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HIV/AIDS and the World of Work Ministry of Labour and Employment Government of India). New HIV infections has declined by more than 50% over the past decade from 2.7 lakh in 2000 to 1.2 lakh in 2009 and the adult HIV prevalence at national level has continued its steady decline from 0.41% in 2000 through 0.36% in 2006 to 0.31% in 2009 (NACO State Fact Sheets, March 2012).

There is hardly any country in the world, which is not affected by the menace of HIV/AIDS epidemic. Everyone has same chance of being infected with HIV. HIV prevention needs to reach people who are at risk of HIV infection and those who are already infected. Bush and Davies (1989) have argued that in the absence of chemical cure or vaccine, the only tool available to fight is dissemination of public information and education on HIV/AIDS. The joint UN programme on HIV/AIDS (UNAIDS), World Bank and other national governments and agencies are working collectively to contain HIV/AIDS prevention and management. Social marketing is one of the approaches that tries to bring voluntary change in the current patterns and promotes improved alternate behaviour to help individuals and society in getting rid of social problems. Social marketing approach can be used to influence the target audience to change their behaviour for improving health and quality of life.

HIV/AIDS STATUS IN HARYANA

AIDS is assuming alarming proportions in Haryana as every district is having some HIV positive people. The number of cases per thousand was 0.3 in 1986, has shown a steep increase from 2.8 in 1996 to 8.1 in 1997. The situation is much more threatening than what the official figures reflects. According to medical practitioners, the blood samples which are screened by hundreds of private laboratories throughout the state do not conduct HIV tests and a large number of cases go unnoticed and unreported. The Haryana government has established 22 Integrated Counselling and Testing Centres (ICTC) at Government General Hospitals and Community Health Centres in the state in compliance to NACP and with the aim to spread awareness about AIDS in the susceptible community. According to the UNAIDS / WHO 2006 report on the global AIDS epidemic, 486 fresh cases of HIV/AIDS have been reported in Haryana last year, which accounts 13 per cent of the country's total figures.

REVIEW OF LITERATURE

To gain insight and understanding the background, following literature review has been carried out.

Condom social marketing has resulted in destigmatisation or normalisation of condoms and their use in population in general and particularly those at high risk of HIV infection (UNAIDS). Altman Dennis (1999) exhorted coordinated efforts of Governments to make international system to work more effectively in dealing with the HIV/AIDS epidemic. Askew Ian et al (2003) reviewed the contribution of SRH (Sexual and Reproductive Health) Programmes to HIV/AIDS prevention and treatment and have shown that sexual and reproductive health programmes can make important contribution to HIV prevention and treatment and that STI (Sexually Transmitted Infections) control is important both for sexual and reproductive health and HIV/AIDS control. Benatan Solomon R. (2001) suggested narrowing down the disparities of global economic apartheid in dealing with HIV/AIDS.

Blair Jill F. et al (1994) emphasized that the professionals and policy makers, in their efforts to stop the spread of HIV/AIDS should stress on dispelling the myths and clarifying truths about HIV transmission and the best means of prevention. Bollinger Lori et. al. (2004) identified large number of gaps to be filled by further research and evaluation. They have highlighted that if abstinence program for youths are core part of US policy, better research would be useful and national and international organizations are urging companies to implement programs at workplace. Deodhar N. S. (2003) emphasized the need to switch from IEC (Information, Education and Communication) to BCC (Behavior Change Communication). Based on review, it is observed that limited research has been carried out on social marketing of HIV/AIDS programme targeted for youth population. Hearst Norman et. al. (2004) analyzed the impact of use of condoms in preventing HIV/AIDS and found that though the condoms have effectiveness of about 90 percent in preventing HIV but the impact of condoms is limited because of inconsistent use, less use among those at highest risk and negative interactions with other prevention strategies. They have recommended that there should be more promotion of condoms for those at highest risk and integration of this approach with other strategies of prevention.

Kelly Jeffrey A. (1995) identified psychological, social, and situational factors that influ-ence HIV sexual risk-taking behavior, as well as the successful adoption of risk reduction behavior change. On a larger scale, accelerated trials of community-level norm and behavior change inter-ventions are needed. The main challenges in HIV primary prevention is adapting behavior change models and procedures to sexual and drug use behaviors. Markku Loytonen (1991) has suggested that diffusion models based on variables representing behavior of a whole society should be created. The ABC approaches of HIV prevention are controversial in the sense that they (ABC) connote different meaning to different people across various countries like whether A stands for (Abstain or Abstience for youth, including the delay of sexual debut and abstinence until marriage or Abstinence or delaying first sex). Similarly meaning of B is ambiguous. Most controversial is the C (Condomise or Correct and consistent use of condoms for those who practice high-risk behaviours or Correct and consistent use of condoms for sexually active young people, couples in which one partner is HIV-positive, sex workers and their clients, and anyone engaging in sexual activity with partners who may have been at risk of HIV exposure).

The goal of HIV prevention is to help people to learn how to eliminate or reduce risk of becoming infected with HIV or of transmitting HIV to others. HIV prevention takes place at two levels- The Primary and Secondary Prevention (Bai Pushpa, accessed from: www.cws-adu.org/Pushpa%20bai.pdf). The NGOs can adopt number of strategies such as peer-group approach, capacity building of the project personnel, condom promotion strategies, accessibility of IEC (Information, Education and Communication) materials, STD diagnosis & treatment counseling, outreach work strategies and intervention at the community levels (Veeramatha, accessed from: www.isec.ac.in/prc-abs17.pdf). U.S. Centres for Disease Control and Prevention (1993) strongly advocated consistent use of condoms in sexual activities for checking transmission of HIV. William ARP III (2004) found that the HIV prevention programs should focus on answering queries regarding HIV transmission rather than laying focus on changing the behaviour. Based on review, it is observed that limited research has been carried out on social marketing of HIV/AIDS programme targeted on youth population.

RESEARCH METHODOLOGY

Descriptive research design has been used in the study with the purpose of describing awareness level and attitude of students regarding social marketing issues on HIV/AIDS programme.

Research Objective

The social marketing programme on HIV/AIDS has been implemented with the objective of creating awareness on various issues of HIV/AIDS like modes of transmission, misconceptions and prevention and achieving behavioural changes in the context of HIV. The present study is a step in discerning the effectiveness of social marketing programme. The study aims at knowing awareness level of the students and finding their attitude regarding different aspects of social marketing programme on HIV/AIDS.

The study shall test the following hypotheses:

Ho1: On gender basis, there is no significant difference in the attitude regarding HIV/AIDS.

Ho2: On age basis, there is no significant difference in the attitude regarding HIV/AIDS.

Ho3: On education basis, there is no significant difference in the attitude regarding HIV/AIDS.

Sampling Technique

The sample for the study has been taken by using stratified random sampling method. The students of Gurgoan district constituted the population were divided into three group viz. school (10+1 and 10+2), undergraduate and post graduate level. Three lists of students at school, undergraduate and post graduate level were prepared with the help of roll numbers and students were randomly selected from these lists.

Sample Description

A sample of 245 students was collected from Gurgoan District of Haryana. The sample includes 142 male and 103 female students out of which 113 belong to 14-18 years and 132 belong to 19-23 years of age group and 102, 64 and 79 were studying in school (10+1 and 10+2), undergraduate and post graduate courses respectively.

Data Collection Instrument

Since the study is based on primary data, a questionnaire was designed and pilot tested. The questionnaire consisted of 30 statements on 5-point likert scale ranging from strongly agree to strongly disagree.

Analysis Tools

The data has been analysed with the help of Factor Analysis Principal Component Method and hypothesis testing has been carried out by applying t-test of independence for making comparison between Gender (Male/Female), Age (14-18/19-23 years) and one way-ANOVA for testing equality on the basis of Education (School/Undergraduate/Post Graduate). The data has been analysed with the help of SPSS 16.0. In order to facilitate comparison and interpretation on the basis of gender, age and education in terms of extracted factors, the factor scores have been normalized into 10 point scale by using the following conversion formula:

$$Z = \frac{(Fa\text{-}Fmin) * 10}{(Fmax - Fmin)}$$

Z - Standardized factor score on a scale of 10
Fa - Actual value of factor score
Fmax - Maximum value of factor score
Fmin - Minimum value of factor score

DATA ANALYSIS

By employing principal component analysis 10 factors have been extracted explaining 66.918 per cent of variance out of 30 variables of the study. The factors were rotated (orthogonal) by Varimax with Kaiser Normalization and rotations converged in 19 iterations. In rotated factor matrix, loading of variables on extracted factors above .49 have been considered. The Table I summarises these 10 extracted factors.

(INSERT TABLE 1 HERE)

Data Reliability

The reliability of data has been ensured through reliability statistics Cronbach's Alpha found to be .751 for the 30 variables included in the study. The KMO measure of sampling adequacy is found to be .807 and Bartlett's test of Sphericity is 2503.360 (df: 435) with a significance of 0.000.

(INSERT TABLE 2 HERE)

Comparison on Gender Basis

From Table II, it is observed that male and female have significant differences regarding 04 factors viz. Knowledge of HIV misconception, HIV prevention by promoting safe injecting behaviour and STD diagnosis, HIV prevention by promoting safe sex behaviour and HIV spread through common illness and faithfulness in sexual relationship. This shows that women lack awareness regarding modes and prevention of HIV/AIDS which can be due to status of women in the society in reference to their education, exposure to media and role in the matters of sex. Gender inequality in terms of access to media, knowledge of AIDS and condom use, social and cultural norms favouring male domination in sexual and reproductive matters place women at lower level of awareness and attitude towards HIV/AIDS in relation to men (Mitra Aparna et al. 2011). Nicholas Rebecca (2010) observed that though the women have gained knowledge and awareness of HIV/AIDS and intends to follow prevention advice but the interaction between poverty and gender inequality hinder protective behaviour necessary to check spread of HIV.

Comparison on Age Basis

On the basis age (14-18 and 19-23 years), students in the 02 age groups differ significantly on 03 factors namely

HIV prevention by promoting safe injecting behaviour and STD diagnosis, availability and cost of HIV treatment and HIV spread through common illness and faithfulness in sexual relationship (Table No. II). As an individual grows up towards achieving adolescence, he/she learns about HIV/AIDS and sexual matters.

(INSERT TABLE 3 HERE)

Comparison on Education basis

The 03 group of students at school, undergraduate and post graduate level differ significantly on 02 factors named availability and cost of HIV treatment and HIV spread through common illness and faithfulness in sexual relationship (Table III). With increase in education level, students are exposed to different learning media and they are more aware and informed regarding HIV/AIDS. Norman Lisa R. et al. (2003) found that higher level of education is associated with increased level of HIV knowledge.

Fit of Factor Analysis Model

The fit of factor analysis model has been checked through reproduced correlation matrix wherein 124 (28%) residuals have been observed with absolute value greater than .05 indicating an acceptable model fit.

FINDINGS

The gender comparison points states that females' awareness of modes and prevention of HIV/AIDS is low in comparison to males' which can be attributed to gender inequality in the society. Age and education level directly affects the awareness and prevention knowledge of HIV/AIDS.

CONCLUSION

The gender differences portends that social marketing programme on HIV/AIDS needs a different strategy focusing on females learning and awareness of social issues, exposure to media, their roles in decision making regarding health and family welfare issues for promoting gender equality. The social marketers should promote the desired behaviour for preventing the spread of HIV infection.

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Table 1 : Extracted factors name

Factor (Eigen Value)	Factor Interpretation (% variance explained)	Loading	Variables included in Factor
F1 (6.287)	Knowledge of HIV misconception (19.213)	.827 .817 .813 .800 .800 .736 .711 .637 .598 .580	HIV spread by working with people. HIV spread by shaking hands. HIV spread by caring HIV people HIV can spread by socialising with HIV people. HIV can spread by casual contact. HIV spread by sharing telephone HIV spread by hugging or kissing. HIV spread by swimming. HIV spread by sharing of utensils. HIV spread by use the same toilet.
F2 (2.677)	HIV prevention by promoting safe injecting behaviour and STD diagnosis (7.469)	.842 .717 .627	HIV can be prevented by promoting safe injecting behaviour. Spread of HIV/AIDS can be prevented by promoting safe blood transfusion. HIV can be prevented by diagnosis (STD).
F3 (2.178)	HIV Transmission modes(6.776)	.778 .773 .741	HIV spread through blood transfusion. HIV spread through sexual activities. HIV spread from infected pregnant mother to her child.

F4 (1.722)	Availability and Cost of HIV treatment (5.667)	.844 -.832	HIV treatment is easily available. Cost of HIV/AIDS treatment is cheap.
F5 (1.471)	HIV prevention by promoting safe sex behaviour (5.412)	.805 .724	Spread of HIV/AIDS can be prevented by promoting safer sex behaviour. Spread of HIV/AIDS can be prevented by use of condom during sexual activities.
F6 (1.352)	HIV spread through common illness and Faithfulness in sexual relationship prevent HIV (5.127)	.642 .492	HIV can spread by sneezing or coughing. Spread of HIV/AIDS can be prevented by promoting faithfulness in sexual relationship.
F7 (10217)	HIV spread through biting (4.607)	.807 .527	HIV can spread by getting bitten by an HIV/AIDS infected person. HIV can spread by bite of mosquito that has already bitten an infected person.
F8 (1.116)	Discrimination against HIV and Knowing HIV status (4.433)	.835 .650	People discriminate against HIV infected person. People should know their HIV status by testing of blood.
F9 (1.065)	Early sex and cause of AIDS (4.115)	-.847 .609	In order to check spread of HIV/AIDS people should not have sex at an early age. HIV leads to AIDS.
F10 (1.044)	Unanswered queries and chance of HIV infection (4.098)	.793 .584	Queries on HIV/AIDS remain unanswered. A healthy looking person can be infected with HIV.

Table 2 : Factor Mean Score: Comparing equality on the basis of Gender, Age

Factor	t- test (Gender)			t- test (Age)		
	Gender	Factor Mean	t* (Sig. 2 tailed)	Age	Factor Mean	t*(Sig. 2 tailed)
Knowledge of HIV misconception (F1)	Male	8.2168	2.915 (.004)**	14-18	7.8502	-1.337 (.183)
	Female	7.6683		19-23	8.1026	
HIV prevention by promoting safe injecting behaviour and STD diagnosis (F2)	Male	7.2713	2.051 (.041)**	14-18	6.8012	-2.548 (.011)**
	Female	6.8361		19-23	7.3342	

HIV Transmission modes (F3)	Male Female	6.6069 6.9361	-1.378 (.170)	14-18 19-23	6.6571 6.8208	-.690 (.491)
Availability and Cost of HIV treatment (F4)	Male Female	4.7947 5.2581	-1.485 (.139)	14-18 19-23	5.4248 4.6169	2.639 (.009)**
HIV prevention by promoting safe sex behaviour (F5)	Male Female	7.1084 6.4863	2.835 (.005)**	14-18 19-23	6.6395 7.0243	-1.754 (.081)
HIV spread through common illness and Faithfulness in sexual relationship prevent HIV (F6)	Male Female	6.8206 6.3374	2.208 (.028)**	14-18 19-23	6.2119 6.9646	-3.526 (.001)**
HIV spread through biting (F7)	Male Female	5.1922 5.3042	-.416 (.678)	14-18 19-23	5.2288 5.2482	-.073 (.942)
Discrimination against HIV and Knowing HIV status (F8)	Male Female	6.1920 6.2021	-.046 (.964)	14-18 19-23	6.2704 6.1328	.631 (.529)
Early sex and cause of AIDS (F9)	Male Female	5.8651 5.7885	.326 (.745)	14-18 19-23	5.6301 6.0066	-1.627 (.105)
Unanswered queries and chance of HIV infection (F10)	Male Female	5.9471 6.1337	-.818 (.414)	14-18 19-23	6.1275 5.9383	.838 (.403)

*: t value for equal variance assumed (df: 243); ** Significant at .05.

Table 3 : (ANOVA: Comparing equality of 3 groups on the basis of education)

Factor	F (Sig.)
Knowledge of HIV misconception (F1)	1.678 (.189)
HIV prevention by promoting safe injecting behaviour and STD diagnosis(F2)	2.692 (.070)
HIV Transmission modes (F3)	.308 (.735)
Availability and Cost of HIV treatment (F4)	4.743 (.010)**
HIV prevention by promoting safe sex behaviour (F5)	1.248 (.289)
HIV spread through common illness and Faithfulness in sexual relationship prevent HIV (F6)	9.280 (.000)**
HIV spread through biting (F7)	.629 (.534)
Discrimination against HIV and Knowing HIV status (F8)	1.610 (.202)
Early sex and cause of AIDS (F9)	2.142 (.120)
Unanswered queries and chance of HIV infection (F10)	.871 (.420)

** Significant at .05.

credit market as a fresh business opportunity. The MFI apparently brings great professionalism, innovation and technology to its enterprise. It also ventures to provide loans that banks do not. MFIs differ according to their type (NGOs, cooperatives, non banking financial institutions, banks), their status (regulated or non regulated), their activities (systems of savings and credit, direct credit institutions, development projects including credit), their methods (group lending, individual loans, dynamic incentives) and their sources of financing (resources from deposits or external financing) etc. In this way there is a lot of scope for MFIs to choose the suitable business model according to the customer requirements.

STATUS OF MICROFINANCE IN INDIA

The NABARD's report on Status of Micro Finance in India 2009-2010 discusses the overall progress under the two models mentioned above:

(INSERT TABLE 1 HERE)

The report shows that during last years total loan distributed to MFIs have significantly increased but at the same time the bank loan outstanding with MFIs have also increased. The report clearly indicates that MFI model is becoming more and more popular in India also. The loan distributed to SHGs has declined gradually indicating the loss of confidence among investors in this model.

