that financial culture management has a positive impact on the sustainability of workplaces, as evidenced by the results of the tested hypotheses using regression analysis. Leading to the conclusion that FCM supports and achieves workplaces' quest for sustained performance and viability.*

Keywords: Behaviour, Emerging economy, Financial culture management, Microfinance institutions, Sustainability

JEL Codes: E62, P23, D4, M5, O3, O25

1. Introduction

Businesses' performance may be hampered by a weak financial culture. According to Tidor, Gelmereanu, Baru, and Morar (2012), this necessitates the intervention of financial culture management in order to give workplaces access to available financial management services, boosting their profitability, cutting expenses associated with business operations, and attaining long-term financial viability. The etymology of the word culture is from the Latin word 'cultura', which originates from the verb 'colere', denoting in English to cultivate, or plough. Culture connotes the ideas, customs, and social behaviour of a particular people or society (Csorba, 2020; Central Bank of Hungary, 2014). The understanding of money and financial products that organisations and individuals may use to make well-informed financial decisions is, thus, referred to as the management of financial culture (Freiling & Harima, 2019). Definitions of financial culture management that are specific to managers and entrepreneurs exist concurrently. A financially educated individual can confidently negotiate with suppliers of goods and services, knows where to get the finest products and services, and is aware of the best financing choices for the company's success at different stages of its development (Blackburn, Hart, & Wainwright, 2013). Entrepreneurs have to navigate the intricacies of the business environment and make tough financial choices in order to turn their companies around. Their financial choices include retirement planning, investments, and savings, which makes financial culture management essential to the firm's financing choices and long-term viability. Any strategic decisions made by business enterprises, particularly SMEs, require a certain level of expertise, according to Monyei et al (2023). This includes knowledge of financial culture, a sustainability mindset, and behaviours and attitudes that will improve the company's long-term financial

¹⁺ **Corresponding Author:** E-mail: Monyei_francis@yahoo.com, ORCID ID: <https://orcid.org/0000-0002-8988-4660>

performance. In contemporary market economies, it has long been known that the smooth operation of the business environment is a prerequisite for economic growth and development (Stiglitz, 1989). In any economy, businesses must constantly improve their operations and develop new strategies in order to positively influence the development of the business environment. The other economic sectors do coexist with the business environment, and none of them can sustainably dominate the others. Any business environment must be able to support stakeholders' and entities' economic viability in the most flexible ways while also sustainably utilising its lucrativeness in order to function as best it can in terms of economic growth and development (Caouette, Altman, Narayanan & Nimmo, 2011). However, a business climate might not be favourable or appropriate to give enterprises operating there a sufficient competitive edge and/or profitability. A company's incapacity to manage its financial operations in accordance with the intricacies of the business environment is one of the reasons why this can occur. A company's poor financial culture management or strategies that steer it in accordance with accepted norms of its operating environment is another (OECD, 2018). Financial culture management plays a crucial role in business by giving organisations the operational methods they need to achieve sustainability. Insufficient bias in the financial culture will lead to poor company choices on the use of resources, the management of human capital, and the provision of goods or services (Vass, 2017; Brown, Henchoz & Spycher, 2018). According to Karadag (2016), workplaces are crucial in promoting and maintaining economic growth and development in both developed and developing nations. These commercial organisations have demonstrated a significant contribution to wealth, productivity, development, and job creation—all of which are essential for any economy. If they are to play a significant role in any given economy, they must enhance the management of their financial culture and competitive capabilities. They are viewed as a tool of economic sustainability and can adjust to the conditions of the business environment (Matejun, 2014). However, the economic and social environment in which workplaces make financial decisions is changing due to the increasing levels of globalisation and new technologies. This change is being supported by a continuous evolution of strategies that result in the business environment and financial systems becoming more sophisticated and growing rapidly (Lusardi & Mitchell, 2011). It's no secret that one of the challenges facing workplaces in their pursuit of sustainability is the absence of sound financial behaviour, knowledge, competencies, frameworks, and responsiveness required to manage their organisation's non-financial and financial resources (Chang, 2016). Joo and Grable (2004) claimed that the lack of corporate financial knowledge, the inability to learn and be creative in navigating the complexities of the financial environment, and the vast array of financial products and services available are the main causes of businesses' frequent inability to make appropriate, inadequate, and ineffective financial decisions. Several academics and professionals have, in fact, emphasised the necessity for businesses to implement appropriate and traditional financial culture management. Financial culture management is crucial for workplace profitability and sustainability, as demonstrated by Schmidt, Niwaha, and Tumuramye (2016), who also note that poor financial behaviour makes businesses unsustainable on a worldwide scale. According to Kofi, Nunoo, Asamoah, Yaw, and Osei-Asare's (2012) analysis of the impact of financial culture management in businesses, managing financial culture is crucial to boosting its performance. They also claimed that financial culture improves an organisation's financial skills, which include more investment savings and risk management. In another context, financial education is one of the elements that contribute to the expansion of enterprises since entrepreneurs who possess a strong financial culture are better equipped to adjust their companies to shifting market conditions. Likewise, a number of studies have started to advocate for additional empirical research on financial culture management and its effects on businesses' pursuit of sustainability (King & McGrath, 2002; Csorba, 2020; Brown et al., 2018; Schmidt et al., 2016). Furthermore, existing research has not adequately addressed the overall impact of implementing a strong financial culture management system on workplace viability, particularly in emerging economies, despite the fact that this lack of management has led to business failures all over the world due to unsustainable operations.

