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FINANCIAL FITNESS ANALYTICS FOR PERSPECTIVE ON EMPLOYEES' FINANCIAL LITERACY, HEALTH AND FIN-FIT TRAINING EFFECTIVENESS

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ABSTRACT

Purpose: Financial fitness assesses an individual's overall understanding of financial literacy. Financially literate people do not require training or help to be fit; however, those who score below the standards cut in the Fin-Fit (financial fitness) assessment require short-term training (workshop) to comprehend personal finance. The intervention will create awareness about financial instruments like saving, investment and expense management.

Need for the study: Various financial fitness assessment tools exist for assessing an individual's financial literacy to keep their financial condition healthy. Some of these tools are development aligned to measure how financial fitness help in gaining mental wellness. These tools are not practical for Indians because they do not consider the Indian mindset and culture. Therefore, research on this topic will help develop an assessment tool to map people's fitness levels in the Indian context.

Methodology: The response rate to the assessment was 82 per cent (373/454 total strength), out of which 122 (32 per cent of 373) respondents scored below the standard cut of 8 (50%). A Fin-Fit workshop was designed to disseminate personal financial knowledge among employees. The training effectiveness was measured in two phases. The participants were evaluated on the same theme of pre-assessment with different financial crisis statements (16 statements with two answer options) as Fin-Fit post-assessment. Secondly, the training effectiveness was measured based on the feedback from the 122 participant employees.

Findings: The statistical analysis results indicate that financial fitness was achieved for the treatment group. The training effectiveness was the significant mediator between Fin-Fit Training and Financial fitness.

Practical Implications: The Financial Fitness campaign can be compulsory for all employees at all levels and considered a refresher workshop to lead employees to financial well-being.

Keywords:
Financial Fitness Analytics, Financial Literacy, Financial Health, Training Effectiveness, Descriptive Analysis, Diagnostic Analytics, Predictive Analytics and Prescriptive Analytics.

JEL Codes: G40, G50, G51, G53, G59

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1. INTRODUCTION

Financial fitness is a topic of increasing importance in today's society. With the increasing complexity of economic systems and decreasing personal savings rates, it is more important than ever to equip citizens with the knowledge they need to be financially healthy. Financial fitness assesses an individual's overall understanding of personal finance and its importance. Recently most corporates are trying to ensure financial fitness as an essential initial career engagement for young employees to train them on spending and saving money wisely. Therefore, to assess whether employees are financially fit, making them appear for financial literacy assessment is crucial.

Financial literacy and financial health are essential components of financial fitness. It enables people to make informed decisions about their money and financial future, which act as a support system during economic instability. With the complexity of many financial products and the ever-changing global economy, a basic understanding of managing finances is essential for success. Financial management skills encompass knowledge about budgeting, taxes, savings, investments, debt management and retirement plans. With this knowledge, individuals can make wise decisions when managing their money to achieve their short-term and long-term goals. It also helps them become financially independent and secure a better future for themselves and their families. Therefore, financial literacy is a crucial aspect of life that empowers individuals to make sound financial decisions. However, the lack of financial literacy can often hinder an individual's ability to effectively manage their finances, leading to economic instability and missed opportunities (Ansong & Michael, 2012). In the global context, young Indians have comparatively low financial literacy (Agarwalla, Barua, Jacob, & Varma, 2013). People who are not financially literate tend to be more risk-averse regarding investments and often need expert advice for proper financial management (Sages & Grable, 2009). Therefore, a lack of financial literacy can lead to serious long-term consequences such as debt accumulation, decreased savings, lower quality of life and financially insecure.

Thus, the effects of being financially sick and illiterate can be dire, from having high levels of debt to not having enough saved for retirement. That is why people must gain financial literacy and actively strive towards financial health. With simple steps such as budgeting, saving and investing, anyone can become financially fit and secure their future. There are great conceptual articles on financial health. Still, none of the reviews examined it as the latent variable, and none clearly explained their implication for financial resilience and psychological well-being.

Financial health is defined as the status quo of a person with complete wellness and not simply the absence of disease with the ability to manage expenses, plan and recover from financial shocks, have minimal debt, and build reserves. Subsequently, financial health, along with the specific level of financial literacy, will help in making intelligent investments, saving taxes, and planning for retirement; these two can be considered latent variables for financial fitness. Being financially fit allows people to support meeting basic needs for themselves and their loved ones and makes this reading relevant for financial behaviour study.

Hence, addressing this issue and helping people become more financially fit is a main priority for businesses looking to improve the well-being of their employees. Financially fit employees are more likely to have better physical and mental health, are more productive in their work, and find it easier to achieve their goals. By conducting financial fitness assessments at the corporate level, businesses can ensure that employees are better equipped to handle challenging financial situations and make intelligent decisions concerning their finances. This will benefit the employees and the company itself, as financially stable employees tend to perform better on the job and experience fewer stress-related absences.

2. FINANCIAL FITNESS ASSESSMENT AND THEORETICAL BACKGROUND

The financial fitness assessment is a method for determining an individual's financial literacy and health. Various financial fitness assessment tools exist for assessing an individual's financial knowledge to keep their financial condition healthy (O'Neill & Xiao, 2003), even in difficult situations of bankruptcy, monetary loss or early death. Some of these tools are developed aligned to measure how financial fitness help in gaining mental health. The review helped to explore how to intervene financially so that all individuals realise their potential to achieve good physical and mental health as effective outcomes. These tools are not practical for Indians because they do not consider the Indian mindset and behaviour pattern. Limited evidence was collected for the best-fit casual model between financial literacy and financial fitness training. Therefore, this research article aims to develop an assessment tool that will give the financial fitness level from the financial literacy and health scores in the Indian context. The novelty of our study is considering financial health and financial literacy as the latent variables of financial fitness.

