CHAPTER-9
FINDINGS AND SUGGESTIONS

In this chapter an attempt has been made to summarize the results derived from the study. This chapter presents a brief view of objective wise discussion on the exploration of the study done by the researcher in a lucid way. The chapter concludes by articulating the suggestions that emerge from the conclusions derived on the basis of the objectives and finally explains the implications of the study along with the scope for further research.

Present study is taken up to achieve the following research objectives:

**RO₁**: To study the growth and regulatory framework governing the co-operative banks in India.

**RO₂**: To evaluate the operational performance of District Central Co-operative Banks in Haryana.

**RO₃**: To evaluate the productivity and profitability of District Central Co-operative Banks in Haryana.

**RO₄**: To study the perceptions of beneficiaries/customers and employees about the working of District Central Co-operative Banks in Haryana.

**RO₅**: To identify the problems affecting the performance of District Central Co-operative Banks in Haryana and make suggestions for improving their performance.

The Research Methodology adopted for the study is

The present study aims to evaluate the performance of Central Co-operative Banks in Haryana. The study attempts to examine and compare the various aspects of performance of Central Co-operative Banks in the State. The study takes into consideration a period of thirteen years ranging from 2001-02 to 2013-14. The study covers 19 Central Co-operative Banks in Haryana. The study also assesses the perceptions of customers and bank employees regarding the working of these banks in the State.
9.1 Findings related to the first research objective of studying the growth and regulatory framework governing the co-operative banks in India.

To attain first objective, i.e. to study the growth and regulatory framework governing the co-operative banks in India, the researcher found the information from secondary sources such as Planning Commission, Government of India and Economic Survey, Basic Data on Performance of Central Co-operative Banks published by NAFSCOB(National Federation of State Co-operative Banks Limited) , RBI Bulletin and Report on Trend and progress of Banking in India(RBI), NABARD publications and various journals like The Cooperator, Indian Co-operative Review, NCDC (National Co-operative Development Corporation)Bulletin, Bank Quest, Management Accountant etc. and various other journals related to banking area. For attaining this objective, we explained growth of co-operative movement in India, Co-operative Societies Act, 1912, growth of co-operative movement during post-independence period and Regulation and Control of Co-operative Banks in India.

The findings of the first research objective are:

1. The term ‘co-operative’ has been derived from the Latin work ‘co-operate’ and it simply means ‘working together’. In deep, it means working together for a common purpose. International Labour Organisation (ILO) has defined a co-operative organization as “an association of persons, usually a limited means, who have voluntarily joined together to achieve a common economic and through the formulation of democratically central business organization, making equitable contribution to the capital required and accepting a fair share of the risk and benefits of the undertaking”. Hence, co-operation is the basis of inter-personal relations, peace and happiness. It releases the sense of honesty, equality and democracy.

2. The McClagan Committee (1915) felt the needs of a Co-operative Federation at the state level, to bring the unity amongst the activities of various co-operative banks. Govt. after careful consideration of the findings of McClagan Committee, started co-operative federation in various states. With this, the activities of co-operative banks extended even to non-agricultural sector. Besides this McClan Committee advocated that there should be one co-operative for every village and every village should be covered by a co-operative.
3. Specific provisions were made in RBI Act, 1934 both for the establishment of an Agricultural Credit Department (ACD) in the bank and for extending refinance facilities to the co-operative credit system.

4. The working group on co-operation (1958), the National Development Council Resolution (1959) and Committee on Co-operative Credit (1960) emphasized the setting up of large sized and multistage co-operative societies, simplified administrative process and more membership of co-operative societies for raising their own funds. All India Rural Credit Review Committee (1969) recommended that apex co-operative banks should directly finance co-operative societies and all primary societies should be provided trained and competent staff and ensure timely credit in the favour of small farmers.

5. Shri Jagdish Capoor’s Task Force (1999) in its reports found Human Resource Development an important component for the success of any organization. The Government of India initiated the implementation of a revival package of the rural short-term co-operative credit structure in 2006. The revival package, with an estimated cost of Rs. 13,596 crore, is based on the recommendations of Vaidyanathan Task Force. This committee submitted its report in Feb. 2006. It had recommended several measures for the revival of the entire structure. The major recommendations were financial revival, upgradation of skill, capacity building, technical assistance and institutional, legal and regulatory reforms. NABARD had been delegated the task of implementing the revival package under a National Implementing and Monitoring Committee (NIMC) chaired by the Governor of the RBI.

6. NAFSCOB collects, compiles and disseminates data by publication of performance of short term co-operative credit and banking in India. It collects information of STCBs, DCCBs, and PACSs through well designed format of parameters directly from them and from the offices of Registrar of Co-operative Societies. It has adopted both paper and electronic media channels for dissemination of data related to short term credit co-operatives. The data dissemination in paper channel was started long back, but the method of data dissemination in channel of electronic data started during 2002-03.
9.2 Findings related to second research objective of evaluating the operational performance of District Central Co-operative Banks in Haryana.

Operational Performance is characterized by following dimensions:

1. Growth in branches of Central Co-operative banks in Haryana
2. Growth in deposits of Central Co-operative banks in Haryana
3. Growth in credit (loans outstanding) of Central Co-operative banks in Haryana
4. Volume of business (Deposits + Credit (loan outstanding) of Central Co-operative banks in Haryana
5. Growth in Borrowings of Central Co-operative banks in Haryana
6. Growth in Profits of Central Co-operative banks in Haryana
7. Employees of Central Co-operative banks in Haryana

In view of this objective, following sub objectives are framed for the research:

- **Ro2.1**: To evaluate the operational performance of District Central Co-operative Banks in Haryana as a whole.
- **Ro2.2**: To evaluate the operational performance of District Central Co-operative Banks in Haryana.
- **Ro2.3**: To explore the significant difference between operational performance of different divisions of District Central Co-operative Banks of Haryana.