2. Understanding the Related Literature

Equity Theory by Adams and Freedman (1976)

The social comparison principle serves as the foundation for the equity theory, which is an incentive theory. According to the notion, companies are driven by objectivity and would modify their operations to remove any perceived disparities in their input-output ratios when compared to their competitors. Outputs are what businesses get in return, such as profitability, market share, and customer loyalty, whereas inputs are what businesses believe they bring to a task, including resources, capital, time, skills, and education. The idea states that organisations evaluate equity by contrasting their own input-output ratio with others', and that any apparent disparity inspires remedial action due to cognitive dissonance (Adams & Freedman, 1976; Monyei et al, 2020). The core presumptions of equity theory are that people and organisations prioritise fairness in their interactions and are sensitive to the equity of social exchanges. One of the main ideas is that psychological discomfort or paranoia brought on by perceived unfairness—whether it be excessive or insufficient reward—can lead to attempts to make behavioural or cognitive adjustments to restore equity. According to Bourdage et al. (2018) and Bolton et al. (2010), this can entail changing inputs (e.g., lowering resources/effort), aiming for higher outputs, or cognitively modifying one's assessment of the situation's fairness. It explains why all firms aim to achieve sustainability through the alignment of competent financial culture management with their operations when the principles of this theory are applied to the study of financial culture management and workplace sustainability. In order to restore equity, microfinance institutions start reengineering their strategies through the management of their financial culture when they believe that unsustainable processes or efforts are endangering their operations and functions and not fairly producing the desired results (inputs), particularly in terms of increased market shares, profitability, and patronage. Their objective is to balance the unfavourably imbalanced input-output ratio by practising financial literacy, making well-informed business and financial decisions, and enhancing customer services and engagement tactics to rekindle ongoing client patronage. Stated differently, holding several jobs may have unforeseen consequences for academic production even while it may assist in restoring perceived justice. The likelihood of sustainability is decreased when businesses' financial resources and efforts are mismanaged. When attempting to regulate financial culture, this trade-off balances inputs and outputs, resulting in continued viability (Davlembayeva et al, 2021; Adams & Freedman, 1976). This is a behavioural consequence of the equity-restoration process.

Financial Culture Management

In certain nations, financial culture management is a governmental priority and a crucial life skill. Demographic shifts, the sophistication and growth of financial services, and tighter social protection systems all emphasise how crucial it is to manage a financial culture (Kimiyaqhalam & Safari, 2015). The mission and vision statements of a company establish the foundation for how its culture will impact all aspects of its operations. Furthermore, it is suggested that financial decisions that impact a company's financial viability require an awareness of culture, especially financial cultures. This includes having the capacity to make sound financial decisions and behave accordingly. Makdissi, Nehme, and Chahine (2020) emphasise that knowledge acquired over time becomes an adopted guiding principle and claim that financial culture, conduct, and literacy can be utilised interchangeably. Therefore, depending on any financial or economic setting, financial education directs how individuals, groups, and their motivations should handle their financial resources. Given the slump in many Western economies, this is pertinent in the modern era (Monyei & Ukpere, 2024). The majority of individuals may never have heard of it or learnt the skills necessary to manage funds, though, because the educational system does not emphasise the latter kind of education (Aren & Aydemir, 2014). The Council of the Organisation for Co-operation and Development (OECD) defined financial literacy and culture as the process by which investors and consumers who want to increase their understanding and ability to manage financial concepts, products, and risks obtain unbiased instruction, data, and guidance. This develops the self-assurance and skill set required to learn about financial dangers and opportunities so that one can make wise decisions and understand the consequences of seeking financial aid. In financial culture management, literacy tends to encourage financial matters based on relevant financial facts and teaching rather than merely offering financial advice and information. As such, it ought to be offered in a fair and impartial way, with platforms

that are well-planned and executed (Stolper & Walter, 2017). According to Csorba (2020), despite the widespread belief that globalisation would create a more cohesive global economic environment, it has instead led to a more diverse one. It is suggested that this apparent unification stems from the merging of operational costs as well as the various ways that workplace cultures handle business complexity and uncertainties. In addition to expenses, Herger, Hodler, and Lobsiger (2008) contend that the operation of the company environment is the primary determinant of the establishment of financial culture management. It has been demonstrated that the financial culture has a significant influence on the structure and functioning of almost every aspect of organisational operations. This influence extends to the business's inclination to take on risk (Ashraf, Zheng, Arshad, 2016), finance corporate objectives externally (Boubakri, Saffar, 2016), demand for guaranteed sustainability, and even reinvestment. Similar to the percentage of investment flow (Liewellyn, 2016), the financial culture management of the corporate entity greatly influences its character and degree of progress (McFall, 2014). The degree to which financial culture influences a company's investment portfolios was examined by Breuer and Salzmann (2012). They discovered that a company's financial culture has a significant influence on the percentage of its resources that are allocated to each area of its business. Like any other culture, financial culture may be learnt through socialisation. However, school-based education makes up a large portion of it, and academic success is also achievable in this field (Németh et al., 2016). Since adults might not profit from this socialisation setting, adult education should be offered to satisfy their needs and help them build a financial culture. International professional discourse has achieved a consensus that financial culture management is a subfield of culture, even though there is currently no single, agreed-upon definition of the term (Reuter, 2011). Therefore, it is crucial to analyse traits like values, beliefs, norms, and attitudes to manage financial culture. According to a 2018 publication on financial institutions and culture published by the Bank of England's Prudential Regulation Authority, companies should have a culture that encourages prudent management; if there isn't a "right culture," they should think about their executives and subordinates to fully comprehend the situations in which their viability would be in doubt; and finally, their adopted financial practices and the difficulties they face. According to Lo (2016), a company's goals are a component of its corporate culture. Nonetheless, Lo (2016) identifies additional potential values for managing financial culture, with a focus on financial institutions, including loyalty, elitism, adaptability, solidarity, dedication, commitment, and the capacity to withstand uncertainty. Therefore, the management of a company's financial culture, including its recognised values or lack thereof, has a significant impact on its sustainability-oriented actions (Kaplow, 2018).