Financial fitness is an important life skill that should be seriously considered and practised. Applying the Theory of Planned Behaviour (TPB), which originated from the Theory of Reasoned Action in 1980, can help individuals better predict their financial intentions and behaviour (Ajzen, 1991). TPB is based on the idea that an individual's behaviour is guided by attitudes, subjective norms and perceived behavioural control. TPB provides insight into how people form intentions, which strongly predict actual behaviour. It can be used to understand why people make confident financial decisions and help them modify their behaviours to become financially fit.

A Fin-Fit training workshop was designed as part of intervention tactics to make employees financially fit. The intervention works through six training modules of personal finance given at regular intervals to create awareness about the financial instrument for saving, investment and expense management. It is essential to assess the training (workshop) effectiveness to comprehend its' implementation. At the final stage, treatment group employees undergo a simple MCQ evaluation based on situation analysis which will measure the individual's understanding of financial literacy, and after six months, employees were asked to fill up a questionnaire on their investment and savings pattern.

3. PURPOSE AND RESEARCH GAP

Firstly, the financial fitness assessment aims to provide individuals with a more in-depth understanding of their knowledge about money issues. Secondly, it has been created as an assessment tool that organisations can use to identify individuals who may need help when dealing with financial decision-making. Thirdly, it gives people an opportunity to improve their financial

knowledge or provides them with links to relevant web pages where they can find more information on these topics.

Financial fitness and financial health are research areas that have not received much attention compared to other financial topics, such as financial literacy and wellness. Despite this, it is still a crucial topic with far-reaching implications. This paper will discuss the research gap in financial fitness, exploring why there have been so few studies on this topic and what can be done to increase the amount of research in this area. Furthermore, it will draw from existing financial literacy research to understand how an employee's understanding of finance can affect their financial health.

4. RESEARCH DESIGN

An energy utility company conducted a (financial fitness) Fin- Fit pre-assessment on their employees working in one of the major divisions of New Delhi. The assessment was optional for the employees to participate in; however, if they scored below the standards cut-offs, they had to attain a compulsory Fin-Fit workshop to enhance their financial skills. The assessment has two sections; part one consists of 20 items to which respondents are requested to provide the response that best describes their current financial practices, which will indicate their financial health. Each item is measured with a frequency Likert scale (5= always, 4= usually, 3= sometimes, 2= seldom, and 1= never). The financial health score is estimated based on the response pattern. For the first ten items, if the respondents mark their response as 4 or 5, they score one point for each item. At the same time, the other ten items will score one if the respondent marks their response as 1 or 2. The financially healthiest employee can score a maximum of 20 points; the healthy employee can score $\leq$10; the unhealthiest can score zero. The second part of the assessment contains 16 situational statements on the financial crisis to indicate their financial literacy. Employees are expected to select a correct solution for each word from two choices given with each item. The situational statements are based on personal financial concepts like the time value of money, investment, insurance, compounding, banking, risk-return, diversification, inflation and accounting.

The experimental research design of static-group comparison has been applied to fin-fit assessment to uncover the research construct and its observed effects. The fin-fit workshop (training) feedback data will be used to prove a hypothetical causal construct assessing the effectiveness of the fin-fit workshop. The software used for financial fitness analytics is SPSS, AMOS and SmartPLS. This paper will discuss the implications of this research design for assessing financial fitness. It will also explore potential use cases for applying this research design to evaluate our Fin-Fit training module's effectiveness. Finally, it will provide recommendations for further study of the relationship between financial fitness and other factors like financial resilience, agility and risk behaviour.

