

Financial literacy and business performance among pet clinic enterprise owner

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Abstract

This research explored the relationship involving financial literacy and business performance within the setting of local pet clinic owners. With the animal healthcare industry witnessing substantial growth in recent years, understanding the financial acumen of business owners becomes pivotal for sustained success. Utilizing a mixed-methods approach, quantitative survey and descriptive research were conducted on pet clinic owners nationwide. Following the purposive sampling technique, a total of 385 veterinary clinic owner respondents provided their feedback. Statistical tests and analysis revealed significant correlations between the various indicators used for financial literacy and business performance. Furthermore, insights from the gathered data and obtained results shed light on the financial challenges experienced by local pet clinic owners. The information derived was used as a guide in formulating effective business strategies and applicable plans of action. The outcomes of this investigation highlight the inherent importance of enhancing financial literacy among pet clinic owners to optimize business operations and ensure long-term viability in this dynamic industry landscape. Recommendations for tailored financial education programs and managerial interventions are suggested to empower pet clinic owners in navigating financial complexities and fostering sustainable business growth. Finally, this study is a baseline reference for future investigations related to financial and business-related topics among local animal health enterprises.

Keywords: financial literacy, business performance, pet clinic owners, veterinary clinic, animal healthcare

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1. Introduction

Financial literacy is critical to the success of any organization regardless of size and industry. A person with a thorough knowledge of financial principles can easily make educated decisions regarding crucial business processes such as budgeting, investing, and resource management. In an organization, financially literate employees can also help in applying business financial strategies, risk control measures, and profitability plans. Furthermore, financial literacy promotes a culture of responsibility and openness inside the business firm, resulting in enhanced judgment at all levels. Businesses with financially educated staff are better able to adjust to shifting market conditions, recognize development opportunities, and manage challenges. Animal health establishments such as pet clinics or hospitals are no exception to this since they also depend on their proprietor's financial knowledge and capabilities. In turn, this will help them grow and survive in a very competitive and challenging industry.

The Philippines is experiencing rapid economic growth coupled with a burgeoning pet ownership culture, emphasizing the significance of veterinary care in sustaining this growing sector. Pet health concerns have escalated, highlighting the pivotal role of licensed veterinarians and related health professionals in delivering optimal care. This surge in demand for pet care services has led to the proliferation of animal clinics and hospitals across the country. These establishments not only serve as healthcare providers but also as vital enterprises providing livelihoods for practitioners and a steady income for their employees. However, as these ventures expand, ensuring their stability and sustainability demands a nuanced understanding of proper business knowledge and skills. The country's evolving economic landscape and volatile global markets, the value of financial literacy in determining individual and business success has become increasingly evident. Financial literacy stands as a critical determinant of economic well-being and long-term company performance. It gives entrepreneurs the ability to comprehend and craft educated choices about personal and corporate finances, essential amidst the complexities of modern financial environments (Turner, 2024).

Despite assertions by Akomea-Frimpong *et. al.* (2021) emphasizing the pivotal role of financial literacy in societal monetary participation and individual financial control, evidence suggests pervasive financial ignorance, particularly prevalent among various professional strata, including those in the animal health service sector. Today's business landscape faces significant challenges due to dynamic financial markets and interconnectivity, demanding proactive and educated financial management strategies. Financially literate workforces not only mitigate risks related to economic uncertainty but also leverage opportunities for innovation and growth, crucial for businesses of all scales, including local animal clinics. These clinics grapple with multifaceted challenges such as profitability maintenance amidst staff shortages, increasing patient care demands, investment needs in new medical equipment, competitive pressures, stricter regulations, and governmental tax requirements. Often, small business owners, including those operating animal clinics, focus primarily on day-to-day operations, neglecting comprehensive strategic planning, an area where financial education can substantially contribute (Fernando, 2023; Kaur & Singh, 2023; Cote, 2020).

This study specifically investigated financial literacy and its relationship to business performance among pet clinic enterprise owners. Financial literacy was evaluated using three different elements, specifically, financial knowledge, financial attitude, and financial behavior. These parameters helped examine the educational know-how, mental condition, and prospective actions of the respondents toward various financial matters. It revealed their innate qualities based on this variable in focus. Moreover, the study also evaluated the business performance of their respective animal clinics via three aspects, specifically, financial performance, non-financial performance, and market performance. These indicators aided in the analysis of the crucial enterprise competencies and presented how they fare in prevailing market conditions. The evident gaps and

shortage in financial literacy and subsequent business performance among animal clinic proprietor research in the Philippines were compelling reasons for this study. The scarcity of available references, learning opportunities and specialized educational materials tailored to the local animal health industry underline the necessity for investigation.

