

The Influence of Financial Literacy, Business Capital, and Time Management on MSME Performance

Financial Literacy,
Business Capital, and
Time Management

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Submitted:
November 24, 2025

Revised:
April 10, 2026

Accepted:
April 28, 2026

Published Online:
April 30, 2026

ABSTRACT

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in economic development, yet many struggle to achieve sustainable performance due to limited managerial capacity and resources. This study investigates the influence of financial literacy, business capital, and time management on the performance of MSMEs. Using a quantitative approach, data from 100 MSME respondents were analyzed using SPSS to examine relationships and test hypotheses through multiple linear regression and statistical analysis. The results indicate that all three independent variables have a significant effect on MSMEs performance both individually and collectively. Among them, financial literacy and time management were identified as the most influential predictors, while business capital had a relatively smaller effect. The model's determination coefficient ($R^2 = 0.586$) suggests that approximately 58.6% of the variation in MSMEs performance can be explained by these variables. This study demonstrates that managerial capacity, especially financial literacy and time management, has a greater effect on MSMEs' success than capital alone, suggesting policies should focus on capacity-building rather than just funding. This study contributes to the strategic development of competency-based MSMEs empowerment models tailored to regional contexts.

Keywords: Business Capital, Competency-Based Empowerment, Financial Literacy, Managerial Capacity, MSMEs Performance, Time Management.

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a critical role in Indonesia's regional economy by absorbing labor, driving local economic growth, and fostering productive innovation (Saputra & Darmawan, 2023; Sinha et al., 2024). In many mid-sized cities, including Palangka Raya, MSMEs face structural challenges and limited managerial capabilities that hinder consistent business growth. Palangka Raya is an ideal research context due to its rapid urbanization, diverse MSME characteristics, varying managerial capacity and business capital, and the mixed impact of government support programs, making it suitable to examine whether managerial capabilities outweigh capital in influencing MSMEs performance.

Although government programs and financial institutions often prioritize capital provision through microcredit, subsidies, and small business financing programs, empirical evidence suggests that access to capital alone does not guarantee improved performance. Some MSMEs continue to struggle with cash flow management, investment decisions, and efficient use of operational time, highlighting the importance of managerial competencies in business outcomes. Financial literacy encompasses skills such as budgeting, risk assessment, and rational financial decision-making, while time management relates to planning, prioritizing, and allocating operational tasks efficiently (Yoganandham, 2025). These capabilities enable entrepreneurs to maximize the impact of available capital. Studies by Chaidir et al. (2025) emphasize that financial literacy

JIAKES

Jurnal Ilmiah Akuntansi
Kesatuan
Vol. 14 No. 2, 2026
pp. 615-626
IBI Kesatuan
ISSN 2337 – 7852
E-ISSN 2721 – 3048
DOI: 10.37641/jiakes.v14i2.4624

significantly contributes to MSMEs sustainability, particularly in cash flow management and investment decisions. Similarly, Martadinata and Pasek (2024) highlight that effective managerial skills, including time and operational management, can optimize financial performance more effectively than capital alone. Daily (2025) further notes that MSMEs contribute approximately 60.5% to the national GDP and employ nearly 97% of the workforce, yet face ongoing challenges in digital transformation and human resource development.

MSMEs in Palangka Raya demonstrate heterogeneity in capital scale, managerial practices, and performance outcomes. While business capital remains an important factor, empirical studies suggest that financial literacy and time management may have a stronger influence on performance. Fitrianita and Sinarwati (2024) show that financial literacy, financial technology, and business capital simultaneously affect MSMEs financial performance. Widadi and Yuttama (2024) confirm that financial inclusion and sound financial literacy enhance the effective utilization of financial resources and support sustainable business growth. Despite these findings, research comparing the relative contributions of financial literacy, business capital, and time management in medium-sized urban MSMEs remains limited, particularly in the context of Palangka Raya, indicating a clear research gap.