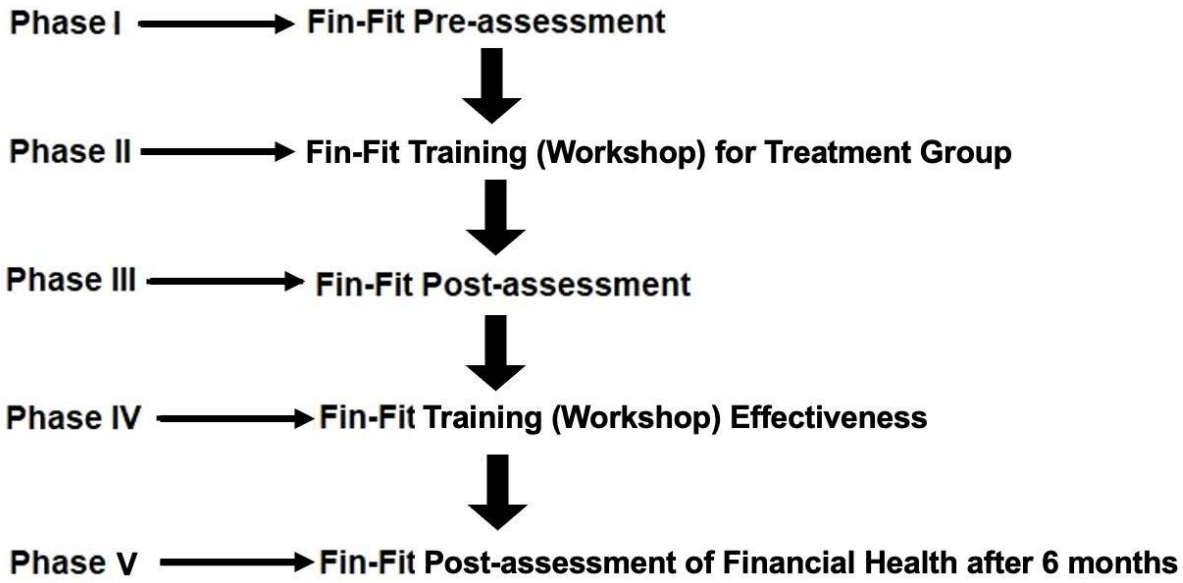
4.1 Research Material & Methods

According to HR Department, the response rate to the assessment was 82 per cent (373 employees/454 total strength), out of which 122 (32 per cent of 373) employees scored $\geq$10 for financial health and below the standard cut of 8 (50%) for financial literacy. A financial fitness workshop was designed and named 'Fin Fit' to disseminate personal financial knowledge among employees. The training (workshop) effectiveness was measured in two phases. Firstly, the participant was evaluated before the workshop as pre-assessment, and after the workshop, post-

assessment was conducted on the same theme with different financial crisis statements (16 statements with two answer options). Secondly, the training effectiveness was measured based on the feedback from the 122 participating employees to have a manipulation check on financial fitness. Third, after six months of training, employees were again asked to fill-up the questionnaire on financial health to assess the aftermath effect.

The employee population who failed to score the standard cut-off in the financial fitness pre-assessment is the treatment group for this empirical study (there is no sampling process as the entire group is under observation). Financial Fitness Workshop has six modules, labelled as Module 1: the need for financial health and fitness, Module 2: goal setting (financial plans), Module 3: needs and wants (spending and loan management), Module 4: learn to earn (banking, investment options and financial instruments), Module 5: credit awareness and debt reduction and the last Module 6 are on counting money (record keeping and financial tracking) (Refer to Figure B1 in Appendix B). The prime focus of the workshop was to create cognisance of financial health and fitness among the employees who needed to be financially fit. During the valedictory session of the workshop, a brief reaction review was deployed to solicit employees' feedback on their workshop experience. The investigation comprises nine items that measured the workshop content and instructors' approach as the predictors of the training effectiveness broadly. Each statement was applied with a point 5 Likert scale (1 = poor, 2 = below average, 3 = average, 4 = above average and 5 = excellent), which allows respondents to indicate they are a positive to negative perception of financial fitness enhancement. For research flow, refer to Figure 1.

Figure 1. Research Flow Diagram



Source: Authors

The empirical data collected from the assessments and the employees' feedback were analysed through different analytical stages to identify patterns and trends of financial behaviour among employees.

4.2 Training Effectiveness: Feedback from standardisation

The feedback form was designed by the HR experts and approved by the organisation's Board of Directors and was not adapted from any studies. Thus, it lacks content validity. Therefore, establishing construct and discriminant validity becomes necessary before applying structural equation modelling (SEM). In exploratory factor analysis, KMO (0.679) indicates sample adequacy (n = 60) in proportion to the number of variables entered in principle component analysis (PCA). The minimum cut-off factor loading should be ≤0.50. The PCA indicates all the factors with more than one eigenvalue have minimum loading of 0.662 to a maximum of 0.878 (Factor 1: KW1 = 0.836, KW2 = 0.816, KW3 = 0.878; Factor 2: C1 = 0.794, C2 = 0.766, C3 = 0.738, C4 = 0.792, C5 = 0.799; Factor 3: FFE1= 0.829, FFE2= 0.662, FFE3= 0.776). The Cronbach α between the items for feedback indicated moderately high internal consistency (KW = 0.796, C = 0.833, FFE = 0.609). Therefore, the items representing faculty knowledge and their approach-related statement are labelled as instructor's approach (KW), and the fin-fit workshop-related material and shared information are tagged (workshop) training content (C). The level of satisfaction and financial fitness development were labelled as financial fitness workshop effectiveness (FFE)

The confirmatory factors analysis applied through AMOS indicates no item or factor deletion for the causal model. The KMO (0.793) suggested the sample adequacy in propionate to the variable tested. The factor loadings lie between loading of 0.702 to a maximum of 0.821 (Factor 1: KW1 = 0.786, KW2 = 0.748, KW3 = 0.821; Factor 2: C1 = 0.735, C2 = 0.702, C3 = 0.728, C4 = 0.791, C5 = 0.744; Factor 3: FFE1= 0.810, FFE2= 0.717, FFE3= 0.724). The modification indices (MIs) of the maximum-likelihood estimator for factor analysis are relatively stable. The good fit indies are $\chi 2$ [CMIN/DF] = 1.374, NFI = 0.882, GFI=0.926 and RMSEA=0.056 and no factor loading below 0.50. The Cronbach's α value of all the manifest variables is < 0.633, and the composite reliability is < 0.837. The combined reliability for the 9 statements was high (0.80). The three factors accounted for 63.62% of the variance in the statements. Consequently, no statements were dropped from the scale during CFA reduction conditioning. The average Variance extract is < 0.560, establishing the convergent validity of the construct is good (Fornell & Lacker, 1981). The Fornell-Larcker Criterion indicates that discriminant validity with other constructs is less than the square root of its AVE, and the HTMT value is less than the recommended threshold of 0.85 (Kline, 2011). This suggests scale developed for measuring workshop effectiveness has unique dimensions which can be used for further predictive and prescriptive analytics. Thus, KW and C are now manifest variables for the research construct.

4.3 Methodological approach and assumption testing

The descriptive analysis will describe the participating employee's background information with context to power utility sector employees. The diagnostic analytics will help us to have insight into the following null hypothesis.