In numerous studies done across the world, it was generally believed that various microfinance initiatives have been able to make a difference in the target population's lives. However, increasing doubts have been raised over the financial sustainability of microfinance institutions (Annim, 2009; Reddy, 2005). MFIs need to be economically viable and sustainable in the long run but economic implications of long term sustainability are not being considered (Srinivasan et al., 2006). At least in India, there does not seem to be any working model of analyzing the financial performance and thereby sustainability of microfinance institutions. This problem is compounded by the absence of a dedicated legislation on working and management of microfinance institutions. The lack of a regulatory mechanism for financial disclosures by microfinance institutions also abets the problem. Morduch (1999) as cited by Crabb (2008) describes the need for more empirical work on the sustainability of MFIs. He pointed out, Empirical understandings of microfinance will also be aided by studies that quantify the roles of the various mechanisms in driving microfinance performance. In this context, present study attempts to analyze and compare the financial performance of the MFIs. It is imperative that good financial performance will also lead to sustainability of the MFI.

The remaining structure of the paper is as follows. Section II presents the studies on same topic and brief review of them. Section III discusses data and the methodology of sample selection process. Section IV covers the findings and the analysis of the performance of successful versus unsuccessful MFIs. Section V concludes the paper and offers future research directions.

LITERATURE REVIEW

In the context of MFIs literature (Venkata; 2011, Thapa; 2011) shows that governance is a major influencing factor. Amarnath Samarapally and Scott Gaul (2011) in their review of RBI's microfinance framework discussed the Reserve Bank of India's (RBI) new regulations for microfinance providers, based on the conclusions of the Malegam Committee[1]. According to one of the main components of the regulation, "banks should ensure a margin cap of 12 per cent and an interest rate cap of 26 per cent for their lending to be eligible to be classified as priority sector loans." When one examines the sector as a whole, the data suggests that MFIs have been well within the prescribed 26 percent interest rate levels, although margins have crept 1 - 2 percent higher than what RBI has mandated (as in the chart below).

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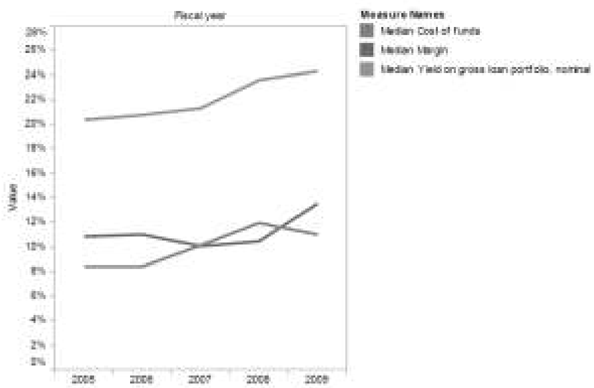
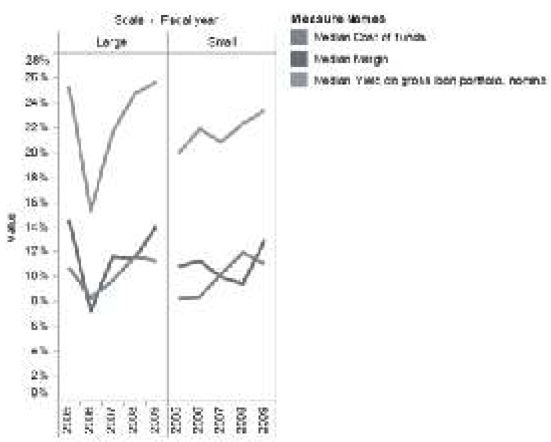
[1]The Reserve Bank of India has appointed the Malegam Committee to regulate microfinance institutions (MFIs). This committee examined major issues such as reported suicides by borrowers in Andhra Pradesh, crass overlending (many borrowers have up to 10 simultaneous loans from different MFIs), high interest rates (typically 30% or more) and coercive recovery methods.



Source: Amarnath Samarapally, Scott Gaul (2011)

Practitioners have expressed concerns that small MFIs will not be able to meet the regulations. It should come as no surprise that large MFIs generally have access to cheaper funds than small MFIs, although there is little difference overall. Large and small MFIs have both increased lending rates, although lending rates have been higher for large MFIs. Consequently, large MFIs have earned higher profit margins than small MFIs and will thus be more affected by the new regulations. The following chart compare yield, cost of funds and margin metrics for small and large MFIs:



Source: Amarnath Samarapally, Scott Gaul (2011)

Marion Mbogo and Caroline Ashika (2011) investigated the factors that influence product innovation in microfinance institutions, including the legal environment, competitive pressure and organizational factors such as leverage, liquidity and risk management challenges, distribution and human resource challenges. Analysis of the data confirmed that legal environment, competitive pressure and liquidity and risk management challenges are important in influencing MFI innovation. Lack of leverage and risk management are negatively correlated with product innovation which was agreed by Alarcon (2008), Moussa (2007), and Brugger (2004) who confirmed that limited sources of finance and high costs of doing business hinder product innovation. Liquidity management and human resource challenges are positively correlated with product innovation and agreed by Deshpande (2007) and Gupta (2008), who respectively argued that higher standards of liquidity management are required to ensure safety of liquid deposits and that MFIs require to have leaders with vision and managerial capacity.

Pankaj K. Agarwal and S.K. Sinha (2010) concluded that most of the best performing firms are following different business models in India. They seem to be following their own time tested way of doing business which has sustained itself over the years. However the managerial capability as reflected in productivity parameters is different as it is possible that management of different MFIs are at different stages of the learning curve. The limitation of the study is that it has been conducted on the 5-star rated (rated by mixmarket.org, on the basis of level of disclosure) performers. This is possible that the similarities observed in various parameters emanates from their belonging to the elite group of firms with strong ethics of disclosure.

Purna Chandra Parida and Anushree Sinha (2010) survey results on performance of SHGs suggested that all-female SHGs perform better than other types of SHGs. All-female SHGs reportedly have higher rates of savings per member than other types of SHGs. They also reported better performance in terms of loan recovery. The all-female SHGs were sustainable because they were more focused and united, adhere to basic objectives of groups, utilized borrowed funds for different productive activities, and were highly concerned about the well-being of their children and family members. Further, female SHG members took membership in the group as a means to educate themselves and confront social, political, and economic problems. On the other hand, members of all-male SHGs have ego problems, work for their own interest, and do not follow the basic objectives and goals of group formation. As a result, they are most irregular in loan repayments and perform badly in economic and managerial activities.

Rubach, Michael J., Bradley, Don B., III and Brown, Justin Eric (2010) having experience of operations of MFIs in Iraq and the US conclude that it supports the theory that a factor in the success of microlending is the presence of free markets (Crabb, 2008). Despite the prior lack of government interest and support for microlending in the US, government support for microlending in Iraq stands in sharp contrast. Structural differences in markets are not the only answer. US regulation of financial lending institutions severely restricts microlending. The need for regulatory reform is great (Robertson, 2009). The current recession should provide opportunities for microlenders as the declines in the job market have forced many laid-off individuals to seek self-employment as a solution. However, the operational and regulatory structures of the US MFI industry have impeded its efficiency and effectiveness.

Christian Ahlin, Jocelyn Lin and Michael Maio(2009) presented evidence for complementarity between MFI performance and the broader economy. For example, MFIs are more likely to cover costs when growth is stronger; and MFIs in financially deeper economies have lower default and operating costs, and charge lower interest rates. There is also evidence suggesting substitutability or rivalry. For example, more manufacturing and higher workforce participation are associated with slower growth in MFI outreach. Overall, the country context appears to be an important determinant of MFI performance; MFI performance should be handicapped for the environment in which it was achieved.

Joséphat Mboya Kiweu (2009) in modelling the various relationships of the 33 predictors with success in commercialisation found support for the hypothesis that any MFI's mission and its overall sustainability (profitability and liquidity) strategy, growth prospects coupled with adequate disclosure of financial reports is associated with successful commercialisation. Association among economic and social variables will play a minimal role in differentiating who gets funded and who does not attract commercial capital. The results suggest that investors and funding agencies will value superior earnings on invested capital in the microfinance industry and prefer MFIs that operate in an environment which supports growth opportunities and low inflation trends.

Samuel Kobina Annim (2009) found that Institutional character based on regulation and source of funds both had a significant and hefty impact on household poverty scores. Characterisation based on regulation and licensing (formal) showed an effect of reaching extremely poor clients by 1.765 in the case of a formal MFI. On the other hand, categorising institutions based on source of funds showed that institutional funding reached less poor clients. Both observations were consistent with a priori expectations; as in the case of the latter, the general expectation was that institutions tend to be much more circumspect in dispensing their own mobilised funds relative to government and donor funding.

Petra Dacheva (2007) proved that there is no association between the commercialization factors and loans sizes. The exception, and a very interesting finding, was the significance of women borrowers as predictors of loans size. There is negative correlation that suggests – the bigger percentage of women borrowers in a microfinance institution, the smaller the average loan size per borrower.

Rusdy Hartungi (2007) in his case based article investigating the success factors contributing to a micro-finance institution (MFI) in a developing country, e.g. Bank Rakyat Indonesia (BRI) found one of the factors contributes to the success of BRI is the decision to keep adapting its practice with environmental changing. Also BRI is very innovative in choosing collaterals, so on one hand, the credit is still interesting for lower class community, but at the same time they work as compensation in case the clients fail to repay their credit and thus ensuring the sustainability of the MFI. Well-trained and dedicated staffs operating a simple, transparent system, clear incentives to staffs and clients, tight internal supervision and audit capacities and financial procedures and sound financial risk management contributes to its success as well.

Imène Berguiga (2007) talked about determinants of a profitable institution. Generally speaking, for an institution to be profitable over one period, its resources should at least cover its expenditure. A transaction will take place through a process of identification, meeting and negotiation between the partners that are concerned (Howitt, 1985). Thus it generates costs, which should be specified according to their nature and origin (Diamond, 1987). Some MFIs increase progressively the number of agents with the increase of customers and the opening of local agencies, without evaluating beforehand short and medium term profitability of their operations (Lelart, 2006). MFIs need to be financially autonomous by carrying out a financial margin i.e. a sufficient positive differential between the rate paid by MFIs to access funds and the rate earned on loans, so as to cover both direct and indirect costs related to the activity (Labie, 1996). The debtor interest rates must be generally established in order to allow the supply of long lasting financial services to a very great number of customers. However, these debtor rates are criticized on the grounds of the capacity of poor to meet such levels. It shrinks profits and investment, and thus the activity of micro-entrepreneurs (Acclassato, 2006). Raising the interest rate is not the best strategy to reach financial balance: It can be achieved by lowering the interest rate and by adopting other possibilities provided by microfinance such as an effective management of subsidies, a re-incorporation of output returns in own capital stocks and good governance (Hamed, 2004).

Christian Ahlin and Jocelyn Lin (2006) conclude that growth has a significant and salutary impact on MFI performance, both in terms of financial sustainability and default rates. However, the degree of formalization and industrialization of the economy appears to adversely affect MFI's, particularly their rate of growth in outreach. Additional tests hints negative effect from inflation and that growth affects the ability to cover costs, not just to paid profit margins; and reverse causality is an unlikely explanation for the growth effect. Overall, the results suggest that the macroeconomy is an important determinant of MFI performance, though not more than institution-specific factors. MFI performance should be handicapped for the macroeconomic environment in which it was achieved.

Peter R. Crabb (2006) diagnosed at the relationship between the success of microfinance institutions and the degree of economic freedom in their host countries. Many microfinance institutions are currently not self-sustaining and research suggests that the economic environment in which the institution operates is an important factor in the ability of the institution to reach this goal, furthering its mission of outreach to the poor. The sustainability of the microlending institutions is analyzed here using a large cross-section of institutions and countries. The results show that microfinance institutions operate primarily in countries with a relatively low degree of overall economic freedom and that various economic policy factors are important to its sustainability.

Rajesh Chakrabarti (2004) found that the state-wise distribution of SHGs linked with banks shows considerable variation in the share of total SHGs. Andhra Pradesh has a disproportionately large share of over 42% of all linked SHGs. Tamil Nadu and Uttar Pradesh (including Uttaranchal) follow with about 12% and 11% share respectively. Karnataka come next with about 9%. The rest of country thus accounts for about a quarter of the total SHGs combined. From an all-India perspective the SHG-bank linkage experience has been very strongly biased towards the South and has not provided a balanced access to credit facility for the poor in India.

Hassan Zaman (2004) suggested that strategic donor investments in a handful of well-managed institutions that offers simple, easily-replicable financial product could lead to large gains in access to finance for the poor. However, this approach could sacrifice other objectives of financial sector development, such as product and institutional diversity, which could be promoted after the initial expansion has taken place. Governments can also have a crucial role in promoting access to microfinance by ensuring macro-economic stability, enforcing a simple regulatory structure and developing communication networks that reduce transaction costs. Another lesson is that while visionary leadership cannot simply be franchised, the internal management systems that led to the scaling up can be replicated in other settings.

(NGOs) choose from three popular forms of organizations: non-banking finance companies (NBFCs), banks, and cooperatives. It appears that there is no ideal path for spin-off. Regulatory changes are needed to allow MFOs to graduate to other legal forms as they grow organically. NGOs must be permitted to invest in the equity of MFOs, as is the case in Bolivia and Africa. Norms for setting up MFOs under current legal forms should not be eased. Regulations should ensure that they help genuine MFOs and not others masquerading as MFOs.

Literature shows that there is some work done exploring the success factors of MFIs, however it still needs to be understood why a particular MFI is performing better and getting more benefits out of financial outreach than others. Sustainability of MFIs is critical because many MFIs are unable to keep on functioning in the long term. Some of the factors causing this are mismanagement of money borrowed from the bank and lack of accountability and commitment toward expanding the group activities. On the basis of literature, some factors determining the success of MFIs were found to be; location, financial intermediation, profit status, regulation, age, scale, administrative expenses, staff payment, lending only or deposits as well, women borrowers, lending technique (individual /collective), outreach, targeting to poor only or broad customer base, source of funding etc. In this paper we are trying to explore whether these factors are really success determinants of MFIs in India and collectively upto which extent they contribute into success of a MFI. The paper explores these critical issues of MFIs from a holistic perspective, and identifies best practices to help in improving MFIs sustainability.

DATA AND METHODOLOGY

Data Collection

Meyer (2002) indicated measuring financial sustainability requires that MFIs maintain good financial accounts and follow recognized accounting practices that provide full transparency for income, expenses, loan recovery, and potential losses. One of the biggest problems in conducting this kind of study with MFIs in India is for the need of mandatory disclosure requirements and lack of dedicated legislation governing MFIs; it is very difficult to get reliable and actionable data on the financials. The data used for this study is purely secondary taken from the MIX Market Inc. website (www.mixmarket.org) and from the websites of the microfinance institutions. The Mix Market is a not-for profit initiative that works for the dissemination of information among the MFIs institutions. It provides information to sector actors and the public at large on Microfinance Institutions (MFIs) worldwide, public and private funds that invest in microfinance, MFI networks, raters/external evaluators, advisory firms, and governmental and regulatory agencies.

Sample Selection

The data reported by the MFIs is irregular, moreover most of them have reported from 2001 onwards. I have used 2009 data for the purpose of analysis because maximum MFIs reporting were seen for this year. Even if the data has some missing points, I left it as it is because in averaging, SPSS will take care of the missed data. There are in total 141 MFIs currently reporting to Mix Market in India. For year 2009 total number of MFIs reporting comes out to be 86. The data for location, lending technique and sources of fund have been collected from the websites of these 86 MFIs.

Methodology

The financial overall performance of 86 MFIs have been compared to capture the holistic picture. It covers three ratios viz. Return on Assets, Return on Equity and Operational Self-Sufficiency. I have used Return on Assets as a proxy for capturing the overall success of MFIs. On the basis of literature the factors determining the success of MFIs were location, financial intermediation, profit status, regulation, age, scale, administrative expenses, staff payment, lending only or deposits as well, women borrowers, lending technique (individual/collective), outreach, targeting to poor only or broad customer base and source of funding etc. Outreach here is defined by CGAP, 2003 (loan size/GNIpc). These variables were operationalized as follows:

(INSERT TABLE 2 HERE)

For staff pay and administrative expenses the benchmark values 1.74 and 4.44% respectively are considered as mean values and on this basis, successful and poor performing MFIs have been classified in groups. The methodology used is difference of means test for the purpose of comparing the performance of the star and poor performers. After this, Linear Regression is used to propose a model for success of MFIs.

FINDINGS AND ANALYSIS

The difference of means t-test has been performed on legal status, profit status, administrative expenses, staff pay, deposits taking, regulation, sustainability, target market and women borrowers. The test shows following results:

(INSERT TABLE 3 HERE)

The Analysis of Variance tests at 95% confidence interval for financial intermediation, age, scale, source of fund, lending technique, outreach and location shows following results:

(INSERT TABLE 4 HERE)

The results show that target market, scale and outreach are the significant factors at 5% confidence level. On the basis of these results I regress this model for the profitability of a microfinance institution:

ROA= a + b1 target market + b2 scale + b3 outreach + e .... (I)

The multiple regression gives following results:

ROA= -0.371 - 0.055 target market + 0.11 scale – 0.229 outreach ....(II)

The F-value of the model comes out to be 14.166 with a significance value of 0.002. The R^2 is 0.413 with an adjusted R^2 of 0.374. The results show that overall the model is significant in explaining the profitability of the microfinance institution.