To attain second objective, i.e. to evaluate the operational performance of District Central Co-operative Banks in Haryana, the researcher found the information from published annual reports of Haryana State Co-operative Bank, Basic Data on Performance of Central Co-operative Banks published by NAFSCOB (National Federation of State Co-operative Banks Limited), RBI Bulletin and Report on Trend and progress of Banking in India (RBI), NABARD publications and various journals like Indian co-operative Review, The Cooperator, NCDC (National Co-operative Development Corporation) Bulletin, Bank Quest, Management Accountant etc. and various other journals related to banking area. Descriptive Statistics (Mean, Maximum, Minimum, Standard Deviation and Coefficient of Variation), Compounded Annual Growth Rate, Analysis of Variance (ANOVA) applied for assessing operational performance.
The findings of the second research objective are:

9.2.1 Ro2.1: To evaluate the operational performance of District Central Cooperative Banks in Haryana as a whole.

Findings: During 2001-02 to 2013-14, the number of branches is, on an average 497 branches of all DCCBs in Haryana. Minimum number (348) of branches was in the year 2001-02 and maximum (618) of that was in 2009-10 and 2010-11. During this period, the amount of Deposits is, on an average Rs. 363171 of all DCCBs in Haryana. Minimum amount (174488) of Deposits was in the year 2001-02 and maximum (572901) of that was in 2013-14. During this period, the amount of credit is, on an average Rs. 556913 of all DCCBs in Haryana. Minimum amount (Rs.313071) of Deposits was in the year 2001-02 and maximum (Rs.909914) of that was in 2013-14. During this period, the amount of volume of business is, on an average Rs.918623 of all DCCBs in Haryana. Minimum amount (Rs.487559) of volume of business was in the year 2001-02 and maximum (Rs. 1482815) of that was in 2013-14. During this period, the amount of borrowings is, on an average Rs. 292174 of all DCCBs in Haryana. Minimum amount (Rs.165397) of borrowings was in the year 2001-02 and maximum (Rs. 507521) of that was in 2013-14. During this period, the amount of profits is, on an average Rs. 1495 of all DCCBs in Haryana. Minimum amount (Rs 1742) of profits was in the year 2013-14 and maximum (Rs. 5796) of that was in 2003-04. In any organisation, human resources are the main pillars. Their work determines the progress of any concern. If they work efficiently, the operational performance increases definitely of that organisation. But the strength of employees of these banks reduced during 2001-02 to 2013-14 from 5654 to 2827. This decline attracts the attention of the policy makers and concerned authority. This variable is showing decreasing trend in the providing employment opportunities. This is also a matter of concern. It is also observed from this analysis that though number of branches has been increased, employees of DCCBs have been reduced during that study period. Hence, it may be said that these DCCBs need to see the factors behind this trend.
9.2.2 Ro$_{2.2}$: To evaluate the operational performance of District Central Co-operative Banks in Haryana.

**Growth in Branches of Central Co-operative Banks in Haryana:** Branch expansion has shown a fluctuating trend during the study period. The table provides that the number of branches increased from 348 in 2001-02 to 618 in 2010-11 and then decreased to 594 in the year 2012-13. In 2007-08 Hissar Central Co-operative Bank had the maximum number of branches, i.e., 47 (8.45 % share in total) followed by Hissar Central Co-operative Bank and Karnal Central Co-operative Bank with 47 branches each (7.73 % share in total ) in 2008-09 while Panchkula Central Co-operative Bank has the lowest number of branches, i.e., 8 (2.25 % share in total). Statistical analysis reveals that average number of branches was maximum for Hissar Central Co-operative Bank, Karnal Central Co-operative Bank and Sirsa Central Co-operative Bank (37 each) followed by Bhiwani Central Co-operative Bank (32) during the period of study. During the study period the average number of branches was minimum for Panchkula Central Co-operative Bank (11) followed by Mahendragarh Central Co-operative Bank(17). The degree of variation in terms of dispersion was lowest in Kaithal Central Co-operative Bank (C.V. =12.70) followed by Faridabad Central Co-operative Bank (C.V. =16.07) and the variation was highest in Gurgaon Central Co-operative Bank(C.V. =34.79) followed by Fatehabad Central Co-operative Bank (C.V. =34.68) during the period of study.

**Growth in Deposits of Central Co-operative Banks in Haryana:** It can be observed that the amount of deposits of all the Central Co-operative Banks in Haryana have moved from Rs. 174488 lac in 2001-02 to Rs. 572901 lac in 2013-14.In 2012-13 Gurgaon Central Co-operative Bank contributed maximum to the total deposits Rs. 80646 lac(14.46% of total deposits). On the other hand, the contribution of Sirsa Central Co-operative Bank of total deposits is minimum Rs. 4474 lac(2.56%). During the period of study, the average amount of deposits by Central Co-operative Banks was the highest for Gurgaon Central Co-operative Bank(Rs 44256 lacs) followed by Bhiwani Central Co-operative Bank(Rs 32759 lac) and the average was lowest for Fatehabad Central Co-operative Bank (Rs 8590 lac) followed by Panchkula Central Co-operative Bank(Rs 9866 lac). The degree of variation in the growth of deposits was highest for Gurgaon Central Co-operative Bank (C.V. =53.99) followed by Rohtak Central Co-operative Bank (C.V. =51.05).
Growth in Credit (loans outstanding) of Central Co-operative Banks in Haryana: It can be observed that the amount of credit of all the Central Co-operative Banks in Haryana have moved from Rs. 313071 lac in 2001-02 to Rs. 909914 lac in 2013-14. In 2013-14 Karnal Central Co-operative Bank has maximum loans outstanding Rs. 80413 lac (8.84% of total credit). On the other hand, Panchkula Central Co-operative Bank has minimum credit Rs. 7442 lac (2.10%). During the period of study, the average amount of credit by Central Co-operative Banks was the highest for Karnal Central Co-operative Bank (Rs 47530 lacs) followed by Hisar Central Co-operative Bank (Rs 47064 lac) and the average was lowest for Panchkula Central Co-operative Bank (Rs 14314 lac) followed by Mahendragarh Central Co-operative Bank (Rs 15770 lac). The degree of variation in credit was highest for Rohtak Central Co-operative Bank (C.V. =49.29) followed by Jhajjar Central Co-operative Bank (C.V. 47.34).