H_{o1} = there is no difference between males and females in financial fitness.

H_{o2} = fin-fit workshop knowledge and content were equally practical for both male and female employees

H_{o3} = Employees categorised based on education do not differ in their financially fit

H_{o4} = the employees from the urban background are more financially fit compared to rural employees.

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H_{o5} = the pre-and post-assessment and pre-and post-financial health of blue-collar employees equate to white-collar employees.

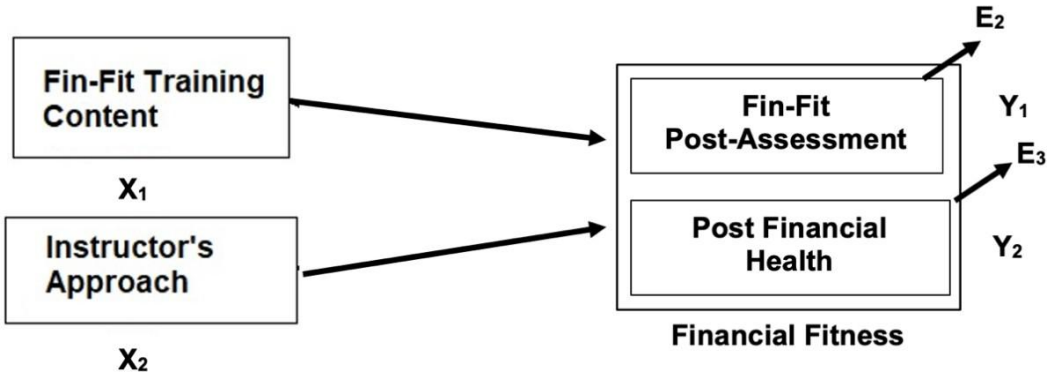
H_{o6} = more experienced employees are financially fit in compared to less experienced.

The predictive analytics will aid in predicting Fin-Fit workshop effectiveness and understanding the difference between pre-and post-assessment. The predictive results will create the research construct of Fin-Fit training effectiveness.

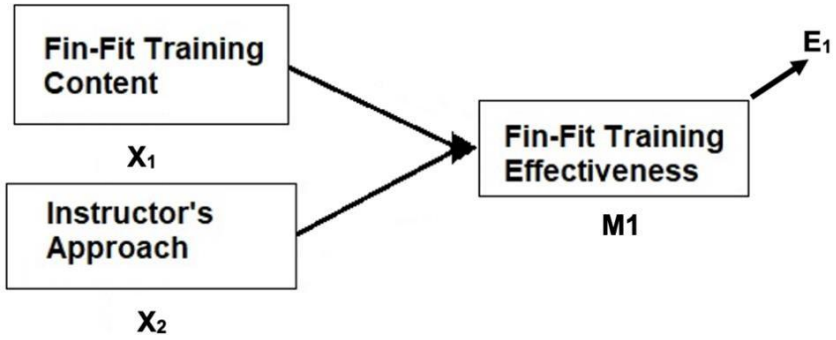
H_{o7} = workshop content and instructors' approach are the latent variables predicting the Fin-fit workshop effectiveness. Refer to Figure II Base Model I

H_{o8} = workshop content and instructors' approach are the manifest variables with Fin-Fit workshop effectiveness as the mediator predicting financial fitness refer to Figure 2 Set-wise Research Construct.

Figure 2. Step-wise Research Construct



Causal Model I



Causal Model II

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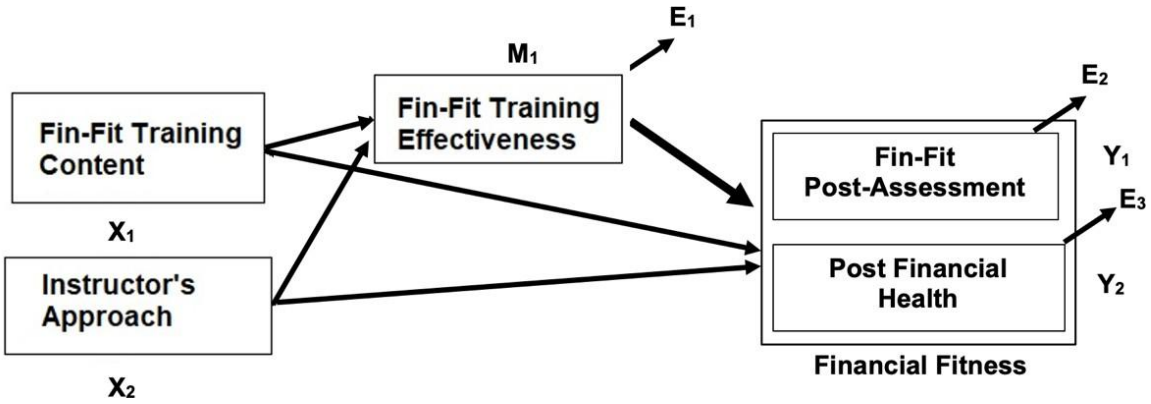

Causal Model with Mediation III

Source: Authors

Finally, prescriptive analytics will help us to cluster the employees into different financial fitness levels. We will have two groups of employees, one with a post-assessment score of ≤ 8 and financial health score of ≤ 10, indicated as thematic coding of 1. The second group will be coded as 0 for the employees who have scored less than the given standards above in any of the two criteria of financial fitness. The discriminant analysis result will help group membership from a set of manifest variables to test how well (or poorly) the observation units are classified.
Based on the results, training needs analysis will be done for financial fitness workshops to be administrated for all employees in future or exclusively for financially unfit employees.