The theoretical framework guiding this study integrates two perspectives. The resource and capability perspective posits that internal capabilities, including managerial skills and human capital, determine the effective utilization of financial resources (Becker & Huselid, 2006; Brinckmann et al., 2011). In this view, venture capital or business capital functions as an input whose added value depends on the entrepreneur's capabilities. Behavioral microeconomic theory complements this view by suggesting that rational financial decisions require knowledge and skills, positioning financial literacy as a mediator between capital and performance (Lusardi, 2019). Time management is treated as an operational factor influencing daily productivity, service consistency, and overall business outcomes such as turnover and customer satisfaction (Aeon et al., 2021).

The novelty of this study lies in its empirical comparison of financial capital versus managerial capabilities in influencing MSMEs performance in a medium-sized urban context. It challenges conventional policy assumptions that often emphasize financing solutions by demonstrating that financial literacy and time management may exert a stronger influence than capital alone. Prior research supports this approach: Chaidir et al. (2025) demonstrated the importance of financial literacy for investment and cash flow management, Taufiqurrahman and Idamiharti (2023) highlighted its effect on long-term business sustainability, and Ramli et al. (2023) showed that financial inclusion and literacy significantly affect MSMEs' performance in urban settings.

Based on the discussion of background, empirical studies, theoretical framework, and identified research gaps, it is clear that the combined influence of financial literacy, business capital, and time management on MSMEs performance requires a comprehensive investigation. This study, therefore, focuses on MSMEs operating within the administrative area of Palangka Raya City and examines financial literacy, business capital, and time management as predictors of performance, measured through business performance assessment indicators. Based on this framework, the study examines both the partial and simultaneous effects of financial literacy, business capital, and time management on MSMEs performance, with the aim of providing empirical evidence on their individual and combined contributions as well as assessing the relative importance of managerial competencies compared to capital in influencing business outcomes.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Effect of Financial Literacy on MSMEs Performance

Financial literacy refers to the ability to understand and apply basic financial concepts such as record-keeping, budgeting, cash flow management, risk evaluation, and the use of financial instruments in business decision-making. This literacy includes not only knowledge but also attitudes and practical skills that influence the economic behavior of

business owners (Susanti et al., 2022). From a theoretical perspective, human capital theory posits that the knowledge and skills of business owners enhance productivity and improve the effectiveness of financial resource utilization (Becker, 1989; Kengatharan, 2019). In addition, behavioral economic theory suggests that higher levels of financial knowledge help minimize cognitive biases and improve the quality of capital allocation decisions (Simon, 2013). Financial literacy improves financial recording and planning skills, enabling better maintenance of cash flow, selection of investment opportunities based on cost-benefit analysis, optimization of access to formal financing through improved budgeting and forecasting, and reduction of liquidity and overinvestment risks.

Empirical evidence supports this theoretical foundation. Recent research in Indonesia shows that financial literacy has a positive and significant effect on MSMEs performance. For example, Demetrius and Yusbardini (2025) found that financial literacy significantly and positively influences MSMEs' performance. Similarly, research by Riyadi and Hadyarti (2024) reported that financial literacy, along with financial knowledge and capability, significantly improves MSMEs' performance. Studies also demonstrated that financial literacy has a significant positive effect on business performance, particularly when mediated by financial technology use (Miftahunnajah et al., 2025). A systematic literature review further highlights the general positive relationship between financial literacy and MSMEs' performance outcomes across multiple contexts (Ariffianti et al., 2024). These findings are reinforced by additional studies showing that greater financial literacy is associated with improved performance indicators such as revenue growth, profitability, and business resilience in MSMEs

H1: Financial literacy has a significant and positive effect on MSMEs performance.

The Effect of Business Capital on MSMEs Performance

Business capital refers to financial resources for starting, operating, and expanding a business, including working capital, fixed capital, and financing sources such as owner's equity and microloans. In this study, capital is measured quantitatively in millions of IDR. According to the Resource-Based View (RBV), capital can provide a competitive advantage when combined with organizational capabilities like managerial skills and operational efficiency (Barney, 2001). However, capital alone is insufficient for sustainable performance, without managerial competencies in budgeting, financial monitoring, and operations, it may be underutilized or cause inefficiencies such as overstocking or excessive debt.