Growth in volume of business (Deposits +Credit (loans outstanding)) of Central Co-operative Banks in Haryana: It can be observed that the amount of volume of business of all the Central Co-operative Banks in Haryana have moved from Rs. 487559 lac in 2001-02 to Rs. 1482815 lac in 2013-14. In 2013-14 Gurgaon Central Co-operative Bank contributed maximum to the volume of business Rs.127353 lac (8.59% of total volume of business). On the other hand, the contribution of Panchkula Central Co-operative Bank of total volume of business is minimum Rs.36047 lac (2.43%). During the period of study, the average amount of volume of business by Central Co-operative Banks was the highest for Hisar Central Co-operative Bank (Rs 76759 lacs) followed by Gurgaon Central Co-operative Bank (Rs 74906 lac) and the average was lowest for Panchkula Central Co-operative Bank (Rs 24180 lac) followed by Mahendragarh Central Co-operative Bank (Rs 26063 lac). The degree of variation in the volume of business was highest for Rohtak Central Co-operative Bank (C.V. =49.61) followed by Jhajjar Central Co-operative Bank (C.V. =45.38).

Growth in Borrowings of Central Co-operative Banks in Haryana: It can be observed that the amount of borrowings of all the Central Co-operative Banks in Haryana have moved from Rs. 165397 lac in 2001-02 to Rs. 507521 lac in 2013-14. In 2013-14 Karnal Central Co-operative Bank contributed maximum to the total borrowings Rs. 51406 lac (10.13% of total borrowings). On the other hand, the
contribution of Rohtak Central Co-operative Bank of total borrowings is minimum Rs. 1044 lac(0.47%). During the period of study, the average amount of borrowings by Central Co-operative Banks was the highest for Karnal Central Co-operative Bank(Rs 29781 lacs) followed by Hissar Central Co-operative Bank(Rs 24375 lac) and the average was lowest for Panchkula Central Co-operative Bank (Rs 6991 lac) followed by Rewari Central Co-operative Bank(Rs 8452 lac). The degree of variation in borrowings was highest for Rohtak Central Co-operative Bank(C.V.=73.66) followed by Jhajjar Central Co-operative Bank(C.V.=66.30).

**Growth in Profits of Central Co-operative Banks in Haryana:** The results shows that on an average Panipat DCCB was having maximum amount of profit i.e. Rs. 256.46 lacs, followed by Karnal DCCB with Rs.230.23 lacs. Fatehabad, Hissar,Jind, Sirsa and Yamuna Nagar are found to be in loss. The variation in these amounts shows that the higher the value of profit, the higher the deviation and vice-versa. The performance of these banks has obviously been very shocking on this parameter of profit/loss, while in terms of their mean only five DCCBS namely, Fatehabad, Hissar, Jind, Sirsa and Yamuna Nagar showed negative growth in profits. Hence, a matter of great concern for the banking industry to safe against such losses in the interest of building a robust economy not only at the grass root level but also all along each rung of the economic ladder at district, state and national levels in their turns.

**Employees of Central Co-operative Banks in Haryana:** The strength of employees of these banks reduced during 2001-02 to 2013-14.

This study is an attempt to analyze the operational performance of District Central Co-operative Banks in Haryana. In order to analyze the operational performance of DCCBs, it is very useful to see and review the growth in branches, deposits, credit, volume of business, borrowings and profits. The study takes into consideration a period of thirteen years ranging from 2001-02 to 2013-14. The study covers the 19 Central Co-operative Banks in Haryana. The results of the study revealed that Central Co-operative Banks in Haryana have made a slow progress as far as the expansion of branches is concerned. The number of branches is showing a fluctuating trend in branch expansion. Central Co-operative Banks in Haryana have been successful in deposits. The Central Co-operative Banks in Haryana have shown a considerable success in the growth of credit. Throughout the period of study
Gurgaon Central Co-operative Bank contributed the most in total volume of business with Rs.127353 lacs. DCCBs in Haryana have made a slow progress as far as the profit is concerned. The results of the study showed a fluctuating trend in profit. After that some banks were in losses namely, Fatehabad, Hissar, Jind, Sirsa and Yamuna Nagar. Hence, a matter of great concern for the banking industry to safe against such losses in the interest of building a robust economy not only at the grass root level but also all along each rung of the economic ladder at district, state and national levels in their turns.

9.2.3 \( R_{o2,3} \): To explore the significant difference between operational performance of four divisions of District Central Co-operative Banks of Haryana.

\( R_{o2,3} \) (a): To explore the significant difference between the mean of branches of four divisions of District Central Co-operative Banks of Haryana.

\( H_{01} \): There is no significant difference between the mean of branches of different divisions of District Central Co-operative Banks of Haryana.

**Findings:** p value is significant for branches of four divisions of District Central Co-operative Banks of Haryana. A null hypothesis was that there is no significant difference between the mean values. Here this hypothesis is rejected at 5 percent level of significance. It means that there is significant difference in the mean value of branches of four divisions of District Central Co-operative Banks of Haryana.

\( R_{o2,3} \) (b): To explore the significant difference between the mean of deposits of four Divisions of District Central Co-operative Banks of Haryana.

\( H_{02} \): There is no significant difference between the mean of deposits of four divisions of District Central Co-operative Banks of Haryana.

**Findings:** p value is insignificant for deposits in each division. A null hypothesis was that there was no significant difference between the mean values. Here this hypothesis is accepted at 5 percent level of significance. It means that there was no significant difference in the mean value of deposits in each division.

\( R_{o2,3} \) (c): To explore the significant difference between the mean of credit of four Divisions of District Central Co-operative Banks of Haryana.

