

# Outsourcing Decision of Micro-Small-Medium Enterprises (MSME)

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## ABSTRACT

The objective of this research work is to study the outsourcing decisions of Micro-Small-Medium Enterprises (MSME) in the Union Territory of Puducherry region. The research variables were identified from the literature review relating to outsourcing decisions of MSME and primary data of 127 random samples of MSMEs was collected through survey method using structured questionnaire. The statistical package of SPSS was utilized to analyze the data using of descriptive statistics, Analysis of Variance test and correspondence analysis. Results shows that 55 % of MSME never outsource their activities, while a good proportion of companies comprising of 35% outsource activities only sometimes, correspondence analysis and ANOVA result shows that there is no significant difference between type of industry and attitude to outsourcing

**Key words:** Outsourcing Decisions, Micro-Small-Medium Enterprises, Puducherry

## 1. Introduction

Microenterprises activity can be defined as income generating activities in the areas of processing, manufacturing, provision of services, and trading, being undertaken by an individual or groups, with an element of risk involved (Cull, Demircuc-Kunt & Morduch, 2009). Microenterprises are characterized by limited capital, single ownership, few employees, home based production, providing supplemental income and producing products with limited knowhow and technology. Microenterprises enable persons in the creation of work along with income and assets with the use of limited amount of resources available with the individuals.

Microenterprises enables the person with low income to start and run small businesses which enables the poorer segments of society to move out of poverty and bring about economic stability, sustainability and welfare (Sooryamoorthy, 2007).

Microenterprises have served several purposes, such as in economic development of the individual, employment generation, community economic development, poverty alleviation and empowerment to the various strata in society. In India, much of the population living in the rural areas draws their livelihood from agriculture and its allied sectors. Therefore, the aim of the government has been to promote employment opportunities through the linkage of production, skills along with the available raw materials (Vasanthakumari, 2012). Such production enhancement is to enable the people to take advantage of the new pace of globalization which has provided new opportunities and newer challenges for the microenterprise sector in India. The Ministry of Micro, Small and Medium Enterprises and their supporting organizations undertakes important activities, programmes and schemes which seek to facilitate adequate flow of credit from financial institutions and banks, support for technology upgradation and

modernization, integrated infrastructural facilities, modern testing facilities and quality certification, access to modern management practices, entrepreneurship development and skill upgradation through appropriate training facilities, support for product development, design intervention and packaging, welfare of artisans and workers, assistance for better access to domestic and export markets and cluster-wise measures to promote capacity-building and empowerment of the units (Kumar, 2010). This study will help to answer the research questions of the outsourcing decisions of Micro-Small-Medium Enterprises (MSME) in the Union Territory of Puducherry region.

## 2. Review of Literature

In India in accordance with the provision of the Micro, Small and Medium Enterprises Development Act (MSMEDA) of June 2006, the Micro, Small and Medium Enterprises can be classified as: a) Micro Enterprises: Manufacturing Sector: Those Enterprises which do not have investment in Plant and machinery Greater than Rs. 25 lakhs. Service Sector: Those Enterprises which do not have investment in equipment's greater than Rs.10 lakhs. b) Small Enterprises: Manufacturing Sector: Those enterprises which have investment in Plant and machinery Greater than Rs. 25 lakhs but less than Rs. 5 Crores. Service Sector: Those Enterprises which have investment in equipment greater than Rs. 10 lakhs and not greater than Rs. 2 Crores. C) Medium Enterprises: Manufacturing Sector: Those Enterprises which have investment in Plant and machinery Greater than Rs. 5 Crores but does not exceed Rs. 10 Crores. Service Sector: Those Enterprises which have investment in equipment greater than Rs. 2 crores but does not exceed Rs. 5 Crores. The rest of the industries have been categorized as large scale enterprises. (Source: Ministry of Micro, Small and Medium Enterprises, Website: [www.msme.gov.in](http://www.msme.gov.in))