Empirical studies provide mixed but generally supportive evidence on the role of capital in MSMEs performance. Research on MSMEs found that the implementation of working capital has a significant positive effect on MSMEs performance, although its impact depends on how funds are managed (Lubis, 2025; Vismaya & Sandhya, 2025). Similar results were reported in Sukasada District, where business capital was shown to positively and significantly influence financial performance alongside financial literacy (Maharani et al., 2025). Other quantitative studies in Indonesia also confirm a positive relationship between capital and MSMEs development, particularly when capital is supported by training or managerial interventions (Aisyah et al., 2025). These findings are consistent with broader studies showing that financial capital and financial management together contribute to performance improvements in MSMEs (Glorianismus et al., 2025). At the same time, some research suggests that the marginal effect of capital may be limited if not accompanied by managerial skills, indicating that capital alone is not a guaranteed determinant of performance (Salim & Rahmadhani, 2024).

H2: Business capital has a positive effect on MSMEs performance.

The Effect of Time Management on MSMEs Performance

Time management encompasses the ability to plan schedules, prioritize tasks, delegate appropriately, and control the use of operational time, all of which are critical in small business settings where resources and time are constrained (Khan, 2022). At the micro level, effective time management is closely related to labor productivity, fulfillment of production targets, and responsiveness to market demand, directly influencing operational performance. Micro productivity theory and management frameworks, including elements of Covey's time management matrix, suggest that time efficiency increases output per unit of input, enabling businesses to achieve more with limited resources. From a capability perspective, time management is considered an operational capability that helps reduce waste, improve service and production reliability, and maintain consistency in daily business activities (Nisa et al., 2025). When entrepreneurs effectively manage their time, they are better able to fulfill orders, maintain quality consistency, respond quickly to market opportunities, reduce lead times, enhance customer experiences, and lower unnecessary operational costs.

Empirical studies in business and organizational research support the positive relationship between time management practices and performance indicators. For example, research in organizational settings has shown that better time management correlates with higher individual performance outcomes, including productivity and task completion efficiency (Perkasa et al., 2025). Studies in small business contexts similarly indicate that effective time management is a significant factor in operational efficiency and performance metrics, especially when combined with systems such as quality control and production planning (Nisa et al., 2025). Time management training and structured prioritization practices have also been associated with improvements in efficiency, production output, and short-term turnover in work environments, suggesting potential applicability to MSMEs operations where similar constraints exist. Systematic literature reviews on managerial competencies highlight the importance of time-related capabilities as key components of operational management that influence performance outcomes in smaller firms (Aliu et al., 2025).

H3: Time management has a significant positive effect on MSMEs performance.

Simultaneous Effect on MSMEs Performance

MSMEs' performance is measured multi-dimensionally, including profitability, turnover, sales growth, customer satisfaction, and business sustainability. Quantitative studies capture these diverse aspects of performance, reflecting both financial and operational outcomes. MSMEs' performance is influenced by capital resources, internal managerial capabilities such as financial literacy and operational time management, external environmental conditions including market access and regulatory support, and network or institutional assistance like mentoring and associations (Nurjannah et al., 2023; Hasyim & Bakri, 2025). The interaction between capital and managerial capabilities determines how effectively resources are utilized, with integrated financial behavior and dynamic capabilities shown to accelerate performance recovery and support business sustainability (Supramono et al., 2025). Research in regional MSMEs contexts also confirms that financial literacy, access to capital, and operational skills simultaneously affect business outcomes, highlighting the importance of examining these variables collectively (Ainun et al., 2024).