\( H_{03} \): There is no significant difference between the mean of credit of four divisions of District Central Co-operative Banks of Haryana.
**Findings:** p value is insignificant for credit in each division. A null hypothesis was that there was no significant difference between the mean values. Here this hypothesis is accepted at 5 percent level of significance. It means that there was no significant difference in the mean value of credit in each division.

**R_0_{2,3 \ (d)}:** To explore the significant difference the mean of volume of business of four Divisions of District Central Co-operative Banks of Haryana.

**H_{04}:** There is no significant difference in volume of business of four divisions of District Central Co-operative Banks of Haryana.

**Findings:** p value is insignificant for volume of business in each division. A null hypothesis was that there was no significant difference between the mean values. Here this hypothesis is accepted at 5 percent level of significance. It means that there was no significant difference in the mean value of volume of business in each division.

**R_0_{2,3 \ (e)}:** To explore the significant difference between the mean of borrowings of four Divisions of District Central Co-operative Banks of Haryana.

**H_{05}:** There is no significant difference between the mean of borrowings of four divisions of District Central Co-operative Banks of Haryana.

**Findings:** p value is significant for borrowings of four divisions of District Central Co-operative Banks of Haryana. A null hypothesis was that there is no significant difference between the mean values. Here this hypothesis is rejected at 5 percent level of significance. It means that there is significant difference in the mean value of borrowings of four divisions of District Central Co-operative Banks of Haryana.

**R_0_{2,3 \ (f)}:** To explore the significant difference between the mean of profits of four Divisions of District Central Co-operative Banks of Haryana.

**H_{06}:** There is no significant difference between the mean of profits of four divisions of District Central Co-operative Banks of Haryana.

**Findings:** p value is significant for profits of four divisions of District Central Co-operative Banks of Haryana. A null hypothesis was that there is no significant difference between the mean values. Here this hypothesis is rejected at 5 percent level of significance. It means that there is significant difference in the mean value of profits of four divisions of District Central Co-operative Banks of Haryana.
Ro2,3 (H0): To explore the significant difference between the mean of employees of four Divisions of District Central Co-operative Banks of Haryana.

H07: There is no significant difference between the mean of employees of four divisions of District Central Co-operative Banks of Haryana.

Findings: p value is significant for employees of four divisions of District Central Co-operative Banks of Haryana. A null hypothesis was that there is no significant difference between the mean values. Here this hypothesis is rejected at 5 percent level of significance. It means that there is significant difference in the mean value of employees of four divisions of District Central Co-operative Banks of Haryana.

Ro2,3: To explore the significant difference between operational performance of four divisions of District Central Co-operative Banks of Haryana.

Findings: The ANOVA test shows that there is significant difference in the mean value of branches of four divisions of District Central Co-operative Banks of Haryana. There was no significant difference in the mean value of deposits in each division. There was no significant difference in the mean value of credit in each division. There is no significant difference in the mean value of volume of business of four divisions of District Central Co-operative Banks of Haryana. There is significant difference in the mean value of borrowings of four divisions of District Central Co-operative Banks of Haryana. There is significant difference in the mean value of profits of four divisions of District Central Co-operative Banks of Haryana. Hence, the researcher accepts the hypothesis that there was no significant difference in the mean value of deposits and credit in each division whereas the researcher rejects the hypothesis that that there was no significant difference in the mean value of branches, volume of business, profits and employees in each division. This study, thereby, shows that there is a relationship between divisions and growth of branches of DCCBs of Haryana. There is a relationship between divisions and volume of business of DCCBs of Haryana. There is a relationship between divisions and profits of DCCBs of Haryana. This study, thereby, contributes to the existing literature by providing evidence for the presence of relationship between these variables in DCCBs of Haryana.
9.3 Findings related to the third research objective of evaluating the productivity of District Central Co-operative Banks in Haryana

Productivity is characterized by following dimensions:

1. Productivity in terms of Branch
   a) Deposit per Branch
   b) Credit per Branch
   c) Business per Branch
   d) Profit per Branch

2. Productivity in terms of Employee
   a) Deposit per Employee
   b) Credit per Employee
   c) Business per Employee
   d) Profit per Employee

In view of this objective, following sub objectives are framed for the research:

\textbf{Ro3.1:} To evaluate the productivity of District Central Co-operative Banks in Haryana as a whole.

\textbf{Ro3.2:} To evaluate the productivity of District Central Co-operative Banks in Haryana.

To attain third objective, i.e. to evaluate the productivity of District Central Co-operative Banks in Haryana, the researcher found the information from published annual reports of Haryana State Co-operative Bank. Descriptive Statistics (Mean, Maximum, Minimum, Standard Deviation and Coefficient of Variation), Compounded Annual Growth Rate and Ranking applied for assessing productivity.

\textbf{9.3.1 Ro3.1:} To evaluate the productivity of District Central Co-operative Banks in Haryana as a whole.

\textbf{State of Productivity in terms of Branch of District Central Co-operative Banks (DCCBs) in Haryana:} Deposits per branch have been Rs. 13869.9 lakhs on average and it increased with a pace i.e. 4 per cent as Compounded Annual Growth Rate (CAGR) shows. Further, the average amount of credit per branch is Rs. 21427 lakhs and it increased with a pace i.e. 3.8 per cent as Compounded Annual Growth Rate (CAGR) during this period. Additionally, business per branch as a variable is
considered to know the productivity in total. It has also shown a significantly growth as the other two variables showed. Business per branch have been Rs. 35107 lakhs on average and it increased with a pace i.e. 4.13 per cent as Compounded Annual Growth Rate (CAGR) shows. Profit per branch have been Rs. 89 lakhs on average and it decreased with a pace i.e. 9.56 per cent as Compounded Annual Growth Rate (CAGR) shows Here, one question arises that the productivity results, which are found here, are good or not. Any researcher cannot say without comparing these results like urban co-operative banks, regional rural banks and scheduled commercial banks. There is an increase in deposit per branch, credit per branch and business per branch. But there is decrease in profit per branch.

