Abstract
There are lots of ancient documents which are badly degraded. It is very difficult to segment text from the document, as there is a variation between the document background and foreground. Binarization technique that addresses these issues using adaptive image contrast. The adaptive contrast map is first constructed for degrade document. The contrast map is then binarized and combined with canny’s edge map to identify text stroke edge. Co-operative Credit Institutions occupy an important position in the financial system of the economy in terms of their reach, volume of operations and the purpose they serve. They were the first ever attempt at micro credit dispersion in rural, semi-urban and urban areas in India and are voluntary organized in a democratic setup by people having common interest and high moral values with the aim of “Thrift” and “self-help” through mutual help. This paper examines the different sources of working funds of the selected Employee Societies as well as helps to understand the deployment of working funds with reference to loans and advances and investments.

1 Introduction
In India the co-operative credit structure is made up of agricultural and non-agricultural credit institutions. Agricultural Credit Institutions play a pivotal role in the rural credit delivery system dispensing short term, medium-term, and long term credit to rural weaker sections of society. Generally, short term and medium term agricultural credit needs are satisfied by the state co-operative banks, the central co-operative banks and the primary agricultural credit societies constituted at apex level, district level and village level, town or city level respectively. While long term agricultural credit needs are satisfied by state co-operative banks and primary co-operative agricultural and rural development banks set up at the apex level at the base level respectively. On the other hand, non-agricultural credit institutions serve the urban areas and provide credit other than
agriculture purposes with three tier federal structures. In a three tier federal structure of co-operative credit system UCBs come at the gross root level but occupy an important place in it. They have got a unitary structure and advance short-term loans to small traders, artisans, and salary earners in urban areas against personal security as well as against gold, silver and other commodities and so on. Employees’ cooperative credit societies play an important role among the non-agricultural credit cooperatives.

The second wing of non-agricultural co-operative institutions consists of State Industrial Co-operative Banks and Central Industrial Co-operative Banks whose main purpose is to provide credit for development of industries.

1.1 Employees’ Co-operative Societies

The urban credit cooperatives including Employees’ Co-operative societies were registered under Second All India Cooperative Societies Act, 1912. Subsequently, urban credit cooperatives/employees’ co-operatives were organized in various parts of the country. Among the non-agricultural credit cooperatives next to the urban cooperative banks, prominent are the employees’ cooperative credit societies, salary earners’ cooperatives and employees’ cooperative banks.

The pay commission 1957-59 and the Staff Welfare Review Committee setup by the ministry of Home Affairs recognized the need for employees’ cooperatives for the improvement of their economic condition. The committee said, “if the welfare of the employees is to be really affective, they must be saved from the clutches of unscrupulous creditors by providing alternative honest sources of credit” (Ref: The Staff Welfare Review Committee Report of the study Group p.44). Hence separate employees’ Credit Cooperatives/ banks were organized for different categories of workers to provide helping hand to the people such as salaried persons, economically weak, middle and lower class people, artisans, self-employed persons, etc.

1.2 Types of Employees’ Societies

There are two types of employees’ cooperatives viz., Employees’ thrift and credit societies and Employees’ cooperative banks registered by the RCs and controlled both by cooperative department and RBI. Employee’s cooperative thrift and credit societies follow the Act, rules and byelaws of the society, whereas the employee’s cooperative bank have to function not only as per the cooperative societies Act but also as per the Banking Regulation Act.

2 Statement of the problem

The democratic organizational structures, the familiarity of area of their operation and consequent personalized union with clientele are the distinct advantages that these institutions enjoy and the capacity of these societies improved vastly. Thus the employee co-operative societies have attained a special status and have become one of the important constituents in the co-operative systems of the country. Even though there is a progress in the growth of employees’ co-operatives and urban credit movement, certain defects are noticed, they are as follows:

- There was no proper helps and guidance received by employees’ co-operatives due to the absence of federation from the beginning.
- Operational problems are one of the causes for slow growth in some employees’ co-operatives.
- Development of urban credit and employees’ co-operatives was uneven in various states.
- The co-operative societies including ECS which could not offer new strategy to meet the employees’ expectations.
The amount of deposits as well as credit per account is small and the servicing costs are obviously high. It affects the performance and profitability of the society. The problems highlighted above calls for a thorough appraisal of the employee co-operative societies’ performance to assess the present status and future prospects. This will also help the societies to find its strengths and weakness for further improvement and corrective actions. Keeping this point in view, the performance of the employees’ co-operative societies in the Thanjavur District has been analyzed in this study.

3 Objectives of the study

The present study has the following objectives.

- To examine the different sources of working funds of the selected Employee Societies.
- To appraise the deployment of working funds with reference to loans and advances and investments.
- To assess the customers perception towards the working of the selected employee societies.
- To evaluate the overall financial performance of the sample employees’ societies, and
- To arrive at major findings and suggestions.

