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THE INFLUENCE OF FINANCIAL LITERACY, FINANCIAL MANAGEMENT, AND SELF-CONTROL ON THE FINANCIAL BEHAVIOR OF PT. CIPTA MEBELINDO LESTARI EMPLOYEES

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Abstract

This study aims to analyze the effect, both partially and simultaneously, of independent variables financial literacy (X1), financial management (X2), and self-control (X3) on the dependent variable, which is financial behavior (Y) of employees at PT. Cipta Mebelindo Lestari. This research is motivated by the phenomenon of an increasing number of employee loans from 2023 to 2025 and the results of a pre-survey showing that employees' understanding of finance has not fully translated into consistent financial behavior. The study uses multiple regression analysis with a population of 85 employees at PT. Cipta Mebelindo Lestari, where all members of the population are used as the research sample through a saturated sampling technique. Data were collected using questionnaires and then processed with the help of SPSS. The research results show that individually, financial literacy (X1), financial management (X2), and self-control (X3) each have a positive and significant effect on financial behavior (Y), with financial management having the most dominant influence. Simultaneously, these three independent variables (X1, X2, X3) also have a positive and significant effect on financial behavior (Y), with the coefficient of determination (adjusted R Square) of 45.1%, while the remaining 54.9% is explained by other variables. These results highlight the importance of improving financial literacy, good financial management, and self-control to encourage healthier financial behavior among employees at PT. Cipta Mebelindo Lestari.

Keywords: Financial Literacy, Financial Management, Self-Control, Financial Behavior

INTRODUCTION

An individual's ability to manage their own finances is a crucial factor determining their stability and well-being in today's increasingly complex modern era. Finance is no longer merely about meeting daily needs; it also encompasses planning for the future, handling emergencies, and making sound, responsible economic decisions. Given this context, understanding financial behavior in depth is essential, as it reflects how individuals manage their income, expenses, savings, and debt in their daily lives. Prudent financial behavior fosters financial stability, whereas poor financial habits can lead to a range of financial problems. Planning, spending, saving, and debt utilization are examples of an individual's financial behavior. Napitupulu et al. (2021) argue that daily financial management and decision-making are linked to financial behavior. Furthermore, Sampoerno and Haryono (2021) state that financial management behavior entails organizing, managing, and saving funds to achieve financial well-being. An individual's ability to allocate income, meet needs, avoid financial problems, and achieve financial well-being depends heavily on their financial behavior. Sampoerno and Haryono (2021) argue that financial management focuses on managing funds to achieve financial well-being. Furthermore, Mawalia and Asandimitra (2022) emphasize that positive (effective and efficient) financial management behavior helps individuals meet their living needs and attain greater financial happiness. Additionally, Ramadhini (2025) states that financial behavior influences financial well-being; thus, it is crucial for maintaining financial stability and sustainably enhancing individual well-being. Data reveals that in 2025, the financial behavior of the Indonesian population is characterized by income allocation heavily weighted toward consumption (75.30%), while allocations for savings and debt repayments stand at only 13.80% and 10.80%, respectively. This indicates that the majority of income is spent on meeting consumption needs rather than being set aside as savings. Furthermore, the allocation figures for debt repayments suggest that a portion of the population still relies on external financing—such as loans—to meet their needs. Consequently, the general pattern of income allocation in Indonesia remains skewed toward consumption over savings, highlighting the need to strengthen long-term financial management. Income level is not the only factor influencing an individual's financial behavior. Other factors can affect a person's ability to plan, manage, and control their spending. Therefore, PT. Cipta Mebelindo Lestari—a prominent furniture manufacturer in Deli Serdang Regency—was selected as the research site to evaluate financial behavior within the workplace. An initial assessment of employee financial behavior was conducted via a pre-survey. During this stage, the researcher gathered financial data—specifically regarding savings and loans—concerning the employees of PT. Cipta Mebelindo Lestari. By analyzing this secondary data, the researcher sought to observe preliminary trends in employee financial behavior, thereby establishing a foundation for further in-depth study.