State of Productivity in terms of Employee of District Central Co-operative Banks (DCCBs) in Haryana: Deposits per employee have been Rs. 1854 lakhs on average and it increased with a pace i.e. 16 per cent as Compounded Annual Growth Rate (CAGR) shows. Further, the average amount of credit per employee is Rs. 2774 lakhs and it increased with a pace i.e. 15 per cent as Compounded Annual Growth Rate (CAGR) during this period. Additionally, business per employee as a variable is considered to know the productivity in total. It has also shown a significantly growth as the other two variables showed. Business per employee have been Rs. 4660 lakhs on average and it increased with a pace i.e. 15 per cent as Compounded Annual Growth Rate (CAGR) shows. Profit per employee have been Rs. 6.82 lakhs on average and it decreased with a pace i.e. -0.17 per cent as Compounded Annual Growth Rate (CAGR) shows Here, one question arises that the productivity results, which are found here, are good or not. Any researcher cannot say without comparing these results like urban co-operative banks, regional rural banks and scheduled commercial banks. There is an increase in deposit per employee, credit per employee and business per employee. But there is decrease in profit per employee.

9.3.2 **R03,** To evaluate the productivity of District Central Co-operative Banks in Haryana.

Deposit per Branch of Central Co-operative Banks in Haryana: It can be observed that the amount of deposits per branch of all the Central Co-operative Banks in Haryana have moved from Rs. 9876.51 lac in 2001-02 to Rs. 17901.50 lac in 2013-14. In 2012-13 Gurgaon Central Co-operative Bank contributed maximum to the total deposits per branch Rs. 2122.26 lac. On the other hand, the contribution of Fatehabad
Central Co-operative Bank of total deposits per branch is minimum Rs. 505.41 lac. During the period of study, the average amount of deposits per branch by Central Co-operative Banks was the highest for Gurgaon Central Co-operative Bank (Rs 1438.80 lac) followed by Rohtak Central Co-operative Bank (Rs 1198.62 lac) and the average was lowest for Sirsa Central Co-operative Bank (Rs 307.16 lac) followed by Fatehabad Central Co-operative Bank (Rs 377.69 lac). The degree of variation in the deposits per branch was highest for Sirsa Central Co-operative Bank (C.V.=35.54) followed by Jhajjar Central Co-operative Bank (C.V.=33.78).

Credit (Loans Outstanding) Per Branch of Central Co-Operative Banks in Haryana: It can be observed that the amount of credit per branch of all the Central Co-operative Banks in Haryana have moved from Rs. 17387.40 lac in 2001-02 to Rs. 28258.53 lac in 2013-14. In 2006-07 Panchkula Central Co-operative Bank contributed maximum to the credit per branch Rs.2182.10 lac. On the other hand, the contribution of Sirsa Central Co-operative Bank of total credit per branch is minimum Rs.1009.32 lac. During the period of study, the average amount of credit per branch by Central Co-operative Banks was the highest for Panipat Central Co-operative Bank (Rs 1620.72 lac) followed by Bhiwani Central Co-operative Bank (Rs1291.92 lac) and the average was lowest for Sirsa Central Co-operative Bank (Rs 744.07 lac) followed by Rewari Central Co-operative Bank (Rs 873.74 lac). The degree of variation in the credit per branch was highest for Jhajjar Central Co-operative Bank (C.V.=36.20) followed by Rohtak Central Co-operative Bank (C.V.=29.59).

Business per Branch of Central Co-operative Banks in Haryana: It can be observed that the amount of volume of business per branch of all the Central Co-operative Banks in Haryana have moved from Rs. 27263.92 lac in 2001-02 to Rs. 46160.03 lac in 2013-14. In 2013-14 Gurgaon Central Co-operative Bank contributed maximum to the volume of business per branch Rs.3351.39 lac. On the other hand, the contribution of Sirsa Central Co-operative Bank of total volume of business per branch is minimum Rs.1517.29 lac. During the period of study, the average amount of volume of business per branch by Central Co-operative Banks was the highest for Gurgaon Central Co-operative Bank (Rs 2527.40 lac) followed by Rohtak Central Co-operative Bank (Rs 2414.93 lac) and the average was lowest for Sirsa Central Co-operative Bank (Rs 1051.24 lac) followed by Jind Central Co-operative Bank (Rs 1459.97 lac). The degree of variation in the volume of business per branch
was highest for Jhajjar Central Co-operative Bank (C.V. = 34.48) followed by Yamuna Nagar Central Co-operative Bank (C.V. = 33.09).

**Profit per Branch of Central Co-operative Banks in Haryana:** The year 2006-07 was not good for these co-operative banks because many banks incurred losses during that year. On an average, the position of Hissar and Jind DCCBs became more critical as their per branch losses amounted to Rs. 27.59 lacs and Rs. 25.09 lacs respectively in that year. Though Ambala and Yamuna Nagar banks do show positive average amount of per branch profits, they too faced losses for a few years during the study period. Hence, Table shows that, on an average, Panipat DCCB topped with Rs. 15.43 lacs followed by Rohtak with Rs. 12.53 lacs. These two banks seemed to productive to some extent on these criteria of productivity whose per branch profits, have been more than Rs. 10 lacs; Hissar and Jind DCCB were found to be the poorest banks in this context, as these banks did suffer heavy losses.

**Productivity in terms of Employee**

**Deposit per Employee:** It can be observed that the amount of deposits per employee of all the Central Co-operative Banks in Haryana have moved from Rs. 603.91 lac in 2001-02 to Rs. 4154.03 lac in 2013-14. In 2013-14 Gurgaon Central Co-operative Bank contributed maximum to the total deposits per employee Rs. 473.93 lac. On the other hand, the contribution of Sirsa Central Co-operative Bank of total deposits per employee is minimum Rs. 10.81 lac. During the period of study, the average amount of deposits per employee by Central Co-operative Banks was the highest for Gurgaon Central Co-operative Bank (Rs 182.71 lacs) followed by Rohtak Central Co-operative Bank (Rs 177.29 lac) and the average was lowest for Sirsa Central Co-operative Bank (Rs 46.22 lac) followed by Fatehabad Central Co-operative Bank (Rs 48.56 lac). The degree of variation in the deposits per employee was highest for Ambala Central Co-operative Bank (C.V. = 84.28) followed by Sirsa Central Co-operative Bank (C.V. = 79.83).

