FinTech Innovation as a Mediator Between Entrepreneurial Orientation, Digital Literacy, Access to Finance, and SME Performance

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ABSTRACT

FinTech (Financial Technology) has emerged as a game-changer for Small and Medium Enterprises (SMEs), offering innovative solutions to enhance financial access, operational efficiency, and performance. This study investigates the role of FinTech-driven financial innovation as a mediating variable in the relationship between Entrepreneurial Orientation, Digital Financial Literacy, and Access to Finance (independent variables) and SME Performance (dependent variable) in the context of Chinese manufacturing SMEs. Utilizing a quantitative research design, data will be collected through structured questionnaires from 300 respondents (owners and managers) of manufacturing SMEs across China. The study applies Structural Equation Modeling (SEM) to analyze the direct and indirect effects among the variables. The findings are expected to reveal that the three independent variables entrepreneurial orientation, digital financial literacy, and access to finance have a significant positive impact on SME performance. The novelty of this study lies in its integrated framework that combines entrepreneurship, digital financial competencies, and FinTech within a single performance model. By focusing on Chinese manufacturing SMEs, this research provides new insights for FinTech adoption in a rapidly developing industrial economy.

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1.0 Introduction

SMEs are fundamental to the economies of most countries and in developing countries, they are key to providing jobs, sharing earnings, encouraging new ideas and driving the economy. A big part of doing business in Pakistan comes from SMEs and they are also responsible for a significant share of the country's GDP and exports. Despite the progress these businesses make, they typically function in areas where there is not much money for investments, little available technology and many restrictions (Chen et al., 2021). To achieve this, countries must be creative, flexible and backed by good institutions. SMEs now have the ability to change their financial and operational models thanks to the fast growth of digital financial services and FinTech. Together, entrepreneurship, digital transformation and FinTech innovation explain how SMEs can outgrow barriers and succeed (Whittaker, 2024).

The use of FinTech, meaning digital solutions for financial services, has changed the ways businesses can get, handle and make use of their finances. Thanks to FinTech, we can now make payments with our phones, raise money through crowdsourcing, use blockchain for financial transactions and allow AI to assess creditworthiness. SMEs find FinTech useful because it gives them an alternative to banks that usually require lots of paperwork and a lot of collateral (Aung, 2021). In these economies, the rise of FinTech platforms is mainly due to rising smartphone use, positive government policies and a young population eager for digital services. It appears that FinTech could play a bigger role than just helping and may really change how financial inclusion and enterprise development are approached (Mhlanga, 2024).

Not every SME is able to take advantage of FinTech just by trying. There are several important factors, like the company's main strategy, their skill at digital activities and its financial condition. EO which means how innovative, proactive and willing to take risks a firm is, has been accepted as a main factor behind successful business outcomes. Organizations with high EO are usually motivated to use new technologies, expand into different markets and adjust their assets for creative ideas (Mathafena & Msimango-Galawe, 2023). Nowadays, EO helps firms compete and also prepares them to accept and use new technologies such as FinTech. Also, in order to use technology well, people must have strong digital literacy skills. Those SMEs that have developed digital skills are able to incorporate FinTech tools, handle their digital spaces securely and use financial data to direct their decisions (Jameaba, 2020).

Getting finance is a crucial factor that affects SME performance. Because they help the economy a lot, SMEs struggle to find funds since they often lack clear information, have no collateral, are seen as high-risk and capital markets are not fully established. The lack of money holds back business growth, makes operations less flexible and prevents spending on both technology and employees (Chen et al., 2021). A lack of interest from financial institutions in serving SMEs results in a gap for funding, blocking these businesses from growing. FinTech offers managed financial services, new methods of scoring borrowers and fewer requirements for traditional physical bank offices as a solution to this gap. it is for digital change. Yet, how much FinTech can reduce financial pressures and improve results depends on each company's strategy and how ready (Santoso et al., 2021).