DISCUSSION

Operational self-sufficiency is the desired factor for the success of microfinance institutions, relying on subsidies and grants makes them handicap. Also, they have to follow the instructions of the donating bodies which brings the inefficiency in the organization. Theoretically, the effect of subsidies on the efficiency of microfinance can be positive and negative. The arguments for negative impact on subsidies rest on the effects of soft budget constraints where donor funded bailouts of poorly performing MFIs reduce the incentive for cost cutting and hence decrease the efficiency (Dewatripont and Maskin, 1995; Kornai et al., 2003). Moreover, the moral hazard argument where staff of the MFIs takes advantage of the lack of costly monitoring by donors to shirk, gather perks or extract wage rent. Thus, it results in decreased efficiency due to higher costs. On the other hand, subsidies may contribute to efficiency by increasing opportunities for the MFIs to invest in capacity building, develop and expand the infrastructure and quality of services. However in this study, we did not found any significant impact of funding source on performance of MFIs. This also might be because the sample consists of the companies having a mixed source of financing viz. Grants and equity, grants and loan, loan and equity etc. This might have balanced the individual effect of a particular funding source.

The effect of subsidization on the staff cost ultimately impacts staff productivity. That effect relates to the impact of subsidization on the incentives for effort and innovation by managers and staff, as well as availability of funds to finance key investment on human resource and physical assets (Hudon and Traca, 2008). Hence, the staff pay as measured by average salary GNI per capita also acts as a predictor of profitability of microfinance institution. Generally, people working with MFIs have a dedication to serve the society though they also need pay for performance however the study does not find any significant difference in the profitability on the basis of staff pay.

The results also lend support to the trade off between outreach and productivity. Here, Lower outreach (increase in the loan size) is associated with lower staff productivity because fewer clients can afford to borrow larger loans and in return clients demand higher attention and better level of services from the institution which also results in higher costs as well. Also, as expected the results suggest the scale benefits for MFIs also. In agree with Samarapally and Gaul (2011) the ROA will be more for large scale MFIs. The learning effect and capability to cope with changing legislation accounts for the success of MFIs, as Hartungi (2007) also pointed about the adaptability of the institution with the changing environment was the key success factor for the Bank Indonesia.

CONCLUSION

This article aims at contributing in the ongoing debate on the sustainability issues in microfinance in the wake of increasing commercialization. The empirical evidence lends support to the importance of efficiency in determining the profitability of microfinance Institutions. On the social efficiency front, delivering credit to the poor in small sizes tend to be costly with higher transaction cost. Thus, indues MFIs to charge higher interest rates to poor borrowers with small loan sizes. From the financial efficiency perspective, increase in both the administrative cost and cost of acquiring loanable funds induce MFIs to raise interest rates on loans to the borrowers. On the other hand, increase in the administrative cost reduces the profitabilty. Further, the regression results supports the trade off between sustainability and outreach, where lending in small loan sizes (greater outreach) to relatively more poor borrowers leads to an increase in the profitability and sustainability of MFIs with lowering the subsidy dependence and increasing the ROA. However, lending to women borrowers does not explain any variation in the profitability of MFI. The evidence about the determinants of efficiency and productivity of microfinance are by and large, in line with the theory. The fact that more the MFIs cater to well off clients with large loan sizes, the more their costs rise, suggests that MFIs having customers with larger loans require better and high level of services.

The findings in this paper have policy implications and there are lessons to be learned for those having stake in microfinance. It is high time for practitioners and social investors to realize that cost efficiencies as a result of good governance and management can significantly contribute towards expanding the outreach to poor. Whereas, lending to well off clients in larger loan sizes, and thus gradually deviating from their social mission in anticipation of reaping exorbitant profits, can not guarantee profitability because it ultimately leads to the increase in costs. Resultantly MFI´s subsidy dependence increases and the Return on Asset (ROA) declines. Policies and training related to small scale income generating activities and enterprise development which in the long run can contribute to profitability of lending to women should be encouraged. This will help in increasing the profitability of MFI.

The sustainability of MFI requires not only financial viability but also a clear strategic vision and an organization that is transparent, efficient, and accepted by all the stakeholders. There is a need of continuously innovating new institutional models of MFIs which can reach the rural poor in a sustainable manner.

LIMITATIONS AND FUTURE RESEARCH DIRECTION

The paper discusses the influence of various organizational factors on the success of MFIs. However, future researchers can think upon incorporating some more factors such as; level of competition, deposit deepening, importance of nonfinancial products, or business strategies for microfinance operations (i.e., downscaling, upscaling, etc.).

The issue further can be dealt with more dynamic approach, in which changes in the unit of analysis should be assessed over time (3 or 5 years), as Schreiner suggests (2001, pp. 22). This type of analysis would be more useful in understanding MFIs' operations. Since, the results with one year data can be biased due to some economical and other company specific events therefore, a panel data analysis can be done for analyzing MFIs performance across years.

Literature also suggests that governance and government policies have significant impact over the performance of MFIs therefore the scenario can also be studied across countries and country-specific factors such as-governance and other macroeconomic policy factors can be incorporated in the model.

Finally, the ultimate objective of any MFI is serving the society therefore not only financial but also social performance of the MFIs matters. In the long run,

Table 2: Variable Description

Variable	Indicator
Profitability	Return on Assets
Administrative cost	Administrative expense/ assets
Staff payment	Average salary/ GNI per capita
Lending only or Deposits as well	Deposits to loans (zero or otherwise)
Location	South, East, West, North
Financial Intermediation	Non-FI, Low-FI, High-FI
Profit status	Profit, Non-profit
Regulation	Regulated or Non-regulated
Age	New, Young, Mature
Scale	Small, Medium, Large
Women borrowers	Percent of women borrowers (100% or less)
Outreach	loan size/GNIpc (Small, Medium, Large)
Targeting poor only or broad customer base	Target Market (Low end or Broad)
Lending Technique	Individual, Group, Individual & group
Source of funds	Loan, Equity, Savings, Grants

Table 3: t-test results for selected variables

Factor	T-value	Significance (at 5% level)
Legal Status	0.681	0.498
Profit Status	0.300	0.765
Administrative expense/ assets	2.567	0.012
Average salary/ GNI per capita	0.071	0.944
Deposits to loans	1.842	0.069
Regulation	1.673	0.098
Percent of Women borrowers	0.129	0.898
Target Market	2.818**	0.007**

Table 4: F-test results for categorical variables

Factor	F-Value	Significance (at 5% level)
Financial Intermediation	1.829	0.167
Age	1.374	0.257
Scale	5.547**	0.006**
Outreach	5.381**	0.006**
Location	0.759	0.555
Source of fund	0.249	0.992
Lending Technique	0.325	0.807

Appendix (Data table for Sample MFIs for the year 2009)

S. No.	MFI name	lending technique	source of fund	Head Office	Financial Intermediation	Outreach	Sustainability	Target Market	Average salary/ GNI per capita	Deposits to loans	Percent of women borrowers	Return on assets	Administrative expense/ assets	Return on equity	Profit status	Regulated	Age	Scale
1	Adhikar	group	grant, equity	Orrisa	Non FI	Large	OSS	Low end	1.67	-	1	0.0266	0.0347	0.2651	Profit	yes	Mature	Large
2	AML	both	loan, equity	AP	Non FI	Large	OSS	Broad	2.91	-	1	0.0431	0.0192	0.4007	Profit	yes	Mature	Large
3	Arohan	both	loan, equity	KOLAKATA	Non FI	Large	OSS	Low end	2.05	-	0.9294	0.0201	0.0502	0.1301	Profit	yes	Young	Large
4	ASA India	both	equity	KOLAKATA	Low FI	Large	OSS	Low end	1.24	0.13	0.9964	0.0545	0.0322	0.1195	Profit	yes	New	Large
5	Asirvad	group	grant, loan	CHENNAI	Non FI	Large	OSS	Low end	2.23	-	1	0.074	0.0497	0.282	Profit	yes	New	Large
6	Asomi	both	grant, loan	ASSAM	Low FI	Large	Non-OSS	Low end	1.41	0.25	0.9734	-0.0165	0.1272	-0.0304	Profit	yes	Mature	Medium
7	AWS	group	loan	AP	Low FI	Medium	OSS	Low end	6.09	0.02	1	0.0037	0.0059	0.0266	Non-profit	no	Mature	Medium
8	Bandhan	NA	loan	KOLAKATA	Low FI	Large	OSS	Low end	1.32	0.16	1	0.0352	0.0169	0.3821	Profit	yes	Young	Large
9	BASIX	group	loan, equity	AP	Low FI	Large	OSS	Low end	1.57	0.17	0.6636	0.0312	0.0631	0.2329	Profit	yes	Mature	Large
10	BFL	group	loan	TAMILNADU	Non FI	Large	OSS	Low end	1.26	-	0.85	0.0097	0.0144	0.072	Profit	yes	Mature	Large
11	BISWA	group	grant, loan	Orrisa	Non FI	Large	OSS	Low end	0.05	-	0.9885	0.0558	0.0388	0.2881	Non-profit	no	Mature	Large
12	BJS	NA	loan	KOLAKATA	Non FI	Small	OSS	Low end	1.56	-	1	0.0156	0.0687	0.3527	Non-profit	no	Young	Small
13	BWDC	group	grant, loan	TAMILNADU	Low FI	Medium	OSS	Low end	1.19	0.18	0.9791	0.031	0.0186	0.3337	Non-profit	yes	Mature	Small
14	Cashpor MC	NA	grant, loan, e	VARANASI	Non FI	Large	OSS	Low end	2.25	-	1	0.0399	0.0368	1.4703	Non-profit	no	Mature	Large
15	Chaitanya	group	NA	KARNATAKA	Non FI	Small	Non-OSS	Low end		-	0.997	-0.1113	0.1389	-0.1141	Profit	yes	New	Small
16	CReSA	NA	loan	AP	Non FI	Large	OSS	Low end	2.2	-	1	0.0154	0.0493	0.0909	Profit	yes	Mature	Medium
17	Disha	NA	grant, loan, e	SAHARANPUI	Non FI	Small	Non-OSS	Low end	1.35	-	0.9776	-0.0327	0.0911	-0.3796	Non-profit	no	Young	Small
18	Equitas	group	loan, equity	TAMILNADU	Non FI	Large	OSS	Low end	3.75	-	1	0.045	0.0292	0.1238	Profit	yes	New	Large
19	ESAF	group	grant, loan, e	KERALA	Non FI	Large	OSS	Low end	1.75	-	0.9922	0.0025	0.0462	0.0144	Non-profit	no	Mature	Large
20	FFSL	group	loan	AP	Non FI	Large	OSS	Broad	2.54	-	1	0.0704	0.0143	0.4577	Profit	yes	Mature	Large
21	GK	NA	NA		Non FI	Large	OSS	Broad	2.32	-	0.9939	0.004	0.0539	0.0256	Profit	yes	Mature	Large
22	Grameen Sahar	NA	NA	ASSAM		Small		Low end										Small
23	GSGSK	group	loan	KERALA	Non FI	Large	Non-OSS	Low end		-	0.4002	-0.0044	0.0079	-0.0647	Non-profit	yes	Mature	Medium
24	GTFS	group	loan	AP	Non FI	Small	OSS	Low end		-	1	0.0044	0.0886	0.0156	Profit	yes	New	Small
25	GU	group	grant, loan	Orrisa	High FI	Large	OSS	Low end	1.28	0.44	1	0.0016	0.0181	0.0368	Non-profit	no	Mature	Large
26	GV	NA	NA		Non FI	Large	OSS	Low end	2.79	-	1	0.0365	0.0453	0.2547	Profit	yes	Mature	Large
27	HIH	group	grant, loan	TAMILNADU	Non FI	Large	Non-OSS	Low end	0.98	-	1	-0.3372	0.2141	-1.1541	Non-profit	yes	Young	Large
28	ICNW	group	grant, loan, s	TAMILNADU	High FI	Large	OSS	Low end		0.52	1	0.0243	0.0558	0.0683	Non-profit	yes	Mature	Medium
29	India's Capital T	individual	loan	DELHI	Non FI	Medium	OSS	Low end	2.04	-	1	0.0184	0.1297	0.0308	Profit	yes	New	Medium
30	Indur MACS	NA	loan	HYDERABAD	Non FI	Medium	Non-OSS	Low end	1.74	-	1	-0.0076	0.0109	-0.0455	Non-profit	no	Mature	Medium
31	Initiatives for D	NA	NA		Non FI	Large	OSS	Low end	0.52	-	0.9997	0.0293	0.0391	0.1576	Profit	yes	Mature	Large
32	Janalakshmi	both	loan, equity	KARNATAKA	Low FI	Large	Non-OSS	Low end		0.13	1	-0.0305	0.077	-0.0874	Profit	yes	New	Large
33	Janodaya	NA	grant, loan, s	KARNATAKA	Non FI	Small	OSS	Low end	1.64	-	0.9978	0.0087	0.0486	0.0724	Non-profit	no	Mature	Small
34	KAS	NA	NA		Low FI	Large	OSS	Low end		0.11	0.6758	0.0056	0.024	0.0714	Non-profit	no	Young	Medium
35	KBSLAB	both	loan, saving, e	AP	High FI	Large	OSS	Broad	3.14	0.95	0.5805	0.0112	0.0444	0.1041	Profit	yes	Mature	Large
36	KOPSA	NA	loan	KARNATAKA	Non FI	Small	Non-OSS	Low end	2.11	-	1	-0.3856	0.104	-0.5496	Non-profit	yes	Mature	Small
37	Kotalipara	NA	grant, loan	KOLAKATA	High FI	Large	OSS	Low end		0.26	1	0.0941	0.0518	0.5479	Non-profit	no	Mature	Medium
38	Mahasemam - S	group	grant, loan, s	TAMILNADU	High FI	Large	OSS	Low end	3.1	0.37	1	0.0078	0.1508	0.1054	Profit	yes	Mature	Large
39	Mahashakti	both	loan	KALAHANDI	Low FI	Medium	OSS	Low end	1.32	0.02	0.9792	0.003	0.0262	0.0448	Non-profit	no	Young	Medium
40	MFI	NA	NA		Non FI	Large	OSS	Low end	0.25	-	1	0.0441	0.0111	0.1589	Profit	yes	Young	Large
41	Mimo Finance	both	loan, equity	DELHI	Non FI	Large	OSS	Low end	2.82	-	0.9949	0.0136	0.0493	0.0814	Profit	yes	New	Medium
42	Nano	NA	loan	AP	Non FI	Small	OSS	Broad		-	1	0.0631	0.0974	0.099	Profit	yes	Mature	Medium
43	NBJK	group	grant, loan	JHARKHAND	Low FI	Small	OSS	Low end	1.8	0.13	0.7879	0.0777	0.0158	0.1381	Non-profit	no	Mature	Small
44	NCS	group	loan	KARNATAKA	Non FI	Small	OSS	Low end	2.18	-	1	0.0178	0.0569	0.7527	Non-profit	no	New	Small
45	NEED	group	grant, loan	UP	Low FI	Large	OSS	Low end	1.74	0.17	0.866	0.0247	0.0308	0.2372	Non-profit	no	Young	Medium
46	Nidan	both	grant, loan	BIHAR	Non FI	Small	Non-OSS	Low end	0	-	0.9596	-0.014	0.0051	-0.1194	Non-profit	no	Mature	Small
47	Pushtikar	NA	loan, saving, e	RAJASTHAN	High FI	Small	OSS	High end	0.21	0.89	0.2206	0.0439	0.0119	0.3179	Non-profit	no	Mature	Large
48	PWMACS	NA	loan, saving	AP	Low FI	Large	OSS	Low end	3.3	0.26	1	0.0117	0.0177	0.085	Non-profit	no	Mature	Medium
49	RASS	NA	loan	AP	Non FI	Large	OSS	Broad	1.26	-	1	0.0443	0.0075	0.3035	Non-profit	no	Mature	Large
50	RGVN	NA	grant, loan, s	ASSAM	Low FI	Large	OSS	Low end	1.34	0.17	0.9071	0.0325	0.0229	1.0146	Non-profit	no	Mature	Large
51	RISE	NA	loan, equity		Non FI	Small	Non-OSS	Low end		-	1	-0.0961	0.0643	-0.6272	Non-profit	yes	New	Small
52	RORES	group	grant, loan, s	KARNATAKA	Low FI	Medium	OSS	Low end		0.16	1	0.0823	0.0519	0.7053	Non-profit	yes	Young	Medium
53	Saadhana	NA	grant, loan	AP	Non FI	Large	OSS	Low end	2.39	-	1	0.0487	0.0457	0.3832	Non-profit	no	Mature	Large
54	Sahara Utsarga	group	grant, loan, e	KOLAKATA	Low FI	Large	OSS	Low end	1.29	0.16	1	0.0586	0.0343	0.411	Profit	yes	Mature	Large
55	Sahayata	group	grant, loan, e	RAJASTHAN	Non FI	Large	OSS	Low end	3.61	-	1	0.0634	0.0588	0.1746	Profit	no	Young	Large
56	Samasta	group	equity	KARNATAKA	Non FI	Large	Non-OSS	Low end	1.47	-	1	-0.0238	0.0725	-0.0745	Profit	yes	New	Medium
57	Sanchetna	both	loan, equity	UP	Non FI	Small	Non-OSS	Low end	2.23	-					Profit	yes	Young	Small
58	Sanghamithra	NA	grant, loan, e	KARNATAKA	Non FI	Large	OSS	Low end	2.07	-	0.9917	0.0247	0.0179	0.1821	Non-profit	no	Mature	Large
59	Sarala	NA	grant, loan	WEST BENGA	Low FI	Large	OSS	Low end	1.27	0.17	1	0.0842	0.0265	1.1857	Non-profit	no	New	Medium
60	Sarvodaya Nan	group	loan, equity	CHENNAI	Non FI	Large	OSS	Low end	0.44	-	1	0.0018	0.0072	0.0091	Profit	yes	Mature	Large
61	SCNL	NA	loan, saving, e	DELHI	Low FI	Large	OSS	Broad	1.52	-	0.8491	0.0181	0.0526	0.1303	Profit	yes	Mature	Large
62	SEIL	both	loan	DELHI	Low FI	Large	OSS	Broad	0.64	0.25	0.2773	0.0565	0.1108	0.1378	Profit	yes	Mature	Large
63	SEWA Bank	NA	saving, equity	GUJARAT	High FI	Medium	OSS	Broad	4.08	2.25	1	0.0052	0.0315	0.0306	Profit	yes	Mature	Large
64	SEWA MACTS	group	grant, loan, e	AP	High FI	Large	Non-OSS	Low end		1.43	0.6497	-0.0557	0.0451	-0.8872	Non-profit	yes	Mature	Medium
65	SHARE	group	loan, equity	AP	Non FI	Large	OSS	Low end	3.09	-	1	0.055	0.0238	0.4518	Profit	yes	Mature	Large
66	Share MACTS	NA	loan	VISHAKAPATT	High FI	Medium	OSS	Low end		0.47	0.9778				Non-profit	no	Mature	Small
67	SKDRDP	group	grant, equity	KARNATAKA	Non FI	Large	OSS	Low end	0.78	-	0.6392	0.0129	0.0233	0.3006	Non-profit	no	Mature	Large
68	SKS	group	grant, loan, e	AP	Non FI	Large	OSS	Low end	2.57	-	1	0.0496	0.0366	0.2156	Profit	yes	Mature	Large
69	SMILE	group	loan, equity	TAMILNADU	Non FI	Large	OSS	Low end	1.21	-	1	0.0151	0.0174	0.0807	Profit		Young	Large
70	SMSS	group	loan	AP	Non FI	Medium	OSS	Low end	2.49	-	0.9956	0.0246	0.0304	0.1922	Non-profit	no	Mature	Medium
71	Sonata	group	grant, loan	UP	Non FI	Large	OSS	Low end	1.57	-	1	0.0112	0.0425	0.0328	Profit	yes	Young	Large
72	Spandana	both	loan, equity	AP	Non FI	Large	OSS	Broad	2.79	-	0.9195	0.0899	0.0133	0.5567	Profit	yes	Mature	Large
73	SSK	NA	NA		Non FI	Small	OSS	Low end		-	1	0.0009	0.0645	0.0073				Small
74	SU	individual	loan	WEST BENGA	Low FI	Large	OSS	Low end	1.32	0.18	1	0.0592	0.0387	0.6045	Non-profit	no	Mature	Medium
75	Suryoday	group	loan, equity		Non FI	Medium	Non-OSS	Low end		-		-0.0539	0.0672	-0.1436	Profit	yes	New	Medium
76	SVCL	group	loan, equity	HARYANA	Non FI	Small	Non-OSS	Low end		-	1	-0.6068	0.2802	-0.7848	Profit	yes	New	Small
77	SVSDF		loan, equity	GUJARAT	Non FI	Small	OSS	Low end	1.15	-	0.9964	0.0056	0.0508	0.0335	Non-profit	yes	New	Small
78	Swadhaar	both	loan, equity	MUMBAI	Non FI	Medium	Non-OSS	Low end	3.52	-	0.8857	-0.2075	0.1461	-0.3873	Profit	yes	Young	Medium
79	SWAWS	both	loan	AP	Non FI	Large	OSS	Low end	2.25	-	1	0.0745	0.0479	0.2171	Profit	yes	Mature	Large
80	Swayamshree Micro Credit S		loan, equity	Orrisa	Low FI	Large	OSS	Low end		0.14		0.0186	0.0099	0.4016	Profit	yes	Young	Medium
81	Trident Microfi	both	loan, equity	AP	Low FI	Large	OSS	Low end	2.68	0.03	0.9916	0.039	0.0365	0.1964	Profit	yes	Mature	Large
82	UFSPL	individual	loan	KOLAKATA	Low FI	Medium	OSS	Low end	1.5	0.18	1	0.0384	0.1146	0.1952	Profit	yes	New	Small
83	Ujjivan	both	loan, equity	BANGLORE	Low FI	Large	OSS	Low end	2.99	0.16	1	0.0317	0.0622	0.0945	Profit	yes	Young	Large
84	VFS	group	loan, equity	KOLAKATA	Non FI	Large	OSS	Low end	2.11	-	1	0.011	0.0583	0.0707	Profit	yes	Young	Large
85	VSSU		loan	WEST BENGA	High FI	Small	Non-OSS	Low end	1.11	0.94	0.5383	-0.0281	0.0281	-1.9016	Non-profit	yes	Mature	Small
86	WSE		loan	KERALA	Low FI	Large	OSS	Low end	0.11	0.09	0.98	0.033	0.0496	0.3457	Non-profit	no	Mature	Medium