The Rationale for Financial Culture Management

The foundation of financial culture management extends beyond criticising consumer decisions or removing any financial issues that may fall outside the purview of workplace accountability. Instead, financial culture management aims to provide individuals and organisations with the skills and information necessary to make wise financial decisions. Finding the appropriate credits and investments is the only way to do this (Makdissi et al., 2020). Nonetheless, the benefits of financial culture are numerous for the individual, the company, and society at large. Everyone will find it simpler to anticipate the unexpected and maximise their financial management in this way. Therefore, strengthening the integration of the poorest groups will undoubtedly be aided by lowering the dangers of financial exclusion (Lo, 2016). Financial culture management is now more important than ever before for any advising or sales of financial products due to the steady growth of financial innovation. Therefore, an objective financial culture management seeks to provide everyone a foundational understanding of their capabilities so they may make well-informed financial decisions, i.e., be able to assess the kinds of credits and investments that are most suitable for them. However, the primary objective is to make the basic financial instrument accessible to anyone, which is often an account's banking information (Lusardi, 2019). Managing the financial culture tends to benefit society as a whole later on. People will therefore find it easier to manage their resources optimally and to foresee unforeseen financial circumstances.

The Significance of Financial Culture Management

Financial culture management, which aims to inculcate sound financial practices in the daily stewardship of all individuals who make financial decisions, is thought to need an understanding of fundamental financial concepts.

The Benefits of Financial Culture Management to the Economy

Regardless of age or wealth, all customers generally gain from financial education. It gives businesses and people just starting in the workforce the fundamental skills they need to manage their budgets and investments, which helps them keep tabs on their debts and spending. Young people with a strong financial culture can also assist others with modest incomes in maximising their savings. According to Makdissi et al. (2020), education can also assist people in avoiding the exorbitant fees associated with financial transactions through non-financial organisations, such as check-cashing services. Customers who have the funds to invest may find it easier to comprehend fundamental financial ideas like the necessity of balancing risk, return, and compound interest, as well as the necessity of outlining the advantages and disadvantages of particular investment kinds. The economy may also benefit from the presence of knowledgeable financial customers. These customers drive financial providers to create new services and products by placing orders for goods that better suit their needs. This boosts capital market competition while also enhancing quality and innovation. Customers with greater financial literacy will be able to save even more than those with less education. Csiszarik-Kocsir et al (2016) posit that the economic growth and investment levels would benefit from the rise in savings linked to the formation of a financial culture. Educating and teaching consumers on the functioning of markets and the role of market participants can help emerging economies gain more from the growth of their markets. Financially literate consumers will also be better able to protect their rights and alert authorities to any issues with financial intermediation. By doing this, they make it easier for the supervisory authorities to carry out their duties, which should allow them to intervene less frequently. Individual businesses will be subject to less regulatory burden as a result.

Creating the Need for Financial Culture in Emerging Economies

Few nations have carried out systematic surveys, according to an OECD report from 2005 as part of the Financial Education Project. As a result, the survey came to the unified conclusion that corporate and individual financial culture management is lacking globally. What is most concerning is that neither is the only ones who lack knowledge of the financial sector, or at least does not fully get it; in fact, governments of various countries frequently think they know it better than the current situation. Their capacity to make comprehensive financial decisions for the general public is hampered by the new advancements and complexity in financial culture management (OECD, 2005).

Factors Responsible for Financial Culture Management's Drawbacks

Economic Uncertainties - the complicated financial landscape is causing financial issues for both individuals and businesses. Global performance and sustainability can be significantly impacted by poor financial decisions brought on by ignorance and inaccurate financial data. According to research, people with poor incomes exhibit the same attitudes, prejudices, and behaviours as people who experience unexpected, stressful personal circumstances. In a similar vein, businesses that are having trouble staying in business find it challenging to develop the skills necessary to improve their financial situation. This implies that the degree of economic uncertainty and the condition of the business environment have an impact on making an effective financial decision, in addition to the firm's lack of skills and talents (Reuter, 2011).

Value Systems - people and businesses can become financially literate by adhering to specific cultures, but this does not dictate how one's decisions influence other people. According to Salazar, Soto, and Espinosa (2012), the definition of financial culture encompasses value systems, socioeconomic status, life stages,

professional associations, educational attainment, and the media. It is crucial to emphasise the impact of these factors on others and the influences of financial decision-making.

Prerequisite Qualification - consumers must be financially educated to engage in informed negotiations with their business advisors. Additionally, it enables them to benefit from the information requirements that businesses are increasingly being subjected to. However, the qualifications of financial counsellors must also be guaranteed. Regulations that progressively combine and control the information and advisory responsibilities that financial institutions have to people must be created in order to prevent this hazard (Direr & Visser, 2013).

Sustainability

According to Naudé (2012), 75% of CEOs stated that they incorporate sustainability practices and tactics to increase revenue, safeguard the company's brand, and possibly reduce operational expenses. According to a global survey published by the Boston Consulting Group and MIT Sloan Management Review (2011), businesses were implementing sustainability strategies more quickly than anticipated. The majority of participating businesses consider sustainability to be a fundamental business function that is just as significant as marketing, logistics, and the development of human capital (Yeganegi & Azar, 2012). Due to the pressures of corporate responsibility and accountability to the global society, as well as the growing global awareness of sustainability issues, the study made it clear that banks and investors are more likely to fund businesses that use sustainability strategies in the current business environment. Sustainability-related initiatives are becoming increasingly important for CEOs to retain or become competitive, according to 88% of CEOs (MIT Sloan Management Review and Boston Consulting Group, 2011). To survive and thrive in the fiercely competitive business world of today, workplaces need to have unique qualities. Sustainability is a crucial metric for attributing organisations' attainment of viability. This trait gives businesses the ability to improve the goods and services they provide, which in turn makes it possible to react quickly to changes in the business environment over time. According to Sherehiy (2008) and Bangura and Lourens (2024), achieving sustainability is important both inside and outside of an organisation because it gives the company and its employees access to industry and operations insights, skill development, business process re-engineering, and smooth technology adoption. Research by Kamplade, Mareva-Forsell, and Steele (2021) suggests that sustainability can have a big impact on how businesses operate. The report recommends that organisations should enhance their ability to innovate and closely align their corporate culture and production with other components of their value chain in order to attain sustainability. Sustainability is not a new concept in the corporate world of today. Social, economic, and environmental aspects were all considered in the definition of sustainability proposed by the Brundtland Commission in its 1987 report (WCED, 1987). Sustainability strategies, which take into account issues related to the economy, society, and environment, progressed further at the 1992 United Nations Conference on Environment and Development (UNCED). Addressing the pressing concerns of socioeconomic development and environmental preservation was the goal, and the Rio Declaration (Agenda 21, chapter 8.7) that came after this meeting promoted a National Strategy for Sustainable Development. Monitoring and reporting on implementation was the goal of the Commission on Sustainable Development (Naudé, 2012; UN, 1997). It is widely acknowledged that there is no one definition or method that will achieve sustainability, despite the fact that there are numerous definitions and interpretations (Wals & Schwarzin, 2012). Sustainability, according to some writers, is a value judgement. Depending on their knowledge, background, perspective, traditions, and values, various people have varied ideas on what sustainability implies (Becker, 2010; Velazquez, Esquer, Munguõa & Moure-Eraso, 2011). There are various interpretations from a theoretical standpoint. According to economic theory, sustainability entails a change from an economy focused solely on growth and profit to one that is more steady-state. An environmental perspective emphasises both reducing human effect on ecosystems and ensuring the long-term viability and utilisation of resources. From a socio-biological perspective, sustainability must incorporate respect for nature and preserve social and cultural structures (Velazquez et al., 2011). Along with a variety of viewpoints, sustainability evolved into an intuitive idea that may be characterised as a company's overarching objective,