The research examines FinTech innovation as an important link between entrepreneurial approach, digital expertise and finance and the success of SMEs. The main idea is that FinTech helps firms turn strategy and digital resources into actual achievements while reducing problems caused by financial exclusion. Using the theories of RBV and dynamic capabilities, the authors treat EO and digital literacy as resources that support the performance of firms by helping them with FinTech-enabled improvements in both the financial and operational areas (Onukwulu et al., 2023). FinTech helps address both the problem and the chance of access to finance by offering outside ways to support entrepreneurs. Thanks to this theoretical framework, we can better understand how different factors are related and how they guide SME progress under new digital conditions (Philbin et al., 2022).

The Resource-Based View suggests that companies maintain a lead over competitors by using resources that are rare, valuable, unable to be copied and unreplaceable. Entrepreneurial orientation and digital literacy are included as they are not physical assets, but still shape how a firm innovates and uses new technology. Thanks to FinTech, these strengths allow SMEs to work with fewer resources and use new business opportunities (Maulana et al., 2022). In this way, FinTech is a dynamic capability that represents a company's skill in using, building and changing digital and financial abilities as the environment changes. So, the Dynamic Capabilities Theory can help us explore how FinTech supports SMEs in adapting their strategies, rethinking their processes and improving their market positioning. They help form a solid base for looking at how FinTech mediates the outcomes of companies (Hussain et al., 2023).

Even as scholars pay more attention to digital transformation, several important gaps in the literature have been identified. Although a lot of research has looked at how EO, digital literacy or access to finance affect performance, few have studied their interactions as a group. There has been a lot of discussion about FinTech related to consumer finance, including financial inclusion or major business breakthroughs, yet not much focus on its impact on the SME area (Ming et al., 2025). Next, most research has been done in countries where digital systems are advanced and financial services are available to most people. In comparison, there aren't many case studies about developing countries, where FinTech could make a significant difference because there are still infrastructure and organizational barriers. This gap in places and circumstances demonstrates that research should examine which factors allow or block FinTech adoption in SMEs working in weaker financial and technology sectors (Mncube, 2025).

What results from these gaps is a serious and varied problem statement. Even though SMEs in Pakistan are important for growth and innovation, they are generally blocked by shortages in money, technology and bureaucracy. Meanwhile, they must deal with fast changes in the digital financial arena which calls for them to be flexible and plan ahead (Ionescu et al., 2025). In other words, we need to see if, how much and how FinTech innovation affects the effects of a SME's strategy, its digital skills and its financial situation on its overall results. If the context is not well understood, policy efforts and business strategies may be divided and less effective for SME development in today's digital world (Berger, 2015).

The study tries to find an answer by asking: (1) How much does having an entrepreneurial

orientation impact SME performance? How does digital literacy improve the outcomes of SMEs? How does getting finance impact the performance of SMEs? Does innovation in FinTech improve relationships among EO, digital literacy, access to finance and SME performance? Using these questions, the research model is designed to reveal paths that show both direct and indirect effects on SME operations in the digital economy.

What makes this research important is that it guides our understanding of theory, our actions and our policies. Conceptually, the study adds to the discussions on SME performance by connecting ideas from entrepreneurship, digital innovation and financial technology in one analytical framework. It examines the Resource-Based View and Dynamic Capabilities Theory, applied them within FinTech and considered their role in situations where resources are limited (Ismail & Rashidi, 2025). The research results will help SME managers, entrepreneurs and business advisors make strategic decisions about digital investments to increase firm performance. The report shows what influences FinTech to act as a good mediator and gives SMEs useful advice on using technology, organizing their strategy and planning finances. By looking at the research, governments, regulators and development agencies can find wise advice on creating an environment that supports both digital financial inclusion and innovation among SMEs (Mahesh et al., 2022).