increasingly viewed as an important activity in the economy and its impact on society in general is readily acknowledged. This acceptance of its importance is a reflection of a number of factors like its large and increasing contribution to the GDP. Its economic importance is more visible, it is a major employer. Retailers are gatekeepers and they are diversifying on an international scale, blurring the areas of retail to include wider areas of business activity and the size of operations allowing for supply chain control.

Centuries ago people found it difficult to get the things they needed to make their lives more comfortable. Man had to hunt and kill animals for food and clothing. Then people started to exchange things. Afterwards, money came into use and people bought things instead of exchanging them with their friends and neighbours. This created a market place, where people came with money to buy the things they needed from others. These things were found in small stalls along the roadsides. The market place was convenient for people who lived in urban areas, but not for those who lived in rural areas. Both men and women started going to rural areas and sell their wares. These sellers were known as peddlers. They bought goods from the merchants and sold these goods to people in the rural areas.

As cities grew in size, the little roadside stalls became small, enclosed stores, where merchandise could be protected from bad weather and thieves. Then people started selling goods at one place for the convenience of the consumers to satisfy their needs. A number of retail outlets such as super bazaars, departmental stores, private retail shops, consumer cooperative stores, fair price shops and the like came into existence to distribute the required items. Generally, consumers tend to develop some sort of loyalty towards certain retail shops. The attitude towards various retail outlets mentioned above varies from consumer to consumer and from place to place.

RETAILING OF GROCERIES IN BANGALORE CITY

There are numerous grocery stores in Bangalore city. The grocery stores are local stores, departmental stores, co-operative stores and supermarkets. There are many local stores in Bangalore City. The departmental stores which are functioning in Bangalore City are Big Bazaar, Food World, Spencers, Shoppers Stop, Reliance Fresh, Greens Shop, Smart, Mota Foods and Stores Private Limited, Nature Fresh, Total Mall, 9 to 9 Super Market, Karnataka Fruits and Vegetables, Mysore Mini Super Market, Annapoorna Departmental Stores, Akshya Super Market, Banashankari Super Bazaar, Apna Bazaar, Jayanagar Super Bazaar, Lake View Super Market, Koshy's Departmental Stores, New Food Land Super Market, Nandini Departmental Stores, Noble Super Bazaar, Orange Cash and Carry Super Market, Park View Departmental Stores, Nilgiris Super Market, Ideal Food World, Afzal Departmental Store, Namma Groceries, SLV Departmental Stores, SM Super Market, Veekay Departmental Store, Trinetra Super Retail Limited, Tirumala Provisions and General Stores, Sum Provisional Stores and Zam Provision Store. Among the different types of grocery stores in Bangalore City, the Big Bazaar store occupies a dominant position. It has twelve branches in Bangalore City. The locations in which they are located are Indira Nagar, Panashankarai, Koramangala, Jaya Nagar, Malleshwara, J. P. Nagar, Chamarajpet, BTM lay out, Rajaji Nagar, Mahalakshmi lay out, Kalyan Nagar and Basaveshwara Nagar.

SIGNIFICANCE OF THE STUDY

There is no one in this world that is left out of the class of consumers. Immediately after a baby's arrival into this world there arises the need for the baby's foods, feeding bottle, oil, cloth, garments, medicines and the like. This brings the baby into the class of consumers. The consumer hood continues till one's last breath. So consumers are the key factor for the success of any marketing effort. Hence, the study on the purchasing pattern of consumers towards various retail outlets assumes significance. Indian consumers are a mixture of people with various levels of tastes, requirements and income. With advancement of science and technology production has become more sophisticated and a wide range of varieties are coming to the market. Such arrival in abundance has a two sided effect on consumers. On one side, consumers are in an advantageous position to choose a brand of their liking. On the other hand, a consumer is confused to a certain level as to which brand to buy and make a profitable purchase.

questions and again retested and data collection was continued after ensuring the questionnaire conform to the objectivity of the result from the modified questionnaire. The researchers used the interview schedule method to collect the primary data. The target respondents were briefed about the research and the mode of filling up the questionnaire. The researchers made no attempt to influence or bias the opinions or feelings of the target respondents. The study was conducted from December 2011 to August 2012. Since the population of the selected area for the research is Bangalore city and could not be interviewed with the given time and cost limitations, only selected samples have been taken for the research. One Hundred and Fifty samples have been selected and the Random Sampling Method is employed by the researchers for the purpose. The primary data collected from the potential respondents from different areas have been sorted, classified, edited, tabulated in a proper format and analyzed by deploying appropriate statistical tools. The collected data are analyzed through Percentage Analysis, Chi-square test, Garrett's Ranking, Weighted Average, Yule's Coefficient of Association, t-test and Co-efficient of Variation.

REVIEW OF LITERATURE

Kollat and Willett conducted a study of "Customer Impulse Purchasing Behaviour" in the Super Market setting. The objectives of this study were to determine consumer's susceptibility to impulsive or unplanned purchasing, and also to find out the conditions and consumer characteristics that lead to unplanned purchasing. From the study it was found that unplanned purchasing was frequent among consumers. Customer characteristics did not have any relationship with unplanned purchasing. The inducements, which came from the display of the goods and the customer's tendency to not to plan their purchase, were the possible conditions which led to unplanned purchasing.

Ramakrishan Rao and Rama Prasad in their study titled "A Case Study of Consumers Attitude towards Fair Price Shops" has discussed the consumer's attitude to the working of the fair price shops and the problems of the consumers. They stated that though public distribution system performed the important function of distributing essential commodities to the vulnerable section of the society, the system has may weaknesses.

Subrahmanyam et al have studied about the "Marketing Structure and Super Bazaar – A Case Study of Visakhapatnam Steel City". The objective of the study was to find the preferences of the consumers for different consumer goods in retail outlets. Further they examined the attitude of the consumers to super bazaars in that city. They found that super bazaars were far from their residence. It was also observed that there was no difference between the super bazaars and the private shops in the view of the consumers. They have suggested that super bazaars could employ some sales representatives to increase their sales volume.

Whan Park et al have made a study on "The Effects of Situational Factors on In-store Grocery Shopping Behaviour: The Role of Store Environment and Time Available for Shopping". They ascertain the effects of two situational factors, store knowledge and time available for shopping on consumer's grocery shopping behaviour. The results indicate that these two factors have an impact on such shopping behaviour as failure to make the intended purchases, unplanned buying, brand and product class switching and purchase volume deliberation. They have suggested that the information processing activities that mediate these relationships differ across shopping conditions. Implications for managing the grocery store environment that may advance current practice are explained.

Murali and Kulkarni in their study titled "Awareness of Housewives Regarding Food Adulteration" have analyzed the awareness of food adulteration among housewives. This study showed the food purchasing pattern of families. The main responsibility of a housewife was to maintain the sound health of the family with nutritious food stuff. Further they suggested preventing food adulteration by purchasing of food stuff from well reputed shops. People should be educated regarding the ill effects of food adulteration.

Rosemary and Colin have conducted a research on "The Retail Revolution, the Carless Shoppers and Disadvantages. The spatial restructuring of retailing in the British cities in recent years has been characterized as a retail revolution. Off-centre superstores, retail

cent of them fall under the category of employed women. Eighty nine per cent belong to nuclear families and 11 per cent belong to joint families. The table shows that a majority of the respondents 58 per cent have income below Rs.10,000, 27 per cent have income between Rs.10,000 and Rs.20,000, 11 per cent have income above Rs.30,000 and 4 per cent have income between Rs.20,000 and 30,000.

(INSERT TABLE 2 HERE)

It is noticed from Table 2 that out of the 150 respondents, 26 buy from any store and 124 buy from a particular store. Out of those who buy from a particular store, 48 have chosen a local store, 61 have chosen a departmental store, 11 have chosen a co-operative store and 4 have chosen a super market to buy grocery from.

(INSERT TABLE 3 HERE)

t-significance value below 0.05 indicates facilities with significant difference between the local stores and the organized stores. Door delivery, self-service, discount for heavy purchase, payment by cards, credit facility and packed goods are the various facilities with significant difference between local stores and organized store and hence the hypothesis is rejected for these facilities. Among the facilities with significant difference between the local and the organized stores, the perception of the respondents is in favour of the local stores in credit facility alone whereas in all other facilities the organized stores are favoured. The t-test makes it clear that there is no significant differences between the local and the organized stores in two facilities namely offer of different brand of groceries and policy of replacing defective goods. Hence, the hypothesis is accepted for these facilities.

(INSERT TABLE 4 HERE)

Table 4 shows that among the five attributes that influence the choice of store, the co-efficient of variation is the least for the attribute “reasonable price” (0.143), followed by “good quality” (0.161), “variety and assorted goods” (0.172), “attractive display” (0.183) and “sales promotion schemes” (0.387). So it can be concluded from the Table that the attribute reasonable price is one that influences the choice of the stores to the greatest extent, followed by good quality, variety and assorted goods, attractive display and sales promotion schemes in that order.

(INSERT TABLE 5 HERE)

Table 5 shows the ranking of the reasons for switch over of the store. The first rank is given to quality of goods, the second rank is given to low price, the third rank is given to variety of goods and the fourth rank is given to the availability of branded goods.

(INSERT TABLE 6 HERE)

Table 6 explains the ranking of the sources of information of the brands of grocery items. Garrett’s ranking finds out that the first rank is given for advertisement, the second rank goes to display in shops, the third rank is allotted to information from friends / neighbours, the fourth rank is assigned to samples and trial packs provided and salesman’s suggestion gets the fifth place.

(INSERT TABLE 7 HERE)

Table 7 explains the ranking of “The Motivating Factors for Choice of Brand”. Garrett’s Ranking finds that the first rank is for personal experience, the second rank is for family decision, the third rank is for advertisement, the fourth rank is for friend’s / colleagues’ suggestion and the fifth rank is for salesman’s suggestion.

(INSERT TABLE 8 HERE)

It is seen from Table 8 that most of the respondents prefer home made powder for wheat flour (62 per cent), chilly powder (79 per cent), coriander powder (81 per cent) and most of the respondents prefer branded powder for turmeric powder (67 per cent), bengal gram flour (87 per cent) and garam masala powder (69 per cent).

Relationship between Age Group and Use of Home Made / Branded Powder for Wheat Flour

A study is made to find the relationship between the age group of the respondents and the use of homemade / branded wheat flour. A hypothesis is framed and tested with the help of the Chi-square test.

(INSERT TABLE 9 HERE)

Null Hypothesis: There is no relationship between the age group and the use of homemade / branded powder of wheat flour.

As the calculated Chi-square value (4.54) is less than the table value (7.81) at 5% level of significance for 3 degrees of freedom, the null hypothesis is accepted and it could be concluded that there is no relationship between the age group and the use of homemade / branded powder for wheat flour.

Relationship between Age Group and Use of Homemade / Branded Powder For Chilly Powder

A study is made to find the relationship between the age group and the use of homemade / branded chilly powder by the respondents. A hypothesis is framed and tested with the help of the Chi-square test.

(INSERT TABLE 10 HERE)

Null Hypothesis: There is no significant relationship between the age group and the use of homemade / branded powder for chilly powder.

As the calculated Chi-square value (0.95) is less than the table value (7.81) at 5% level of significance for 3 degrees of freedom, the null hypothesis is accepted and it could be concluded that there is no significant relationship between the age group and the use of homemade / branded powder for chilly powder.

Relationship between Age Group and Use of Homemade / Branded Powder for Bengal Gram Flour

A study is made to find the relationship between the age and the use of homemade / branded bengal gram flour of the respondents. A hypothesis is framed and tested with the help of the Chi-square test.

(INSERT TABLE 11 HERE)

Null Hypothesis: There is no association between the age group and the use of homemade / branded powder for Bengal gram flour.

As the calculated Chi-square value (2.61) is less than the table value (7.81) at 5% level of significance for 3 degrees of freedom, the null hypothesis is accepted and it could be concluded that there is no association between the age group and the use of homemade / branded powder for Bengal gram flour.

Relationship between Type of Family and Use of Homemade / Branded Powder for Wheat Flour

To find the association between the type of family and the use of branded / non-branded powder for wheat flour, Yule's Co-efficient of Association is calculated.

(INSERT TABLE 12 HERE)

$$Q = \frac{(AB)\,(ab) - (Ab)\,(aB)}{(AB)\,(ab) + (Ab)\,(aB)} = 0.2686$$

Thus, there is little positive association between the type of family and the use of branded / non-branded wheat flour. Hence, it is concluded that only a small percentage of the joint families use branded wheat flour.

Relationship between Type of Family and Use Of Homemade / Branded Chilly Powder

To find the association between the type of family and the use of branded / non-branded chilly powder, Yule's Co-efficient of Association calculated.

(INSERT TABLE 13 HERE)

$$Q = \frac{(AB)\,(ab) - (Ab)\,(aB)}{(AB)\,(ab) + (Ab)\,(aB)} = -0.637$$

There is a high degree of negative association between the type of family and the choice of branded / non-branded chilly powder. Hence it is concluded that most of the joint families use non-branded chilly powder.