4 Methodology

Survey method has been followed for this study. Primary and secondary information has been collected through various sources.

5 Sampling

Simple random sampling method has been followed in this study. There are 38 employees’ societies functioning in the Thanjavur district, of which 3 societies were selected for this study on the basis of covering the 3 revenue divisions in Thanjavur District, such as Thanjavur, Pattukkottai, Kumbakonam, respectively. The selected societies are Police employee’s Cooperative credit Societies in Thanjavur (PECST), Teachers employee’s Cooperative Credit Societies in Pattukkottai (TECSP) and Noon Meals employee’s Cooperative Credit Societies in Kumbakonam (NMECSK). There are 50 employees chosen in each society. The total sample size is 150. The study covers a period of 10 years from 2002-2003 to 2011-2012.

6 Findings

The main findings of the study are listed below as,

- Sources of working funds
- Deployment of working funds,
- Socio economic status and
- Financial Performance of selected employee societies.

6.1 Sources of working funds

Deposits: The average deposits during the study period constitute 90.35 per cent, 80.69 per cent and 83.28 per cent of the total working funds in the PECST and TECSP and NMECSK respectively. The net worth of TECSP is stronger, that of NMECSK is strong and that of PECST has to be improved. The PECST, through resorted to borrowings is 2004-05, it gradually relinquished borrowings is subsequent year.

Membership and share capital: The growth of share capital in ten years is at 543.65 per cent in NMECSK, 473.30 per cent in TECSP and 294.33 per cent in PECST. In case of the quantum of share capital the order charges as NMECSK has 24.41 lakhs, PECST has Rs.18.72 lakhs and TECSP
has Rs. 9.75 lakhs. The number of membership further changes the order as PECST has the highest number of members with 917 NMECSK comes next with 354 and TECSP comes third with 323. Among the Thanjavur district, NMECK has more amount of share capital. But in the case of PECST and TECSP has to improve their share capital at the level of membership proportion.

Owned funds: The total owned funds has increased in all the three ECSs. The proportion of share capital is more (30.47 per cent) in PECST when compared to NMECSK where it is 26.69 per cent and TECSP when it is 13.46 per cent only. Correspondingly the proportion of reserves is more in TECSP where as it is 73.28 per cent in NMECSK and 69.51 per cent in PECST.

6.2 Deployments of working funds

Cash and bank balances: The TECSP and PECST have an average of 25.02 per cent and 23.22 per cent of their total assets under cash and bank balances respectively. But NMECSK had nearly half of its total assets under cash and bank balances.

Loans and advances: The average of advances in total assets was highest of 53.62 per cent in TECSP and it is 44.49 per cents in PECST while the same is at 39.32 per cent in NMECSK. The selected employees’ co-operative societies, particularly NMECSK and PECST have to enhance their level of loans and advances.

Investments: PECST may divert certain percentage of its investments to loans portfolio to earn more interest income taking calculative steps to overcome the risk.

Fixed and other assets: The proportion of non-remunerative assets held by TECSP and NMECSK may be treated as tolerable limits while that of PECST has to be reviewed. PECST has funds under other assets little over the prudent level.

Trend of total assets: The growth trend in total assets of all the three employees co-operative societies are marching ahead with their banking operations. They continue to serve the customers of their service area by deploying their mobilized funds aiming their profitability and to improve their business performance.

6.3 Socio Economic Status

A majority of members i.e., 40.00 per cent was in the age group of 41-50 followed by 31-40 age groups. The members in the age groups of below 30 and above 60 did not figure significantly in the total membership of the society.

The percentage of male membership ranged between 74 (PECST), 66 (TECSP) and 62 (NMECSK) and the percentage of female membership ranged between 26 (PECST), 34 (TECSP) and 28 (NMECSK). The women membership was low as the percentage of women in the total workforce.

In all the regions the members practicing Hindu religion was high. Muslim’s representation in membership also reflected the general trend of Muslims not able to enter government service in proportion to their population. Christians were comparatively well represented.

The caste composition reflected the structure of Indian society. MBCs accounted for nearly 36.00 per cent of the total Membership. MBCs were fairly well represented when compared to SC/STs. Other communities i.e., FC accounted for 20.00 per cent of total membership.

Out of the 150 sample respondents 140 respondents i.e., 93.33 per cent of respondents were married. As marriage is considered a sacred institution, the number of married persons had remained high.

52.67 per cent of the respondent’s family size was in the range of 3-5 members and respondents with family size of above 8 and 2 formed 10 per cent and 15.33 per cent respectively.
Employment in all the three selected societies requires minimum qualifications of HSC and a degree and most of the selected respondents to fall in these category (62.67 per cent). Class III employees accounted for a majority and constituted 62.67 per cent of the total respondents.