Data regarding the savings and loan program indicates an increase in both the total loan volume and the number of borrowing employees between 2023 and 2025. The number of borrowers rose from 9 employees (10.59%) in 2023 to 15 employees (17.65%) in 2024, and increased again to 16 employees (18.82%) in 2025—out of a total workforce of 85. Furthermore, an examination of the savings records at PT Cipta Mebelindo Lestari reveals a phenomenon where some employees hold no savings whatsoever with the company (zero savings). This trend of rising loan activity and an increasing number of borrowers suggests that employees may lack prudent and consistent financial habits or struggle with self-control regarding their finances. Pre-survey results involving 30 employees of PT. Cipta Mebelindo Lestari indicate that, overall, the respondents possess a reasonably good initial understanding of financial management. This is evidenced by the high percentage of "yes" responses across several indicators: financial planning for current needs (93.33%), future financial planning (96.67%), the habit of setting aside income for savings (96.67%), the ability to control expenses (93.33%), and the habit of avoiding unnecessary purchases (90%). These findings suggest that the majority of employees already possess an initial awareness regarding the importance of financial planning and control in their daily lives. Thus, the results of this pre-survey indicate that the financial behavior of PT. Cipta Mebelindo Lestari employees tends to be inconsistent, as a reasonably good level of understanding is not yet fully reflected in organized, consistent, and responsible financial management practices.

Financial literacy is an individual's ability to understand, manage, and utilize financial information to make sound decisions in daily life. Research by Napitupulu et al. (2021) indicates that individuals with good financial literacy tend to manage their finances more effectively. Furthermore, the Financial Services Authority (OJK) explains that financial literacy encompasses the knowledge, skills, and confidence that influence an individual's attitudes and behaviors, thereby enhancing the quality of decision-making and financial management to achieve well-being. Several studies indicate that financial literacy influences financial behavior. Ritakumalasari and Susanti (2021) as well as Utami and Isbanah (2023) demonstrate that the better an individual's financial literacy, the better their financial behavior. The importance of financial literacy is further underscored by data on financial literacy levels among the Indonesian population, which show year-on-year progress. To examine this, researchers collected data covering the period from 2022 to 2025. This data provides an overview of the extent to which the public understands and manages their finances in general. It is observed that the financial literacy index of the Indonesian population has been increasing year by year. Survey data indicates that the financial literacy index stood at 49.68% in 2022. Subsequently, the index rose significantly to 65.43% in 2024 and increased further to 66.46% in 2025. This upward trend demonstrates that the public's level of financial understanding is steadily improving over time.

Pre-survey results involving 30 employees of PT. Cipta Mebelindo Lestari indicate that, overall, the employees' level of financial literacy is quite good. This is evident from the high percentage of "yes" responses across most indicators, such as the ability to manage daily finances (93.33%), understanding the importance of financial planning (93.33%), knowledge of how to manage savings and investments (90%), and the habit of using money wisely (90%). These findings demonstrate that the majority of employees possess a solid basic understanding of financial management concepts and practices. In addition to financial literacy, financial management is another factor believed to influence financial behavior. Financial management refers to an individual's ability to plan, organize, utilize, and control their finances to meet both current and future needs in a balanced manner. Dewanti and Asandimitra (2021) state that financial management relates to an individual's behavior in managing finances appropriately in daily life. Ulumudiniati and Asandimitra (2022) suggest that financial management reflects an individual's ability to utilize financial resources effectively through planning, control, and financial decision-making. This is reinforced by Lathiifah and Kautsar (2022), who argue that financial management relates to an individual's ability to organize, control, and make wise financial decisions, thereby ensuring that finances are managed more effectively and responsibly. Thus, financial management is not merely about the use of money; it also encompasses an individual's capacity to manage finances in a planned, purposeful, and responsible manner.