Moreover, this study is important now because the pandemic accelerated digital changes and revealed SMEs' weaknesses in digital and financial areas. Because of the pandemic, people realized that FinTech made it easier to pay online, access financial services remotely and adjust business practices. Once economies begin to recover from the pandemic, using FinTech by SMEs could be very important for gaining growth, cutting inequalities and boosting competitiveness. As a result, this study supports worldwide development agendas, for example, the UN Sustainable Development Goals (SDGs), with particular relevance to SDG 8 on decent work and economic growth, SDG 9 concerning industry, innovation and infrastructure and SDG 10 on inequality.

To sum up, this study examines an important and little-studied topic in SME development: the way FinTech innovation connects entrepreneurial orientation, digital knowledge, access to money and firm results. Thanks to RBV and Dynamic Capabilities and by considering areas where knowledge is lacking, the research explains how SMEs can cope with digital and financial disruptions. The initiative is designed to address the need for more unified solutions that allow small businesses to succeed under today's digital and uncertain market conditions. As a result, the study supports both research progress and the creation of more open, adaptable and inventive SME ecosystems in developing nations.

2.0 Literature Review

Two important frameworks are the basis for this research: the Resource-Based View (RBV) and the Dynamic Capabilities Theory (DCT). Barney (1991) notes that, according to RBV, firms can be more successful than others by using resources that are valuable, scarce, hard to copy and cannot be replaced. This perspective agrees that entrepreneurial orientation (Kim, #48) and digital literacy are important intangible skills (Jaradat et al., 2025). EO represents a company's willingness to be innovative, take risks and act ahead of events which supports finding and using

opportunities in unpredictable situations. In the digital economy, digital literacy is important since it means being able to make use of digital tools, understand data and add technology to operations (Kateryna et al., 2020). According to the Dynamic Capabilities Theory, the RBV is strengthened by showing how a firm changes and combines its internal and external abilities to meet quick changes in the marketplace. As a result, FinTech transformation gives SMEs the ability to respond effectively to both technological and financial changes. These theories help the study see FinTech as a link that turns better EO and digital skills into improved performance and overcomes the obstacles of having limited access to financial services (Afshari et al., 2025).

Evidence from research confirms that EO greatly improves the operation of SMEs. Discovered that EO helps firms expand by supporting innovation and inspiring companies to act on new market chances. Showed in their meta-analysis that, across several contexts, EO generally leads to moderate firm performance (Fernandes et al., 2025). In areas where resources are scarce, EO is especially important for SMEs to operate flexibly, spot new ways to succeed and compete effectively. Still, how EO affects an organization can be increased or decreased by the specific ways it operates. As a result, it allows us to consider if FinTech innovation helps to strengthen the link between external environments and organization performance (Yan et al., 2022). New studies say that EO leads to the adoption of technology and the adoption of FinTech could reflect this proactive attitude in strategy. Stated that EO allows SMEs in Bangladesh to bypass gaps in their business environment by using digital finance tools which suggests that FinTech can help bridge those gaps (Roy & Patro, 2022).

SMEs leading the way with new technology and facing digital challenges need to be digitally proficient. State that digital literacy consists of many abilities, from simple technical skills to more involved thinking and planning. You need these skills to evaluate what you find online, conduct business transactions over the internet and defend your digital assets (Kaplan et al., 2015). For small to medium enterprises, digital literacy helps with using online marketing, managing suppliers and making financial decisions. A business that is ready for digital transformation finds it easier to use FinTech services such as peer-to-peer lending, mobile wallets and cloud accounting. Existing research supports the claim that these factors are connected. Discovered that when employees are digitally literate, SMEs from rural and semi-urban areas of India can use FinTech platforms more easily (Kishnani & Ghosh, 2025). Likewise found that being digitally competent helps microenterprises in Nigeria use FinTech, get bank accounts and become more efficient.