5. FINDINGS

The fin-fit pre-assessment indicated 122 employees could not clear the assessment; therefore, they are recommended for the Fin-Fit Workshops. To describe, show, and summarise the basic features of a dataset found in a given study, descriptive statistics is applied. This is important because the condition of the data used will affect the entire data analysis further.

5.1 Descriptive Analytics

Table A1 in Appendix describes the characterises and frequency distribution of the employees recommended for Fin-Fit workshops. The central tendency of the data indicates (PA mean = 7.22, median = 7, mode = 8, std = 1.42, var (PA) = 2.22; PFH mean = 6.54, median = 6, mode = 3, std = 2.89, var (PFH) = 8.36) (POA mean = 12.70, median = 13, mode = 14, std = 2.28, var (POA) = 5.12; POFH mean = 14.44, median = 14, mode = 18, std = 3.54, var (POFH) = 12.57) summary measure that attempts to describe the middle or centre of its distribution (refer to Table A2). The mean of the pre-assessment and financial health indicates the mean score of the treatment group is below the required standard to be fin-fit, while the central tendency of post-assessment and post-financial health is above the standard necessary therefore, in diagnosis analytics, it is recommended to check the mean difference between pre and post assessment and pre and post financial health. The standard deviation denotes less spread in the observations data set. The var (X) is the sum of the squared distances of data value from the mean divided by the variance divisor, a measure of variability.

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The Kolmogorov–Smirnov test of dependent variables on the latent variables states that the significance value is ≤ 0.05, and the data is taken from normally distributed. Hence the parametric test can be applied for further analytics. The skewness measures (Skew (PA) = 1.16, Skew (PFH) = -1.45) the positive degree and direction of asymmetry for pre-assessment. The post-assessment is negatively skewed to the left because the mean is less than the median (refer to Figure 3 for statistical formula application).

Figure 3. Formula of Skewness

$$\gamma = \frac{1}{\sigma^3}\left(\frac{1}{N}\sum_{i=1}^{N}(x_i - \mu^3)\right)$$

Kurtosis (K(PA) = 4.89, K(PFH) = -1.35; K(POA) = 2.11, K(POFH) = -1.21) of pre signifies that the distribution is more located near the tail instead of around the mean. The post-assessment is a measure of peak distribution and a thick tail. Reversing for pre and post-financial health indicates the flat distribution (platykurtic) with thin tails (refer to Figure 4 for statistical formula application). The extremity may be due to outliers in the distribution or the distribution's propensity for producing outliers (Westfall, 2014).

Figure 4. Formula of Kurtosis

$$\frac{\sum \left(x - \bar{x}\right)^4}{(n - 1) \cdot S^4}$$

5.2 Diagnostic Analytics

The purpose of diagnostic analytics is the manipulation check applied to investigate any difference in opinion or variance within and between the independent groups to draw inferences and use causal research construct on the population. There is no meaningful difference between males and females for pre and post-assessment (PA_t (120) = 0.522, p-value = 0.603; POA_t (120) = 0.466, p-value = 0.642) and pre-and post-financial health (PFH_t (120) = -0.384, p-value = 0.702; $POFH_t$ (120) = -1.823, p-value = 0.071). The t value of pre and post-financial health directs the reversal effect, which has no bearing on the difference between males and females (H_{o1} is plausible in this context)

There is no difference between male and female opinions for knowledge and content in influencing fin-fit workshop effectiveness (KW_t (120) = 0.789, p-value = 0.431; C_t (120) = -0.014, p-value = 0.989, FFE_t (120) = -1.670, p-value = 0.098) (H_{o2} is plausible in this context).

The analysis of variance indicates no difference among the qualification categorisation on pre and post-assessment and pre-and post-financial health (financially fit) [(PA_F (4, 117) = 1.79, p-value = 0.134; POA_F (4, 117) = 1.14, p-value = 0.338) (PFH_F (4, 117) = 1.18, p-value = 0.320; $POFH_F$ (4,

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117) = 0.96, p-value = 0.432)]. However, the Post Hoc test of equal variance not assumed (Tamhane's T2) signifies a difference in the score of diploma holders, under-graduates and graduates in the pre-assessment only (H_{o3} is plausible in this context).

The mean difference score indicates urban background employees are not more financially fit than rural background employees; instead, there is no fitness difference [(PA_t (109) = 0.054, p-value = 0.817; POA_t (109) = 0.380, p-value = 0.539) (PFH_t (109) = 1.055, p-value = 0.307; $POFH_t$ (109) = 0.045, p-value = 0.832)] (H_{o4} is rejected in this context).

Their blue-collar employees do not differ from white-collar employees for pre and post-assessment (PA_t (120) = -1.147, p-value = 0.254; POA_t (120) = -1.190, p-value = 0.236) and pre-and post-financial health (PFH_t (120) = 0.772, p-value = 0.442; $POFH_t$ (120) = -0.168, p-value = 0.867). The t value of pre and post-assessment and post-financial health has a reversal effect with no bearing of difference between blue- and white-collar employees (H_{o5} is plausible in this context).

The t statistics show experienced employees are not more financially fit than low experienced employees; instead, there is no fitness difference [(PA_t (120) = 0.440, p-value = 0.508; POA_t (120) = 2.051, p-value = 0.155) (PFH_t (120) = 0.465, p-value = 0.497; $POFH_t$ (120) = 0.118, p-value = 0.732)] (H_{o6} is rejected in this context). The statistical formula applied for the t and F statistics is indicated in Figures 5 and 6.