independent of its primary business (Jabbour & Santos, 2009; Prugh & Assadourian, 2003). Although there is no clear definition of sustainability, there is broad agreement that treating the planet like a company going through liquidation is immoral, unethical, and unprofitable (Velazquez et al., 2011). Sustainability is commonly understood to encompass a number of generations and to concentrate on longer-term results. One important realisation that follows from this is that modern businesses must collaborate with and meet the objectives, goals, and commitments of present generations without sacrificing those of future generations (Jabbour & Santos, 2009; Garvare & Johansson, 2010). According to Valezquez et al. (2011) and Laughland & Bansal (2011), there is a growing consensus that a definition and understanding of sustainability must include economic, social, and environmental dimensions, despite the fact that there is no complete agreement regarding its definition due to various and occasionally incompatible interpretations. According to Smith and Sharicz (2011), this strategy calls for the adoption of a tri-dimensional triple-bottom-line approach, which indicates that the business must exhibit appropriate financial viability and prosperity while simultaneously managing the social and environmental systems constructively.

Empirical Insight into the Sustainability and Financial Culture Management of Firms

An investigation conducted by Doz and Kosonen (2010) revealed that a firm's fiscal culture is important for business development in Finnish tech companies. In their 2013 study, DeGroote and Marx looked at the industrial sector in the US and discovered that organisational culture improved business performance. Administering a quantitative survey using a cross-sectional survey methodology to 564 owner-managers of small and medium-sized businesses (SMEs) who were chosen using a multi-method approach. The relationship between organisational agility, business best practices, and the sustainability of SMEs in South Africa was examined by Govuzela and Mafini (2019). Findings indicate that these variables and factors contribute to the overall viability of the organisation. Other factors indicated in their findings included technological capability, collaborative innovativeness, organisational literacy, and strategic alignment. Usman (2023) used a cross-sectional survey to examine the variables in keeping with the current debate on the relationship between financial culture and sustainability. to look into this link with an emphasis on SMEs in Nigeria's Bauchi state. The financial culture that these SMEs in Bauchi State, Nigeria, practise and their overall business sustainability are strongly and favourably correlated, according to the findings. In order to acknowledge the importance of financial culture and sustainability methods that facilitate its application for increased efficiency across firm departments, they used bibliometric analysis in their study. In their study results, Franco, Guimarães, and Rodrigues (2022) distinguished four categories. These groups found that a number of business characteristics, including technological innovation and financial culture, are linked to a company's ability to be sustainable. These factors also help the company achieve its objectives and are associated with responsiveness and flexibility in its operations. In order to evaluate a financial culture model empirically, 313 government employees in various departments participated in a survey study. A consistent fiscal culture enhances the department's dynamic capacities, and the test results of Zhang, Ding, and Xiao (2023) showed that financial culture has a substantial impact on the department's systematic change. Using a satellite model, Dalvi, Shekarchizadeh, and Baghsorkhi (2013) used descriptive survey data to examine how culture affects company performance. The results indicate that there is a positive relationship between total business performance and culture. Additionally, in order to obtain a competitive advantage in any corporate setting, Saha, Gregar, and Saha (2017) assert that implementing an objective financial culture or strategy can be a useful instrument to improve team and individual competences, literacy, and general innovativeness. By cultivating strategic and methodical understanding, this useful instrument enables the workplace to achieve sustainability. Moreover, the incorporation of elements connected to financial culture and prioritising the need to achieve sustainability serves to enhance the workplace's coordination and resource integration.

3. Materials and Methods

In the investigation, the descriptive survey method was applied. Therefore, participants in the study were staff members of five (5) microfinance organisations in Lagos State, Nigeria, who met the requirements. After considering the capital base of the institution, transactional/operational convenience, and the length of time

that they have offered financial services, the following firms were chosen: LAPO Microfinance Bank, Mutual Trust Microfinance Bank, Davodani Microfinance Bank, KUDA Microfinance Bank, and Sparkle Microfinance Bank. Using Bill Godden's (2004) sample size calculation, 359 employees were selected as the sample size, whereas 3126 employees comprised the study's population. The respondents were given the questionnaire in person, and it was designed using a 5-point Likert scale. Academics confirmed the validity of the questionnaire in terms of both its face validity and its substance. This was done to guarantee the correctness and applicability of the instrument in answering the research questions. To make sure the instrument was reliable and consistent, a test-retest strategy was employed, which entails giving the questionnaire twice in two weeks. The consistency of the survey items was also indicated by the Cronbach's Alpha reliability result, which had a value of 0.83. To assess the study's hypotheses, the regression approach of data analytics was applied. This statistical tool was considered appropriate since it demonstrates the interrelationship between the latent and observable variables and synthesises data from the ordinal scale. If, at a 5% significance level with the proper degree of freedom, the computed value exceeds the table value, the null hypothesis is rejected. If not, we agree.

4. Analyses and Results

Table 1. The Survey's Distribution and Retrieval.