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The factors that have to be considered and analyzed for the successful operation of microenterprises and before starting the activities of a microenterprises by an individual are investment required, marketability of product, number of workers available, geographical distribution of market, skill and technology availability, availability of raw materials and profitability of product (Doh, 2005). The tasks of a microenterprise entrepreneur are many that require multiple skills and their functions need to be analyzed properly in the course of becoming an entrepreneur. Some of the important tasks before an entrepreneur are in areas of finding business opportunities, forming business plans, using production skills, understanding and using financial statements, acquiring funding, understand legal aspects, learning marketing skills and managing risks of functioning (De Mel, Mc Kinzie & Woodruff, 2009).

Microenterprises operations need certain important services that may assist in their development. Such services can be provided by any agency which has the potential and interest to perform them. Some of these services that can be provided are business development services, information on potential markets, product design, service centers for office space, communication technology, finance for product development, legal and any other professional advice. Such services when accessed by the microenterprises help them in vastly improving their performance leading to successful operations (Gebremariam, Gebremedhin & Jackson, 2004). In India, according to the statistics of Ministry of Micro, Small and Medium Enterprises, Micro, Small and Medium Enterprises (MSME) contribute almost 8 percent of the India's GDP, 45 percent of the manufacturing output value and also 40 percent of the exports. Micro, Small and Medium Enterprises also provide the largest share of employment next to agriculture. (Source: Ministry of Micro, Small and Medium Enterprises: website: [www.msme.gov.in](http://www.msme.gov.in)). They have also become nurseries for entrepreneurship and innovation to develop. Micro, Small and Medium Enterprises have a wide geographical dispersion across the country and have developed the capacity to produce a diverse range of products and services to meet the needs of several markets, both local and global and in taking part in contributing to the national and international supply chains (Heilman & Chen, 2003). Eapen (1996) states that finance plays an important part in production activity for purposes of equipment purchasing, stocking raw materials and other working capital needs and the new concept of group lending has gained popularity for such financing. In the study of linkage between large scale industries, small scale industries and informal sector industries indicate that linkage between large scale, Small scale and informal sector were based on type of industry and were not common to all industries (Wiboonchutikula, 2002). Large scale petrochemical companies had weak links with small

scale industries but strong links with other large scale organizations, while large scale engineering companies had stronger links with small scale industries which act as ancillary production units (Vasanthakumari, 2012). Also large scale industries and informal sector were mainly linked in the area of industrial waste management such as sorting of industrial wastes and their sales but not in other areas. Further to this, based on the above review of literature the variables of training, production and retail and MSME linkage were identified to be included as variables as a part of the study. Similarly the variables of Attitude to outsourcing, Attitude to SHG, Legal requirements and Training facilities were also identified to be included as part of the study pertaining MSME linkage (Ssewamala & Sherraden, 2004).

### 3. Research Methodology

The purpose of the research work is to analyze and describe the outsourcing decisions of Micro-Small-Medium Enterprises (MSME) in the Union Territory of Puducherry region. Thus, this research is descriptive in nature. First, subject experts' opinion survey was conducted on the identified variable for questionnaire validity checking and required corrections were incorporated (Ganeshkumar & Nambirajan, 2013; Ganeshkumar & Mohan, 2014). The pilot survey of 30 MSMEs was collected and initial Cronbach's- alpha value were estimated for checking the reliability of the questionnaire. Primary data for the main study was collected through the survey method of 127 random sample of MSMEs which were identified from the list of SHG maintained in the various banks, NGOs and Municipal bodies. The data was collected from the executives of MSMEs by means of structured questionnaire. SPSS was utilized to analyze the data using the statistical tools descriptive statistics with frequency analysis and simple mean, correspondence analysis and Analysis of Variance test (Hair, Black, Babin, Anderson & Tatham, 2006).

### 4. Results and Discussion

Data analysis and interpretation of the sample Micro-Small-Medium Enterprises (MSME) studied is explained in this section. Details such as frequency of outsourcing, Source of Raw Material, Source of Raw Material, Consumables, Packing Material are analyzed in the following sections.