Conceptualizing the intervariable relationships reveals several integrative pathways. Financial literacy moderates the effectiveness of capital utilization, as capital without adequate literacy often leads to inefficient allocation or underperformance (Abdallah et al., 2025). Time management complements financial literacy, ensuring that operational plans are executed efficiently and on schedule, thereby enhancing consistency in performance outcomes. This synergy illustrates that financial literacy and time management function as managerial capabilities that maximize the productivity of capital investment (Bawono et al., 2022).

H4: Financial literacy, business capital, and time management simultaneously have a significant effect on MSMEs performance.

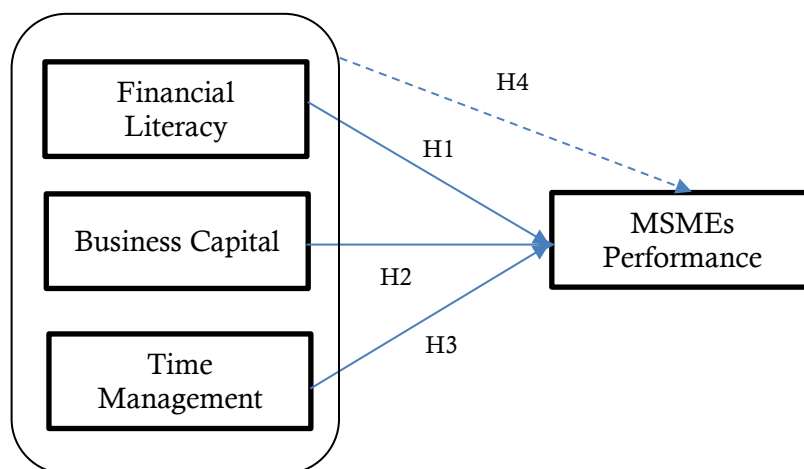


Figure 1. Research Framework

The research framework looking at the variables affecting the performance of MSMEs is shown in Figure 1. The model analyzes three independent variables that are thought to have an effect on MSMEs performance, time management, business capital, and financial literacy. Improvements in financial literacy, sufficient access to business finance, and efficient time management are anticipated to have a beneficial effect on MSMEs' overall performance, according to arrows that show the direction of influence. The dashed arrow from financial literacy can suggest an indirect or moderating influence that needs more research.

RESEARCH METHODS

This study employs a quantitative, cross-sectional, non-experimental design to examine the partial and simultaneous effects of financial literacy, business capital, and time management on MSMEs performance in a sample of 100 respondents in Palangka Raya City. Data were analyzed using multiple linear regression with classical assumptions and significance tests. The population included all active MSMEs during the data collection period, and respondents were purposively selected based on the criteria of being registered or operating for at least one year and willing to complete the questionnaire, ensuring relevance for policy evaluation and development.

In this study, the independent variables are financial literacy, measured as an index score from 1 to 5 reflecting knowledge and practices in business financial management (recordkeeping, budgeting, and planning). Business capital, measured in millions of IDR as a ratio variable, and time management, measured as an index score from 1 to 5 assessing planning and operational time efficiency. The dependent variable is MSMEs' performance, evaluated as a composite score from 1 to 5, capturing business profitability, growth, and sustainability. All constructs were measured using a Likert scale and tested for reliability (Cronbach's alpha) and content validity prior to analysis. The data collection instrument used was a structured questionnaire (Likert scale for X1, X3, Y; numeric for X2). The questionnaire was developed based on a literature review and standard measurement practices for financial literacy and operational management. Content validity was then tested using expert review and a pilot test with 15 respondents to refine the items. Next, reliability was tested using Cronbach's alpha, the minimum acceptable threshold is $\alpha \geq 0.70$.