These observations led the researcher to perform this study and seek out feedback from peers in the industry. As a practicing member of the animal health industry, the researcher personally recognized these challenges and the urgency to explore information and identify solutions. This investigation was bound to unveil the status of financial literacy among the selected respondents from the animal health sector. Furthermore, this paper was keen to provide substantial information about the condition of the respondent's financial competencies that could influence the performance of their enterprise. The researcher also personally sought to encourage animal health business owners and fellow veterinary medicine practitioners to take deeper interests and broaden their understanding of various topics covering financial matters. Eventually, the financial knowledge and skills that can be developed and reinforced were vital key elements for the sustainability of their businesses. After all, the burgeoning animal health sector demands a strong adherence to proper financial learning and guidelines to ensure a robust commercial environment, bolster the country's economy, and develop the health and well-being of humans and animals alike. Ultimately, this imparts multisectoral benefits to all members of society.

Objectives of the study - This study aimed to assess the financial literacy and business performance among animal clinic enterprise owners. Specifically, assess the financial literacy of the pet clinic owners in terms of financial knowledge, financial attitude, and financial behavior; analyze the business performance in terms of financial performance, non-financial performance, and market performance; test the significant relationship between financial literacy and business performance; and propose an action plan to enhance the financial literacy of pet clinic enterprise owners and their business performance.

2. Methods

Research Design - This research paper utilized quantitative and descriptive methods to collect and analyze the relevant data. Quantitative research was mainly applied for this research by measuring the responses related to the defined scale of each variable and related dimensions. The data collection was done via survey to measure the target group response and insights, in this case, the pet clinic owners, for financial literacy and business performance with their respective dimensions. The descriptive method was applied to substantiate details from the population under investigation which are the animal health clinic enterprise operators nationwide.

Participants of the Study - The partakers of this research were the 385 animal clinic business owners mainly operating and serving the local companion animal industry in the Philippines. Purposive sampling was the preferred selection method for this research.

Data Gathering Instrument - The researcher used a custom-made questionnaire for the first part of the study dedicated to financial literacy. The first part gathered feedback related to identified financial literacy indicators covering financial knowledge, financial attitude, and financial behavior. For the second part, a set of questions was adapted and modified from the research paper of Manongsong (2023). These collected responses are associated with business performance dimensions comprised of financial performance, non-financial performance, and market performance. The four-point Likert scale was utilized for a series of statements to gauge the response. Under financial literacy, financial knowledge was assessed using the scale: 4 – Highly knowledgeable, 3 – knowledgeable, 2- less knowledgeable, and 1 no knowledge at all. Whereas, financial attitude and financial behavior were assessed using the scale: 4 – Always (if the stated condition occurred in 91-100% of the situation), 3 – Often (if the stated condition occurred in 66-90% of the situation), 2 – Rarely (if the stated condition occurred in 21-65% of the situation), 1 – Never (if the stated condition occurred in 0 -20% of the situation). Under business performance, financial performance, non-financial performance, and market performance were assessed using the scale: 4 – Always (if the stated condition occurred in 91-100% of the

situation), 3 – Often (if the stated condition occurred in 66-90% of the situation), 2 – Rarely (if the stated condition occurred in 21-65% of the situation), 1 – Never (if the stated condition occurred in 0 -20% of the situation). This study has undergone a validation process from which the researcher asked the help of experts and professionals in the field to critically check the prepared contents and parameters used in the paper. The reliability testing was also accomplished for the validity and coherence of each item's questions. The reliability results showed that Cronbach's alpha for financial literacy (0.917) and business performance (0.981) suggest that the research measures have an outstanding rating of core consistency. This ensures that the questions used are dependable to yield substantial and meaningful results from the target respondents.

Table 1

Reliability Results

Variables	No. of Items	α value	Interpretation
Financial Literacy			
Financial Knowledge	10	0.954	Excellent
Financial Attitude	10	0.805	Good
Financial Behavior	10	0.861	Good
Overall	30	0.917	Excellent
Business Performance			
Financial Performance	10	0.955	Excellent
Non-financial Performance	10	0.957	Excellent
Market Performance	10	0.980	Excellent
Overall	30	0.981	Excellent

Legend > 0.9 =Excellent; >0.8=Good;>0.7=Acceptable;>0.6=Questionable;>0.5=Poor;<0.5=Unacceptable