#### 4.1 Frequency of Outsourcing

Outsourcing is an important strategic activity of an organization. Outsourcing indicates the ability of the organization to produce products using the services of other organizations. Outsourcing can be for manufacturing of components and providing services and has become an important means of achieving business functions. The frequency of outsourcing activities is shown in table 1.

Table 1: Frequency of Outsourcing

Do You Outsource any Activity	Frequency	Percent
Always	1	0.8
Mostly	10	7.9
Often	1	0.8
Sometimes	45	35.4
Never	70	55.1
Total	127	100.0

From the table 1 it can be seen that majority of the companies, 55.1% never outsource their activities, while a good proportion of companies comprising of 35.4% outsource activities only sometimes. Only a small proportion of the companies comprising of 7.9% of companies outsource their activities mostly, this means often only an insignificant proportion which is 0.8% of companies outsource always. Therefore, it can be concluded that the majority of the companies are not in favor of outsourcing amongst the sample studied.

#### 4.2 Source of Raw Material

Raw materials are a very important requirement for manufacture. Organizations consistently obtain raw materials from different sources. Raw materials are being supplied from different organizations ranging from large scale to micro scale organizations. The raw materials remain the basic requirement for all manufacturing

#### 4.3 Source of Consumables

Consumables also constitute an important requirement for the manufacturing of products. Consumables can be stated to be material that are used up or completely consumed during the process of manufacturing and cannot be returned back. The consumables have become

Table 2: Source of Raw Material

Source of Raw Materials	Percentage	Cumulative Percentage
Raw material from Large Scale Organizations	48.22	48.22
Raw material from Medium Scale Organizations	23.46	71.68
Raw material from Small Scale Organizations	22.17	93.85
Raw material from Micro Scale organizations	6.15	100
Total	100	

From the table 2 it can be seen that 48.22% of raw materials are being supplied by large scale organizations, while 23.46% are being obtained from medium scale organizations, 22.17% from small scale organizations and only 6.15% is from micro scale organizations. Therefore, it can be concluded that the large scale organizations provide raw materials to the largest number of companies under study.

organizations. The categories for sources of raw materials that have been studied are from large scale organizations, medium scale organizations, small scale organizations and micro scale organizations. The table 2 showing the percentage from the various categories is provided .

an indispensable requirement for the manufacturing process. Therefore, sourcing of consumables has become an important task for organizations. The percentages of different sources of consumables are depicted in the table 3.

Table 3:Source of Consumables

Supply of Consumables	Percentage	Cumulative Percentage
Consumables from Large Scale Organizations	14.25	14.25
Consumables from Medium Scale Organizations	23.46	37.71
Consumables from Small Scale Organizations	45.20	82.91
Consumables from Micro Scale organizations	17.09	100
Total	100	

From the table 3 it can be seen that a high percentage consisting of 45.20% of consumables are being supplied to the companies by small scale organizations, while a good proportion of 23.46% is being supplied from medium scale organizations, while only 14.25% from large scale organizations and a reasonable proportion of 17.09 is from micro scale organizations under study.

#### 4.4 Source of Packing Material

Packing materials are the used in the finished stage of the product. Though they do not go into the making of the product it becomes important to protect the product from damage during transit. The packing constitutes an important stage in the making of a product. Some of the

#### 4.5 Attitude to Outsourcing

Outsourcing is an important activity undertaken by the MSME to enhance their output and productivity. The outsourcing can be done only if the organization has the required favorable attitude to undertake the activity. The attitude to outsourcing can be formed due to several reasons which are inherent in the industry environment

Table 4:Source of Packing Material

Supply of Packing Material	Percentage	Cumulative percentage
Packing material from Large Scale Organizations	13.76	13.76
Packing material from Medium Scale Organization	21.83	35.59
Packing material from Small Scale Organizations	56.79	92.38
Packing material from Micro Scale organizations	7.62	100
Total	100	