Most of the respondents were in the income category of Rs. 12,000 - Rs. 20,000 i.e 44.67 per cent. The motivation for joining the society revealed that members of the society showed a highest percentage of 96.67 per cent of the members acknowledged the benefits of membership. Majority of the members in all the regions mentioned reasonable rate of Interest as the main advantage of membership. All the members invested in employees society which was mandatory and quite a few also invested in commercial bank.

82 per cent of the respondents savings was in the category of below Rs 1000 and 14.67 per cent reported savings in the range of Rs. 1001- 2000 and only 3.37 per cent of the members savings was in the range of Rs. 2001- 3000. This reflected that cost of living and standard of livings played an important role in reducing the savings of members. The respondents also borrowed credit from commercial banks, private banks and others. The percentage of membership borrowing from money lenders and relatives was also relatively high. But the interesting fact was nobody had borrowed from non-banking financial institutions. In the extent of loans availed by the members the category of Rs. 50,001 to Rs. 2 lakhs received the maximum patronage, as 58.67.

An analysis of sufficiency of loans based on member’s perception showed a positive trend nearly 84 per cent of the total respondents felt that the loan amount provided was sufficient to meet their needs. The respondents were unanimous in saying that they did not face any difficulty in obtaining loans from the society. In the members response to querry whether they will patronize their society in future. All the respondents gave a favourable reply. The respondent did not default on their loan repayment as their loan amount was deducted from their salary. The main malady in co-operative organization is the lack of participation of members in the administration of co-operatives. This is reflected in all the three co-operative societies. All the selected members replied positively to the question whether they exercised their votes in the elections.

The selected respondents did not contest in elections of representative general body or board elections.

6.4 Financial Performance

Net profit to total income ratio: The common feature found in all the three employees’ co-operative societies is that they make net profit in all the years of study and registered net increase. The net growth of net profit in 10 years for TECSP is around 4.34 times, for PECST it is around 3.5 times and for NMECSK it is around 6 times. But PECST has the weak net profit ratio (5.90) among the three employees co-operative societies through it has earned more total income than the other two employees co-operative societies.

Net profit to total deposits ratio: The ratio of net profit to total deposits for all the three employees’ co-operative societies taken for the study is low. All the three employees’ co-operative societies have to improve the ratio by earning more income and containing the cost of deposits without harming the growth of deposits, i.e., mobilizing more and more low cost deposits.

Net profit to total assets ratio: The average ratio of net profit to total assets is 1.68 for TECSP, 0.69 for PECST and 1.53 for NMECSK, it is very low for all the three employee co-operative societies, but the ratio is positive. The positive ratio of net profit to total assets has to be maintained by all the three employees’ co-operative societies and efforts are to be initiated to improve the ratio by enhancing the net profit in the years to come.

Net profit to net worth ratio: The average ratio of net profit to net worth for PECST is arrived at as 10.08 per cent, for TECSP it is 9.67 per cent and for NMECSK it is 11.46 per cent.
Thus there exists a great scope for all the three employees’ co-operative societies to aim at achieving the higher ratio by improving the net profit in the years to come.

7 Suggestions
On the basis of the above observations the following measures are suggested to improve the performance of the selected ECSs.

- ECSs must have a vision and mission to widen their membership base. They have to attract more members/customers.
- The ECSs have to shift their dependence from thrift deposits to saving deposits with planned strategies to reduce cost of funds.
- An advance is an area where the societies earn more interest income and it is one of the vital functions of the society. Therefore the ECSs, particularly PECST and NMECSK have to enhance their loans and advances based on their working funds positions, demand for loans etc. further, the ECSs have to train their officials and staff to handle the credit proposals.
- The ECSs must review their investments and other assets periodically to avoid accumulation of idle assets.
- The ECSs can expand their loans under medium term and long term loans category taking all possible precautions both at pre-disbursement survey and post disbursement follow up.
- The society should come forward with attractive deposits schemes such as children deposits, marriage deposits etc, to attract deposits and at the same time in calculate the habit of savings in a world increasingly attracted by consumerism.
- The loan portfolio of the society seemed to be restricted to consumption oriented loans. They should provide more loans for purposes such as Housing, Education, purchase of House sites etc. This is possible as the implementation of new scales of pay increased the disposable income of the members.
- The administrative set-up headed by the managing director has been functioning effectively. But there is scope for improvement in the areas of communication, decision-making and fixing responsibility and scientific organization of departments. This will improve the efficiency and effectiveness of the organization.
- Banking sector is increasingly using computers in strategic planning, management control and operation control activities. The ECSs has not made significant use of technology is evident from the fact that most of its operations are done manually. So, steps should be taken to use computers in all activities of the bank to make its operations more efficient.

References