**Credit per Employee:** It can be observed that the amount of credit per employee of all the Central Co-operative Banks in Haryana have moved from Rs. 1046.28 lac in 2001-02 to Rs. 6437.33 lac in 2013-14. In 2013-14 Rohtak Central Co-operative Bank contributed maximum to the credit per employee Rs. 512.55 lac. On the other hand, the contribution of Jind Central Co-operative Bank of total credit per employee is minimum Rs. 19.58 lac. During the period of study, the average amount of credit per
employee by Central Co-operative Banks was the highest for Panipat Central Co-operative Bank (Rs. 245.28lacs) followed by Rohtak Central Co-operative Bank (Rs176.33 lac) and the average was lowest for Jind Central Co-operative Bank (Rs 87 lac) followed by Mahendragarh Central Co-operative Bank (Rs 105.61 lac). The degree of variation in the credit per employee was highest for Jind Central Co-operative Bank (C.V.=92.25) followed by Rohtak Central Co-operative Bank (C.V.=84.85).

**Businesses per Employee:** It can be observed that the amount of volume of business per employee of all the Central Co-operative Banks in Haryana have moved from Rs. 1680.64 lac in 2001-02 to Rs. 10591.39 lac in 2013-14. In 2013-14 Rohtak Central Co-operative Bank contributed maximum to the volume of business per employee Rs.958.71 lac. On the other hand, the contribution of Sirsa Central Co-operative Bank of total volume of business per employee is minimum Rs.50.16 lac. During the period of study, the average amount of volume of business per employee by Central Co-operative Banks was the highest for Panipat Central Co-operative Bank (Rs 365.25lacs) followed by Rohtak Central Co-operative Bank (Rs 353.62 lac) and the average was lowest for Sirsa Central Co-operative Bank (Rs152.95 lac) followed by Mahendragarh Central Co-operative Bank (Rs176.08 lac). The degree of variation in the volume of business per employee was highest for Rohtak Central Co-operative Bank (C.V.=83.01) followed by Ambala Nagar Central Co-operative Bank (C.V.=79.11).

**Profit per Employee:** It shows that the year 2006-07 was not good for these co-operative banks because many banks incurred losses during that year. On an average, the position of Hissar and Jind DCCBs became more critical as their per employee losses amounted to Rs. 1.03 lacs and Rs. 0.43 lacs respectively in that year. Though Ambala and Yamuna Nagar banks do show positive average amount of per employee profits, they too faced losses for a few years during the study period. Hence, Table shows that, on an average, Panipat DCCB topped with Rs. 1.96 lacs followed by Rohtak with Rs.1.12 lacs. These two banks seemed to productive to some extent on these criteria of productivity whose per employee profits, have been more than Rs. 10 lacs; Hissar and Jind DCCB were found to be the poorest banks in this context, as these banks did suffer heavy losses.
Overall Productivity in Terms of Branch on the Basis of Ranking: The District Central Co-operative Bank with lowest sum of rank shows highest productivity. The District Central Co-operative Bank with highest sum of rank shows lowest productivity. Bank having lowest rank, productivity is better and vice-versa.

Deposit per Branch: It can be observed that the first rank goes to Gurgaon Central Co-operative Bank which contributed maximum mean to the total deposits per branch followed by Rohtak Central Co-operative Bank. On the other hand, the mean contribution of Sirsa Central Co-operative Bank of total deposits per branch is minimum followed by Fatehabad Central Co-operative Bank.

Credit per Branch: It can be observed that the first rank goes to Panipat Central Co-operative Bank which contributed maximum credit to the total credit per branch followed by Bhiwani Central Co-operative Bank. On the other hand, the mean contribution of Sirsa Central Co-operative Bank of total credit per branch is minimum followed by Rewari Central Co-operative Bank.

Profit per Branch: It can be observed that the first rank goes to Panipat Central Co-operative Bank which contributed maximum mean to the total profit per branch followed by Rohtak Central Co-operative Bank. On the other hand, the mean contribution of Hissar Central Co-operative Bank of total profits per branch is minimum followed by Jind Central Co-operative Bank.

Overall Productivity per Branch: It can be observed that overall productivity is maximum in Panipat and Rohtak Central Co-operative Bank as shown by overall ranks followed by Bhiwani Central Co-operative Bank. On the other hand, overall productivity of Sirsa Central Co-operative Bank is minimum followed by Jind Central Co-operative Bank.

Overall Productivity in Terms of Employee on the Basis of Ranking

Deposit per Employee: It can be observed that the first rank goes to Gurgaon Central Co-operative Bank which contributed maximum mean to the total deposits per employee followed by Rohtak Central Co-operative Bank. On the other hand, the mean contribution of Jind Central Co-operative Bank of total deposits per employee is minimum followed by Kaithal Central Co-operative Bank.

Credit per Employee: The data related to credit per employee in terms of ranks given on the basis of mean of all the Central Co-operative Banks in Haryana is presented in Table 6. It can be observed that the first rank goes to Panipat Central Co-operative Bank which contributed maximum credit to the total credit per employee
followed by Karnal Central Co-operative Bank. On the other hand, the mean contribution of Jind Central Co-operative Bank of total credit per employee is minimum followed by Mahendragarh Central Co-operative Bank.

**Volume of Business per Employee:** It can be observed that the first rank goes to Panipat Central Co-operative Bank which contributed maximum mean to the total volume of business per employee followed by Rohtak Central Co-operative Bank. On the other hand, the mean contribution of Sirsa Central Co-operative Bank of total volume of business per employee is minimum followed by Mahendragarh Central Co-operative Bank.