The results of a pre-survey conducted among 30 employees of PT. Cipta Mebelindo Lestari—presented in Table 1.6—indicate that the majority of respondents demonstrate reasonably good financial management practices. This is evidenced by the high percentage of respondents who reported creating a financial plan before spending (93.33%), setting financial goals (86.67%), allocating income to various needs (86.67%), and periodically checking their financial status (90%). Furthermore, a large majority stated that they take corrective action when financial management errors occur (96.67%) and monitor their spending to ensure it aligns with their plans (90%). These findings indicate that, overall, the employees possess a good level of awareness regarding the planning, management, and evaluation of their finances. In addition to financial literacy and financial management, there is a third factor believed to influence financial behavior: self-control. Self-control is an individual's ability to regulate impulses, desires, and actions to remain aligned with their desired goals. In a financial context, self-control relates to the ability to curb unnecessary spending, avoid impulsive purchases, and maintain discipline in using money according to priorities. Self-control is a crucial aspect, as it is directly linked to an individual's ability to manage money wisely and avoid impulsive financial decisions. Research by Cuandra and Desianti (2022) also found that self-control significantly influences saving behavior; thus, the ability to exercise self-control plays a role in determining an individual's discipline in setting aside a portion of their income.

Pre-survey results involving 30 employees of PT. Cipta Mebelindo Lestari indicate that the majority of respondents possess a good level of self-control. This is evidenced by the high percentage of respondents who prioritize needs over wants (93.33%), consider their actions before spending (93.33%), avoid impulsive purchases (90%), and are able to defer desires in favor of more important needs (86.67%). Furthermore, a large proportion of respondents reported consistency in managing their finances (83.33%) and the ability to control their spending impulses (80%). Broadly speaking, it can be said that employees' financial behavior is not yet fully optimal, as their understanding and capabilities are not entirely reflected in organized, consistent, and responsible financial management practices. This phenomenon warrants examination, given that employees—despite having a steady income—still face various living expenses and the temptations of consumerism in their daily lives. This phenomenon demonstrates that employees' financial behavior is influenced not by a single factor, but by a variety of interconnected factors. Financial literacy is essential for employees to make informed financial decisions; financial management is necessary to effectively plan and utilize income; and self-control is required to resist desires that do not align with priority needs. Based on these phenomena and the identified research gap, this study is essential for analyzing the influence of financial literacy, financial management, and self-control on the financial behavior of employees at PT. Cipta Mebelindo Lestari. The study aims to provide a clearer understanding of the factors influencing employee financial behavior and to offer insights for improving the quality of employees' financial management.

Based on the background outlined above, the problem identification for this study is as follows:

1. The financial behavior of PT. Cipta Mebelindo Lestari employees tends to be inconsistent, particularly regarding adherence to budgets, saving habits, and the prudent use of debt.
2. The level of financial literacy among some employees remains inconsistent, specifically regarding the understanding of basic financial concepts and accuracy in financial decision-making.
3. Financial management by employees is not yet optimal, particularly concerning the recording of income and expenses, the allocation of funds according to plans, and periodic financial evaluation.
4. Employee self-control regarding financial management is not yet fully effective, especially when dealing with promotions or discounts, controlling the urge to shop, and maintaining discipline regarding financial plans.
5. The empirical impact of financial literacy, financial management, and self-control on the financial behavior of PT. Cipta Mebelindo Lestari employees has not yet been determined.

Referring to the background of the problem, research formulation, and objectives, the researcher can state the following hypotheses:

H1 : Financial literacy (X1) has a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.

H2 : Financial management (X2) has a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.

H3 : Self-control (X3) has a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.
H4 : Financial literacy (X1), financial management (X2), and self-control (X3) simultaneously have a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.