Figure 5. The formula of t Statistic

$$t_{obt} = \frac{(\overline{X}_1 - \overline{X}_2) - (\mu_1 - \mu_2)}{s_{\overline{X}_1 - \overline{X}_2}}$$

Figure 6: Formula of F Statistic

Source of Variance	Degree of Freedom (df)	Sum Square (SS)	Mean Square (MS)	F-ratio
Between Groups (Treatment)	k-1	$SSB = \sum_{j=1}^{k}\left(\frac{T_j^2}{n_j}\right) - \frac{T^2}{n}$ $SSB = \sum_{j=1}^{k} n_j(\overline{X}_j - \overline{X}_t)^2$	$MSB = \frac{SSB}{k-1}$	$F = \frac{MSB}{MSW}$
Within Groups (Error)	n-k	$SSW = \sum_{j=1}^{K}\sum_{i=1}^{n} X_{ij}^2 - \sum_{j=1}^{K}\left(\frac{T_j^2}{n_j}\right)$ $SSW = \sum_{j=1}^{k}\sum_{i=1}^{n}(X_{ij} - \overline{X}_j)^2$	$MSW = \frac{SSW}{n-k}$	
Total	n-1	$SST = \sum_{j=1}^{K}\sum_{i=1}^{n} X_{ij}^2 - \frac{T^2}{n}$ $SST = \sum_{j=1}^{k}\sum_{i=1}^{n}(X_{ij} - \overline{X}_t)^2$		

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5.3 Predictive Analytics

The diagnostic analytics reveal no difference in opinion or variance within and between sample responses. Therefore, the proposed causal model proving fin-fit workshops' effectiveness leading to the financial fitness of the employee and its good-fit will help in inference statistics of the population.

The Base Model I indicated that the KW and C predict 38 per cent (r^2), and KW*C predicts 39.7 per cent (r^2) of workshop effectiveness. Wilk's λ of KW (0.544) and KW*C (0.467) indicates a moderate strength of the relationship with POA and POFH, and C (0.064) denoted a low affinity with dependent variables. Levene's Test of Equality of Variance (POA p value = 0.010 and POFH p value = 0.006) implies that the variance between independent variable groups is different and not much homogeneous. The Box's M Test signifies the vector of the POA and POFH (F = 0.8840, p-value = 0.804) follow a multivariate normal distribution, and the variance-covariance matrices are equally formed by the between-subjects effects. Therefore, the H_{o7} is plausible for this data set. The EFE (M_1) regress signifies a 36.9 per cent (r^2) impact by KW, C and KW*C. Thus, there is ground for checking the mediation effect of manifest variables on dependent variables.

The structural equation modelling indicates the mediation effect of 11.7 per cent of manifest variables KW and C on dependent variables POA and POFH. In the mediation model, the impact of KW, C and HW*C on POA and POFH have entirely disappeared; hence EFE fully mediates between manifest variable KW and C with POA and POFH (complete mediation). The multicollinearity issue does not exist in the mediation effect model as an outer and inner VIF tolerance of all manifest variables lies between ≥1 to ≥ 2, which is much below the threshold. The mediation model has no first-order autocorrelation, as the Durbin-Watson value is between 2 and 2.5. The results revealed good fit indies as $\chi 2 = 95.15$ (CMIN/DF = 1.85), pointing out a reduced dependency on sample size, SRMR = 0.063 states the low magnitude of the discrepancies between observed and expected correlations as an absolute measure of (model) fit criterion, the other indices like NFI = 0.817, GFI = 0.892 and RMSEA = 0.08 suggest the mediation model is least affected by the number of variables in the construct and incremental measure of goodness of fit. There is a mix of negative and positive path coefficients of KW EFE (-0.156), POA (-0.246) POFH (0.071), and C EFE (0.308), POA (0.19) POFH (-0.081). The negative path coefficient signifies an increase of units in the KW in one structure leads to a direct, proportional decrease in the structure measurement of EFE and POA; similarly, growth C and POFH, respectively, to project financial fitness. The positive path coefficient indicates the direct effect of a KW assumed to be a causal effect on POFH and C on EFE and POA. The path coefficient between mediator EFE POA and POFH has a direct and positive impact. The inference drawn from SEM reveals that the Fin-Fit workshop's good content will increase employees' financial literacy. In contrast, the support and advice of knowledge faculty will improve employees' financial health. The mediator EFE acted as transformative mediation. Therefore, H_{o8} is plausible for this data set, and the Mediation Effect Model III is valid and established for further exploration. The mediation steps and equation applied for modelling

Steps:
KW + C ⟶ POA + POFH (test path c)

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KW + C ⟶ EFE (test path a)
EFE (KW + C) ⟶ POA + POFH (test path b)
(KW (EFE)) + (C (EFE)) ⟶ POA + POFH (test path c')

Equation:

$$Y_1 \text{ and } Y_2 = \beta_0 + \beta_1 KW + \beta_2 C + \beta_3 EFE\ (M_1) + \beta_3 EFE(KW+C)\ (M_2) + \beta_3 EFE*KW\ (M_3) + \beta_3 EFE*C\ (M_4) + \varepsilon_i$$

5.4 Prescriptive Analytics

The treatment group was classified into financially fit and financially unfit based on post-assessment scores and financial health measured based on the investment made six months after the Fin-Fit workshop assessment. The classification of financial fitness is subjected to further discriminant analysis (DA) to have the linear combinations of the predictor variables (KW, C, EFE, POA and POFH) that provide the best discrimination between the group members. Discrimination is achieved by setting the variate's weight for each variable to maximise the between-group variance relative to the within-group variance. The linear combination for discriminant analysis, also known as Linear Discriminant Analysis (LDA), is a dimensionality reduction algorithm that can be used for classification. It is derived from an equation that takes the following form (refer to Figure 7):