Microfinance Institutions	Distributed No.	Returned No.	No. Not Returned
<i>LAPO</i>	125	100	25
<i>Mutual Trust</i>	48	45	3
<i>Sparkle</i>	54	46	8
<i>Davodani</i>	29	23	6
<i>KUDA</i>	103	93	10
Total	359	307	52

Source: Field Survey, 2025.

As indicated in Table 1 above, a total of 359 questionnaires were distributed. These microfinance organisations were sent questionnaires: 48 were sent to Mutual Trust, and 54 were sent to Sparkle. 125 questions were sent to LAPO. Of these surveys, Davodani received 29. However, KUDA received 103.

Descriptive Statistics about the Research Objective

Research Objective: Assess the impact of financial culture management on the sustainability of workplaces.

Table 2. Financial literacy platforms like the help desk and customer service are part of the customer engagement strategies in the workplace.

	LAPO	Mutual Trust	Sparkle	Davodani	KUDA	Total	(%)
SA	24	15	12	7	46	104	33.8
A	34	30	24	13	36	137	44.6
U	21		5	2	5	33	10.7
SD	8					8	2.6
D	13		5	1	6	25	8.1
Total	100	45	46	23	93	307	100

Source: Field Survey, 2025.

Table 2 shows that 8 (3%) strongly disagree with the proposition, and 25 (8%) disagree with the proposition. The percentage of respondents who concur that financial knowledge platforms like the help desk and customer

service are part of their microfinance institution's customer engagement strategies was 104 (34%) and 137 (45%), respectively. 33 respondents, in 11% of the total responses, indicated uncertainty.

Table 3. Business/financial decisions do not form a key cultural component that avails your microfinance institution with continued patronage by clients.

	LAPO	Mutual Trust	Sparkle	Davodani	KUDA	Total	(%)
SA	12	12	12	6	11	53	17.3
A	25	15	13	11	33	7	31.6
U	10	10	2	2	10	34	11.1
SD	33	3	9	3	29	77	25.1
D	20	5	10	1	10	46	14.9
Total	100	45	44	23	93	307	100

Source: Field Survey, 2025.

Table 3 shows that of the 307 respondents, 53 (17%) and 7 (32%) agreed that business/financial decisions do not form a key cultural component that avails their microfinance institution with continued patronage by clients, whereas 34 (11%) were uncertain and 77 (25%) disagreed with this statement, and 46 (15%) strongly disagreed.

Restating the Hypotheses

H₀: Financial culture management does not significantly impact the sustainability of workplaces.

H₁: Financial culture management significantly impacts the sustainability of workplaces.

Table 4. Model Summary^b.

	R	R²	Adjusted R²	Std. The error in the Estimate	Durbin-Watson
1	0.767^a	0.588	0.578	0.32795	0.241

a. Independent Variable: (Constant), Fin. culture mgt.

b. Dependent Variable: Sustainability

Table 5. Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.662	0.119		30.813	0.000
	Fin. culture mgt.	0.254	0.032	0.767	7.920	0.000

Table 6. Coefficients^a

		95.0% Confidence Interval for B	
		Lower Bound	Upper Bound
1	(Constant)	3.422	3.901
	Financial culture	0.189	0.318

a. Dependent Variable: Sustainability

R = 0.767
 R^2 = 0.588
 F = 62.720
 T = 7.920
 DW = 0.241

Regression sum of squares = 6.746
 Residual sum of squares = 4.732
 Std. Error of the Estimate = 0.32795

Interpretation and Discussion of Results

The difference between the residual sum of squares (4.732) and the regression sum of squares (6.746) shows that more variance in the dependent variable is not taken into consideration. R indicates the degree of correlation between the dependent variable, sustainability, and the independent variable, financial culture management. The explained variance is not random, as indicated by the F-statistic's significant value of (0.000), which is less than 0.05. The achievement of sustainability and stability in financial culture management is strongly correlated, according to the correlation coefficient, which has a value of 0.767. 58.8% of the variation in sustainability may be explained by the coefficient of determination, or R-squared. This illustrates the intimate relationship between financial culture management and sustainability. The low estimate of the predicted error from the regression is approximately 0.33. When autocorrelation was calculated using Durbin-Watson statistics, the result was 0.24, which is not greater than 2. The implementation of financial culture management has a statistically significant and usually good effect on the sustainability of microfinance organisations ($t = 7.920$; Financial culture management = 0.588). The null hypothesis must be disproved to accept the alternative hypothesis. Thus, it is evident that management of financial culture has a major and favourable impact on sustainability.

In light of the outcomes of this study's objective, which investigates the management of financial culture's impact on the sustainability of workplaces, the regression analysis tool was utilised to evaluate the hypotheses. The results show that workplace sustainability is greatly impacted by financial culture management ($F = 62.720$; $r = 0.767$; $t = 7.920$; $p = 0.05$). The findings support those of Doz and Kosonen (2010) by showing that a company's financial culture has a significant role in the growth of Finnish IT startups. Additionally, DeGroote and Marx's (2013) study, which examined the manufacturing sector in the US, discovered that organisational culture had a beneficial effect on business performance. It is also disclosed in Usman's (2023) inquiry, which used a cross-sectional survey to ascertain the financial culture of SMEs and the general viability of their businesses in Nigeria's Bauchi State. The financial culture that these SMEs practised and the overall sustainability of their businesses were shown to be strongly and positively correlated. The systematic transformation of an organisation's business units and departments is greatly influenced by its financial culture, according to Zhang, Ding, and Xiao (2023), who also suggested that a consistent fiscal culture enhances an organisation's dynamic capacities. In their 2013 study, Dalvi, Shekarchizadeh, and Bagsorkhi employed descriptive survey research to investigate how culture affects business performance. The results show that overall business performance and culture are positively correlated. Also, Saha, Gregar, and Sáha (2017) discovered that putting into practice an objective financial principle or strategy will provide businesses with a practical tool to enhance team and individual competencies, financial literacy, and overall innovativeness in order to gain a long-term competitive advantage in any business setting. Additionally, in examining how organisational agility, business best practices, and the viability of SMEs in South Africa are related. The entire viability of the organisation is influenced by these variables and aspects, according to Govuzela and Mafini (2019), who also highlight other elements, including technological competency, collaborative innovativeness, fiscal literacy, and strategic alignment. In their study, Franco, Guimarães, and Rodrigues (2022) found that a number of business factors, including technological advancement and financial culture, are related to the

sustainability of firms. These factors influence the responsiveness and flexibility of operations while also helping to achieve organisational goals.