From the table 4 it can be inferred that 56.79% of consumables are being supplied by small scale organizations which constitutes the majority of the industries, while 21.83% is being supplied from Medium scale organizations. A smaller proportion of 13.76% only is from large scale organizations and a very small proportion of only 7.62% is from micro scale organizations. It can therefore be concluded that the majority of the packing materials is being supplied through medium scale organizations.

materials used for packing and packaging are cardboard cartons, paper, plastic wrappings, plastic containers, cloth, wood and glass. The packing materials are being produced in all scales of industries and the percentage and cumulative percentage is shown in the table 4.

such as cost, technology, availability of resources and other similar factors. The attitude to outsourcing has been obtained from the organizations MSME through a five point scale and the mean values of the attitudes pertaining to certain important aspects of outsourcing such as reducing storage space, saving cost, reducing overhead cost, reducing employee problems and if outsourcings is done by the company are shown next.

Table 5:Mean Values of Attitude to Outsourcing

Attitude to Outsourcing	Mean	Rank
Outsourcing Reduces Storage Space	2.76	I
Outsourcing Save Cost of Production	2.65	II
Outsourcing Reduces Overhead costs	2.61	III
Outsourcing Reduces Employee Problems	2.55	IV
Do you Outsource your Activities	1.64	V

From the table 5 it can be seen that the aspect ranked as first concern is outsourcing activity reduces storage space with a mean value is 2.76. Even though this aspect has been ranked highest the mean value of 2.76 indicates that organizations do not have a strong opinion about this. The aspect ranked second is outsourcing saves cost of

production with a mean value of 2.65. Though this aspect has been ranked second the low mean value of 2.65 indicates that the respondents do not have a strong opinion pertaining to this. The aspect ranked third is outsourcing reduces overhead costs, indicating a mean value of 2.61, again the low mean value implies that there is no strong opinion about this aspect overall. The aspect ranked fourth has been that outsourcing reduces employee problems with a mean rank of 2.55. The lowest rank has been obtained by the aspect pertaining to if organizations are willing to outsource and has obtained a poor score of 1.64 which indicates that most of the organizations are not interested in outsourcing their work to outside agencies and this may be due to the high level of secrecy about production aspects of the organizations.

**4.6 ANOVA Test for significant difference between Type of Industry with respect to Attitude to Outsourcing**

The ANOVA test to find the significant difference between demographic variable Type of Industry and Attitude to Outsourcing is shown in table 6.

**4.7 ANOVA Test for significant difference between type of industry and willing to Outsource**

The ANOVA test to find the significant difference between demographic variable Type of Industry and Willing to Outsource is shown in table 7.

**Table 6: ANOVA Test result for significant difference between type of industry and attitude to outsourcing**

Factor	Industry category	Mean	SD	F value	P value
Attitude to Outsourcing	Chemical	12.24	4.562	0.819	0.600
	Food	13.00	4.848		
	Textile	13.83	2.563		
	Plastics	12.00	5.153		
	Engineering	11.86	3.413		
	Pharmaceuticals	14.86	2.116		
	Electronics	14.67	8.505		
	Glass	14.67	3.215		
	Paper	14.15	4.705		
	Other	11.36	4.717		

From the table 6 it can be inferred that since p-value is greater than 0.05 the null hypothesis is not rejected at 5 percent level of significance with regard to attitude to outsourcing. Hence it can be concluded that there is no significant difference between type of industry and attitude to outsourcing. The attitude to outsourcing and type of industry association is slightly higher in pharmaceutical industry, electronics industry, glass industry, paper industry and textile industry but is not significant at 5% level.