Figure 7. Linear Discriminant Analysis (LDA) Statistic

$$Z = \beta_1 x_1 + \beta_2 x_2 + \ldots + \beta_d x_d$$

$$S(\beta) = \frac{\beta^T \mu_1 - \beta^T \mu_2}{\beta^T C \beta} \quad \text{Score function}$$

$$\Downarrow$$

$$S(\beta) = \frac{\overline{Z}_1 - \overline{Z}_2}{\text{Variance of Z within groups}}$$

The discriminant analysis confirms the group membership and indicates 11 employees are either still weak in financial literacy or financial health. All the employees out of 122 had passed the Fin-Fit post-assessment; however, those who had just secured the passing score had also given a low ranking for training effectiveness. Therefore, there is still scope for developing and improving the Fin-Fit workshop content and opening the scope training needs analysis on Fin-Fit. The instructors should also record the class reaction, behaviour and learning during the workshop to identify employees who require special attention. The workshop evaluation can be based on either Kirkpatrick Model or Bloom's Taxonomy as the analytics indicates assessment as a result and feedback is not helping all employees to have comprehensive financial health.

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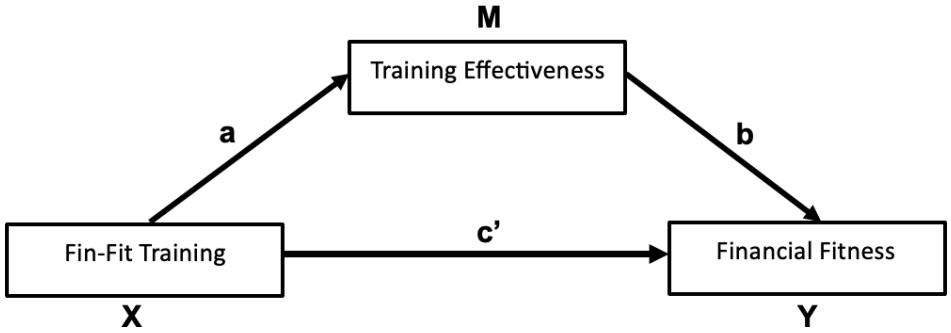
6. IMPLICATIONS

Financial fitness, like communication skills, should be a generic competency for all organisations. The theoretical implication derived from the study indicates that implementation of financial fitness training affects employees to modify behaviour (effectiveness), leading to an upsurge in financial literacy and financial health, signifying the improvement of financial fitness, refer to Figure 8.

Figure 8. Theoretical Implication of Financial Fitness



Source: Authors

6.1 Managerial Implication

The Financial Fitness campaign should be compulsory for all employees at all levels, considering a refresher workshop. The Fin-Fit knowledge will not only benefit an individual but also aids corporate in two ways. If employees are financially literate, they are expected to be financially resilient. So, employees, in case of any emergency such as unemployment, death, divorce, or single parenthood, will be able to deal with the critical situation. Financially resilient people are less hopeless and have minimum suicidal tendencies. The second beneficiaries are the finance and banking companies. If they sponsor the Fin-Fit workshops for other companies or clients, they derive the employee data and indirectly build the customer database. Subsequently, they can approach these people with the better investment plan and options.

Financial fitness is a growing problem in many countries. Lack of fitness causes poor financial decisions, leading to economic instability and an unhealthy financial situation. Financial illiteracy can be attributed to a lack of education, access to resources, or awareness of different financial products. With proper help and guidance, people may be able to understand the implications of their financial decisions and plan for the future. To combat financial issues, individuals and governments need to think alike and recognise the importance of investing in financial literacy initiatives. This can include providing educational materials that are accessible and easy to understand, as well as offering incentives for attending financial literacy classes or seminars. With adequate preparation, we can all work towards achieving a healthy financial status. Financial literacy also helps one gain financial health, making informed decisions regarding income plans, tax saving options, and retirement planning. Additionally, knowing these areas helps individuals be ready to invest when the right time comes.

6.2 Policy Implication

The Indian families are not financially fragile, proven during demonetisation in 2016 and the recession back in 2008. However, we know prevention is better than cure, so HR professionals can introduce specific policies and norms that will encourage financial fitness among employees. The guidelines may have little implications or might take some time to show the output as behaviour modification among employees.

- Contingency Saving Accounts funded by payroll deduction: Implementing 401(k) as a tax-advantaged retirement plan allows employees to contribute a portion of their remuneration to individual retirement accounts.
- Promote Retirement Plan as best practice for financial fitness, request employees for auto-enrollment and auto-deduction from salary for the successful implementation.
- Policy for advance income finances to reduce employee financial stress and the burden of hefty loan interest amounts.
- Conversion of paid cashable leaves to funds can help employees meet their loans or recoup their losses due to natural calamities.
- Developing and implementing personalised employees benefit plans. A benefit plan can be designed based on the practical need data retrieved from the employees during their induction formalities. The benefits will give the employee a sense of security, loyalty, well-being and organisation citizenship.

7. CONCLUSION AND FUTURE RESEARCH

The statistical analysis results indicate that financial fitness was achieved for the treatment group, and the training effectiveness was the significant mediator for financial fitness. Financial fitness can help employees achieve a high quality of life. It will allow employees to fulfil employees short-term needs, like paying bills and buying food. It also helps with long-term goals and saving up for large purchases in the future investment for children's future higher education or buying the dream house.