Relationship between Type of Family and Use of Homemade / Branded Bengal Gram Flour

To find the association between the type of family and the use of branded / non-branded Bengal gram flour, Yule's Co-efficient of Association calculated.

(INSERT TABLE 14 HERE)

$$Q = \frac{(AB)\,(ab) - (Ab)\,(aB)}{(AB)\,((ab) + (Ab)\,(aB)} = 0.0413$$

Thus, there is very little positive association between the type of family and branded / non-branded bengal gram flour. It is concluded that very few joint families use branded bengal gram flour.

(INSERT TABLE 15 HERE)

Table 15 shows the ranking for the 'reasons for switch over of brand'. The weighted average method is used and the first rank is given to better quality, the second rank is given to small packs, the third rank to better price and the fourth rank to non-availability of the previous brand.

(INSERT TABLE 16 HERE)

t-significance value below 0.05 indicates those factors with significant difference between the influence on housewives and employed women. Discounts, free gifts, duration of shelf life and small packs are the factors which influence the two groups, housewives and employed women, in significantly different ways. Hence, the hypothesis is rejected for these factors. Employed women give more importance to discount, free gifts, duration of shelf life and small packs than housewives do. The factors like attractive packing, low price and quality of goods have the same level of influence on both the groups, housewives and employed women. Hence the hypothesis is accepted for these factors.

Relationship between Occupation and Pattern of Purchase by the Respondents

A study is made to find the relationship between the occupation and the purchase pattern of the respondents. A hypothesis is framed and tested with the help of the Chi-square.

(INSERT TABLE 17 HERE)

Null Hypothesis: There is no relationship between the occupation and the pattern of purchase by the respondents.

As the calculated Chi-square value (2.78) is less than the table value (3.84) at 5% level of significance for 1 degree of freedom, the null hypothesis is accepted and it could be concluded that there is no relationship between the occupation and the pattern of purchase.

Relationship between Monthly Income and Pattern of Purchase By The Respondents

A study is made to find the relationship between the monthly income and the pattern of purchase of the respondents. A hypothesis is framed and tested with the help of the Chi-square. Yate's correction is also employed.

(INSERT TABLE 18 HERE)

Null Hypothesis: There is no relationship between the level of the monthly income and the pattern of purchase.

As the calculated Chi-square value (4.54) is less than the table value (7.81) at 5% level of significance for 3 degrees of freedom, the null hypothesis is accepted and it could be concluded that there is no relationship between the level of income and the pattern of purchase.

(INSERT TABLE 19 HERE)

Table 19 shows the ranking for the reasons for purchase in small lots. The Weighted average method is used and the first rank is given to convenience, the second rank is given to economical, the third rank is given to control over consumption and the fourth rank is given to easy to determine quantity.

(INSERT TABLE 20 HERE)

Table 20 shows the ranking for the reasons for purchase in bulk and the first rank is given to economic, the second rank is given to convenience, the third rank is given to possibility of door delivery and the fourth rank is given to control over quantity.

Relationship Between Occupation And Persons Involved In Purchasing

A study is made to find the relationship between the occupation of the respondents and the persons involved

consumer forums educate the consumers and motivate them to take action against erring grocery stores and grocery manufacturing companies.

CONCLUSION

The opportunity for watching women choose the shops for making their grocery purchases was very interesting both as an experience and as education. The observation of the process has to be almost an indispensable part of the training of a research scholar. It helps her realize the way in which theories in social and management sciences are based on the realities of individual and social behaviour. The ability to trace the patterns behind what are the traits of individual behaviour by expanding one's area of observation from individuals to groups is necessary for any one who would be a business person, an administrator of any kind or an executive. In that way this project work has been an exhilarating experience. It has enabled the researchers to identify the areas in which further research will be useful and rewarding. For instance, there could be studies in all products and requirements of the domestic business sector. It should be informative to try to find out how modernization percolates from metropolitan to big cities, towns and villages. The study has enabled the researcher to gain the confidence that she could train in industrial and business organization, as an organizer and counsellor.

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Table 2: Choice of Grocery Store

Sl. No.	Type of Stores	Number of Respondents	Percentage
1.	Any Store	26	17
2.	Particular Store: Local Store	48	32
3.	Department Store	61	41
4.	Co-operative Store	11	7
5.	Super Market	4	3
	Total	150	100

Source: Primary Data

Table 3: Perception Of Consumers Regarding The Facilities Offered By The Stores

Sl. No.	Facilities	Mean		T-value	t-Significance (2-tailed)
		Local Store	Organized Score		
1.	Door Delivery	1.23	2.13	6.321*	0.000
2.	Self - Service	1.00	1.71	5.512*	0.000
3.	Discount for Heavy Purchase	1.27	1.95	5.017*	0.000
4.	Payment by Vards	1.00	1.37	3.266*	0.001
5.	Credit Facility	1.17	1.00	3.867*	0.000
6.	Packed Goods	2.66	2.72	2.104*	0.037
7.	Variety of Brands	2.83	2.68	1.553	0.123
8.	Replacement of Defective Goods	2.85	2.93	1.469	0.144

* Significant at 0.05 level of significance

Table 4: Opinion of Consumers Regarding the Attributes of the Stores

Sl. No.	Attributes	Mean	Standard Deviation	Co-efficient of Variation	Rank
1.	Reasonable Price	4.113	0.587	0.143	I
2.	Variety and Assorted Goods	4.161	0.714	0.172	III
3.	Attractive Display	3.766	0.688	0.183	IV
4.	Good Quality	4.137	0.667	0.161	II
5.	Sales Promotion Schemes	2.653	1.028	0.387	V

Source: Primary Data

Table 5: Ranking for the Reasons of Switch Over of the Store

Sl. No.	Reasons	Number of Respondents Assigning the Ranks				Weighted Score	Weighted Average Score	Rank
		I	II	III	IV			
1.	Low Price	14	16	10	15	139	2.53	II
2.	Quality of Goods	11	21	17	6	147	2.67	I
3.	Variety of Goods	13	13	16	13	136	2.47	III
4.	Availability of Branded Goods	17	5	12	21	128	2.33	IV

Source: Primary Data

Table 6: Ranking for the Sources of Information about Brand of Groceries

Sl. No.	Reasons	Number of Respondents Assigning the Ranks				Score	Mean Score	Garrett Rank
		I	II	III	IV			
1.	Advertisement	100	23	8	2	9785	1957	I
2.	Samples and Trial Packs Provided	8	45	32	48	7245	1449	IV
3.	Display in Shop	5	32	81	26	7535	1507	II
4.	Salesman's Suggestion	2	24	3	57	5620	1121	V
5.	Information from Friends / Neighbours	35	26	26	17	7315	1463	III

Source: Primary Data

Table 7: Ranking of Motivating Factors for Choice of Brand

Sl. No.	Reasons	Number of Respondents Assigning the Ranks					Score	Mean Score	Garrett Rank
		I	II	III	IV	V			
1.	Friends' / Colleagues' Suggestion	16	24	35	48	27	6985	1397	IV
2.	Family Decision	33	62	29	22	6	8675	1735	II
3.	Advertisement	24	20	56	44	3	7675	1535	III
4.	Salesman's Suggestion	5	14	6	26	99	5030	1006	V
5.	Personal Experience	72	30	21	12	15	9105	1821	I

Source: Primary Data

Table 8: Details about Consumption of Grocery Powders

Sl. No.	Grocery Powder	Number of Respondents		Total
		Home Made Powder	Branded Powder	
1.	Wheat Flour	93 (62)	57 (38)	150 (100)
2.	Chilly Powder	118 (79)	32 (21)	150 (100)
3.	Coriander Powder	122 (81)	28 (19)	150 (100)
4.	Turmeric Powder	50(33)	100 (67)	150 (100)
5.	Bengal Gram Flour	20 (13)	130 (87)	150 (100)
6.	Garam Masala Powder	47 (31)	103 (69)	150 (100)

Source: Primary Data

Table 9: Age Group and Use of Home Made / Branded Powder for Wheat Flour

Sl. No.	Age Group	Number of Respondents		Total
		Home Made	Branded	
1.	20 – 30 years	24 (21.08)	10 (12.92)	34
2.	30 – 40 years	25 (22.94)	12 (14.06)	37
3.	40 – 50 years	36 (37.20)	24 (22.80)	60
4.	Above 50 years	8 (11.78)	11 (7.22)	19
	Total	93	57	150

Source: Primary Data (Figures in brackets represent the expected frequency)

Table 10: Age Group and Use of Homemade / Branded Powder for Chilly Powder

Sl. No.	Age Group	Number of Respondents		Total
		Home Made	Branded	
1.	20 – 30 years	26 (26.75)	8 (7.25)	34
2.	30 – 40 years	28 (29.11)	9 (7.89)	37
3.	40 – 50 years	48 (47.20)	12 (12.80)	60
4.	Above 50 years	16 (14.95)	3 (4.05)	19
	Total	118	32	150

Source: Primary Data (Figures given in the brackets represent the Expected Frequency)

Table 11: Age Group and Use of Homemade / Branded Powder for Bengal Gram Flour

Sl. No.	Age Group	Number of Respondents		Total
		Home Made	Branded	
1.	20 – 30 years	4 (4.53)	30 (29.47)	34
2.	30 – 40 years	5 (4.93)	32 (32.07)	37
3.	40 – 50 years	10 (8.00)	50 (52.00)	60
4.	Above 50 years	1 (2.53)	18 (16.47)	19
	Total	20	130	150

Source: Primary Data (Figures given in the brackets represent the Expected Frequency)

Table 12: Type of Family and Use of Homemade / Branded Powder for Wheat Flour

Sl. No.	Type of Family	Branded (b)	Non-Branded (b)	Total
1.	Joint (A)	8	8	16
2.	Nuclear (a)	49	85	134
	Total	57	93	150

Source: Primary Data

Table 13: Type of Family and Use of Branded / Non-Branded Chilly Powder

Sl. No.	Type of Family	Branded (B)	Non-Branded (b)	Total
1.	Joint (A)	1	15	16
2.	Nuclear (a)	31	103	134
	Total	32	118	150

Source: Primary Data

Table 14: Type of Family and Use of Branded / Non-Branded Bengal Gram Flour

Sl. No.	Type of Family	Branded (B)	Non-Branded (b)	Total
1.	Joint (A)	14	2	16
2.	Nuclear (a)	116	18	134
	Total	130	20	150

Source: Primary Data

Table 15: Ranking Of Reasons for Switch Over Of Brands

Sl. No.	Reasons	Number of Respondents Assigning the Ranks				Weighted Score	Weighted Average Score	Rank
		I	II	III	IV			
1.	Non-Availability of Previous Brand	7	8	7	22	88	2.00	IV
2.	Better Quality	24	10	9	1	145	3.29	I
3.	Small Packs	1	21	5	7	104	2.36	II
4.	Better Price	12	5	13	14	103	2.34	III

Source: Primary Data

Table 16: Factors Guiding the Purchase of Groceries

Sl. No.	Factors	Mean		T-value	t-significance (2-tailed)
		House Wife	Employed		
1.	Discounts	1.83	2.38	4.024*	0.000
2.	Free Gifts	1.69	2.00	2.168*	0.032
3.	Attractive Packing	2.40	2.55	1.064	0.289
4.	Duration of Shelf Life	2.56	2.95	3.580*	0.000

Table 21: Occupation of the Respondents and Persons involved in Purchasing

Sl. No.	Occupation	Self Purchase	Purchase by Somebody	Total
1.	Housewife	67 (69.12)	41 (38.88)	108
2.	Employed	29 (26.88)	13 (15.12)	42
	Total	96	54	150

Source: Primary Data (Figures given in the brackets represent the Expected Frequency)

Table 22: Education and Awareness of Consumer Rights

Sl. No.	Education	Aware	Not Aware	Total
1.	Secondary Education	18 (34.44)	45 (28.56)	63
2.	Higher Secondary Education	20 (20.77)	18 (17.23)	38
3.	College Education	44 (26.79)	5 (22.21)	49
	Total	82	68	150

Source: Primary Data (Figures given in the brackets represent the Expected Frequency)

they have an immediate effect on the organisations' key resource, its stock of intellectual talent. With the advent of the so called knowledge society, the rhetoric of management has shifted its focus from manpower to brainpower. In an age of mind crafting, knowledge workers constitute valuable capital. Liberated from the constraints of dusty hierarchies and mechanised production lines, the employees in the knowledge society have come to be construed and empowered as knowledge creators, owners of the most strategic resource, knowledge. Hence management, measurement and control of such resources have become a source of managerial action. The idea of knowledge in the form of human capability or human resources is the key in driving organisational performance and success in modern learning organisations (Donovan A. McFarlane, 2008). People are value creators and value adders whose major contributors come from their abilities to process and apply knowledge and information to completing tasks, making decisions and solving problems (Donovan A. McFarlane, 2008). In the 21st century an organisation's process model is the key to establishing sound knowledge management practices and systems with information technology as the decisive element in managing knowledge (Kjaergaard and Kautz, 2008). The management of knowledge workers in today's organisation and society, where there are increased educational and learning opportunities, requires organisational leaders and policy planners to rethink and redefine their roles as knowledge leaders. Their duties and responsibilities now include developing a system of participative knowledge sharing with a view to solve organisational problems, accomplish mission and vision, critical tasks, and manage effectively to survive. Within the context of afore mentioned implications this study aims at probing into the HR architecture of Indian banking sector and purported that, a documentation HR configuration focused on knowledge documentation, employee work redesign, and employee suggestion system and an information technology HR configuration focused on accessible, user-friendly, and integrated information system are positively related to a firm's level of organisational capital which again is instrumental for enhancement of organisation's bottom-line.

OBJECTIVES

Objectives of the study are to examine the operational documentation HR configuration and information technology HR configuration of the Indian software companies and the idiosyncrasies created by it for enhancing organisational capital. The research thrust also proposes organisation capital as a unifying managerial construct to manage and report on intangibles and focuses on looking into the role of organisational capital on future value creation of the organisation.

LITERATURE REVIEW

The organization itself embodies structural tacit knowledge, which exists in the myriad of relationships that enable the organization to function in a coordinated manner that is reasonably understood by the participants in the relationship only and hardly by few others. This means that "the organization is accomplishing its aims by following rules that are not known as such to most of the participants in the organization" (Winter, 1987: p 171).This construct is known as organisational capital or structural capital and deals with the mechanisms and structures of the organization that can help in supporting employees to satiate their quest for optimum intellectual performance and therefore overall business performance. An individual can have high level of intellect, but if the organization has poor systems and procedures to track his or her actions, the overall intellectual capital will not reach its fullest potential.

An organization with strong organisational capital will have a supportive culture that allows individuals to try things, to fail, to learn, and to try again. In effect, without organisational capital, intellectual capital would just be human capital. This construct therefore contains elements of efficiency, transaction times, procedural innovativeness and access to information for codification into knowledge. It also supports elements of cost minimization and profit maximization per employee. The essence of organisational capital is the Knowledge embedded within the routine of an organization.

Organisational capital refers to institutionalised knowledge and codified experience stored in, systems, processes, databases, routines, patients, manuals, structures. Organisational capital is extremely important to organisations, as it is the only type of intellectual capital the organisation actually owns. This form of capital is in the nature of an enabler, as it allows the firm to hold on to knowledge as incoming employees replace those leaving. Organisational capital offers established databases and technology conduits; it allows firms the ability to better share practices across subunits within the organisations.

HR's primary responsibilities in developing organisational capital centre on creating and filling knowledge storage devices or bins. Storage bins can take many forms. For example, an organisation's physical assets such as information systems and internal libraries can hold a vast amount of knowledge in the form of patents, databases, manuals, etc. All these facilitate visible, examinable, systematic process for organisational learning. Organisational capital is also embedded in standard operating procedures, business processes, rules, routines, and informal ''ways of doing business".

Any manufacturing process, whether automated or formalised in a set of procedures, is constructed from the "*knowledge of individuals*". In theory, this embedded knowledge is independent of those who developed it and therefore has some organisational stability. As a result of which, an individual expert can disappear without bringing the process to a halt or reducing the company's stock of embedded knowledge" (Davenport and Prusak, 1998: p. 83). The authors believe that organizations need to function as knowledge markets and market place where knowledge can be traded and transacted efficiently. In the book "Working Knowledge" Davenport and Prusak (1998: p. 5), focus on how organisation's capture and codify and transfer knowledge with a particular emphasis on knowledge sharing. They define knowledge as "a fluid mix of framed experience, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knower. In organizations it often becomes embedded not only documents or repositories but also in organizational routines, process, practices and norms".

Penrose (1959) has described an organisation as a "knowledge repository". She pointed out the importance of experience and knowledge accumulated within the firm. Evolution theorists (Nelson and Winter, 1982) also viewed the firm as a repository of knowledge. According to Nelson and winter, knowledge is stored as regular and predictable behavioural patterns or "routines".At the crux of Nelson and winter's (1982) evolutionary theory are *organizational routines* that allow firms the special context in which tacit and explicit knowledge interact. Organizational routines are the organization's genetic material, some explicit in bureaucratic rules, some implicit in the organization's culture. The interaction between the explicit and the tacit is evolutionary in that the choices made by individuals are selected in or out according to their utility in a specific historical and economic reality, and eventually embedded in organizational routines which then shape and constrain further individual choices. This theory lacks the contextual implications of changing business environment. It may be true that organizational knowledge is embedded in routines, but evolutionary theory does not describe persistence or change of routines over time. For example, if explicit rules have been codified at one point in time, one can argue that these routines may not be appropriate at some later point in time when environmental conditions have forced an alternative strategic orientation. Pushing this notion forward, it is argued that organizational routines represent a collection of embedded rules from different times representing different environmental contexts.