Table 7: ANOVA test result for significant difference between type of industry and willing to outsource

Factor	Category of Industry	Mean	Std. Deviation	F value	P value
Willing to Outsource	Chemical	20.12	6.131	3.306	0.001
	Food	22.50	6.285		
	Textile	21.67	3.882		
	Plastics	23.27	3.672		
	Engineering	18.36	5.438		
	Pharmaceuticals	17.00	5.538		
	Electronics	25.67	7.767		
	Glass	19.00	4.583		
	Paper	22.00	6.532		
	Other	17.21	4.003		
	Total	20.72	5.474		

From the table 7 it can be inferred that since p-Value is less than 0.05 the null hypothesis is rejected at 1 percent level of significance with regard to willingness to outsource. Hence, it is concluded that there is a significant difference between type of industry and willingness to outsource. Based on the Duncan Multiple Range Test there is a significant difference between pharmaceutical, other industries, engineering and glass with electronics, but there is no significant difference between chemical, textiles, paper, food and plastic industries.

Table 8: Duncan's Multiple Range Test for Willing to Outsource

Willing to Outsource			
Duncan			
Industry Category	N	Subset for alpha = 0.05	
		1	2
Pharmaceuticals	7	17.00	
Other	14	17.21	
Engineering	22	18.36	
Glass	3	19.00	
Chemical	16	20.12	20.12
Textile	6	21.67	21.67
Paper	13	22.00	22.00
Food	6	22.50	22.50
Plastics	37	23.27	23.27
Electronics	3		25.67
Sig.		0.051	0.075
Means for groups in homogeneous subsets are displayed.			

#### 4.8 ANOVA test for significant difference between Type of Product and Attitude to Outsourcing

The ANOVA test to find the significant difference between demographic variable Type of Product and Attitude to Outsourcing is shown below.

Table9:ANOVA Test result for significant difference between type of product and Attitude to Outsourcing.

Factor	Type of product	Mean	Std. Deviation	F value	P value
Attitude to Outsourcing	Raw Material	11.88	2.900	0.270	0.847
	Component	12.47	4.190		
	Finished Product	12.96	4.463		
	Packing Product	12.17	5.405		

Since p value is greater than 0.05 the null hypothesis not rejected at 5 percent level of significance with regard to attitude to outsourcing. Hence it is concluded that there is no significant difference between type of product produced and attitude to outsourcing. Attitude to outsourcing is slightly higher for finished products and component type of products but not at significant level.

Table 10: Chi-square Test results for association between number of products made and Outsourcing of activity

Number of Product Types	Outsource Activity					Total	Chi square value	P value
	Never	Sometimes	Often	Mostly	Always			
1-3	35 (68.6%) [50.0%]	14 (27.5%) [31.1%]	0 (0%) [0%]	1 (2.0%) [10.0%]	1 (2.0%) [100.0%]	51	21.292	0.046*
4-7	15 (62.5%) [21.4%]	6 (25.0%) [13.3%]	1 (4.2%) [100.0%]	2 (8.3%) [20.0%]	0 (0%) [0%]	24		
8-11	2 (20.0%) [2.9%]	7 (70.0%) [15.6%]	0 (0%) [0%]	1 (10.0%) [10.0%]	0 (0%) [0%]	10		
12 and above	18 (42.9%) [25.7%]	18 (42.9%) [40.0%]	0 (0%) [0%]	6 (14.3%) [60.0%]	0 (0%) [0%]	42		
Total	70	45	1	10	1	127		

Note: 1. the value within ( ) refers to Row Percentage, 2. The value within [ ] refers to Column Percentage 3. \* indicates significance at 5% level

Since p-Value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance. Hence concluded, that there is association between number of products made and level of outsourcing. It can also be inferred from the row and column percentages that 68% of the companies that produce between 1-3 products never outsource, 70% of SHG producing between 8-11 products outsource activities sometimes and 14.3% of MSME producing 12 and greater products mostly outsource.

4.9 Correspondence Analysis for Association between Product Types and Outsource Activity

The correspondence analysis to determine the association between number of product types and frequency of outsourcing has been presented in figure 1.