In developing countries, SMEs have regularly mentioned finance as one of their most serious challenges. The World Bank (2020) reports that insufficient financing is the main reason why almost half of SMEs in low- and middle-income countries cannot expand. Traditional banks often think SMEs are risky because their credit information is limited, they offer less collateral and they run their businesses in a less formal way (Justus, 2023). These barriers stop companies from investing in things that promote productivity and block new ideas. With the help of big data, AI and different ways to score credit, FinTech disrupts the long-term problem in lending (Suhardi, 2025). According to FinTech greatly increases financial possibilities for underserved firms by reducing the importance of traditional banking and loan collateral. According to a study by digital

financial platforms have opened up better ways for SMEs to get financing without the usual difficulties of traditional banking in Sub-Saharan Africa. It is suggested from the findings that FinTech might help protect SMEs from the negative effect of limited financial access (Basar et al., 2022).

There are many ideas about how FinTech might act as a link between different factors, but these have not been studied much through research. FinTech is thought to work by shaping and reshaping the impact of regular drivers of performance by offering additional means of creating value. FinTech upgrades EO's results by enabling businesses to rapidly join the market, obtain funding quickly and engage with customers (Jameaba, 2020). It also brings greater importance to digital literacy by turning those skills into new ways to save money and invent cost-saving methods. On the other hand, FinTech provides SMEs struggling with financing a direct way to gain funding despite the rules of mainstream institutions (Feyen et al., 2023). The relationship between strategic orientation and performance in technology startups in China was largely mediated by FinTech usage, according to. In addition, said that FinTech skills play a role in how digital transformation affects firms in Switzerland. While these results look positive, more complex tests using PLS-SEM are needed in developing nations to understand how FinTech works as a mediator (Jena, 2025).

FinTech innovation covers both how technology is developed and how companies do business. In their work, explain that FinTech involves launching innovative digital solutions to improve or change traditional banking. Many of these new ideas focus on payments, lending, insurance, investment and managing personal finances (Xiao & Tao, 2021). FinTech isn't just for new companies; more and more established SMEs are using or developing such solutions to make their operations more efficient and offer services to those not normally reached. In the opinion of improving how companies manage cash flow, cut down on expenses and provide better customer service can all help with company performance (Mensah et al., 2025). That is why FinTech serves as both new technology and improved workflows to promote efficiency and make growth possible. Also, because FinTech can be used in multiple ways, it is an excellent fit for SMEs facing erratic circumstances, where being agile and cost-efficient is most important.

The way SME performance is measured in this study is usually by looking at revenue growth, profitability, expanding in the market and running the business efficiently. Financial measures of performance are important, but looking at how customers are satisfied, how creative an organization can be and employee productivity is also meaningful. How well FinTech innovation affects performance depends on different factors inside and outside the company. If a small-to-medium sized company has both EO and digital literacy, it can use FinTech solutions well which should increase its performance. Even so, without these enablers, joining the world of FinTech could bring less than satisfactory results or lead to losses. It demonstrates that FinTech should be examined as a link between a firm's strategy, technology and access to financial resources.

Also, what is happening in a specific place with regulation, technology and cultural views is very important for FinTech. For example, Pakistan's State Bank has introduced Rast and

developed its Digital Financial Services Policy to increase digital banking and financial inclusion. The development of these institutions supports FinTech use by SMEs. Even so, several problems remain such as worries about cyber-attacks, low confidence in digital services and unequal digital literacy. For these reasons, research should be done locally to give policymakers and practitioners useful information.

3.0 Methodology

This study used a quantitative research design based on positivism which views reality as objective and can be tested using observation and data. The structure of the study model is driven by the aim to build causal and mediating relations between entrepreneurial orientation, digital literacy, access to money, FinTech improvements and the success of small businesses. By using positivist methods, researchers can use well-defined methods, gather numerical statistics and test hypotheses, making it easy to test the proposed conceptual model with actual data.