METHOD

Given that the numerical data obtained by the researcher from questionnaires administered to respondents—specifically employees of PT. Cipta Mebelindo Lestari—will be analyzed using inferential statistics, this study is classified as quantitative research (Hardani et al., 2020). This research will be conducted at PT. Cipta Mebelindo Lestari (PT. CML), located at Jl. Pasar 1 No. 168, Saentis, Percut Sei Tuan District, Deli Serdang Regency, North Sumatra Province. This research was conducted from March to August 2026. The population for this study consists of all permanent employees of PT. Cipta Mebelindo Lestari across various departments (divisions), totaling 85 employees. For the purposes of the study, the researcher employed a saturated sampling technique, selecting the entire population—comprising general managers, division heads, and employees—as the sample. This approach aligns with the minimum standards for parametric (inferential) statistical research. Saturated sampling involves using the entire population as the research sample. The analysis tool used is SPSS version 25.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test Results

Table 1. Results of the Validity Test of Financial Literacy, Financial Management, Self-Control, Financial Behaviour

Statement Item	r-count	r-table	Description
FL1	0,790	0,361	Valid
FL2	0,897	0,361	Valid
FL3	0,843	0,361	Valid
FL4	0,913	0,361	Valid
FL5	0,899	0,361	Valid
FL6	0,739	0,361	Valid
FM1	0,893	0,361	Valid
FM2	0,941	0,361	Valid
FM3	0,898	0,361	Valid
FM4	0,925	0,361	Valid
FM5	0,926	0,361	Valid
FM6	0,844	0,361	Valid
FM7	0,941	0,361	Valid
FM8	0,960	0,361	Valid
SC1	0,665	0,361	Valid
SC2	0,767	0,361	Valid
SC3	0,696	0,361	Valid
SC4	0,817	0,361	Valid
SC5	0,830	0,361	Valid
SC6	0,787	0,361	Valid
SC7	0,817	0,361	Valid
SC8	0,848	0,361	Valid
FB1	0,823	0,361	Valid
FB2	0,778	0,361	Valid
FB3	0,769	0,361	Valid
FB4	0,783	0,361	Valid
FB5	0,843	0,361	Valid
FB6	0,743	0,361	Valid
FB7	0,791	0,361	Valid
FB8	0,863	0,361	Valid
FB9	0,533	0,361	Valid
FB10	0,577	0,361	Valid

Referring to Table 1, it is known that the corrected item total correlation value is > 0.361, so all statement items are stated to be valid/legitimate.

Table 2. Results of the Reliability Test of Financial Literacy, Financial Management, Self-Control, Financial Behaviour

Variable	*Cronbach Alpha*	Description
Financial Literacy	0,801	Reliable
Financial Management	0,902	Reliable
Self-Control	0,674	Reliable
Financial Behaviour	0,686	Reliable

Source: SPSS version 25 (2026)

Referring to Table 2, it is known that the Cronbach's alpha value for all variables is > 0.60, so all statement items are stated to be reliable.

Normality Test Results

Table 3. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		85
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	2.77829706
Most Extreme Differences	Absolute	.050
	Positive	.045
	Negative	-.050
Test Statistic		.049
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: SPSS version 25 (2026)

Referring to Table 3. above, it is known that the results of the Kolmogorov-Smirnov test have a significance value of 0.200 > 0.05 so it can be concluded that the data tested is normally distributed.

Multicollinearity Test Results (Tolerance and VIF)

Table 4. Multicollinearity Test Results

		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
Model		B	Std. Error	Beta	**Tolerance**	**VIF**
1	(Constant)	3.355	3.793			
	Financial Literacy	.410	.106	.325	.927	1.079
	Financial Management	.494	.080	.499	.993	1.007
	Self-Control	.271	.080	.284	.930	1.075

Source: SPSS version 25 (2026)

Referring to Table 4, it is known that the results of the multicollinearity test for the variables financial literacy, financial management, self-control have a tolerance value > 0.10 and VIF < 10, so this study is declared free from multicollinearity problems.