**Profit per Employee:** The data related to profit per employee in terms of ranks given on the basis of mean of all the Central Co-operative Banks in Haryana is presented in Table 6. It can be observed that the first rank goes to Panipat Central Co-operative Bank which contributed maximum mean to the total profit per employee followed by Rohtak Central Co-operative Bank. On the other hand, the mean contribution of Sirsa Central Co-operative Bank of total profits per employee is minimum followed by Fatehabad Central Co-operative Bank.

**Overall Productivity in Terms of Employee:** It can be observed that overall productivity is maximum in Panipat Central Co-operative Bank as shown by overall ranks followed by Rohtak Central Co-operative Bank. On the other hand, overall productivity of Jind Central Co-operative Bank is minimum followed by Sirsa Central Co-operative Bank.

9.4 Findings related to the fourth research objective of evaluating the profitability of District Central Co-operative Banks in Haryana

The dimensions of profitability are:

1. Return on Investment
2. Return on Net Worth
3. Return on Business
4. Profit per Branch
5. Profit per Employee

To attain fourth objective, i.e. to evaluate the profitability of District Central Co-operative Banks in Haryana, the researcher found the information from published annual reports of Haryana State Co-operative Bank. Mean and Ranking applied for assessing profitability.
Return on Investment: The first dimension of profitability is Return on Investment. It can be observed from analysis of Return on Investment that Faridabad Central Co-operative Bank listed the highest rank (Mean=9.46) followed by Panipat Central Co-operative Bank (Mean=6.68). On the other hand, Jind Central Co-operative Bank listed the lowest rank (Mean=-1.33) followed by Gurgaon Central Co-operative Bank (Mean=-8.45).

Return on Net Worth: The second dimension of profitability is Return on Net Worth. It can be observed from analysis of Return on Net Worth that Faridabad Central Co-operative Bank listed the highest rank (Mean=15.82) followed by Jhajjar Central Co-operative Bank (Mean=14.06). On the other hand, Sirsa Central Co-operative Bank listed the lowest rank (Mean=-0.46) followed by Jind Central Co-operative Bank (Mean=-0.85).

Return on Business: The third dimension of profitability is Return on Business. It can be observed from analysis of Return on Business that Faridabad Central Co-operative Bank listed the highest rank (Mean=1.23) followed by Jhajjar Central Co-operative Bank (Mean=0.74). On the other hand, Jind Central Co-operative Bank listed the lowest rank (Mean=-0.11) followed by Hissar Central Co-operative Bank (Mean=-0.93).

Profit per Branch: Year 2006-07 was not good for these co-operative banks because many banks incurred losses during that year. On an average, the position of Hissar and Jind DCCBs became more critical as their per branch losses amounted to Rs. 27.59 lacs and Rs. 25.09 lacs respectively in that year. Though Ambala and Yamuna Nagar banks do show positive average amount of per branch profits, they too faced losses for a few years during the study period. On an average, Panipat DCCB topped with Rs. 15.43 lacs followed by Rohtak with Rs.12.53 lacs. These two banks seemed to productive to some extent on these criteria of productivity whose per branch profits, have been more than Rs. 10 lacs; Hissar and Jind DCCB were found to be the poorest banks in this context, as these banks did suffer heavy losses. It can be observed that the first rank goes to Panipat Central Co-operative Bank which contributed maximum mean to the total profit per branch followed by Rohtak Central Co-operative Bank. On the other hand, the mean contribution of Hissar Central Co-
operative Bank of total profits per branch is minimum followed by Jind Central Co-operative Bank.

**Profit per Employee:** The year 2006-07 was not good for these co-operative banks because many banks incurred losses during that year. On an average, the position of Hissar and Jind DCCBs became more critical as their per employee losses amounted to Rs. 1.03 lacs and Rs. 0.43 lacs respectively in that year. Though Ambala and Yamuna Nagar banks do show positive average amount of per employee profits, they too faced losses for a few years during the study period. Hence, Table shows that, on an average, Panipat DCCB topped with Rs. 1.96 lacs followed by Rohtak with Rs.1.12 lacs. These two banks seemed to productive to some extent on these criteria of productivity whose per employee profits, have been more than Rs. 10 lacs; Hissar and Jind DCCB were found to be the poorest banks in this context, as these banks did suffer heavy losses. It can be observed that the first rank goes to Panipat Central Co-operative Bank which contributed maximum mean to the total profit per employee followed by Rohtak Central Co-operative Bank. On the other hand, the mean contribution of Sirsa Central Co-operative Bank of total profits per employee is minimum followed by Fatehabad Central Co-operative Bank.

9.5 **Findings related to the fifth research objective of studying the perceptions of beneficiaries/ customers and employees about the working of District Central Co-operative Banks in Haryana.**

To attain fifth objective, i.e. to study the perceptions of beneficiaries/ customers and employees about the working of District Central Co-operative Banks, two different types of questionnaires designed. One questionnaire constructed to know about the perceptions of beneficiaries/ customers about the working of Central Co-operative Banks. Second questionnaire constructed to know the perceptions of employees about the working of District Central Co-operative Banks. Data analysed with the help of various tools including frequency, percentage, cross tabulation and Chi-square test.

9.5(a) **Beneficiaries Perceptions**

1. 93 respondents are male and 107 respondents are female. 79 respondents are married and 121 respondents are unmarried. 56 respondents belong to the age group of below 25 years, 71 respondents belong falls in the age group of 25-35 years, 60 respondents belong falls in the age group of 35-45 years, while those
in the age group of above 45 years constituted only 13 respondents. Majority of the sample beneficiaries, i.e. 84 respondents chosen for the survey are graduate. Illiterates account for 57 of the total beneficiaries and 59 respondents are matriculates. 51 respondents of the total respondents were engaged in agriculture & allied activities including poultry farming, 64 respondents of them are engaged in retail business while majority of the respondents belong to service category. 113 respondents of the sample beneficiaries have a monthly household income above Rs. 20000. 24 respondents of them in the range of Rs. 5001-Rs.10000, 17 respondents have a monthly household income in the range of Rs. 10001-15000, 21 respondents are in the range of Rs. 15001-20000 and the remaining 25 respondents have income up to Rs. 5000 per month.