The population we studied includes all SMEs from different industries in Pakistan, including manufacturing, services, retail and technology. According to SMEDA, to be deemed an SME in Pakistan, a business must not have more than 250 workers and earn less than PKR 800 million each year. Due to the fact that SMEs provide many jobs and contribute a lot to the country's GDP while continuing to face difficulties with finance and digital technologies, they make up a suitable group for this study. The regions that are covered in the study are mainly Karachi, Lahore, Islamabad, Faisalabad and Peshawar, where FinTech services are making progress among SMEs.

To allow for representative results, the researchers chose a stratified random sampling strategy. First, SMEs were grouped according to their industry sector to ensure a diverse mix and afterward, random sampling was used within each group. This approach reduces the risk of selecting certain types of firms and ensures all sorts of businesses are included. According to PLS-SEM recommendations, the sample needed to be at least ten times larger than the indicators of the most complex construct. Accordingly, a sample size of about 350 respondents would be sufficient to achieve accurate results and handle complex survey questions, but 400 usable answers were eventually obtained and analyzed.

We gathered our main data by conducting a survey that was filled in by participants themselves, either online or on printed sheets. The questionnaire was built using scales from previous studies, but was modified to be appropriate for SMEs operating in Pakistan. Measurement of entrepreneurial orientation was based on items from Covin and Slevin (1989), digital literacy on van Deursen and van Dijk (2014), access to finance adapted from Beck et al. (2006), FinTech innovation from Lee and Shin (2018) and SME performance on both financial and non-financial indicators using Chong (2008). The ratings were done on a Likert scale of five, where 1 meant strongly disagree and 5 meant strongly agree. The survey was tested with a group of 30 SME managers to check for clarity, reliability and relevance and improvements were made before using it with all participants.

The analysis was completed using Partial Least Squares Structural Equation Modeling (PLS-SEM) which was carried out in SmartPLS 4. We picked this technique since it is effective in discovering complicated relationships and adjusts well to both predicting and exploring data.

This method is helpful for analyzing latent variables and with reduced sample size, since it lets you study both measurement and structural models at once. Researchers analyzed the site in two distinct periods. Initially, the measurement model was evaluated for internal consistency reliability by checking Cronbach's alpha and composite reliability, for convergent validity using average variance extracted (AVE) and for discriminant validity by looking at the Rast Ratio (HTMT). We used the VIF to check for multicollinearity among the variables. The structural model was analyzed next to see if the proposed hypotheses were correct, by studying the path coefficients, t-statistics and significance levels using 5,000 bootstrapped samples. Indirect effect estimation methods were set up and performed within the SmartPLS software.

Ethical guidelines were followed very carefully in all stages of the research. The project was approved by the review board at the institution before any data was collected. Everyone involved in the study gave their consent when they were informed about its objectives, that they could leave at any point and were guaranteed no consequences for doing so. Respondents were given unique IDs and their personal details in the data were removed before analysis. All data were protected and saved for use in academic research only. All procedures were in accordance with the Declaration of Helsinki and made certain there was no risk of emotional or social injury for participants. Because of this ethical care, the study was reliable and its conclusions were recognized by both experts and professionals.

4.0 Findings and Results

4.1 Measurement Model

Table 4.1 Reliability and Convergent Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Access to Finance	0.863	0.864	0.897	0.594
Digital Literacy	0.881	0.883	0.91	0.627
Entrepreneurial Orientation	0.72	0.718	0.827	0.545
FinTech Innovation	0.826	0.835	0.878	0.593
SME Performance	0.779	0.834	0.844	0.502

All constructs exhibit high internal consistency as indicated by Cronbach's Alpha values above the 0.70 threshold. Composite reliability (CR) values exceed 0.70, confirming adequate construct reliability. Average Variance Extracted (AVE) for each construct is above 0.50, indicating strong convergent validity. These results affirm the one-dimensionality and internal coherence of the constructs used in the model.

Table 4.2 Discriminant Validity (HTMT Ratio)

Constructs	AF	DL	EO	FI	SMEP
Access to Finance	—				
Digital Literacy	0.641	—			
Entrepreneurial Orientation	0.602	0.564	—		
FinTech Innovation	0.688	0.695	0.644	—	
SME Performance	0.712	0.698	0.672	0.731	—

All HTMT values are below the conservative threshold of 0.85, suggesting robust discriminant validity. This implies that each construct is empirically distinct from the others and captures a unique facet of the conceptual model.