Data analysis was performed using SPSS with a significance level of $\alpha = 0.05$. The analysis began with descriptive statistics to calculate the mean, median, mode, minimum, maximum, and standard deviation for each variable. Classical assumption tests were then

conducted, including normality testing using the Kolmogorov–Smirnov (KS) test to assess whether residuals were normally distributed, multicollinearity testing using Variance Inflation Factor (VIF) and Tolerance values, heteroscedasticity testing using the Glejser or Breusch–Pagan test, and autocorrelation testing using the Durbin–Watson (DW) test, where a DW value close to 2 indicates no serial autocorrelation. Multiple linear regression was applied to examine the relationships between the independent and dependent variables, with effect size and practical significance assessed through standard errors and 95% confidence intervals for each regression coefficient. Standardized coefficients were also calculated to evaluate the relative influence of predictors. In cases where classical assumptions were violated, appropriate remedies were applied, such as variable transformations or robust standard errors for normality violations, evaluation or combination of variables for multicollinearity, Ordinary Least Squares (OLS) estimation with heteroscedasticity-robust standard errors (White) for heteroscedasticity, and Generalized Least Squares (GLS) or Newey–West standard errors for autocorrelation. These steps ensured that the regression analysis was statistically valid and the findings reliable.

RESULTS

The results of the study on how MSMEs' performance is affected by financial literacy, business capital, and time management are presented in this section. Quantitative information gathered from 100 MSMEs respondents in Palangka Raya City served as the basis for the findings. Inferential analysis is used to look at the links and impacts of the independent factors on MSMEs performance after descriptive statistics are used to give a summary of the respondents' characteristics and variable distributions. The findings are presented in a way that emphasizes the regression model's overall explanatory ability as well as important patterns and trends.

Table 1. Descriptive Statistics

Variable	Mean	Standard Deviation (SD)	Range
Financial Literacy (X1)	3.67	0.87	2 – 5
Business Capital (X2, million IDR)	26.18	11.78	6 – 50
Time Management (X3)	3.58	0.81	2 – 5
MSMEs Performance (Y)	3.67	0.84	2 – 5

Table 1 presents the descriptive statistics of the study variables, providing an overview of the central tendency and variability among the respondents. Financial literacy has an average score of 3.67 with a standard deviation of 0.87, indicating that respondents generally possess a moderate level of financial knowledge, with some individuals demonstrating higher or lower understanding. Business capital averages IDR 26.18 million and has a relatively high standard deviation of 11.78, suggesting that there is considerable variation in the amount of capital available among MSMEs, with some businesses having much higher resources than others. Time management shows a mean of 3.58 and a standard deviation of 0.81, which implies that respondents have an average ability to organize, prioritize, and allocate their time effectively, although differences exist among individuals. MSMEs' performance has an average score of 3.67 with a standard deviation of 0.84, reflecting that the general level of business performance is moderate across the sample. The ranges for all variables indicate that while the data vary across respondents, most scores are concentrated around the mean, providing a relatively consistent picture of the sample's characteristics.

Table 2. Classical Assumption Test Results

Assumption	Test / Statistic	Result / Decision
Residual Normality	Kolmogorov–Smirnov $p = 0.200$	Residuals are approximately normally distributed, assumption met
Multicollinearity	VIF: financial literacy = 1.85, business capital = 1.62, time management = 1.78	VIF < 10 and tolerance > 0.10, no multicollinearity problem
Heteroscedasticity	Glejser test $p > 0.05$	Residuals are homogeneous, no heteroscedasticity
Autocorrelation	Durbin–Watson ≈ 2	Residuals are independent, no autocorrelation

Table 2 presents the results of the classical assumption tests, which are essential to ensure the validity of the multiple linear regression analysis. The normality test using the Kolmogorov–Smirnov method indicates that the residuals are approximately normally distributed, satisfying one of the key assumptions for regression analysis. Multicollinearity among the independent variables is not a concern, as all variables have Variance Inflation Factor (VIF) values below 10 and tolerance values above 0.10, indicating that the predictors do not excessively correlate with each other. The Glejser test for heteroscedasticity shows no significant evidence of non-constant variance, meaning that the residuals are homogeneous across levels of the independent variables. The Durbin–Watson statistic is close to 2, confirming the absence of autocorrelation and suggesting that the residuals are independent over observations. These results collectively demonstrate that the regression model meets the necessary assumptions, ensuring that the subsequent analysis and interpretations of the regression coefficients are reliable and valid.