Institutionalising Organisational Capital (Doc- HRC)

Codification and documentation of knowledge may refer to representation of knowledge and may go back to the scientific management age. Fredric Taylor (1911) attempted to formalise workers' experiences and tacit skills into objective rules and formulae. Barnard (1938) extended scientific management by also considering "behavioural knowledge" in management processes. Synthesizing the above two perspectives, Simon (1945) was influenced by the development of the computer and cognitive science and its nature in the process of decision making while performing administrative functions.

It is stated that, "knowledge Documentation helps individuals internalise what they experienced, thus enhancing tacit knowledge" (Nonaka and Takeuchi, 1995: p. 8). They also suggested that the productivity of new knowledge involves "a process that organizationally amplifies the knowledge created by individuals and crystallizes it as a part of the knowledge network of the organization" (Nonaka and Takeuchi, 1995: p. 59). According to them documentation or manuals facilitate the transfer of explicit knowledge to other people, thereby helping them indirectly as a result of the experiences of others. Schulz (2001) found that higher the level of codification of the domain of knowledge, the stronger the horizontal and vertical out flow of knowledge. Institutionalising knowledge in databases, manuals, and standard operating procedures most likely requires HR's involvement in knowledge codification. For example, encouraging employees to write, "Lessons learned" reports after learning experiences like sabbaticals, employee exchange programs, projects etc, facilitate the development of organisational capital. Likewise, encouraging employees to continuously update electronic resumes, knowledge "yellow pages" and other knowledge-mapping devices, as well as supporting the formal documentation of customer suggestions, complaints, preferences, etc, are also likely to help build better organisational capital.

Beyond these methods for codifying explicit knowledge, HR systems can also play a role in helping to institutionalise tacit knowledge that is more informal and difficult to articulate. For example, empowering employees to initiate the redesign of their work may be a useful method for capturing organisational capital. As employees redesign work systems and structures, their knowledge can become institutionalised in organisational routines, procedures, and the like. Similarly, employee suggestion systems may help expose the entire organisation to individual knowledge. Hence the hypothesis formulated is:

Hypothesis 1: A documentation HR configuration (DOC-HRC) focused on knowledge documentation, employee work redesign, and employee suggestion system is positively related to a firm's level of organisational capital (OC).

Interfacing with Organisational Capital (IT- HRC)

It is very difficult to develop high levels of organisational capital without creating or providing an underlying infrastructure that supports knowledge management and codification. In today's world, such an infrastructure inevitably revolves around information technology. The information age has forced organisations to see knowledge as an asset and hence the importance of Information Technology. Business processes became increasingly enabled by large-scale information systems. Information system designers attempted to capture employees' implicit and explicit knowledge in corporate memory by means of intranet and other similar applications (Malhotra, 2000). Again increasing global interdependencies and the accelerating pace of change demand more flexible and adaptive organisations (Malone and Crowston 1994). Adoptive and dynamic organisations can only possible with the help of information technology. Development of Information Communication Technology (ICT) such as World Wide Web, electronic data interchange and electronic mail can be seen as enablers to cross organizational boundaries more easily when dealing with information intensive process. Information Technology is the primary element that organisations use to anticipate, react, and respond to environmental change and to align their structure with the changed environment. The most spectacular and potentially powerful uses of information systems technology is that they go beyond the individual borders of the enterprise. Information Communication Technology (ICT) brings inter-organisational co-ordination and has the potential to change co-ordination structure, hence it is considered as a driving force in changing co-ordination of emerging business trend and globalisation.

Rockart and Short (1989) argue that, the most important function of information technology is better management of interdependencies among enterprises. Davenport and Short (1990: p. 12), state that "information technology has to be the most powerful instrument to reduce the coordination cost". Hammer (1990: p. 108), stated that "the power of technology should be used for radically redesigning the business processes and achieving important improvements in the results". As pointed out by Mintzberg (1979), Information technology increases the organic characterstics of organisations to sustain them in turbulent environment. He goes on to say "Information technology automation at the 'operating core' level transforms a bureaucratic administrative structure into an organic one" (Mintzberg, 1979: p. 265).

Simply put, information technology has now become the corner stone of knowledge documentation and codification process in many of our successful organisations. As Stewart (1997: p. 113) noted, the emergence of these technologies has spawned "ambitious attempts to pull scattered information and wisdom together to convert it into organisational knowledge. Cheap and powerful information technology has given new impetus to the dream of creating what amount to living libraries containing an entire stock of corporate knowledge".

As Drucker, (1985) has very rightly defined organisation as a structure in which information serves as the axis and the central structural support. Information technology helps the organisation in responding to the challenges of an increasingly complex and uncertain environment, making the organisation structure flexible. Information technology is increasingly becoming an integral component of all types of technologies craft, engineering, routine and non-routine that helps the organisation to transmit, manipulate, analyse or exploit information.

Such information systems tend to be catalysts for developing organisational capital because they are easily accessible, provide a user-friendly interface, and bring together what were once disparate knowledge repositories into an integrated whole. An organisation can encourage employees to document their knowledge, skills, and expertise, but unless they use information technology to make the process somewhat effortless and seamless, knowledge documentation initiatives will most likely have limited success. The main objective is to maximise communication within the company. A successful business is to have excellent communication structure in order to get to the employee the information necessary to do the job.

The business landscape is evolving from the 'war of position' to 'war of capabilities' involving a mix of top-down intellectual capital management as well as bottom-up self organising system. Information Technology, facilitates the standardisation of co-ordination (Malone and Crowston, 1991), accelerates larger spans of control on work units which would be characterised by extensive lateral communications and self contained authority structures (Mintzberg, 1979). Therefore the proposed Hypothesis is:

Hypothesis 2: - An Information Technology HR configuration (IT-HRC) focused on accessible, user-friendly, and integrated information system is positively related to a firm's level of organisational capital (OC).

Organisational Capital & Performance

Organisational capital can play a significant role in reducing organisational costs. According to Dixon (1994) those cost reductions result from three primary forces. First, when failure leads to learning it can be the ultimate teacher. Thus, institutionalised experience and knowledge (organisational capital) can prevent organisations from repeating mistakes, thereby reducing their operating costs. Second, organisational capital can be retrieved and brought to bear on new situations. Whether this institutionalised knowledge is used "wholesale" in its current form, or transferred to meet existing needs, it should help reduce costs by eliminating the need to "reinvent the wheel". Lastly, organisational capital embedded in routines, procedures, information systems, can help filter information as well as direct and simplify information processing and organisational sense making, all of which should diminish organisational costs.

The three forces (minimising repeat mistakes, increasing knowledge utilisation, and facilitating better information processing/sense making) that enable organisational capital to reduce costs also help organisations extend

help of SPSS to study the interconnectivity between the above constructs.

Top management team of various Indian IT companies engaged in software business and located in and around Bhubaneswar, ORISSA was the target group of the study. Top management team (TMT) refers to all those who are decision makers and event makers in the organisation. This includes the owners, board of directors, departmental heads, delivery manager, unit heads and project heads too. Participants were contacted personally as well as via an e-mail. Follow up requests to complete the online survey were e-mailed two weeks later. 126 respondents completed the survey process and returned the questionnaires back. Respondents ranged in age from 21 to 45, 26% were female and 73% were male. 44 % of the respondents have on an average 10 years experience in the industry and 56% posses more than 10 years experience.

RESULTS

Documentation HR configuration was quoted from Youndt et al. (2004) and coded 1= strongly disagree, 5= strongly agree. The items included are, we encourage employees to write “lessons learned” report after learning experiences and we encourage our employees to continuously update our company’s knowledge database. This measure has Cronbach’s alpha of 0.71.

IT - HR configuration was also quoted from Youndt et al. (2004) and coded 1= strongly disagree, 5= strongly agree. The items included are our information system is user friendly and easy to access and our information system is accessible to all our employees. This measure has Cronbach’s alpha of 0.72.

For the present study, items to measure organisational capital were quoted from Youndt et al. (2004) study and comprises of six variables. The items too coded as 1= strongly disagree, 5=strongly agree. The items taken into account are, much of our organisation’s knowledge is contained in manuals, and databases and our organisation embeds much of its knowledge and information in structures, systems and processes etc. This measure has Cronbach’s alpha of 0.69.

The definition of firm performance could vary from one and another. In some cases financial performance measures such as percentage of sales resulting from new products, profitability, capital employed and return on assets (ROA) (Selvarajan et al., 2007). Besides, return on investment (ROI), earnings per share (EPS) and net income after tax (NIAT) can also be used as measures of financial performance (Grossman, 2000). Interestingly, researchers also tend to benchmark managerial accounting indicators against the financial measures in six dimensions; ‘workers compensation’ (workers’ compensation expenses divided by sales); ‘quality’ (number of errors in production); ‘shrinkage’ (e.g. inventory loss, defects, sales return); ‘productivity’ (payroll expenses divided by output); ‘operating expenses’ (total operating expenses divided by sales) (Wright et al., 2005).

On the other hand, firm performance can also be measured using ‘perceived performance approach’ (also referred to as subjective performance measure) where Likert-like scaling is used to measure firm performance from the top management perspectives (Selvarajan, 2007). The primary reason is that some of them are leading indicators of financial performance (Kaplan & Norton 1992, 2001). In the present study the construct organisation performance comprises of twenty six items, under the domain of customer service, quality, productivity and innovation. The items were coded 1= strongly disagree, 5= strongly agree. The questionnaire was designed from the balance scorecard literature of Kaplan & Norton (1992) from three perspectives under the domain of customer, internal process and innovation and learning. The items incorporated are, we protect our consumers’ interest and our R and D intensity is fair enough. This measure has Cronbach’s alpha of 0.76.

All variables used in the study exhibited normal distributions. The descriptive statistics with mean, standard deviation and co-relations are shown below.

Simple regression analysis was conducted to investigate the relationship between both the HR configuration with that of organisational capital and organisational performance with the help of SPSS controlling size of the organisation.

Co-relation and descriptive statistics of the study variables

	Variables	Mean	SD	1	2	3	4
1.	Doc- HR configuration	3.51	0.52	-			
2.	IT- HR configuration	3.61	0.58	0.402	-		
3.	Organisational capital	3.77	0. 41	0.406	0.552	-	
4.	Organisational performance	3.68	0.55	.888	0.577	0.572	-

N = 126 $p < 0.01$

It was found that, both documentation HR configuration (Beta = .255, $p < .05$) and IT-HR configuration (Beta = .264, $p < .05$) was significantly related to organisational capital corroborating Hypothesis 1 and 2. Similarly organisational capital (Beta = .386, $p < .05$) too was significantly related to organisation performance providing support to Hypothesis 3. There is existence of substantial interconnectivity between all the three constructs under study, one influencing the others in an organisation set up irrespective of the size of the organisation.

CONTRIBUTION AND FUTURE DIRECTION OF THE STUDY

The study can propel other organisations in India and abroad as well to understand the importance of organisational capital which is a significant source of firms' value in information, communication era. As a result of which they may work upon and invest more on their organisational capital and translate more of their human capital to organisational capital since the organisational capital is the only capital that is owned by the organisations.

DISCUSSION AND CONCLUSION

Organisational capital is the critical link that allows intellectual capital to be measured at an organizational level. Organisational capital is relatively under explored but seemingly highly valued in global capital markets. Organisation capital establishes the foundation for business stability. Key to the fundamental structure of the organisational capital is the process that transfers data to information to business intelligence or value added information and continues to support the creation, transfer, use and reuse of the knowledge base. This capital deals directly with the baseline of the business, such as its processes to establish credible knowledge repositories. Human capital on its own does not create value. It needs organisational capital as support in order to deliver outcomes. Human and organisational capital interacts with each other to create value in an organisation. Therefore, the only way to utilise the intellectual capital within the organisation is to transform as much as human capital as possible into organisational capital.

The value of an organisation's capital, widely considered to comprise its knowledge and intangible assets, is increasingly recognised in relation to its realised and potential contribution to competitive advantage.The organisations under consideration are having systematized, packaged and codified competencies as well as proper systems for leveraging that capability. They invest in systems, operational philosophy, and suppliers and distribution channel so as to strengthen their organisation capital. The increasing use of information technology of the organisations has led to automation of more and more repetitive tasks resulting in economies of scale which are major sources of competitive advantage. Organisational capital helps in competence building and competence development too by relying upon the complex interaction of supporting resources and capabilities as well as the integration of individual and organisation level knowledge that underpins them. That is how the company's knowledge management process is institutionalising knowledge and converting human capital – which is usually available to just a few people – into organisation capital to make it shareable.

for that a substantial amount can be charged from the consumer which will in turn generate ROI; is the prime focus of the business nowadays. With a population of more than 1.2 billion, India is one of the largest consumer markets in the world as per the KPMG International Summit Report 2009.

OBJECTIVES AND METHODOLOGY

The major objective of this paper is to:

- Identify and understand the consumer characteristics in terms of demography and attitude that influence the customer for convenience solutions to cater their needs.
- Find out the factors affecting the lifestyle in terms of time scarcity of working class.
- Help the marketers to understand consumer needs in context of convenience solution based products.
- Find out the opportunities for the marketers in the area of providing convenient solution to the customer.
- To analyse the emerging marketing trends in the context of providing convenience solution to the time-poor consumer.

This is a kind of review paper, hence the methodology used for this study is exploratory in nature as most of the secondary data has been used by referring different research studies and analysis has been done based on the review of the literature of those papers. The findings of the study have been given in the form of analytical review.

LITERATURE REVIEW

For this study various research papers have been reviewed. One important report by Datamonitor in August 2009 which emphasizes on convenience and describes "There are at least two broad dimensions of convenience. The first dimension concerns the type of convenience. Components of this dimension include saving time, physical energy, and/or mental energy either less time spent in the consumption process overall (active time), or availability at a convenient time, i.e. not having to wait (passive time). The second dimension concerns the timing of convenience, i.e. the stage of the consumption process at which convenience is obtained. Researchers must consider convenience needs at all stages in the process and should try to determine the relative weights that consumers attach to time and energy use in acquisition, consumption and disposal".

The Datamonitor consumer survey in Aug 2009 has also established the fact that less than half of consumers across 17 countries are satisfied with their work-life balance. This reflects and emphasizes a lifestyle imbalance that characterizes many contemporary lifestyles. The various types of commitments and different demands from work and from personal/family life have contributed to the feeling of time-deprivation. Therefore, most of the people are looking for speed and convenience and anything that allows them to feel more in control of time. The consumers are in search of convenience solution. If we take into account of convenience in food consumption, the role of convenience as a factor that influences the food consumption process has been discussed by many authors and a common finding of the empirical studies is that today's consumers demand higher levels of convenience in their foods. This trend is manifested in consumer's food preferences not only in U.S.A. (Senauer, 2001) and Western Europe (Mahon et al., 2005) but also in developing countries like India where consumption shifts away from sources of calories towards manufactured food products(Gehlhar and Regmi, 2003).

Even though traditionally convenience has been examined in the context of strategies used by the consumer to reduce time pressures but time is not the only dimension involved. Darian and Cohen (1995) proposed two dimensions of convenience. The first one concerns the type of convenience, which can be saving time, physical energy and/or mental energy. The second dimension refers to the stage of the process that convenience is obtained.

Realizing that classifying wife's work status into working/non working did not help in explaining differences in consumption; researchers began to use other classification schemes. Variables like full-time/part-time/no paid job and high occupational status/low occupational status/non-working wife (Schaninger and Allen, 1981) belong to these efforts.

"Thinking in terms of time and attention will quickly start to change the way you think about products and services, customer behavior, even business models. This is the great frontier for innovation for the next decade. Companies that master time and attention innovation will find lots of market traction. Those that don't will find themselves standing outside the attention ecosystems, desperately screaming to be heard while opportunities and profits slip away." (Adrian C. Ott, 2011).

Convenience and Customer Habits

Today's consumers are seeking solutions that allow them to maximize their free time and disposable income, and spend more time doing the things they value. The convenience trend is driven by this desire to create more leisure time. In 2009, Datamonitor survey found that 44% of citizens across 15 countries feel that it is difficult to manage their daily obligations and find time to relax. Another study discovered that 70% of Americans aged 16 years or older feel that they do not have the time to do all the things they need to do. In addition, 50% of Americans believe the lack of time is a bigger problem than money. In India also similar type of trend observed. Due to many factors like; changing lifestyles (urban life in particular), nuclear family system, eating & drinking habits, lighter meals for health conscious, etc. consumers are spending less time planning , procuring, consuming and disposing off the products. This trend is having a dramatic influence on Consumer behaviour in the context of procurement & consumption.

Convenience is multi-faceted and will continue to evolve and converge with other trends to meet the needs and demands of society. Convenience means more than easy-to-get, easy-to-consume, easy-to-dispose of products. Consumers also want convenient products with additional attributes, such as products are useful, ethical, and comforting. The increased use of appliances has been particularly influential. Microwave ovens, for example, save preparation and cooking time. Freezers make food available for later consumption, food processors shorten preparation time, and dishwashers speed clean up (Buckley 2007).

FACTORS COMPELLING CUSTOMERS TOWARDS CONVENIENCE

Various studies show that there are many factors which are responsible for the changing habits and inclination towards convenience products/services such as:

Sociological Changes

In today's context joint families are being converted into the nuclear families because of the changing culture. There is huge rise in number of working women, increasing awareness and changing preferences which are attracting many marketers in the sector of food and beverages. The use of high-end convenience products by the customers also shows the status in the society.

Time pressure

Time pressure at the workplaces has affected the work-life balance of the employees and there is growing desire among the employees to maximize their leisure time. In this regards they are in search of technology which can save their time and that time can be utilized for other professional activities. This rising stress levels among the employees is also the factor which makes them to search for convenient products/services.