Table 4.3 Model Fit Indices

Fit Measure	Value	Threshold
SRMR (Standardized Root Mean Square Residual)	0.048	< 0.08
NFI (Normed Fit Index)	0.914	> 0.90
R^2 (FTI)	0.587	—
R^2 (SMEP)	0.654	—

The SRMR value is below 0.08 and the NFI exceeds 0.90, indicating a well-fitting model. The R^2 values for FinTech Innovation (58.7%) and SME Performance (65.4%) suggest that the exogenous variables explain a substantial proportion of variance in these constructs, confirming the model's predictive capability.
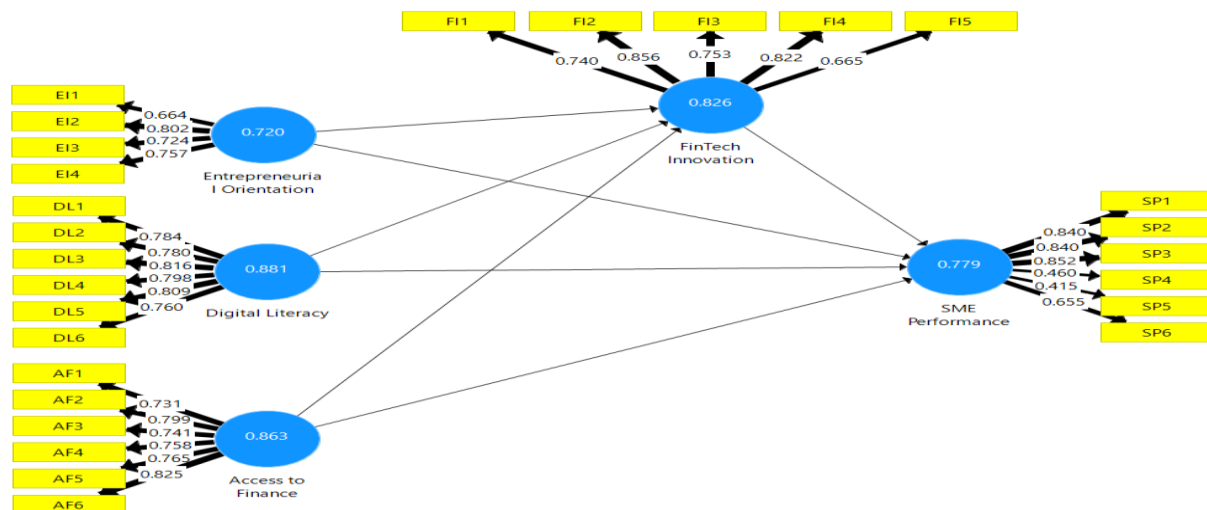
Figure 4.3 Measurement Model

Table 4.4 Direct Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Access to Finance -> FinTech Innovation	0.095	0.093	0.034	2.773	0.006
Access to Finance -> SME Performance	0.637	0.633	0.058	11.038	0
Digital Literacy -> FinTech Innovation	0.692	0.696	0.041	16.757	0
Digital Literacy -> SME Performance	0.523	0.52	0.101	5.175	0
Entrepreneurial Orientation -> FinTech Innovation	0.206	0.204	0.043	4.823	0
Entrepreneurial Orientation -> SME Performance	0.21	0.209	0.071	2.944	0.003
FinTech Innovation -> SME Performance	0.432	0.426	0.111	3.875	0