5. Conclusions

The majority of workplaces' mission and vision statements state that the company's or its employees' initiatives must be focused on improving the management of their financial culture. Through the creation of pertinent teams and strategies within the company, a portion of its earnings will be used to improve its understanding of the business environment and to reinforce and spread sound financial practices. The pursuit of workplace sustainability presents significant obstacles, and research has tackled the topic from various perspectives. The current study tackles this issue from the perspective of managing financial culture. Regardless of workplaces enjoying more profitability, it is more likely to be unsustainable due to a lack of proper financial culture, which has become a particularly restricting issue for most organisations. In the modern era, financial culture management has emerged as a crucial tactic and skill that has gained managerial and administrative attention. The importance of financial culture among businesses, employees, and their customers is highlighted by tightening financial protection measures, company procedures, or shifting consumer demands brought on by the development and spread of financial services. In a similar vein, financial culture management is crucial for boosting all facets of a company's people and the country's budget. Better management of the financial culture can have several advantages. By acquiring insurance, microfinance organisations and their clients can increase their savings, improve their investment strategies, and minimise risk. Even general equilibrium effects could occur, whereby microbusinesses' increased demand for financial services enhances risk sharing, lessens the impact of economic instability, enhances intermediation, and speeds up their total financial development. In any economy, but particularly in the financial services sector, this in turn promotes competition within the economy and among industry players. As a result, resources are allocated more strategically and effectively, ensuring the long-term viability of business operations.

Policy Implications of the Study

In order to guarantee that their operations and functions are integrated with the adopted management of their financial culture, workplaces often need to be strategically aligned with the implemented business requirements and processes. They can profit from sustainability, viability, and great financial management experiences as a result. Additionally, as the workforce's level of relevant financial culture management influences workplace corporate cultures, it should be further improved through required training to support the sustainability of corporate cultures and, indirectly, a general financial culture that promotes a more effective operation of the workplace and business environment as a whole.

References

- Adams, J.S. & Freedman, S. (1976). Equity Theory Revisited: Comments and Annotated Bibliography. *Advances in Experimental Social Psychology*, 43-90.
- Aren, S., & Aydemir, S. (2014). A literature review on financial literacy. *Finansal Araştırmalar ve Çalışmalar Dergisi*, 11, 33 - 49. <https://doi.org/10.14784/JFRS.2014117326>
- Ashraf, B. N., Zheng, C., Arshad, S. (2016). Effects of national culture on bank risk-taking behavior. *Research in International Business and Finance*, 37. pp. 309-326. <https://doi.org/10.1016/j.ribaf.2016.01.015>.
- Bangura, S. & Lourens, M.E. (2024). Organisational agility: a leverage to a firm's performance: an integrative review. *International Journal of Research in Business & Social Science*, 13(3), 77 - 84.

- Bank of England (2018). *The Prudential Regulation Authority's approach to banking supervision*. <https://www.bankofengland.co.uk/-/media/boe/files/prudential-regulation/approach/banking-approach-2018.pdf?la=en&hash=3445FD6B39A2576ACCE8B4F9692B05EE04D0CFE3>. Downloaded on: 29th July, 2024.
- Becker, J. (2010). Use of back casting to integrate indicators with principles of sustainability. *International Journal of Sustainable Development World*, 17, 189 – 197.
- Blackburn, R., Hart, M., & Wainwright, T. (2013). Small Business Performance: Business, Strategy and Owner-Manager Characteristics. *Journal of Small Business and Enterprise Development*, 20, 8 - 27. <https://doi.org/10.1108/14626001311298394>
- Bolton, L.E., Keh, H.T. & Alba, J.W. (2010). How Do Price Fairness Perceptions Differ across Cultures? *Journal of Marketing Research*, 47 (3), 564 - 576.
- Boubakri, N., Saffar, W. (2016). Culture and externally financed firm growth. *Journal of Corporate Finance*, 41, 502 - 520. <https://doi.org/10.1016/j.jcorpfin.2016.04.003>.
- Bourdage, J.S., Goupal, A., Neilson, T., Lukacik, E. & Lee, N. (2018). Personality, equity sensitivity, and discretionary workplace behavior. *Personality and Individual Differences*, 120, 144-150.
- Breuer, W., Salzmann, A. J. (2012). National culture and household finance. *Global Economy and Finance Journal*, 5, 37 - 52. <http://dx.doi.org/10.2139/ssrn.1448698>.
- Brown, M., Henchoz, C., Spycher, T. (2018). Culture and financial literacy: Evidence from a within-country language border. *Journal of Economic Behavior and Organization*, 150, pp. 62-85. <https://doi.org/10.1016/j.jebo.2018.03.011>.
- Caouette, J., Altman, E., Narayanan, P., Nimmo, R. (2011). *Managing Credit Risk - The Great Challenge for the Global Financial Markets*. John Wiley & Sons, Hoboken, New Jersey.
- Central Bank of Hungary (2014). *Knowledge and Value - of Social Engagement Strategy of the Hungarian Central Bank*. Available online at: <https://www.mnb.hu/letoltes/mnbtarsadalmi-spread-low-1.pdf>. Retrieved: 12th August, 2024
- Csiszarik-Kocsir, A., Varga, J., & Fodor, M. (2016). The value-based analysis of the financial culture. *The Journal of Macro Trends in Social Science*, 2, 89 - 100.
- Csorba, L. (2020). Financial culture and financial literacy, the determining factors of financial behavior. *Financial Review*, 65(1). https://doi.org/10.35551/PFQ_2020_1_6.
- Dalvi M. R., Shekarchizadeh A. R. & Bagsorkhi G. R. (2013). Investigating organisational agility components (innovation speed, accountability, integrated information systems, flexible and multi-skilled employees, and flexibility) on the organisational performance based on the satellite model (Snowa Company as a case study). *Global Journal of Pure & Applied Science and Technology*, 3(4), 1 – 14. Retrieved from <https://doi.org/10.1007/s13132-023-01377-8>
- Davlembayeva, D., Papagiannidis, S. & Alamanos, E. (2021). Sharing economy platforms: An equity theory perspective on reciprocity and commitment. *Journal of Business Research*, 127, 151-166.