Lack of motivation

After working for long hours when an employee comes from the office he/she may feel lack of energy which will not motivate him to cook meals from scratch and hence will search for options that can provide them convenience in terms of desired and ready-made foods. He/she may also not in a position to go from one shop to another for shopping, so he/she needs convenience store location wise and also assortment wise.

Lack of knowledge

In case of Meal preparation, today we find that young couples are not having knowledge to prepare foods and are not in a position to prepare the meal of their choice, this leads them to find the places where they can get the food of their likings. Low confidence in cooking from scratch is also one factor which limits to cook food at their own. This leads to search for convenience.

Socioeconomic changes

The transition of India's population across income classes mainly from lower to higher classes is also a factor which is responsible for changing buying habits among the customers. Rise in household consumption level, the growing young population and migration of people from rural to urban cities (increasing urbanization) are also other economic factors which are affecting the buying and consumption habits of the people.

In addition to all these other factors like time scarcity, meal fragmentation, speed shopping and the erosion of skills for household works is stimulating the demand for more convenient options. Working longer hours and lack of household work skills increase the attractiveness of convenience products.

Time scarcity

Many consumers are feeling overwhelmed by their lifestyle obligations. Time-pressured consumers express strong preferences for quick, efficiency-driven products that allow them to feel more in control of their time. This consumer group will multi-task in order to compress more activities into less time, leading to wide behavioural implications. For instance, time scarcity is a common reason for consumers failing to maintain a healthy lifestyle.

SOLUTIONS FOR CONVENIENCE TO CUSTOMER AS BUSINESS OPPORTUNITY: AN ANALYSIS

By keeping in all the above factors it can be inferred that convenience product/services sector has emerged as a potential area for most of the marketers in the field of convenience products/services. If we take the food and beverages product alone, the current market size in the context of food consumption is 198 billion USD and expected to grow at a rate of 5.32% and will reach 230 billion USD by 2013 (ASSOCHAM-KPMG Report-2009). There will be major chunk of population depending upon the convenience food due to various factors discussed above. Lifestyle trends that have great impact upon consumer purchasing decisions are becoming very important in today's context. Consumers are becoming increasingly demanding especially in context of food items but don't have time to prepare them, hence seeking solutions that can provide convenience in addition to fulfilling their need.

'On-the-go' lifestyles have emerged as a result of several factors. Longer working hours, longer commuting times, and a wider range of leisure activities have all contributed to the notion of 'time-poor' consumers. So there are ample number of opportunities lying in the following areas for the marketers who are operating in this sector of food and beverages. These can be: Ready-to-eat Food production, Packaging and Distribution.

Packaging is another emerging area for the marketers which are a linking sector for the food chains. Convenience food packaging has been a major feature of packaging markets in recent times due to rising sales of convenience foods and developments. Packaging technology has developed to the extent that the ready-meal, pack and take, take-away offer has improved significantly. Attracting a broader and also wealthier customer base than previously is possible, as consumers are prepared to pay a premium for quality, pre-prepared meals.

Consumer health concerns are an increasing influence in many end-use markets for packaging. Examples include:

- Rising sales of bottled water, fruit juice and milk drink markets in many countries, to the detriment of spirits and, in some countries, carbonated soft drinks;
- Increasing demand for packaged fresh food products.

Packaging is also a major cost component in the majority of consumable products. Taking an example, 48 cents out of every dollar (48%) of Coke's product cost is from packaging. Of the total market, 60% lies in the areas of primary containers and flexible packaging–the containers and wrappers that give immediate protection to the packaged product.

Convenience stores continue to make headway and grow strongly, located in airports, train station and city centres. In emerging markets, super and hypermarkets are expanding rapidly, boosting overall consumption and also taking market share from the traditional local (open) market, where most of the produce is not individually packed. Various issues will affect future retail trends, including consolidation, technology, service, quality and trust, lifestyle and emotions. On-line retailing, with goods, being delivered through the post or via retailers own fleets of delivery vans, is expanding strongly. Development tailored to the needs of on-line retailing will be necessary.

Convenience has a very important role in Marketing Mix also. The more traditional approach to marketing mainly emphasizes product mix in differentiating the retail stores from its competitors. Today, convenience is taken the prominent place in the marketing mix. Convenience is more important in marketing today due to change in the family life style, family size and due to trend in the both spouses working for bread earning. The opportunity for the marketer is 'Creating Convenience'. Basically we interpret marketing convenience as a location convenient and close to home or work, but today shoppers want other way to save time. They want the product and service to be provided to them in a convenient manner. For example Home delivery system, service at a call at door step etc. So the service industry is gearing up for providing better home service. Customers are also willing to pay more for convenience. Imagination and understanding of the customers' needs will definitely suggest other approaches to creating convenience and thereby improving the competitive position in the market.

The No-Waiting style of service is also a better opportunity for the business in service industry. Customers are interested in convenience and they do not want to wait. They likely have selected the store because there is less waiting time. The marketing strategy in this regard must have the plan for adequate staffing, especially during peak hours. Anticipate the customer arrival and be prepared for the service to be provided to the customer without waiting period.

Consider the case of a convenience store, what made the convenience store convenient? The store is located near to the customers' work or living place, it is easy to drive or walk to. But another aspect of convenience is the store carried 80% of the items that supermarket carry-addressing most of your needs at one stop. The marketer must emphasize both the point in regards to convenience store.

For efficient shopping by the customer, convenience has the impact upon the store selection and in-store behaviours. Grocery store preferences are heavily influenced by the convenience of the location; consumers want grocery stores to offer convenience in the form of flexible (long) opening hours and convenient proximity to their homes. Consumers are adopting a more flexible approach to shopping where larger shops are combined with more frequent 'top-ups' the convenience offered by a plethora of convenience stores and evolving formats in larger grocery stores means that consumers are increasingly disposed to top up shopping. Another trend is Speed Shopping in this consumers, despite being attracted to new experiences, often simply engage in 'auto pilot purchasing' which leads to more habitual buying. A reluctance to spend too long shopping for groceries could mean that it is becoming more difficult for new products to receive attention from the majority of consumers. The modern trend now evolves is Online Grocery Shopping and in this format more consumers are embracing the internet for the purpose of convenient shopping. online grocery retail has established a strong foothold but remains an area with room for development, not least because consumers are still only seeing it as a relatively fringe offering

CONCLUSION

In the concluding part it can be said that there are many factors driving the change which includes changing lifestyle, habits, and increasing urbanization, young population, changing working culture, nuclear families and many more. Providing easiness in service through innovative solution in the 24X7 working environment of the customer is a challenging task but the business opportunity lies there. One of the biggest problems in front of the customer is the managing the time and customer may be cash-rich but is time-poor. To provide the convenient solution to fulfill the needs of the time-poor consumer is the opportunity in front of the Marketer and simultaneously it is a challenge also. The technology is also now days helping the marketer to innovate some new format of convenience solution through E-Commerce, Virtual Marketing, Online-Marketing etc. The e-commerce era is coming up and growing at a faster space. The online store with click and select provision for the customer is now a trend in business. The virtual merchandising format is also a new emerging concept for displaying the product in a virtual platform like internet; kiosks, large display screen etc and customer select the product and communicate to the retailer to supply the product at the door step of the customer. Similarly when the customer wants to select apparel, he/she can select it through internet from a large variety of choices virtually displayed in internet portal and place an order for the selected apparel to the retailer. By providing the effective solution in the context of convenience, the marketer can gain a competitive advantage and providing the effective solution to time-poor customer, which is one of the emerging trends in Marketing.

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Impact of Investor's Profile on Investment Decisions - A Critical Study

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Abstract

The study is conducted in western parts of Uttar Pradesh considering various categories of population characteristics & income characteristics to know the trends of investments and the influence of various profile characteristics of investors on their investment decisions. The study is of vital importance because of the fact that nothing much has been done to explore the impact of profile characteristics of investors on their purchase behaviour towards various instruments of investment. The analysis of collected information was done with the help of SPSS 16 software and significant findings were obtained. The analysis of the study clearly reflects relationship of investor's income profile, work exposure and qualification with their preference of various investment options.

Key Words: Investment Decisions, Investor Characteristics, Investment Options.

INTRODUCTION

Savings forms an important Part of economy of any nation. With the savings invested, in various options available to the people, the money acts as the driver for growth of the country. Indian financial scene also presents an excessive amount of avenues to the investors. The purpose of the present study is to offer an understanding about the behavior of the investors towards investment, their psychology and their investing style. One needs to invest and earn return on their idle resources and generate a specified sum of money for a specific goal in life and make a provision for an uncertain future. One of the important reasons why one needs to invest wisely is to meet the cost of inflation. Inflation is the rate at which the cost of living increases. The investment process is influenced by a number of interdependent variables and driven by dual mental systems, the interplay of which contributes to bounded rational behavior where investors use various heuristics and may exhibit behavioral biases. The three golden rules for investors are: *Invest Early, Invest regularly, and invest for long term and not for short term*. So this paper focuses on the different investment pattern and behaviors of the investors towards the different alternatives of investment. The purpose of the analysis is to determine the investment behavior of investors and investment preferences, and to know if there exists some relationship between them. Investors' perception will provide a way to accurately measure how the investors think about the investment products provided by the companies. There are various investment avenues such as Post Office savings, Bank Deposit Equity, Bonds and Insurance etc. A Portfolio is a combination of different investment assets mixed and matched for the purpose of achieving an investor's goal. In some investments (like stock options) risk element is dominant attribute and in some investment (like Govt. Bonds) time is dominant attribute. There are various factors which affects investor's portfolio such as annual income, government policy, natural calamities, economical changes etc. In this paper the researchers have tried to analyse the investment behavior of Individual investor towards different investment alternatives.

LITERATURE REVIEW

Literature suggests that major research in the area of investors' behavior has been done by behavioral scientist

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such as *Weber* (1999), *Shiller* (2000) and *Shefrin* (2002). Shiller strongly believes that market information affects the investors' preference and decision. Kabra G., Mishra, P.K. and Dash M.K. (2010), studied the factors affecting investment behavior and concluded that investors age and gender are the main factors which decide the risk taking capacity of investors. Ajmi Jy.A. (2008) used a questionnaire to know determinants of risk tolerance of individual investors and collected responses from 1500 respondents. He concluded that the men are less risk averse than women, less educated investors are less likely to take risk and age factor is also important in risk tolerance.

Tamimi, (2005) indentified the factors influencing the UAE investors behavior. He found six factors which were the most influencing factors on the UAE investors behavior namely; expected corporate earnings, get rich quickly, stock marketability past performance of the firm's stock , government holdings and the creation of the organized financial markets. Kaneko H. (2006) focused on investment trusts and debated the behavior of individual investors and found that investment trusts are only the means of managing assets. Preethi Singh (1986) disclosed the basic rules for selecting the company for investment and expressed opinion that understanding and measuring return and risk is fundamental to the investment process. Author further stated that most investors are 'risk averse'. To have a higher return the investor has to face greater risks. Several studies also explain the relationship of demographics and risk tolerance levels of individual investor.

Aggarwal, Klapper and Wysocki (2005) observed that foreign investors preferred the companies with better corporate governance. Investor protection is poor in case of firms with controlling shareholders who have ability to appropriate assets. Malkiel suggested that an individual's risk tolerance is related to his or her household situation, lifecycle stage and subjective factors. Zhu, N. (2005) on their research work on investment in trading mentioned in their research findings that future studies in finance and economics have to take individual investors more seriously and devote more attention to individual investors' trading activities. The above discussion presents a detailed view about the various facts of risk studies that have then place in the past. In the present study the findings of many of these studies are verified and updated.

INVESTMENT BEHAVIOR AND WAYS OF INVESTMENT

There are several parameters that an investor thinks before investing like return, liquidity and risk associated etc while the markets face a question mark in knowing the pulse of an investor. Investor behavior analysis deals with analyzing the behavior of an investor based on his demographic and psychographic factors like age, gender and income groups. This states what would be a preferred portfolio of an investor at a particular age group. This analysis will show the mentality of an investor and his preferences clearly and concisely. In Indian context, there are various investment alternatives available in the market. These are also classified on the basis of low risk, moderate risk and high risk. Some are traditional avenues or some are modern avenues. In India various investment avenues are available such as: safe/low risk avenues include saving account, fixed deposits, public provident fund, national savings certificates, post office savings and government securities. Moderate risk avenues include mutual funds, life insurance, debentures and bonds. High risk avenues include equity share capital, commodity market and FOREX market. Traditional avenues include real estate, gold/silver, chit funds. Emerging avenues include virtual real estate, hedge funds/private equity investment, art & passion. Now there is a need to explain all these modes of investment.

Low Risk Investment Options

Saving Account: It is a deposit account held at a bank, post office and other financial institution which provide security for principal amount and a modest rate of interest. Depending on the specific type of savings account, the account holder may not be able to write unlimited cheques from the account (without incurring extra fees or expenses) and the account is likely to have a limited number of free transfers/transactions. Savings account investment is considered one of the most liquid investments besides demand accounts and cash. In contrast to savings account, current account allows one to write unlimited cheques and use electronic debit to access his funds. Savings account is generally meant for money that one save after meeting daily expenses. To open a savings account, simply go to your local bank with proper identification and ask to open an account.

Fixed Deposits: Account which is opened for a particular time period by depositing particular amount (money) is known as Fixed (Term) Deposit Account. The term 'fixed deposit' means that the deposit is fixed and is repayable only after a specific period. Under fixed deposit account, money is deposited for a fixed period say six months, one year, five years or even ten years. The money deposited in this account normally cannot be withdrawn before the expiry of period. The rate of interest paid for fixed deposit vary (changes) according to amount, period and from bank to bank.

Public Provident Fund: Public Provident Fund (PPF) is a saving cum tax saving instrument in India. It also serves as a retirement planning tool for many of those who do not have any structured pension plan covering them. The account can be opened in designated post offices, State Bank of India branches and branches of some other nationalized banks. ICICI Bank was the first private sector bank which was authorized to open public provident fund accounts.

National Saving Certificates: This certificate shows that someone has invested in National Savings and Investments. These certificates are issued with stated interest rates and maturity dates, usually five to ten years. Post office Savings refers to a savings with government through the local post offices.

Government Securities: These include government debt obligation (local or national) backed by the credit and taxing power of a country with very little risk of default. This includes short-term, medium-term and long-term Treasury bonds.

So these are some investment alternatives which are containing low risk and the investor belief is that these alternatives are safer than others.

Moderate Risk Investment Options

Mutual Funds: A mutual fund is a type of professionally managed collective investment vehicle that pools money from many investors to purchase securities. While there is no legal definition of mutual fund, the term is most commonly applied only to those collective investment vehicles that are regulated by a team of experts, available to the general public and open-ended in nature.

Life Insurance: Life insurance is a contract between an insurance policy holder and an insurer, where the insurer promises to pay a designated beneficiary a sum of money (the "benefits") upon the death of the insured person. Depending on the contract, other events such as terminal illness or critical illness may also trigger payment. The policy holder typically pays a premium, either regularly or as a lump sum. Other expenses (such as funeral expenses) are also sometimes included in the benefits. The advantage for the policy owner is "peace of mind", in knowing that the death of the insured person will not result in financial hardship for loved ones and lenders. Life policies are legal contracts and the terms of the contract describe the limitations of the insured events. Specific exclusions are often written into the contract to limit the liability of the insurer; common examples are claims relating to suicide, fraud, war, riot and civil commotion. Life-based contracts tend to fall into two major categories: *Protection policies* which are designed to provide a benefit in the event of specified event, typically a lump sum payment and *Investment policies* with the main objective to facilitate the growth of capital by regular or single premiums.

Debentures: It is a type of debt instrument may or may not be secured by physical asset or collateral. These are backed by the general creditworthiness and reputation of the issuer. Both corporations and governments frequently issue this type of bond in order to secure capital. Like other types of bonds, debentures are documented in an indenture.

Bonds: Bond is debt investment in which an investor loans money to an entity (corporate or government) that borrows the funds for a defined period of time at a fixed interest rate. Bonds are used by companies, municipalities, and states to finance a variety of projects and activities. Bonds are commonly referred to as fixed-income securities and are one of the three main asset classes, along with stocks and cash equivalents.

High Risk Investment Options

Equity: Equity is the term commonly used to describe the ordinary share capital of a business. In Indian context it is defined by section 85 (2) of the companies act 1956. They are the real risk-takers and care-takers of the company and they enjoy the right of voting. Ordinary shares in the equity capital of a business entitle the holders to all distributed profits after the holders of debentures and preference shares have been paid.

Commodity Markets: Commodity markets involve markets where raw or primary products are traded. These raw commodities are traded on regulated commodities exchanges, in which they are bought and sold in standardized contracts. It covers physical product (food, metals, and electricity) markets. Articles on reinsurance markets, stock markets, bond markets and currency markets cover those concerns separately and in more depth. One focus of this article is the relationship between simple commodity money and the more complex instruments offered in the commodity markets.

Miscellaneous

Some traditional & some modern avenues of investment alternatives are- real estate consisting of land and the buildings on it, along with its natural resources such as crops, minerals, or water; immovable property of this nature; an interest vested in this; (also) an item of real property; buildings or housing in general. Gold investment worldwide has grown dramatically in the last five years, but compared with the total stock of financial assets, gold bullion investment is still just a tiny proportion. Several factors are now stimulating gold investment by new pension fund money, as well as by private investors. A Chit fund is a kind of savings scheme practiced in India. A Chit fund company means a company managing, conducting or supervising, as foremen, agent or in any other capacity, chits as defined in Section 2 of the Chit Funds Act, 1982. According to Section 2(b) of the Chit Fund Act, 1982, "Chit means a transaction whether called chit, chit fund, chitty, kuri or by any other name by or under which a person enters into an agreement with a specified of persons that every one of them shall subscribe a certain sum of money (or a certain quantity of grain instead) by way of periodical installments over a definite period and that each such subscriber shall, in his turn, as determined by lot or by auction or by tender or in such other manner as may be specified in the chit agreement, be entitled to the prize amount".