Table 3. Multiple Linear Regression Testing

Variable	Coefficient	Standard Error	t-statistic	p-value	Information
Intercept	0.512	–	–	–	–
Financial Literacy (X1)	0.321	0.067	4.812	<0.001	Significant
Business Capital (X2)	0.018	0.009	2.014	0.047	Significant
Time Management (X3)	0.287	0.066	4.325	<0.001	Significant

Based on Table 3, the results of the multiple linear regression analysis show that (a) the regression model is: $Y = 0.512 + 0.321X_1 + 0.018X_2 + 0.287X_3$. Financial literacy has a regression coefficient of 0.321 (SE = 0.067, $t = 4.812$, $p < 0.001$), indicating a strong and statistically significant positive effect on MSMEs performance. This shows that MSME owners with higher financial knowledge and skills tend to manage their businesses more effectively and achieve better performance outcomes. Business capital also has a positive effect, with a coefficient of 0.018 (SE = 0.009, $t = 2.014$, $p = 0.047$), suggesting that while the amount of capital supports business operations, its effect on performance is relatively smaller compared to managerial capabilities. Time management demonstrates a significant positive effect as well, with a coefficient of 0.287 (SE = 0.066, $t = 4.325$, $p < 0.001$), highlighting that the ability of MSMEs owners to organize, prioritize, and allocate their time efficiently contributes substantially to business success. These results indicate that financial literacy and time management are the dominant predictors of MSMEs performance, whereas business capital has a more limited influence.

Table 4. Simultaneous Model Test and Determination Coefficient

Test / Statistic	Value	Significance / Notes
F-test (simultaneous model)	45.23	$p < 0.001$
Coefficient of Determination (R^2)	0.586	Variation in MSMEs performance explained by the predictors
Adjusted R^2	0.571	Adjusted for the number of predictors

Table 4 presents the results of the simultaneous model test and the coefficient of determination for the regression model. The F-test yielded a calculated value of 45.23

with a significance level of $p < 0.001$, indicating that the regression model is statistically significant. This demonstrates that the combined influence of financial literacy, business capital, and time management on MSMEs performance is meaningful, and the likelihood that this effect occurred by chance is very low. The coefficient of determination (R^2) is 0.586, with an adjusted R^2 of approximately 0.571. These values indicate that 58.6% of the variability in MSMEs performance among the respondents can be explained by the three independent variables, while the remaining 41.4% is attributed to other factors not included in the model. The difference between R^2 and adjusted R^2 suggests that the model fits the sample data reasonably well, taking into account the number of predictors. The results confirm that the combination of financial literacy, business capital, and time management provides a substantial explanation for differences in MSMEs performance, while also highlighting that additional unmeasured factors may influence outcomes in practice.

DISCUSSION

Financial literacy shows a significant positive effect on MSMEs performance. These findings are consistent with Fitrianita and Sinarwati (2024), Martadinata and Pasek (2024), and Chaidir et al. (2025), who reported that financial literacy enables entrepreneurs to perform better record-keeping, manage cash flow effectively, and make informed investment decisions, thereby improving profitability and sustainability. Similarly, Riyadi and Hadyarti (2024) found that financial literacy mediates the relationship between capital and business performance. This result also aligns with behavioral economic theory, as described by Simon (2013), which states that increased knowledge reduces decision biases and improves resource allocation. Additional studies in the Indonesian MSMEs context, including Taufiqurrahman and Idamiharti (2023), Widadi and Yuttama (2024), Ariffianti et al. (2024), Miftahunnajah et al. (2025), and Demetrius and Yusbardini (2025), further confirm the relevance of financial literacy as a critical determinant of performance.