Data Gathering Procedure - The researcher presented this study proposal for evaluation and approval of the thesis committee. After careful deliberation and validation from the research adviser, panel members, and university statistician, the researcher began to formally prepare the data-gathering instrument and coordinate with the target respondents. An alignment notification for the target participating animal clinic owners ensured that all the objectives and expectations from both parties were met. This involved a consent form that was attached to the survey questionnaire for data privacy agreement and compliance as mandated by the law. With assistance from family, friends, work colleagues, and industry networks, the researcher formally and courteously disseminated the URL link and QR code of the prepared Google Forms survey via email, social media, and other convenient digital communication channels. A printed version of the research instrument was also available for respondents who were unable to access these digital platforms. The survey questionnaire was open for at least one (1) month with regular weekly follow-ups to ensure that the respondents completed the task of prudently answering the material. A confirmation was sent as soon as the respondent completed answering the survey online. All the gathered data were meticulously verified. The accrued information was subjected to appropriate statistical tests, review, and analysis with the help of the university statistician.

Data Analysis - The researcher meticulously analyzed the collected data using statistical methods. Weighted mean and rankings were utilized to describe financial literacy as it consists of financial knowledge, attitude, and behavior, as well as to measure business success in terms of financial, non-financial, and market performance. The Shapiro-Wilk Test resulted in p-values for all variables below 0.05, indicating that the data sample is not regularly distributed. As a component of the non-parametric testing, Spearman's rho was utilized to determine the significance of the link. All analyses were conducted with SPSS version 28. The researcher presented these data using the tables for clarity and brevity.

Ethical Considerations - Strict ethical adherence was applied to the whole research process. The laws governing data privacy (Republic Act 10173 or Data Privacy Act of 2012) were followed to keep the confidentiality of the respondent's information. All gathered details were only used for the sole reason of fulfilling the objectives of this research. The researcher formally asked for approval and used a consent form to ensure that all involved participants were well-informed prior to the cascade of the survey. The respondents have the right of freedom to choose if they were to proceed with or decline the survey. All of these were clearly stated and documented accordingly by the researcher.

3. Results & discussion

Table 2

Summary Table for Financial Literacy

Indicators	Composite Mean	VI	Rank
Financial Knowledge	2.86	Knowledgeable	3
Financial Attitude	3.17	Often	2
Financial Behavior	3.19	Often	1
Overall	3.07	Often	

Table 2 summarized the assessment on financial literacy. The overall composite mean of 3.07 denotes that the respondents often incorporate a good financial attitude and behavior and are knowledgeable.

In terms of financial behavior, the composite mean is 3.19 and translated verbally as often. Looking at the responses from the animal clinic owners, they do practice good financial actions and are aware of its direct implications for their personal interests and business operations. Most of the respondents chose to be preemptive, prudent, and compliant in various financially related tasks and responsibilities. Many animal healthcare operators prefer proactive financial actions to avoid any consequences or hurdles brought by business regulatory organizations. By exhibiting these positive behavioral traits, animal clinic owners are on track toward the path of good financial literacy and business sustainability. In concurrence to the results, Econologics (2023), and Affeldt (2019), shared that financial behavior or conduct has a substantial impact on animal clinic owners' financial mastery. It helps determine how people respond to new information rapidly while having the authority to make changes. This emphasizes the necessity of combining behavioral science with measures to improve financial literacy among animal healthcare workers. For instance, veterinarians can enhance their clinics' financial success and develop stronger client connections by implementing behavioral approaches.

Relative to financial attitude with an aggregate mean value of 3.17 interpreted as often. The data showed that animal clinic owners often incorporate a good financial attitude in their mindset as financially literate entrepreneurs. There is a notable culture of financial purpose among the respondents that can be rooted in their aspirations to succeed and grow in the industry that they participate in, in this case, animal healthcare. This may have created an outlook to pursue an interest in financial literacy to recognize the various essential concepts in business affairs. In support of this, Roasa (2024), Affeldt (2019), and Salois (2019) explained that animal clinic owners' financial attitudes have a substantial effect on their financial literacy. According to investigations, veterinarians should be financially educated to competently manage their money. The animal healthcare industry has been concentrating on improving financial literacy using behavioral economics, which mixes economics and psychology to assist individuals in making better financial decisions. Clinic owners like veterinarians with favorable financial attitudes, such as becoming engaged in pursuing financial education, monitoring spending patterns, and understanding financial concepts, have a greater likelihood to be financially literate and effective in their financial management. Those with negative financial attitudes, such as excessive spending, a lack of discipline, or a limited comprehension of financial principles, may have trouble with financial literacy and encounter difficulties governing their finances.