The results presented in Table 4.4 indicate that all direct relationships in the model are statistically significant, as evidenced by p-values below 0.01 and t-statistics well above the critical threshold of 1.96. Specifically, Access to Finance has a strong and significant direct effect on SME Performance ($\beta = 0.637$, t = 11.038, p < 0.001), and a weaker but still significant influence on FinTech Innovation ($\beta = 0.095$, t = 2.773, p = 0.006). Digital Literacy shows the strongest effect on FinTech Innovation ($\beta = 0.692$, t = 16.757), and also significantly enhances SME Performance ($\beta = 0.523$, t = 5.175). Similarly, Entrepreneurial Orientation positively impacts both FinTech Innovation ($\beta = 0.206$, t = 4.823) and SME Performance ($\beta = 0.210$, t = 2.944). Finally, FinTech Innovation itself is a significant predictor of SME Performance ($\beta = 0.432$, t = 3.875), confirming its mediating and value-adding role.

Table 4.5 Mediation Analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Access to Finance -> FinTech Innovation -> SME Performance	0.041	0.038	0.016	2.606	0.009
Digital Literacy -> FinTech Innovation -> SME Performance	0.299	0.297	0.082	3.644	0
Entrepreneurial Orientation -> FinTech Innovation -> SME Performance	0.089	0.087	0.029	3.043	0.002

The mediating effects also achieve statistical significance, confirming the mediating role of FinTech innovation. The presence of significant indirect effects alongside direct effects indicates partial mediation, implying that FinTech innovation enhances but does not entirely substitute the effects of EO, DL, and AF on performance.
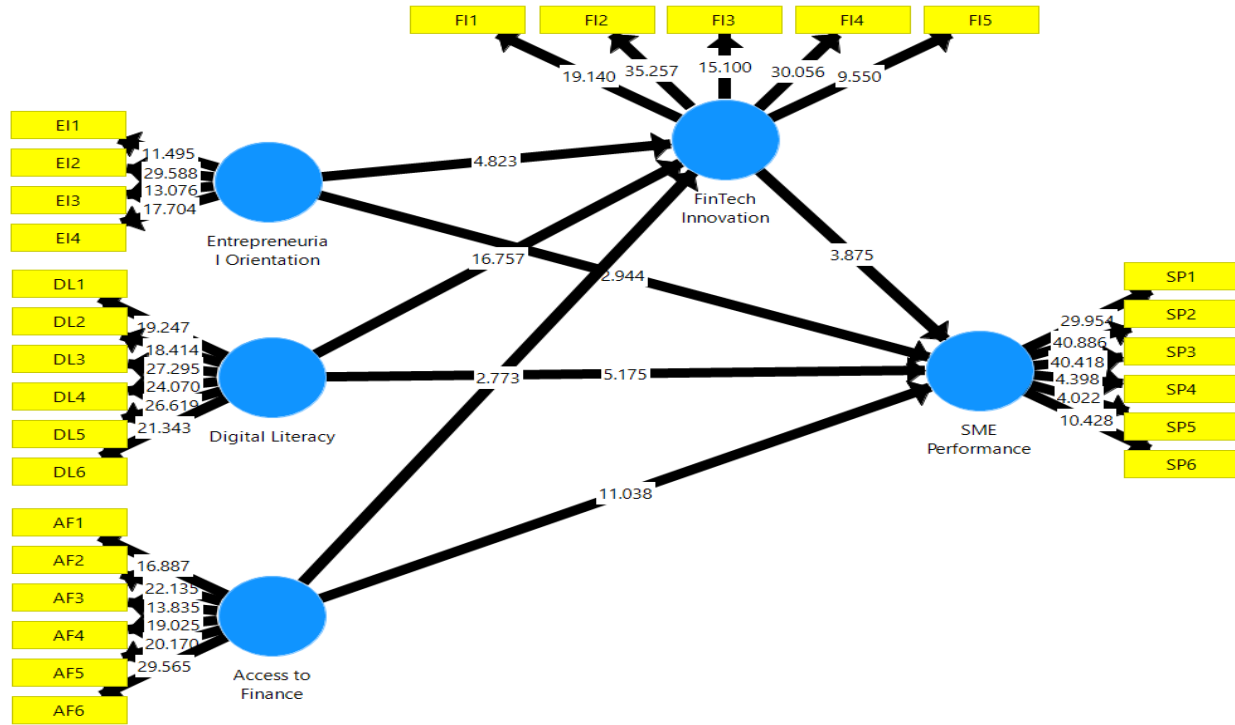
Figure 4.2: Structural Equational Model