It is also essential to measure the financial resilience of the employees. Financial resilience means employees have a long-term financial strategy, which can magnify further positive consequences ranging from fabulous mental health to employee productivity and effectiveness. Eventually, all these factors will further contribute to positively affecting employee family life delight and work-life stability. Finally, it will add to the business's bottom line.

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APPENDIX A

Table A1. Cross-tabulation for Employee Background Information

Background Information/Gender		Male	Female
Education	Diploma	3	14
	Under-graduate	4	3
	Graduate	18	10
	Post Graduate (PG)	21	11
	Double PG/PhD	18	20
Region	Urban	59	56
	Rural	5	1
Blue Vs White Collar Employees	Blue Collar Employees	22	28
	White Collar Employee	41	39
Work Experience	Fresher to 5 years of Experience	41	41
	Above 5 years of Experience	23	18

Source: Authors

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Table A2. Descriptive Statistics of Financial Fitness, Training and Training Effectiveness

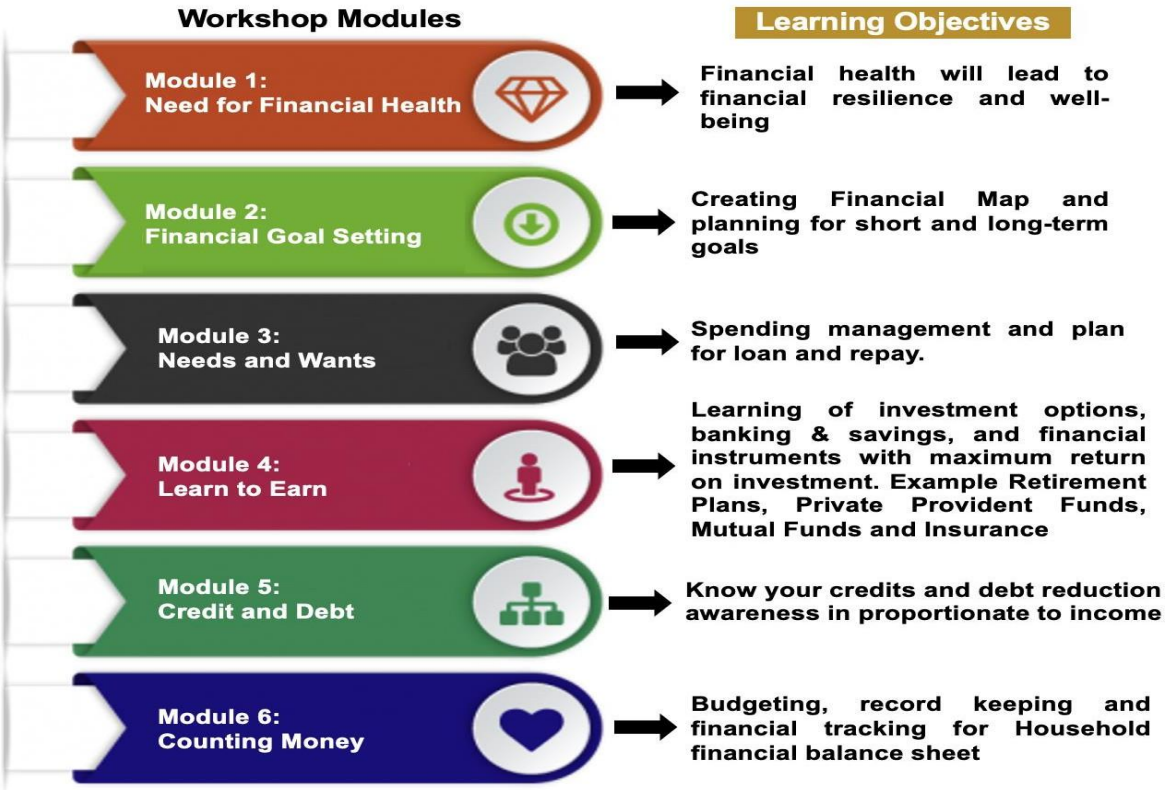
		Knowledge	Content	Effectiveness	Prescore	Prehealth	Post Score	Post health
N	Valid	122	122	122	122	122	122	122
Mean		12.9754	21.2377	11.4180	7.2295	6.5492	12.7049	14.4426
Std. Error of Mean		.15723	.25529	.14105	.13513	.26186	.20681	.32111
Median		13.0000	22.0000	12.0000	7.0000	6.0000	13.0000	14.0000
Mode		14.00	22.00	10.00	8.00	3.00[a]	14.00	18.00
Std. Deviation		1.73664	2.81980	1.55792	1.49261	2.89229	2.28429	3.54673
Variance		3.016	7.951	2.427	2.228	8.365	5.218	12.579
Skewness		-.799	-.946	-.032	1.160	.085	-1.456	.039
Std. Error of Skewness		.219	.219	.219	.219	.219	.219	.219
Kurtosis		.261	1.834	-.559	4.898	-1.354	2.110	-1.218
Std. Error of Kurtosis		.435	.435	.435	.435	.435	.435	.435
Range		8.00	16.00	8.00	9.00	9.00	11.00	11.00
Minimum		7.00	9.00	7.00	4.00	2.00	5.00	9.00
Maximum		15.00	25.00	15.00	13.00	11.00	16.00	20.00

a. Multiple modes exist. The smallest value is shown

Source: Authors

APPENDIX B

Figure B1. Fin-Fit Training (Workshop) Modules



Source: Authors