In reference to financial knowledge with an aggregate mean result of 2.86 and orally understood as knowledgeable. This can be attributed to the animal clinic owner's strong educational background and awareness of common financial concepts that are relevant to the industry that they belong to. Most, if not all, of the respondents completed their formal education from respected tertiary learning institutions and hold valid licenses granted by the Professional Regulatory Commission (PRC); thus, making them highly educated, reliable professionals and competent entrepreneurs. As observed in the data gathering process, the respondents also preferred to use digital channels, wherein they are very responsive in online surveys rather than manual questionnaires. This high level of digital immersion opens many opportunities to gain financial knowledge in various easy-access and readily available learning references. As agreed, and mentioned by Fernando (2024), Silver (2024), Rawat (2023), and Siegfried & Wuttke (2021), financial knowledge indeed serves as the very

foundation for monetary literacy, allowing individuals to comprehend and properly handle their funds, prepare for the forthcoming, and confidently make complicated financial decisions. Individuals may increase their financial literacy by gaining information through personal learning initiatives, official education, obtaining expert guidance, and interacting with colleagues. This enhancement leads to better financial decisions, more economic steadiness, fewer anxieties, and a greater overall condition of living. Financial knowledge catalyzes individuals to achieve financial literacy, allowing them to manage their money, reduce risks, and seize on opportunities in the ever-changing fiscal world (Rawat, 2023; Trampin, 2023).

Table 3

Summary Table on Business Performance

Indicators	Composite Mean	VI	Rank
Financial Performance	3.15	Often	3
Non-financial Performance	3.31	Often	2
Market Performance	3.44	Often	1
Grand Composite Mean	3.30	Often	

Legend: 3.50-4.00=Always; 2.50-3.49=Often; 1.50-2.49=Rarely; 1.00-1.49=Never

Table 3 provides the culmination of business performance to various key areas namely, financial performance, non-financial performance, and market performance. The grand composite mean is 3.30. This value is verbally interpreted as often. This result provides an insight into how the animal clinic owner respondents often leverage the identified key result areas when it comes to managing and growing their business performance. It also reveals that even in the animal health services sector, all these indicators hold an important role in creating a locally sustainable and successful veterinary clinic venture. Furthermore, the data also shows improvement opportunities in the clinic owner's business performance practices. Therefore, this necessitates more initiatives to instill good financial knowledge and skills among animal healthcare industry players.

Carroll (2023), KPMG (2023), and Gilmartin & Zikle (2023) expounded that animal clinic owners feel that financial, non-financial, and market performance all have a beneficial impact on company performance since these factors are linked and critical to the prosperity of veterinary practices. Financial performance, incorporating income, margins of profit, as well as expenditure management, significantly affect the clinic's long-term viability and expansion. Clinic operators may assure long-term survival and financial success by knowing the prices associated with operating a clinic, developing suitable pricing approaches, and successfully controlling costs. Whereas, non-financial elements, such as interactions with clients, the level of service, and employee happiness, significantly impact client retention and financial results. Building solid client connections, offering outstanding service, and retaining a trained and inspired workforce all help to improve credibility, client retention, and income. Lastly, market performance, involving industry changes, rivalry, and consumer habits, impacts the clinic's standing and future development potential. Understanding market trends, responding to evolving customer tastes, and being innovative in the sector are critical for long-term success. The integration of financial, non-financial, and market performance is critical for animal clinic operators to attain company success by assuring financial security, providing excellent treatment, cultivating client confidence, and remaining competitive in an evolving marketplace landscape.

Market performance leads the key results areas for business performance with a weighted mean of 3.44. This value is translated as often. Based on their feedback, animal clinic owners favored market performance in determining business success in their enterprise. Merely observing their market conditions, can provide straightforward and vital information to many veterinary clinic operators. This simple data can quickly guide them on how to navigate these shifting trends and problems with fewer technicalities involved. Marketing also provides local animal clinic operators with an easy and reliable channel to easily communicate with their target customers and patients. To reinforce this result, Nicol (2024), Osborne (2023), and Balabanov (2021) agree that animal clinic operators depend on market performance to build their businesses since economic conditions have a direct influence on veterinary client demand and their institutions' financial stability. Analyzing the market's patterns enables clinic operators to tailor their offerings, costs, and advertising strategies to the changing demands of pet parents and the overall economic situation. Clinic operators may make informed choices to draw

in more customers, maximize the services they provide, and safeguard their operations' financial sustainability by tracking market-related metrics such as requests for veterinary care, price patterns, and customer conduct. This strategic strategy enables clinic operators to handle hurdles, seize expansion opportunities, and finally prosper in a competitive sector.