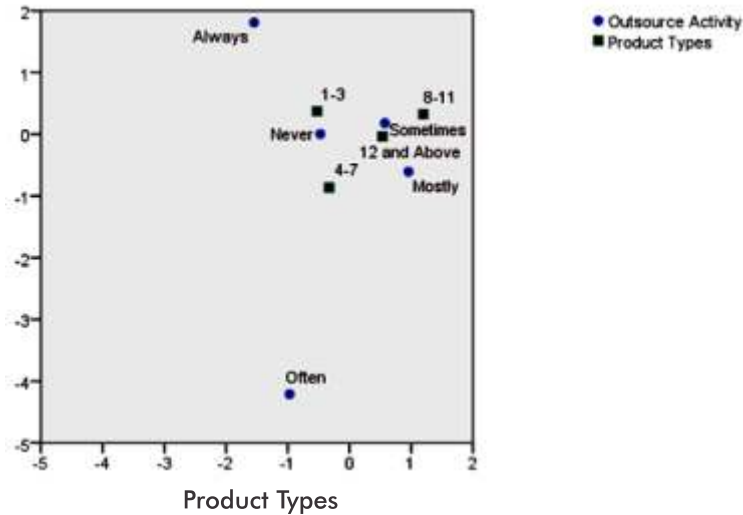


Figure 1: Correspondence Analysis Chart –Outsource and Products

From the figure 1, it can be inferred that 1-3 product types and never outsource activities are closely associated. 4-7 products types and mostly outsourced are associated. 12 and above product types, 8-11 product types and Sometimes Outsource are closely associated.

4.10 Correspondence Analysis for association between Industry Category and Outsource Activity

The correspondence analysis to determine the association between industry category and outsourcing activity has been presented in figure 2.

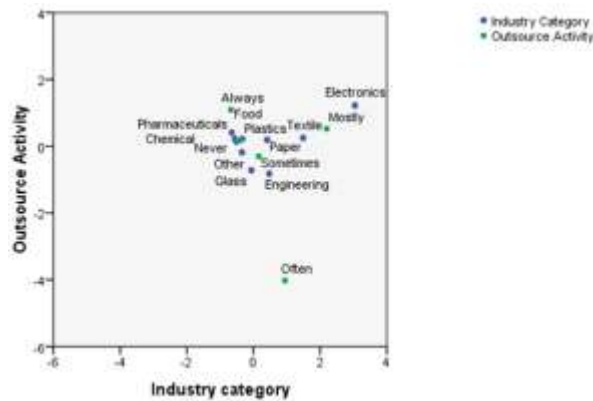


Figure 2: Correspondence Analysis Chart –Industry and Outsource

From the figure 2, it can be inferred that 1-3 product types and never outsource activities are closely associated. 4-7 products types and mostly outsourced are associated. 12 and above product types, 8-11 product types and Sometimes Outsource are closely associated.



4.11 Correspondence Analysis for association between Size of Industry and Outsource Activity

The correspondence analysis to determine the association between size of industry and frequency of outsourcing has been presented in figure 3.

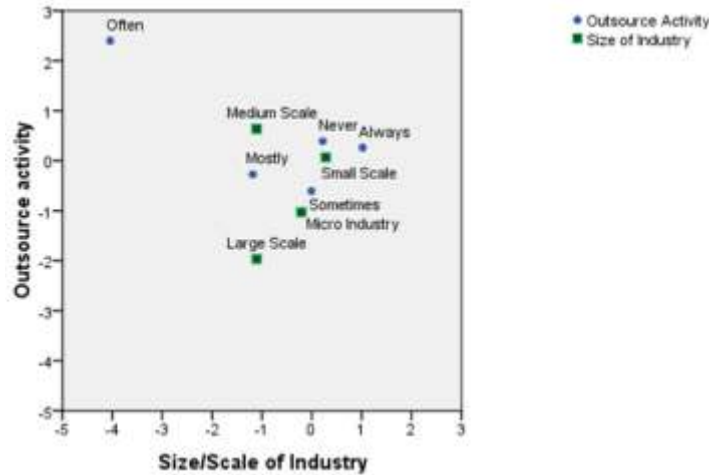


Figure 3: Correspondence Analysis Chart –Size and Outsource

From the figure 3, it can be inferred that small scale industry and never outsource activities are closely associated. Medium scale industry and mostly outsource are closely associated. Large scale industry and micro scale industry and sometimes outsource are associated. Therefore, it can be concluded that medium scale industry outsource their activity mostly.