Heteroscedasticity Test Results (Glejser)

Table 5. Glejser Heteroscedasticity Test Results

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	**t**	**Sig.**
1	(Constant)	.428	2.210		.194	.847
	Financial Literacy	.002	.062	.003	.025	.980
	Financial Management	.046	.047	.110	.990	.325
	Self-Control	.013	.047	.033	.284	.777
a. Dependent Variable: Abs_res						

Source: SPSS version 25 (2026)

Referring to Table 5. above, the results of the Glejser test above, the significance value of the three independent variables is > 0.05, so it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Test Results

Table 6. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	3.355	3.793		.885	.379
	Financial Literacy	.410	.106	.325	3.874	.000
	Financial Management	.494	.080	.499	6.152	.000
	Self-Control	.271	.080	.284	3.391	.001

Source: SPSS version 25 (2026)

Referring to Table 6, the regression equation for the above values is:

$$\mathbf{Y = 3.355 + 0.410X1 + 0.494X2 + 0.271X3 + \varepsilon}$$

Based on the regression equation in the mathematical model, the interpretation is as follows:

1. The constant (α) = 3.355 indicates that if the variables Financial Literacy (X1), Financial Management (X2), and Self-Control (X3) have a value of 0 (no influence), then Financial Behavior (Y) is estimated to have a value of 3.355.
2. The regression coefficient for the Financial Literacy variable (X1) is 0.410 (positive), indicating that an increase in the Financial Literacy variable results in an increase in Financial Behavior by 0.410.
3. The regression coefficient for the Financial Management variable (X2) is 0.494 (positive), indicating that an increase in the Financial Management variable results in an increase in Financial Behavior by 0.494. Additionally, the coefficient value for Financial Management (X2) indicates that it is the variable exerting the most dominant influence on Financial Behavior (Y).
4. The regression coefficient for the Self-Control variable (X3) is 0.271 (positive), indicating that an increase in the Self-Control variable results in an increase in Financial Behavior by 0.271.

Based on the regression coefficient values of each independent variable, it can be concluded that Financial Management (X2) is the variable exerting the greatest influence on Financial Behavior (Y). In other words, the financial behavior of PT. CML employees is more strongly influenced by the Financial Management variable.

Hypothesis Testing
Partial Test Results (t-Test)

Table 7. Partial Test Results (t-Test)

Coefficients[a]									
	Unstandardized Coefficients		Standardized Coefficients			Correlations		
Model	B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1 (Constant)	3.355	3.793	.885	.379				3.355
Financial Literacy	.410	.106	3.874	.000	.365	.395	.313	.410
Financial Management	.494	.080	6.152	.000	.486	.564	.497	.494
Self-Control	.271	.080	3.391	.001	.385	.353	.274	.271
a. Dependent Variable: Financial Behaviour								

Source: SPSS version 25 (2026)

Referring to Table 7, it is known that the independent variables influence each other on the dependent variable.

1. The Financial Literacy variable (X1) obtained a Beta value of 0.410, making it the second most influential variable on Financial Behavior (Y). Furthermore, the calculated t-value of 3.874 exceeded the t-table value of 1.98, and the significance value (Sig.) of 0.000 was less than 0.05; this indicates that Financial Literacy (X1) has a positive and significant partial effect on Financial Behavior (Y).
2. The Financial Management variable (X2) obtained a Beta value of 0.494, making it the most influential variable on Financial Behavior (Y). Additionally, this variable yielded a calculated t-value of 6.152 (exceeding the t-table value of 1.98) and a significance value (Sig.) of 0.000 (less than 0.05), meaning that Financial Management (X2) has a positive and significant partial effect on Financial Behavior (Y).
3. The Self-Control variable (X3) obtained a Beta value of 0.271, making it the variable with the least influence on Financial Behavior (Y). Furthermore, the calculated t-value of 3.391 exceeded the t-table value of 1.98, and the significance value (Sig.) of 0.001 was less than 0.05; this indicates that Self-Control (X3) has a positive and significant partial effect on Financial Behavior (Y).