Non-financial performance obtained the second-greatest weighted mean at 3.31. This is understood as often. Looking at the results, animal clinic owners appear to refer to and use non-financial more than financial performance aspects for their business development. A possible explanation could be due to its less technical approach and relatable indicators such as operating a business like an animal clinic. Non-financial performance holistically considers many factors such as local regulations, human resources, operations management, and quality of products and services. Many business owners including those belonging to veterinary establishments relate to these in their day-to-day business engagements; hence, they are more likely to use it to gauge if their business is performing well or not. The non-financial performance indicators are used by animal clinic operators to boost their company's operations since they give useful insights that are not available in financial data. Clinic operators may improve the quality of service in general, draw in and retain customers, and optimize their internal processes by assessing factors such as customer satisfaction, staff engagement, and efficiency in operation. Moreover, non-financial performance indicators assist clinic owners in easily comprehending the clinic's general well-being, resulting in improved decision-making, greater client connections, and eventually, sustained profitability (Dunn, 2024; Tait & O'Neil, 2022).

The lowest weighted mean (3.15) belongs to the key result area of financial performance. This value is interpreted as often. This reflects the local animal clinic owner's perception of financial technicalities which requires more knowledge investment and expertise to fully comprehend and apply. Although more tasks to follow as compared to non-financial and marketing performance, they also recognize its importance; hence, still often use this for business performance improvements. Financial performance remains relevant in animal clinic owners because it formalizes business affairs and provides contextual data to explain the fiscal condition of their enterprise. Hoeksema (2022), and Baralon *et. al.* (2021), affirm that animal clinic operators utilize financial performance to develop their business since it helps them to track their clinic's revenue and general health. Clinic operators may make educated decisions to improve effectiveness while finding expansion opportunities and maintain their financial health by measuring key performance indicators, or KPIs, such as income, expenses, and margins of profitability. Knowing their clinic's economic circumstances enables owners to execute methods for increasing earnings, efficiently handling expenses, and making informed choices that promote long-term achievement and growth in the field of veterinary medicine (Felsted, 2020).

Table 4
Relationship Between Financial Literacy and Business Performance

Variables	rho	p-value	Interpretation
Financial Knowledge			
Financial Performance	0.359**	<.001	Highly Significant
Non-financial Performance	0.385**	<.001	Highly Significant
Market Performance	0.319**	<.001	Highly Significant
Financial Attitude			
Financial Performance	0.566**	<.001	Highly Significant
Non-financial Performance	0.526**	<.001	Highly Significant
Market Performance	0.493**	<.001	Highly Significant
Financial Behavior			
Financial Performance	0.644**	<.001	Highly Significant
Non-financial Performance	0.590**	<.001	Highly Significant
Market Performance	0.580**	<.001	Highly Significant

** . Correlation is significant at the 0.01 level

Table 4 shows that the estimated rho-values range from 0.319 to 0.644, indicating a modest to a significant direct association between the financial literacy and business performance sub-factors. The resulting p-values were less than 0.01, indicating a statistically significant association between financial literacy and business performance. This portion of the study analyzes the relationship between animal clinic owners' financial

knowledge of non-financial performance, financial performance, and market performance of their pet healthcare establishment. Financial knowledge has a strong correlation with financial performance since it influences numerous areas of financial actions and choices inside organizations. In local veterinary clinics, it can be observed that financially literate and competent operators are more likely to be highly critical, technical, and rational when it comes to business decisions. They carefully apply multifactorial considerations and numerical analysis for business negotiations to achieve a better deal from suppliers and provide the best service to their customers. They also think for the long-term and create calculated financial plans that will provide sustainability in their business operations.

As an added support, Culebro-Martinez *et. al.* (2024), Yakob *et. al.* (2021), Wati *et. al.* (2021), and Jemal (2019) have all found that financial knowledge improves the financial performance of business firms such as animal clinics. The results of their studies suggest that financially literate owners and their staff understand critical monetary concepts such as managing debt, savings accounts, investments, and insurance resulting in greater business success. Furthermore, financial knowledge is widely acknowledged as a critical factor in financial security and enterprise development. Their study further emphasizes the importance of financial knowledge for generating educated choices regarding money, effectively handling available resources, and improving firms' financial condition. By mastering financial principles and procedures, entrepreneurs negotiate financial obstacles, maximize their financial assets, and make tactical choices that improve their company's success.

In addition to this, there is also a noteworthy association between financial knowledge and non-financial performance. Financial knowledge has a substantial impact on non-financial performance since it shapes the animal clinic owners' financial behaviors, which subsequently influences numerous elements of organizational success. As observed from the data, local animal clinic owners' perception and awareness of the importance of business regulatory requirements, compliance with the law, healthy human resource management, efficient business cycle operations, and customer satisfaction positively impart to the financial health of their enterprise.