- DeGroot, S.E. and Marx, T.G. (2013). The impact of it on supply chain agility and firm performance: an empirical investigation. *International Journal of Information Management*, 33, 909 - 916. <http://dx.doi.org/10.1016/j.ijinfomgt.2013.09.001>
- Direr, A., & Visser, M. (2013). Portfolio choice and financial advice. *Finance*, 34, 35 - 64. <https://doi.org/10.3917/fina.342.0035>
- Doz, Y. L., & Kosonen, M. (2010). Embedding strategic agility: A leadership agenda for accelerating business model renewal. *Long Range Planning*, 43(2 - 3), 370 - 382. <http://dx.doi.org/10.1016/j.lrp.2009.07.006>
- Franco, M. Guimarães, J. & Rodrigues, M. (2022). Organisational agility: systematic literature review and future research agenda. *Knowledge Management Research & Practice*, 21. <https://www.tandfonline.com/doi/full/10.1080/14778238.2022.2103048>
- Freiling, J., & Harima, J. (2019). Entrepreneurial Finance. In Entrepreneurship (295-340). Wiesbaden: Springer: Gabler. https://doi.org/10.1007/978-3-658-26117-7_14
- Garvare, R. & Johansson, P. (2010). Management for sustainability – A stakeholder theory. *Total Quality Management*, 21, 737 – 744.
- Govuzela, S., & Mafini, C. (2019). Organisational agility, business best practices and the performance of small to medium enterprises in South Africa. *South African Journal of Business Management*, 50(1), a1417. <https://scihub.se/10.4102/sajbm.v50i1.1417>
- Herger, N., Hodler, R., Lobsiger, M. (2008). What Determines Financial Development? Culture, Institutions or Trade. *Review of World Economics*, 144(3), 558 - 584. <https://doi.org/10.1007/s10290-008-0160-1>.
- Jabbour, C.J.C. & Santos, F.C.A. (2009). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19, 22133 - 2154. Doi: 10.1080/09585190802479389.
- Joo, S., & Grable, J.E. (2004). An exploratory framework of the determinants of financial satisfaction. *Journal of Family and Economic Issues*, 25, 25 - 50. <https://doi.org/10.1023/B:JEEI.0000016722.37994.9f>
- Kamplade, V. Mareva-Forsell, M. and Steele, R. (2021). *Three Mindset Shifts to Become a Data-rich Platform for Growth*, blog entry. McKinsey & Company. <https://www.mckinsey.com/capabilities>
- Kaplow, L. (2018). Recoupment and predatory pricing analysis. *Journal of Legal Analysis*, 10. 1-67. <https://doi.org/10.1093/jla/lay003>.
- Karadag, H. (2016). The role of SMEs and entrepreneurship on economic growth in emerging economies within the post-crisis era: an analysis from Turkey. *Journal of Small Business and Entrepreneurship Development*, 4, 22 - 31. <https://doi.org/10.15640/jsbed.v4n1a3>
- Kimiyaghalam, F., & Safari, M. (2015). Review papers on the definition of financial literacy and its measurement. *SEGi Review*, 8, 81 - 94.
- King, K., & McGrath, S. (2002). Globalisation, Enterprise and knowledge: educational training and development. *International Review of Education*, 50, 74-76. <https://doi.org/10.1023/B:REVI.0000018307.23287.74>

- Kofi, F., Nunoo, F., Asamoah, E., Yaw, & Osei-Asare, Y. (2012). Economics of aquaculture production: a case study of pond and pen culture in Southern Ghana. *Aquaculture Research*, 45, 1 - 14. <https://doi.org/10.1111/are.12003>
- Laughland, P. & Bansal, P. (2011). The top ten reasons why businesses aren't more sustainable. *Ivey Business Journal*, 12 – 19.
- Liewellyn, N. (2016). 'Money Talks': Communicative and Symbolic Functions of Cash Money. *Sociology*, 50(4), 796 - 812. <https://doi.org/10.1177%2F0038038515585475>.
- Lo, A. W. (2016). The Gordon Gekko Effect: the role of culture in the financial industry. *Economic Policy Review*, Federal Reserve Bank of New York. 17 - 42. <https://doi.org/10.3386/w21267>.
- Lusardi, A. (2019). Financial literacy and the need for financial education: evidence and implications. *Swiss Journal of Economics and Statistics*, 155, 1 - 8. <https://doi.org/10.1186/s41937-019-0027-5>
- Lusardi, A., & Mitchell, O. S. (2011). Financial literacy around the world: an overview. *Journal of Pension Economics and Finance*, 10, 497 - 508. <https://doi.org/10.1017/S1474747211000448>
- Makdissi, R., Nehme, A., & Chahine, R. (2020). The influence of financial culture on SME's financial performance. *Journal of Financial Risk Management*, 9, 1-22. <https://doi.org/10.4236/jfrm.2020.91001>
- Matejun, M. (2014). The role of flexibility in building the competitiveness of small and medium enterprises. *Management*, 18, 154 - 168. <https://doi.org/10.2478/manment-2014-0012>
- McFall, L. (2014). *Devising Consumption Cultural Economies of Insurance, Credit and Spending*. Routledge, London, <https://doi.org/10.4324/9780203147870>.
- MIT Sloan Management Review and Boston Consulting Group (2011). *Sustainability: the 'embracers' seize advantages, research report*. MIT Sloan Management, Winter, Review and Boston Consulting Group, Cambridge/Boston, MA.
- Monyei, E. F., Agbaeze, K. E., & Isichei, E. E. (2020). Organisational paranoia and employees' commitment: Mediating effect of human resources policies. *Int. J. Sci. Technol. Res*, 9, 2277 - 8616.
- Monyei, F.E. & Ukpere, W.I. (2024). Non-financial employer-branding and workforce impetus: the mediating effect on the banking sector. *Eureka: Social and Humanities*, 1, 3-11. Doi: <https://doi.org/10.21303/2504-5571.2024.003268>.
- Monyei, F.E., Aiyelabegun, H.T., Kelvin-Iloafu, L.E., & Ukpere, W.I. (2023). Strategy sustainability of small and medium-sized ventures in the 4IR and post-COVID-19 era. *Onomázein*, 62, 1258-1273.
- Naudé, M. (2012). Sustainable development and organizational learning: mutually supportive? *International Journal of Business and Management Studies*, 1(1), 523–540.
- Németh E., Jakovác K., Mészáros A., Kollár P., Várpalotai V. (2016). Insight and Blight - Initiatives on enhancing financial literacy in Hungary. *Public Finance Quarterly*, 3. 407 - 428/401 - 422.
- OECD (2005). *Financial Education Project: Background and Implementation*. <http://www.oecd.org/daf/fin/financialeducation/oecdfinancialeducationprojectbackgroundandimplementation.htm>