Simultaneous Test Results (F-Test)

Table 8. Simultaneous Test Results (F-Test)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	577.257	3	192.419	24.038	.000[b]
	Residual	648.391	81	8.005		
	Total	1225.647	84			
a. Dependent Variable: Financial Behaviour						
b. Predictors: (Constant), Self-Control, Financial Management, Financial Literacy						

Source: SPSS version 25 (2026)

Referring to Table 8. it is known that the calculated F-value is 24.038, with a significance value of 0.000. Given that the calculated F-value (24.038) exceeds the F-table value (2.72) and the significance value (0.000) is less than 0.05, it can be concluded that Financial Literacy (X1), Financial Management (X2), and Self-Control (X3) simultaneously (collectively) have a significant effect on Financial Behavior (Y).

Determination Test Results

Table 9. Determination Test Results

Model Summary				
Model	R	R Square	**Adjusted R Square**	Std. Error of the Estimate
1	.686[a]	.471	.451	2.82928
a. Predictors: (Constant), Self-Control, Financial Management, Financial Literacy				

Source: SPSS version 25 (2026)

Referring to Table 9, the Adjusted R-squared value indicates an R-squared (coefficient of determination) of 0.451. Based on the calculation 0.451 × 100% = 45.1%, this shows that 45.1% of the Financial Behavior variable (Y) can be explained by the variables Financial Literacy (X1), Financial Management (X2), and Self-Control (X3). Meanwhile, the remaining 54.9% is explained by variables or factors outside this research model.

Discussion

The Influence of Financial Literacy on the Financial Behaviour

Partial test results indicate that Financial Literacy (X1) has a positive and significant effect on the Financial Behavior (Y) of PT. Cipta Mebelindo Lestari employees. Based on a regression coefficient of 0.410, a calculated t-value of 3.874, and a significance level of 0.000, it is evident that the calculated t-value exceeds the t-table value of 1.98 and the significance level is below 0.05; consequently, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted. Thus, higher levels of financial literacy correspond to better financial behavior among PT. CML employees. The positive direction of the relationship indicates that improvements in financial knowledge, skills, and understanding align with enhanced capabilities in planning, utilizing, and controlling finances. The acceptance of H1 aligns with the research objectives and supports the theoretical framework, consistent with the OECD (2022) view that financial literacy encompasses the knowledge and skills required to make financial decisions. Basrowi and Utami (2024) also identify an understanding of financial behavior as a crucial component of the decision-making process. Accordingly, the statistical results of this study demonstrate that cognitive aspects have tangible consequences for the financial behavior of employees at PT. CML. These findings are consistent with Napitupulu et al. (2021), who identified the impact of financial literacy on the financial management behavior of university students. Research by Rahayu and Meitriana (2023) similarly indicates that financial literacy and financial attitudes exert a positive and significant influence. Studies by Ritakumalasari and Susanti (2021) and Sahri and Rizal (2024) further corroborate this positive relationship. Ultimately, these results reinforce the evidence that financial knowledge is a relevant factor in shaping financial behavior.

The Influence of Financial Management on the Financial Behaviour

The partial test results indicate that Financial Management (X2) has a positive and significant effect on Financial Behavior (Y). Based on the regression coefficient of 0.494, a calculated t-value of 6.152, and a significance level of 0.000—where the calculated t-value exceeds 1.98 and the significance level is below 0.05—the null hypothesis (H0) is rejected, and the second hypothesis (H2) is accepted. This implies that the better the ability of PT. CML employees to plan, allocate, control, and monitor their finances, the better their financial behavior. Dewanti and Asandimitra (2021) and Ulumudiniati and Asandimitra (2022) have highlighted the importance of the ability to manage financial resources within the context of financial management behavior. Thus, the decision to accept H2 is not only supported by statistical significance but is also consistent with concepts and theories positing that the technical ability to manage money serves as a direct link between intention and action. These findings also demonstrate that knowledge alone is insufficient. Employees may understand the importance of saving or budgeting, but financial behavior is strengthened when they consistently carry out the management process. Consequently, the significant role of financial management suggests that interventions targeting management skills could be the most effective strategy for improving the financial behavior of PT. CML employees. Research by Felantika (2022), Lathiifah and Kautsar (2022), and Gumitasari and Isbanah (2024) supports the view that the ability to organize and control financial resources is linked to financial management behavior. Furthermore, these results align with the findings of Sahri and Rizal (2024), who discovered that financial management has a positive and significant impact on the financial behavior of university students. The results are also consistent with studies by Dewanti and Asandimitra (2021), Ulumudiniati and Asandimitra (2022), and Gumitasari and Isbanah (2024), all of which identify management ability as a crucial element of financial management behavior.