According to the studies of Culebro-Martinez (2024), Molina-Garcia *et. al.* (2023), Chen *et. al.* (2023), and Vitale *et. al.* (2023), financial knowledge helps people make more educated choices with the right mindset, such as making prudent investments, managing their resources effectively, and preparing for the future. Furthermore, the American Veterinary Medical Association (2021) and Florida Veterinary Advisors (2021), explained that animal clinic owners who grasp financial principles and key performance indicators, or KPIs, become more capable of making knowledgeable choices that benefit other parts of their clinic's operations outside financial measurements. The association between financial knowledge and non-financial performance in veterinary clinic proprietors is that sound financial management practices are essential for promoting a flourishing and balanced veterinary business that excels not only economically but also in providing excellent service, upholding client trust, and creating an enjoyable place to work for employees.

A substantial relationship also exists involving financial knowledge and market performance. By knowing the basic information in financial affairs, local veterinary clinic operators can easily navigate the complexities of their unique market environment. This helps them avoid problems and quickly resolve issues that can delay or halt the growth of their business and cause inconvenience to the patients that they serve. Financial knowledge also aids pet healthcare business operators in recognizing market trends that can be useful in their forecasting and planning. This strategy strengthens their business stability and credibility. It also gives them more time to anticipate and prepare for unexpected business challenges that may happen.

The ideas from Noah (2020), and the American Veterinary Medical Association (2018) support that financial knowledge is critical to the market performance of animal clinic proprietors. Veterinarians with excellent financial knowledge and management abilities may improve clinic operations, reduce expenditures, and increase income; with this insight, they may make tactical choices that improve the clinic's financial condition in a dynamic market. Furthermore, financial knowledge allows animal clinic proprietors to spend a respectable

amount of income on maintaining the clinic, assuring progress, and the capacity to deliver excellent treatment to clients; thus, gaining a positive reputation in their market. A thorough grasp of financial fundamentals is required for animal clinic operators to prosper, expand their companies, and accomplish long-term market achievement.

The next segment of this study evaluates the relationship of animal clinic operators' financial attitude to non-financial performance, financial performance, and market performance of their pet healthcare establishments. Financial attitude and financial performance were also uncovered to have significant relationships. With the right outlook on financial matters, animal clinic owners easily manage to achieve good financial performance in their business. This is attained by aligning their mindset to recommended financial technical principles and strategies. When inculcated into their mental attitude, these beneficial financial viewpoints contribute to best practices because they are continuously applied as a habit; thus, creating sustainable change for the benefit of the whole veterinary clinic enterprise.

Similarly, Cannon (2024), McNeill & McNeill (2022), and Felsted (2021) stated that the financial attitude and performance of animal clinic owners are critical to the profitability of veterinary healthcare institutions. Financial attitude involves clinic owners' thinking and the way they handle the financial parts of their business. This covers how they see and manage spending, pricing methods, relationships with customers, and overall financial well-being. On the other side, financial performance represents the clinic's real outcomes and revenue, which are determined through variables such as profits, expenses, and efficiency in operation. The financial mindset of clinic owners has an immediate effect on their financial execution in multiple manners. A good financial mindset, as evidenced by smart pricing, customer-focused methods, and information-driven choices, is critical for improving animal clinic operators' financial performance. By integrating their financial thinking with efficient business practices, clinic owners may stimulate development, increase revenue, and assure longevity in the veterinary profession.

A highly significant relationship was also obtained connecting financial attitude and non-financial performance. This data proved that financial outlook can substantially influence the non-financial performance aspect of local animal clinic owners. Applying a healthy financial attitude in their veterinary clinics translates to positive development in non-financial performance indicators such as better internal clinic operations, improvement in staff retention, increased patient satisfaction, and good compliance with local business regulations and laws. Together, these promoted business growth and longevity in their pet healthcare institution. In alignment with this finding, Cannon (2024), Doherty (2021), and Merle & Kuper (2021) also stated that financial attitudes do strongly impact the non-financial performance of medical institutions. For instance, introducing health initiatives and payment methods can boost client visits, resulting in higher income and improved service experience for patients. Animal clinics may also improve client confidence and commitment by providing financial recommendations or solutions to solve their problems. Furthermore, healthy financial attitudes, like offering the best value for money and transparent pricing, help to increase customer retention and increase referrals.