OECD (2018). OECD/INFE Toolkit for Measuring Financial Literacy and Financial Inclusion, OECD Publishing, Paris. www.oecd.org/.../financial.../2018-INFE-FinLit-Measurement-Toolkit.pdf.

Prugh, T. & Assadourian, E. (2003). What is sustainability, anyway? *World Watch Magazine*, September/October: 16–18.

Reuter, C. H. J. (2011). A Survey of Culture and Finance. *Finance: Revue de L'association Française de Finance*, 32(1), 76-152. <https://ssrn.com/abstract=1317324>.

Reuter, C. H. J. (2011). A survey of culture and finance. *Finance*, 32, 75 - 152. <https://doi.org/10.3917/fina.321.0075>

Saha, N. Gregar, A. & Sáha, (2017). Organisational agility and HRM strategy: do they enhance firms' competitiveness? *International Journal of Organisational Leadership*, 6, 323 - 334. <https://ssrn.com/abstract=3335720>

Salazar, A., Soto, C., & Espinosa, R. (2012). The impact of financial decisions and strategy on small business competitiveness. *Global Journal of Business Research*, 6, 93 - 103.

Schmidt, O., Niwaha, M., & Tumuramye, P. (2016). Financial literacy and development - experimental insights from rural micro- and small entrepreneurs (MSEs) in Western Uganda. *International Journal of Development Research*, 6, 6758 - 6764.

Sherehiy, B. (2008). Relationships between agility strategy, work organisation and workforce agility. *ProQuest*, 152, 0549548181. <https://api.semanticscholar.org/CorpusID:113343957>

Smith, P.A.C. & Sharicz, C. (2011). The shift needed for sustainability. *The Learning Organization Journal*, 18, 73 – 86. Doi: 10.1108/096964711111096019.

Stiglitz, J. E. (1989). Financial markets and development. *Oxford Review of Economic Policy*, 5(4), 55 - 68. <https://doi.org/10.1093/oxrep/5.4.55>.

Stolper, O., & Walter, A. (2017). Financial literacy, financial advice, and financial behaviour. *Journal of Business Economics*, 87, 581 - 643. <https://doi.org/10.1007/s11573-017-0853-9>

Tidor, A., Gelmereanu, C., Baru, P., & Morar, L. (2012). Diagnosing organizational culture for SME performance. *Procedia Economics and Finance*, 3, 710 - 715. [https://doi.org/10.1016/S2212-5671\(12\)00218-3](https://doi.org/10.1016/S2212-5671(12)00218-3)

United Nations (1997). United Nations Earth Summit +5, New York, Geneva: United Nations. <http://www.un.org.esa/earthsummit/>

Usman, Y. D. (2023). Organisational agility and performance of small and medium enterprises in Bauchi State, Nigeria. *International Journal of Management and Marketing Systems*, 13(10), 1 – 13. <https://doi.org/2736145667113101>

Vass P. (2017). Related to financial knowledge, current research results; (Actual Research Findings on Financial Knowledge) In: Zsolt Pál (ed.) Current issues of financial culture, in particular for banking services (Current Issues of Financial Literacy, Especially Bank Services) The economic methodology Foundation for the Development of Training / Foundation for the Development of Economy and Methodology Education, Miskolc. 81 - 96.

- Velázquez, L.E., Esquer, J., Munguía, N.E. & Moure-Eraso, R. (2011). Sustainable learning organizations. *The Learning Organization*, 18, 36-44. Doi: 10.1108/09696471111095984.
- Wals, A.E.J. & Schwarzin, L. (2012). Fostering organisational sustainability through dialogic interaction. *The Learning Organization Journal*, 19: 11 – 27. Doi: 10.1108/09696471211190338.
- Wang, Y. (2016). What are the biggest obstacles to the growth of SMEs in developing countries? - An empirical evidence from an enterprise survey. *Borsa Istanbul Review*, 16, 167 - 176. <https://doi.org/10.1016/j.bir.2016.06.001>
- World Commission on Environment and Development (1987). *World Commission on Environment and Development* (Brundtland Report). http://www.ace.mmu.ac.uk/eae/Sustainability/Older/Brundtland_Report.html.
- Yeganegi, K. & Azar, M. (2012). *The Effect of IT on Organisational Agility*. In Proceedings of the 2012 International Conference on Industrial Engineering and Operations Management, Istanbul, Turkey. <https://ieomsociety.org/ieom2012/pdfs/590.pdf>
- Zhang, H., Ding, H., & Xiao, J. (2023). How organisational agility promotes digital transformation: an empirical study. *Sustainability*, 15(14), 11304. Retrieved from <https://doi.org/10.3390/su151411304>

Manuscript received: 06.04.2025

Manuscript received in revised form: 20.11.2025

Manuscript accepted: 25.11.2025