The Influence of Self-Control on the Financial Behaviour

Partial test results indicate that Self-Control (X3) has a positive and significant effect on Financial Behavior (Y). Based on a regression coefficient of 0.271, a calculated t-value of 3.391, and a significance level of 0.001, it is evident that the calculated t-value exceeds 1.98 and the significance level is below 0.05; thus, the null hypothesis (H0) is rejected and the third hypothesis (H3) is accepted. This implies that the better the ability of PT. CML employees to control impulses, delay gratification, consider expenditures, and maintain discipline, the better their financial behavior. Robbins and Judge (2021) emphasize self-regulation as an aspect of individual behavior involving the ability to align actions with standards and goals. In a financial context, self-regulation entails adhering to established spending limits and plans. Consequently, self-control acts as a behavioral safeguard. While financial literacy provides information and financial management establishes systems, self-control helps ensure those systems are followed when individuals face temptation. The coefficient of 0.271 indicates that this function is real, though its contribution is smaller than that of financial management, which involves more direct and repetitive actions. These results align with findings by Cuandra and Desianti (2022), which demonstrate the impact of self-control on saving behavior. Luthfiannisa and Meidiaswati (2024) also show that self-control plays a role in the saving behavior of the "sandwich generation." Utami and Isbanah (2023) found a link between self-control and financial behavior, while Ramadhini (2025) demonstrated the contribution of self-control to financial well-being. These consistent findings reinforce the conclusion that self-control is a relevant psychological factor. Self-control can be strengthened by setting concrete goals, such as establishing an emergency fund, saving for children's education, paying off debt, or building future savings. Clear goals make delaying gratification easier, as there is a compelling reason to curb spending. Simple strategies—such as carrying only a limited amount of cash or restricting the use of shopping apps—can also be employed. However, relying on an employee's individual self-control should not be viewed as the sole solution.

CONCLUSION

Based on the research results, it can be concluded that :

1. Empirically, Hypothesis 1 (H1) is accepted, indicating that financial literacy (X1) has a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.
2. Empirically, Hypothesis 2 (H2) is accepted, indicating that financial management (X2) has a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.
3. Empirically, Hypothesis 3 (H3) is accepted, indicating that self-control (X3) has a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.
4. Empirically, Hypothesis 4 (H4) is accepted, indicating that financial literacy (X1), financial management (X2), and self-control (X3) simultaneously have a positive and significant effect on the financial behavior (Y) of PT. Cipta Mebelindo Lestari employees.

Based on the research findings and conclusions outlined above, the researcher offers the following recommendations:

1. It is strongly recommended that PT. Cipta Mebelindo Lestari prioritize training programs on financial literacy, financial management, and self-control for its employees, with the aim of improving their financial behavior and maintaining it consistently.
2. Employees of PT. Cipta Mebelindo Lestari are strongly encouraged to independently continue enhancing their understanding and skills regarding personal financial management. The hope is that healthy financial behaviors can be established sustainably, thereby supporting long-term financial well-being.
3. Future researchers are advised to employ different variables and methods, as well as to expand the scope of the study population and sample—for instance, by conducting research at other companies within different industrial sectors.

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