A similar link between financial attitude and market performance was observed. The relationship was found to be highly significant based on statistical results of the data obtained from animal clinic owners. The beneficial financial viewpoints of animal clinic operators enhance the market performance of their institution by creating a positive reputation of being a reliable healthcare facility; thus, attracting pet owners to avail their veterinary services at a reasonable cost. Since they often follow a good financial attitude, this promulgates an ethical and moral culture in their workplace that is felt by their customers or patients. Eventually, this spreads good feedback that helps them defend existing patrons and gain more market shares. This finding is also supported by Rhyzkov (2023), Econologics (2023), McNeill & McNeill (2022), and Bir *et. al.* (2020) stating that the financial mindset of animal clinic operators has a considerable influence on market success. Establishing confidence, fostering client devotion, competent leadership abilities, and investing in the clinic are all crucial variables in deciding animal clinic company owners' revenues. For both profitability and growth, successful veterinarian firms prioritize criteria like promotional activities, patient care effectiveness, client recommendations, and personnel

performance. Furthermore, knowing client financial patterns, such as increasing expenditure on wellness initiatives and the influence of pricing schemes on the treatment of animals, is critical for clinics' financial success.

This last part depicts the relationship of animal clinic owners' financial behavior to non-financial performance, financial performance, and market performance of their enterprise. The considerable association between financial behavior and the financial performance success of animal clinic owners is critical for understanding the economic wellness of veterinary operations. Based on the data and statistical analysis, financial behavior directly influences the financial performance aspect of animal clinic owners. These good business conducts promote visible improvements within their enterprise, and this can be physically felt by involved parties as they interact. When these become habits, sustainability in animal clinic financial performance is easily secured.

To add more context, Neill *et. al.* (2023), Janke *et. al.* (2021), Felsted (2022), and Econologics (2023), explained that financial behavior, such as methods of communication, working together to make decisions, and offering cost estimates, is critical to veterinary clinics' financial performance. Successful interaction between veterinarians and customers, such as providing various alternatives, soliciting likes and dislikes, and educating them on their options, may boost client happiness and trust, thus improving the clinic's financial success. Furthermore, providing cost estimates prior to treatments, arranging payment plans, and honoring cost-conscious customers are important financial practices that can have an impact on the clinic's economic performance. Animal clinic owners may create trust, improve client happiness, and perhaps improve their operations' financial success by using financial procedures that promote openness, client participation, and collaborative policymaking. This emphasizes the importance of fiscal conduct in veterinary clinics' overall profitability.

There is also a considerable relationship linking veterinary clinic owners' financial behavior and non-financial performance. Veterinary clinic owners may improve their understanding of finances and make better decisions by embracing the principles of financial behavioral economics. This combines the principles of economics and fundamentals of psychology to give ideas that can assist people, including veterinarians, make more informed and justified business choices. This finding also acknowledges that business owners' financial actions when done by guided economic and psychological values create progress on non-financial performance in local animal clinic establishments. Moreover, the research findings of Neill *et. al.* (2023), and Felsted & Saunders (2020) show that behavioral strategies, such as pushing people to build better financial choices, can steer to better results following non-financial metrics. For instance, streamlining the operational procedures and giving useful tools can help animal health practitioners manage their money more successfully. By applying behavioral economics knowledge, veterinary clinic operators may manage financial difficulties more effectively and target resources toward initiatives that produce positive results. Furthermore, the connection concerning financial behavior and non-financial performance applies to customer contacts. Effective interaction and compassion when discussing finances with pet owners may influence patient outcomes, customer happiness, and the general financial stability of veterinary operations. Recognizing the strain of discussing animal healthcare finances and devising ways to manage such conversations may lead to stronger connections with patients and improved business efficiency.

Lastly, the same significant relationship result was also observed between financial behavior and market performance. This noteworthy relationship between financial behavior to market performance is exemplified by the response gained from local animal clinic owners. It could be rooted in the respondent's appreciation of marketing initiatives which can easily be followed or applied in action towards their target customers. Furthermore, the market trends that can help them in steering their ventures are best managed through translated beneficial financial behaviors. This approach enables them to survive market challenges and seize opportunities when the market is favorable.

The study findings and views from Gilmartin & Zirkle (2023), Econologics (2023), Felsted & Saunders

(2020), and Dicks & Maddox (2019) agree that the capacity of veterinary clinic owners to successfully manage their money to generate company success is the key to the considerable association between financial behavior and market performance. Animal clinic owners who comprehend and carry out strong financial procedures can improve their market success. Veterinary clinic owners who make knowledgeable judgments about prices, cost management, and generating income may improve their clinic's financial well-being and overall success in their respective local markets. Effective financial behavior may lead to increased revenue, steady development, and an edge over rivals in the animal care industry. Clinic owners may ensure their operations' economic sustainability and success by setting reasonable rates, handling expenditures effectively, and optimizing sources of income. Furthermore, financial conduct affects customer retention, competitiveness, and adaptability to changing market economic situations.