Time management also shows a significant positive effect on MSMEs performance. This finding is consistent with Ariffianti et al. (2024), Aliu et al. (2025), and Nisa et al. (2025), who reported that effective planning, prioritization, and scheduling increase productivity and reduce operational waste. These results align with Bawono et al. (2022), Nurjannah et al. (2023), and Hasyim and Bakri (2025), who emphasize that managerial skills and operational control strongly influence MSMEs' outcomes. The importance of time management in this study supports the capability approach, highlighting that managerial competencies, rather than capital alone, are crucial for operational performance (Barney, 1991).

Business capital, while positively associated with performance, has a relatively smaller effect. This finding is consistent with the Resource-Based View, which posits that capital is necessary but insufficient for sustained competitive advantage unless combined with managerial capability (Barney, 2001). Empirical evidence in Indonesia supports this view, showing that capital alone does not automatically result in superior performance without adequate managerial and financial skills (Salim & Rahmadhani, 2024; Maharani et al., 2025; Lubis, 2025; Glorianismus et al., 2025; Aisyah et al., 2025). These results suggest that managerial capacity, reflected in financial literacy and time management, plays a more critical role than capital quantity in determining MSMEs success.

Simultaneous analysis of financial literacy, time management, and business capital indicates that an integrated approach produces a stronger effect on MSMEs' performance than any single factor alone. This finding aligns with previous research emphasizing that the combination of managerial skills and financial resources is essential for achieving sustainable business outcomes (Riyadi & Hadyarti, 2024; Ainun et al., 2024; Supramono et al., 2025). It suggests that policies focusing solely on capital provision are less effective than interventions that also enhance managerial capabilities.

These findings imply that MSMEs' coaching programs should prioritize financial literacy, including record-keeping, budgeting, and cash management, alongside time

management skills, such as planning, scheduling, and task delegation. Funding criteria from governmental and microfinance institutions should incorporate managerial capability assessments and structured plans for capital utilization. Integrated interventions combining capital support, mentoring, and skill development are expected to produce synergistic effects, enhancing both short-term performance and long-term sustainability. The study confirms that financial literacy and time management are critical determinants of MSMEs performance, while business capital plays a supportive but secondary role.

CONCLUSION

The empirical findings indicate that financial literacy and time management have positive and statistically significant effects on MSMEs' performance, highlighting the central role of managerial capabilities in driving business outcomes, with financial literacy being the most influential factor. While business capital also shows a positive relationship, its effect is relatively limited, suggesting that capital alone is insufficient without adequate managerial skills. These variables demonstrate a significant joint effect on MSMEs performance, confirming that business success is primarily driven by the interaction between financial capacity and managerial competence rather than by capital accumulation alone.

From a practical perspective, the findings suggest that MSME development policies should move from a capital-focused approach to an integrated model that combines financing with capacity building. Incorporating financial literacy and time management training alongside capital provision can improve effectiveness, ensure more productive use of resources, and enhance sustainability. Embedding managerial capability indicators into funding decisions and monitoring systems can further optimize resource utilization.

However, this study has several limitations. The cross-sectional design limits causal inference and fails to capture temporal dynamics such as lag effects of capital and financial literacy. The model also excludes relevant variables (technology, market access, networks, and innovation), leaving 41.4% of MSMEs' performance unexplained. In addition, the use of self-reported measures may introduce bias. Future research is recommended to employ longitudinal and experimental designs to better capture causal mechanisms, including potential lag effects and the impact of intervention-based models. It should also incorporate broader variables and apply data triangulation to improve robustness. In addition, future studies are encouraged to examine the mediating and moderating roles of financial literacy in the relationship between capital and MSMEs' performance. The limited regional scope of this study should also be addressed to enhance the generalizability of the findings.

FUNDING STATEMENT: This research did not receive any specific grant from funding agencies in the public, commercial, or not - for - profit sectors.

CONFLICTS OF INTEREST: The author declares no conflict of interest.

DECLARATION OF GENERATIVE AI STATEMENT: During the preparation of this work, the author(s) used ChatGPT, Grammarly, and Turnitin in order to assist with language refinement, grammar checking, and originality verification. After using this tool/service, the author(s) reviewed and edited the content as needed and take full responsibility for the content of the publication.

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