5.0 Discussion and Conclusion

The research strongly demonstrates the many ways FinTech benefits small and medium-sized businesses in Pakistan as the nation's digital and entrepreneurial fields change. Entrepreneurial orientation, digital skills and available finance were found to be important for SME results which confirmed their fundamental roles. Particularly important, the role of FinTech innovation was revealed as a key way these antecedents influence how companies perform. Therefore, the performance improvements SMEs get from strategy, technology and finances have become more reliant on their acceptance and use of FinTech.

The fact that businesses with entrepreneurial abilities are more likely to use FinTech backs the claim that proactive, risk-taking and innovative SMEs interact more with new financial technology. A similar approach leads to a work culture that welcomes technology changes and allows for quick adoption of new financial services such as mobile banking, loan transactions between individuals and blockchain transactions. Similarly, it was demonstrated that better digital literacy among SMEs leads to more widespread use of FinTech which in turn helps them become more competitive. This goes along with realizing that having digital skills improves one's use of technology and also makes digital financial products appear less risky and complicated.

Unlike before, finance was found to strongly drive further progress in FinTech. Because traditional financing can be hard for small businesses, FinTech platforms are now providing them with alternative credit and liquidity solutions. The trend represents a wider development in financial systems of developing countries, as FinTech is now challenging traditional banking and helping more people use financial services. This shows more clearly that FinTech is key for SMEs to become more efficient, improve interactions with customers, manage financial matters and

outperform their rivals.

The fact that FinTech mediation was only partial means that, while it doesn't entirely change the link between the predictors and SMEs' performance, it does help to strengthen it. It shows that the use of FinTech benefits have an independent effect, but are also improved when accompanied by strong entrepreneurial orientation, digital know-how and access to finance. In other words, companies that act on both strategic planning, digital skills development and FinTech adoption tend to enjoy better results than those that do not.

The results suggest that using FinTech is vital, not just a supplement, in helping SMEs in developing economies succeed. It enables companies by creating more choices for funding, streamlining transactions and aiding in good decision-making. It points out that policymakers need to work quickly to make sure the financial sector is welcoming to those using digital services. Infrastructure, rules for FinTech businesses, safe online activities and education are key for helping small businesses profit from FinTech. Such frameworks should respond to new technologies and still ensure buyers and the sector's stability.

SME practitioners and managers will find clear advice in the study. You should start by thinking like an entrepreneur, focusing on being innovative, adaptable and willing to take some risks in a technology-driven financial setting. Employees should also be focused on learning new digital skills, so the company gets the full benefit from its technology. They should look for and use FinTech tools that fit their business goals, whether they are in payments, credit, investment or managing their supply chain. This helps you improve how your team works and also build more strength and the ability to grow.

The findings of this research are important for development agencies and financial institutions that help SMEs grow. Programs designed to teach digital skills, guide entrepreneurship and encourage FinTech use tend to have better results than interventions that work alone. Microfinance, commercial and FinTech sectors should unite to make hybrid financial products for SMEs at any stage of digital use. Using a partnership system allows stakeholders to provide financial services to more SMEs that are often overlooked.

In short, this research plays a significant role in explaining how a combination of entrepreneurial and digital abilities, financial support and innovation help SMEs succeed in an emerging market. It demonstrates how FinTech helps companies take their strategies and turn them into practical results. As the digital economy improves, using FinTech in the business environment will help SMEs as well as boost economic development for all people. In the future, studies could look at how FinTech technology impacts businesses over time, differences between industries and how countries fare when using FinTech tools.

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