Table 5

Proposed Plan of Action to enhance the financial literacy of pet clinic enterprise owners and their business performance.

Financial Literacy in terms of Financial Knowledge				
Key Result Area	Objectives	Strategies/ Action Plan	Expected Outcome	Persons Involved
Knowledge in Taxation	Develop an industry-adopted tax learning and guide material for animal health businesses such as clinics and farms.	To teach and further improve knowledge about taxes and laws that govern it.	Timely and accurate tax filings, reducing the risk of penalties. Optimization of tax payments, leading to cost savings; improved financial transparency and compliance resulting to a good business reputation	Clinic owner Clinic manager Accountant Tax Expert
Financial Literacy in terms of Financial Attitude				
Established Coping Mechanism	Develop a healthier coping mechanism learning & guide material in handling stressful situations which may trigger emotion-driven spending; introduce and understand mental health support programs that may address issues related to stress and depression.	To conduct activities that will help identify triggers for emotional spending and explore alternative coping mechanisms such as exercise, meditation, or socializing; seek support from friends, family, or professionals if needed.	Improved emotional well-being and coping skills resulting in a reduction in impulsive spending driven by negative feelings.	Clinic owners Clinic manager Personal support network (friends, family) Mental health professionals (if needed) Financial advisor/consultant
Financial Literacy in terms of Financial Behavior				
Bank Loan Options	Coordinate with banking institutions for recommended and suitable loan programs for animal health businesses.	To promote research, awareness & evaluation of different lending options offered by banks or financial institutions which can help pet clinic owners determine the main purpose and terms of their loan, including, settlement schedules, guarantee requirements, & interest charges.	Impart responsible and informed lending decisions. Apply correct selection and effective management of loan agreements to minimize financial risk and maximize business growth potential.	Clinic owners Financial advisors or consultants Bank representatives Accountant
Business Performance in terms of Financial Performance				
Increased market share	Enroll in marketing and promotions learning courses to enhance creative knowledge & skills for better brand visibility (printed & online) to increase awareness and expand customer base through targeted marketing campaign efforts & customer	To develop a comprehensive marketing plan including online and offline strategies (social media, local advertisements, community events, etc.) and offer promotional deals and perks to retain current and attract new clients.	Increased foot traffic and appointments with expanded client base and referrals resulting in higher brand recognition and reputation in the community.	Marketing Manager Front Desk Staff Veterinarians Customer Service Representatives

segmentation.				
Business Performance in terms of Non-financial Performance				
Reduce employee turnover rate	Evaluate & identify the reasons for employee resignation & produce a comprehensive plan on how to reduce employee turnover within the next year.	To implement regular feedback sessions to address employee concerns and implement adopted improvements that can improve their occupation satisfaction such as professional development opportunities and career advancement pathways.	Higher employee retention rates lead to a more stable workforce with improved morale and productivity fostered by loyalty and dedication.	Clinic owner Clinic manager Clinic staff HR manager Department heads/supervisors
Business Performance in terms of Market Performance				
Market trend Identification	Conduct marketing training to improve market research capabilities to identify trends promptly and develop learning guide strategies in navigating local animal health market trends.	To implement data science & analytics tools to track market trends with support from regular attendance and meetings to industry conferences and key opinion leaders for updates.	Improved capacity to respond to transforming market dynamics and leverage emerging trends, leading to more current corporate plans and choices.	Clinic owner Research & Development team Clinic Management Marketing Consultant

4. Conclusion and recommendation

Based on the findings of the study, the following conclusions were drawn: Majority of the respondents were financially knowledgeable, often exhibiting favorable financial attitude, and behavior. Animal clinic enterprise often perform well with business performance. There was a highly significant relationship between financial literacy and business performance. A plan of action was suggested and outlined to enhance the financial literacy of pet clinic enterprise owners and their business performance. Higher education institutions (HEI) may consider integrating financial education into tertiary-level animal health programs. Animal health businesses may consult industry partners, experts, and local banks to continuously enrich their financial competency and grasp available economic opportunities. Government agencies may promote support programs and review existing compliance protocols to further stimulate and encourage economic growth of enterprises in the animal health sector. The proposed plan of action may be tabled for discussion and be considered for implementation. Future researchers may consider including staff and suppliers to have a deeper and balanced representation among respondents.

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