4.12 Correspondence Analysis for association between Nature of Product and Outsource Activity

The correspondence analysis to determine the association between nature of product and outsourcing activity has been presented in figure 4.

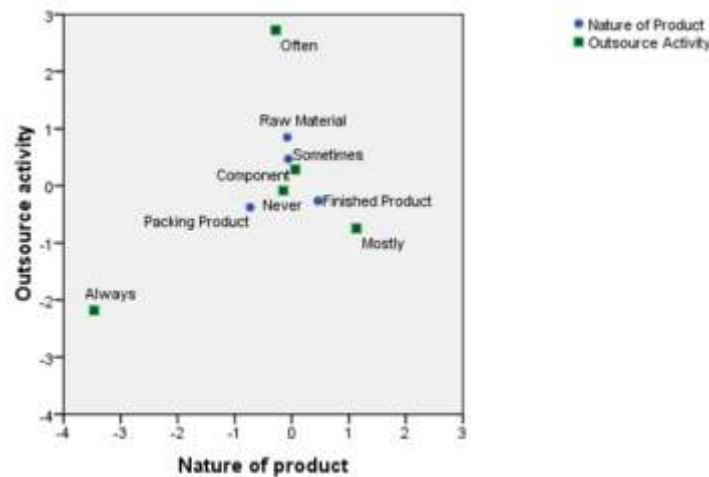


Figure 4: Correspondence Analysis Chart –Product and Outsource

From the figure 4, it can be inferred that Packing Material and Never Outsource are closely associated. Components, Raw Material and Sometimes Outsource are closely associated. Finished Products and Mostly Outsource are associated. Therefore, it can be concluded that organizations producing finished products mostly outsourcing activity.

## 5. Conclusion

This research concludes that 55 % MSME never outsource their activities, while a good proportion of companies comprising of 35% outsource activities only sometimes. Only a small proportion of the companies comprising of 7.9% of companies outsource their activities mostly, which means often and only an insignificant proportion which is 0.8% of companies outsource always. Source of Raw Material: 48.22% of raw materials are being supplied by large scale organizations, while 23.46% are being obtained from medium scale organizations. Source of Consumables: high percentage consisting of 45.20% of consumables are being supplied to the companies by small scale organizations, while a good proportion of 23.46% is being supplied from medium scale organizations. Source of Packing Material: 56.79% of consumables are being supplied by small scale organizations which constitutes the majority of the industries, while 21.83% is being supplied from medium scale organizations. Attitude to Outsourcing: first concern is outsourcing activity reduces storage space with a mean value is 2.76. Even though this aspect has been ranked highest the mean value of 2.76 indicates that organizations do not have a strong opinion about this. The aspect ranked second is outsourcing saves cost of production with a mean value of 2.65.

ANOVA result shows that there is no significant difference between type of industry and attitude to outsourcing. The attitude to outsourcing and type of industry association is slightly higher in pharmaceutical industry, electronics industry, glass industry, paper industry and textile industry but is not significant at 5% level and Correspondence Analysis shows that 1-3 product types and never outsource activities are closely associated. 4-7 products types and mostly outsourced are associated. 12 and above product types, 8-11 product types and Sometimes Outsource are closely associated. 1-3 product types and never outsource activities are closely associated. 4-7 products types and mostly outsourced are associated. 12 and above product types, 8-11 product types and sometimes outsourced are closely associated.

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