RESEARCH METHODOLOGY

The study was conducted by developing and using a questionnaire with consideration of certain instruments of investment avenues like Banks, LIC, Post office, PPF, Bonds, Mutual funds, Real state, Stock market and Commodity market etc which are commonly preferred by Indian investors. The collected primary data was then entered in excel sheet and analysed with the help of SPSS 16.0 for windows. As per the nature of variables, that is, independent and dependent; t-test, frequencies, correlations, chi-square, and ANOVAs test were conducted to draw out inferences on where there exist some relationship between profile of an investor and investors' preference of a particular kind of investment. Also, if there is some relationship then to know what is the intensity of relationship, through correlations.

This research study is based on both primary and secondary data. Primary data are collected with the help of a well structured questionnaire containing all variables under this study. Non – probability sampling in particular convenience sampling was used to collect the data. The respondents chosen are investors in the above said instruments of investment. The Western Uttar Pradesh comprising Mathura, Agra and Aligarh Districts is the sample base of this study.

Hypothesis were formulated to check the existence of relationships between the variables. The hypotheses formulated are:

Ho_a: *There is no significant relationship in income of investors and their preferred mode of investment.*

Ho_b: *There is no significant relationship between income of investors and preferred mode of maximum investment.*

Ho_c: *There is no significant relationship between income and preferred nature of investment .*

Ho_d: *There is no significant relationship between work experience of investors and preferred nature of investment.*

Ho_e: *There is no significant relationship between work* *experience of investors and preferred mode of investment.*

Ho_f *: There is no significant relationship between work experience of investors and preferred mode of maximum investment.*

Ho_g *: There is no significant relationship in qualification of investors and their preferred mode of investment.*

Ho_h *: There is no significant relationship between qualification of investors and their preferred mode of maximum investment.*

Ho_i *: There is no significant relationship between qualification of investors and preferred nature of investment.*

ANALYSIS & FINDINGS

From Table 1, since t ³ 2(i.e. 10.994), $p < 0.05$ (i.e. .000), hence null hypothesis (Ho_a) is rejected and hence the income of investors affects their preferred mode of investment. Now we can determine the degree of relationship between the income and preferred mode of investment by calculating the coefficient of correlation. From Table 5, it is evident that very high degree of correlation is not observed and thus it can be deduced that the income somehow affects the investment decisions of this investor segment.

(INSERT TABLE 1 HERE)

From Table 1, since t ³ 2 (i.e, 10.994), $p < 0.05$ (.000), hence null hypothesis (Ho_b) is rejected and hence the income of investors affects their preferred mode of maximum investment. To determine the degree of relationship between their income and preferred mode of maximum investment, we can determine the coefficient of correlation. So from Table 5, Considerable degree of correlation is observed and thus it can be deduced that the income somehow affects the investment decisions of this investor segment.

(INSERT TABLE 2 HERE)

From Table 2, chi-square value = 7.791 and p-value = 0.254 > 0.05 and therefore null hypothesis (Ho_c) is rejected and it can be deduced that there is significant relationship between average income and preferred nature of investment. Also from Table 3, the descriptive statistics, it can be determined that the respondents possessing income more than 10L and less than 2L are moreover preferred to be long term investors than the short termed ones. Again, it can be concluded from the descriptive statistics that as the income level increases the tendency of investors to be long term investor increases.

From Table 3, Descriptive shows that almost equal percentage of graduate & post graduate investors preferred long term investment & short-term investment as well. Although, it also appears that post-graduate investors somehow prefers more short term investment than long term investment. On the other hand, Table 5 shows well considerable relationship between qualification of investors and their preferred mode of investment (Ho_g).

(INSERT TABLE 3 HERE)

As both the independent and dependent variables are nominal in nature so chi-square test can be conducted to study the null hypothesis feasibility. Therefore from Table 2, chi-square value = 11.820 and p-value = .066 which is greater than 0.05, hence null hypothesis (Ho_d) is rejected and it can be deduced that there is significant relationship between experience of investment and preferred nature of investment. Also it can be concluded from the descriptive from Table 3, which as the experience of investment increases, the tendency of investors towards long term investment increases.

(INSERT TABLE 4 HERE)

From Table 4, the value of $F < 10$ ($F = 1.417$), for one way ANOVA conducted for qualification of investors and preferred mode of maximum investment which shows that null hypothesis (Ho_h) is accepted and therefore there is no significant relationship between qualification of investors and their preferred mode of maximum investment.

From Table 1, since t ³ 2 (i.e., 9.688), $p < 0.05$ (.000), null hypothesis (Ho_e) is rejected and hence the investment experience of investors affects their preferred mode of investment. To determine the degree of relationship between their investment experience length and preferred mode of investment, we can determine the coefficient of correlation. From Table 5, considerable degree of correlation is observed which proves the acceptable relationship between experience of investment and preferred mode of investment.

(INSERT TABLE 5 HERE)

From Table 1, As t > 2, p < 0.05, hence null hypothesis (Ho_j) is rejected and therefore experience of investment influences investors decision towards preferred mode for maximum investment. Table 6 on descriptive & means shows that investor having less than three years of experience in investing prefers high return investment, while 3-6 years of investment experience holding investors can go for risk-return investment options; on the other hand, investors with investment experience of 6 years or more prefers safer investment options which simultaneously Table 5 justifies considerable negative correlation calculated above, in between work experience of investors and preferred mode of investment. This verifies the above deduction that with increase in experience of investors, there tendency towards safer investment modes for maximum investment increases.

(INSERT TABLE 6 HERE)

From Table 2, as p value > 0.05 so null hypothesis (Ho_i) is rejected and hence it can be deduced that there exists significant relationship between qualification of investors and nature of investment. Also from Table 3, statistics well explained the fact that the both qualified groups as graduate and post graduates preferred long term investment nature of investment rather than being in short term nature of investment.

CONCLUSION

The researchers can conclude, from the study, that income is the most prominent factor in the process of deciding about investment options. The present article shows that income of investors not only affects the investment decisions but also their tendency to become long term investors. As the income of the investors increases, they prefer to invest their savings in the long term maturity instruments. The study also paves the way for certain relationship between work exposure of investors and their preferred mode of investment and highlights that their tendency towards long term investment increases with their work experience. It is also revealed from the study that investors' qualification is surely related to their preferred mode and nature of investment, like whether they are graduate or post graduate, they are more inclined towards long term investment rather than investing in short term. The analysis clearly reflects relationship between investors' profile and their preference of various investment options.

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Table 1: One-Sample t Test

	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Average income	10.944	31	0	1.719	1.4	2.04
preferred mode of investment	12.703	31	0	1.156	0.97	1.34
preferred mode for maximum investment	5.696	31	0	1.875	1.2	2.55
experience of investment	9.688	31	0	1.969	1.55	2.38

Table 2: Chi-Square Tests

				Monte Carlo Sig. (2-sided)			Monte Carlo Sig. (1-sided)		
					99% Confidence Interval		99% Confidence Interval		Sig.
	Value	Df	Asymp. Sig. (2-sided)	Sig.	Lower Bound	Upper Bound	Lower Bound	Upper Bound	
Average Income & Preferred nature of Investment									
Pearson Chi-Square	7.791[a]	6	0.254	.250[b]	0.239	0.261			
Likelihood Ratio	9.558	6	0.145	.227[b]	0.216	0.238			
Fisher's Exact Test	6.104			.383[b]	0.37	0.395			
Linear-by-Linear Association	.034[c]	1	0.854	.910[b]	0.903	0.917	0.458	0.484	.471[b]
N of Valid Cases	32								
Exp of Investment & Preferred nature of Investment									

Pearson Chi-Square	11.820[a]	6	0.066	.000[b]	0	0.089			
Likelihood Ratio	12.924	6	0.044	.094[b]	0	0.195			
Fisher’s Exact Test	9.85			.062[b]	0	0.146			
Linear-by-Linear Association	6.293[c]	1	0.012	.000[b]	0	0.089	0	0.089	.000[b]
N of Valid Cases	32								
Qualification of inv & Preferred Nature of Investment									
Pearson Chi-Square	1.748[a]	2	0.417	.594[b]	0.424	0.764			
Likelihood Ratio	1.869	2	0.393	.594[b]	0.424	0.764			
Fisher’s Exact Test	1.66			.594[b]	0.424	0.764			
Linear-by-Linear Association	.051[c]	1	0.821	.844[b]	0.718	0.97	0.492	0.821	.656[b]
N of Valid Cases	32								

Table 3: Cross tabulation

		Preferred nature of investment			
		Long term	Short term	Both	Total
Average income	Less than 2 Lac	7	3	6	16
	2L-5L	3	2	6	11
	5L-10L	0	0	3	3
	Above 10L	2	0	0	2
Experience of Investment	0-3 years	3	4	9	16
	3-6 years	1	1	4	6
	6-9 years	4	0	1	5
	Above 9 years	4	0	1	5
Qualification of Investors	Graduate	6	1	8	15
	Post Graduate	6	4	7	17
	Total	12	5	15	32

Table 4: ANOVA Table

		Sum of Squares	Df	Mean Square	F	Sig.
Preferred mode for maximum investment & experience of Investment	Between Groups (Combined)	2.104	3	0.701	1.538	0.227
	Within Groups	12.771	28	0.456		
	Total	14.875	31			
Preferred mode for maximum investment & qualification of investors	Between Groups (Combined)	0.671	1	0.671	1.417	0.243

	Within Groups	14.204	30	0.473		
	Total	14.875	31			
Preferred mode of investment & qualification of investors	Between Groups (Combined)	0.015	1	0.015	0.054	0.817
	Within Groups	8.204	30	0.273		
	Total	8.219	31			

Table 5: Correlations Analysis

Variables	Pearson Correlation Coefficient	N	Sig. (2-tailed)
Experience of investment & preferred mode of investment	0.335	32	0.06
Preferred mode of investment & Average income	0.24	32	0.185
Experience of investment & preferred mode for maximum investment	-0.352	32	0.048
Qualification of investors & preferred mode of investment	0.042	32	0.817

Table 6: Descriptive statistics-Preferred Mode for Maximum Investment & Experience of Investment

Experience of investment	Mean	N	Minimum	Std. Deviation	% of Total N	Variance	Maximum	Range	Median	% of Total Sum
0-3 years	1.56	16	Safe	.892	50.0%	.796	High Return	2	1.00	59.5%
3-6 years	1.17	6	Safe	.408	18.8%	.167	Risk Return	1	1.00	16.7%
6-9 years	1.00	5	Safe	.000	15.6%	.000	safe	0	1.00	11.9%
above 9 years	1.00	5	Safe	.000	15.6%	.000	safe	0	1.00	11.9%
Total	1.31	32	Safe	.693	100.0%	.480	High Return	2	1.00	100.0%

BOOK SCAN

Title	:	Guerrilla Marketing Goes Green: Winning Strategies to Improve your Profits and Your Planet
Author	:	Jay Conrad Levinson and Shel Horowitz
Published By	:	John Wiley & Sons Inc., India, 2010
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Scanned By	:	Ms. Mukta Srivastava, Asst. Professor, Allana Institute of Management Sciences (AIMS), Pune, Maharashtra, India.

Jay Conrad Levinson, the father of Guerrilla Marketing, released the first of more than sixty Guerrilla Marketing books in 1984, after a long corporate marketing career. A household name in the marketing world, he's sold more than twenty million books.

Shel Horowitz has been both an environmental activist/organizer and a marketer since 1972. As world renowned copywriter, marketing consultant, and award-winning author, he has participated actively in several major environmental and social change movements. This is his eighth book.

The collaborative work of Jay Conrad Levinson and Shel Horowitz, "Guerrilla Marketing Goes Green: Winning Strategies to Improve Your Profits and Your Planet" is a 236-page tome of astute commentary and provide sound advice to the entrepreneur and small business owner on marketing strategies in these difficult and unpredictable economic times. With 'real world practicality', readers will learn how to significantly reduce their marketing costs and increase their profit margins by employing environmentally sound and ethically founded policies and practices; convert their vendors, customers, and competitors into a kind of auxiliary sales force; successfully persuading business acquaintances to become joint-venture partners; utilizing social media, traditional media, and their own imagination to reduce advertising costs while employing alternative marketing practices. Simply stated, "Guerrilla Marketing Goes Green" is the distilled and effective wisdom of two of the most successful yet prudent entrepreneurs who have combined their 80+ years of experience and expertise in a single volume that should be considered mandatory reading by anyone charged with the responsibility of insuring a healthy financial bottom line for their business while adhering to green and ethical principles and practices.

There are 20 chapters in this book which have been categorized in three parts. In the first part of the book, the authors have compared Marketing with romance. They say that marketers must treat their customers as their girlfriend or rather wife. They have to build long-term relationship (As in India we say that marriage is *saat janmon ka saath*) by building trust and being ethical.

But modern business world doesn't usually assume that business should be based on ethics. Forget about business, even in common life, it is assumed that nice guys finish last. For example, usually girls like smart & forward guys and nice gentlemen are considered as boring & dumb. Here I would like to quote an example of the popular *telugu* movie *Anniyan*. In Hindi, it was fitted '*Aparichit*' in which the girl Nandini rejects the proposal of Ambi because of his plain & dull attitude and fell in love with the smarter & extravagant version of the same person called Remo. But in the book, it is strongly pointed out that nice guys finish first, and not last. By being ethical and honest, marketers can win the hearts of the consumers and can develop an enduring association with them.

The book strongly recommends that we can succeed and still have a clear conscience. In the book, we may find a number of success stories that demonstrate practical handle on this philosophy. The book also stresses on the concept of unity.

The book strongly advocate the win-win approach of marketing rather than gaining advantage over the enemy or how best to cheat the customer.

'Customer avoid buying from an unethical company', this is a powerful message that authors impart to all the marketers. This is like a universal truth. You can cheat your customers only once, but you can never win them by being unethical. In fact, the authors have given lots of statistics to support their statement.

In the book, the authors have talked about the Magic Triangle of Quality, Integrity and Honesty which is the focal point of the book.

Quality: Provide the best value you can.

Integrity: Run your business in alignment with your core values.

Honesty: Value the truth & be eager to share it with your prospects & customers.

The authors strongly recommend implementing the magic triangle as it creates a win-win situation among not just your stakeholders but your competitors as well.

The authors have distinguished between marketing and sales describing that the former deals with building long-term loyalty rather than one-time selling. They have also suggested the right way of selling. They say that successful salespeople should pursue a People First Approach.

With the help of an existing example of email marketing, the authors have rightly described the consequences of win-lose situation that make life tougher for the rest of the world. Junk marketer may kill not just the sale but the entire medium.

In the second part, the authors have introduced the new Marketing Matrix by advocating that the effectiveness of marketing message depends not only on frequency but also on the relevance and quality of the message.

Customer-driven pull marketing is better positioned to succeed than company-driven push marketing.

In this section, the authors have introduced yet another model i.e. The Abundance Model in Business, which says that the marketer need not feel threatened by their competitors because there is enough for all. They should rather treat them as companion and start cooperating with them. They have given two real life examples to support their model.

The authors have done a great job by mentioning competitors into companions. Various ways as well benefits have been mentioned to neutralize the enemy not by disabling them but by befriending with them.

The authors have suggested that the marketers must not fight for market share. The focus should rather be on building successful partnerships to create win-win situation for all.

The authors focused on using Green Marketing and avoid greenwashing i.e. making false claims of being green.

It has been suggested that the marketers should market through a wide range of traditional & Internet media, including community-based interactive methods. The focus should be on delighting the customers & not just satisfying them. The marketers should emphasize on making the ordinary into something special which turns customers into fans.

Corporate Social Responsibility (CSR) is another center of attention of the book. The authors say that CSR can be a key driver of corporate identity, branding & profitability. Charity components open up many new doors for marketers. They should build ethics into the core, and join a movement.

In the third part of the book, the authors have given some practical suggestions as how to implement the theories of cooperative and people centered-marketing. By adopting honesty in copywriting and effective as well as ethical use of media publicity, do-it-yourself media, social networking websites & internet discussion groups, the marketers may actually put into practice all the concepts and models suggested in the book.

Hence, we can conclude that the book is a must read for the marketers to know how to leverage both character and competence into profitable business ventures, and to cut marketing costs and enhance profit margins by making their business as green and ethical as possible. The book not only throws light on binding the Magic Triangle and the Abundance Principle to achieve new heights but also stresses on the use of relationships they already have to create powerful partnerships that bring them directly in front of new and key audiences, at little or no cost and even competitors can be a part of their success!

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Seth Pokhar Mal Educational Society

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Seth Pokhar Mal Educational Society, established in 1986, operates several institutes of repute under the brand "Rukmini Devi". Through its concerted efforts the society has created institutions of international standard that impart quality education right from the kinder-garten stage to doctoral level programs, at very affordable prices.

Keeping in view the growing need of educational opportunities for children with the exposure to contemporary circumstances to develop them into responsible citizens as a national resource, Mr. K. C. Garg and his wife Mrs. Anita Garg established (founded) the society namely Seth Pokhar Mal Educational Society (SPMES) to serve the community/society as a whole. In 1986, under the aegis of SPMES, they started Rukmini Devi Public School in Pitampura and perpetuated the name of his father Seth Pokhar Mal and his mother Smt. Rukmini Devi.

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