2. 80 respondents have availed loans for business purposes, 79 respondents for their consumption needs, 13 respondents for the purchase of a vehicle, 16 respondents for the purpose of agriculture and allied activities and remaining 12 respondents for home requirements. Thus, there is concentration of loans for business loan. Chi-square value is less than 0.05 at 5 per cent level of significance, which indicates that inter -bank variations were significant with regard to purpose for which loans are granted.

3. 54 respondents are influenced by the bank officials. A meager proportion of the beneficiaries, i.e. only 8 respondents are influenced by advertisements, while 65 respondents are influenced by friends. 73 respondents have their own decision to avail loan from the co-operative bank. Chi-square value (.00) is less than 0.05, which indicates that significant differences among central co-operative banks exist with regard to the source which influenced the respondents to avail loan from co-operative banks.

4. Majority of the respondents, i.e. 73 respondents have availed loan for an amount up to Rs. 50000, whereas the minimum number of respondents, i.e. 17 respondents availed loan amounting ranging between Rs. 50001-Rs. 100000. However, the number of respondents for availing loans to the tune of Rs. 100001-Rs.150000, Rs.150001-Rs.200000 and above Rs. 200000 are 30, 18 and 62 respectively.
5. The chi-square value (.00) is less than 0.05, which indicates that inter-bank differences among the respondents from central co-operative banks in Haryana in respect of loan amount were significant.

6. All respondents are satisfied with amount sanctioned.

7. 82 respondents got their loans sanctioned within a period of 15-21 days after the submission of their applications. However, 6 respondents could get their loans approved within 22-28 days, 39 respondents within 8-14 days and 21 respondents more than 28 days. Inter-bank differences in relation to time taken in sanctioning loans was significant as revealed by calculated value of chi-square value (.00) is less than 0.05 at 5 per cent level of significance. Hence, the time taken in sanction of loans was not independent of central co-operative banks in Haryana.

8. 73 respondents got their loans disbursed within a period of 15-21 days, 8 respondents within 22-28 days, 36 respondents disbursed within a week and 49 respondents disbursed within 8-14 days. However, the loans of remaining 34 respondents were disbursed in more than 28 days. Majority of the respondents got their loans disbursed within 15-21 days. The chi-square value (.00) is less than 0.05 which indicates that significant difference among central co-operative banks in Haryana exist as far as time taken in disbursement of loans, is concerned.

9. 95 respondents had to visit the bank 3-4 times whereas 51 respondents had to visit the bank 7-8 times for getting the loan. Table 8.20 indicates that significant differences among central co-operative banks exist with regard to visits made by the respondents to get the loan.

10. In response to the question whether any delay occurred during the process of sanction/ disbursement of loan, all respondents, i. e. 200 complained that their loans were not sanctioned/ disbursed within a reasonable time. Table 8.22 indicates that significant differences exist among the central co-operative banks in Haryana with regard to delay in sanction/ disbursement of loan.

11. The main reasons put forward by the respondents for such delays are excessive documentation. Table 8.24 implies that there is no homogeneity among the central co-operative banks in Haryana with regard to reasons for delay in sanctioning/ disbursement of loans.
12. 142 respondents pledged their immovable property as security, whereas the remaining 58 respondents took the loan against their movable property as security. Significant differences among central co-operative banks in Haryana exist with regard to the nature of security provided to the banks for availing loans.

13. In majority of the cases (74 respondents) adopt monthly repayment schedule. 30 respondents cases the mode of repayment is annually whereas 63 respondents case the mode of repayment is half-yearly. Significant differences among central co-operative banks in Haryana exist with regard to the repayment schedule of loans provided to the respondents.

14. Majority of the respondents expressed their satisfaction with regard to repayment schedule (93 per cent), security requirements (66 per cent), behaviour and knowledge of staff(40.5 per cent ), adequacy of staff(37.5 per cent), grievance handling (33 per cent and rate of interest charges (24.5 per cent). However, the majority of the respondents have expressed their highly dissatisfaction regarding rate of interest (16.5 per cent). 41 per cent of the respondents are found to be indifferent with regard to presence of staff factor.

15. Majority of the respondents expressed their agreement with regard to dimensions such as, convenience with regard to timings of banks (79.5 per cent), co-operative bank employees advice about the choice of suitable product(68.5 per cent), customer satisfaction is assessed(67 per cent), Loan amount helps in increasing the income( 63 per cent), co-operative banks help in reducing dependence on money lenders( 48 per cent), co-operative banks provide more facilities than other banks (45.5 per cent) and Co-operative banks provide training to use the loan (23 per cent). However, the majority of the respondents have expressed their disagreement regarding the dimensions such as Co-operative banks provide training to use the loan (26.5 per cent), staff of co-operative banks is motivated and extends help(18.5 per cent), co-operative bank employees advice about the choice of suitable product (15.5 per cent), customer satisfaction is assessed(7.5 per cent), co-operative banks help in reducing dependence on money lenders (4.5 per cent) and Loan amount helps in increasing the income(3.5 per cent).
9.5(b) Employees Perceptions

1. The employees identified security provided for loan and capacity of income generation of loan amount, factors relatively more important as compared to the other factors.

2. Bank employees gave the opinion that the major factors responsible for not providing loans to some customers are defective land record, so those customers can’t give proper security for loan. The other major reason of not providing loan is because they are unable to provide guarantee and sometimes unable to provide margin money.

3. All 100 respondents opined that the delay was made in sanctioned/dispursement of loans. The employees of DCCBs opined that the major reason for delay in sanction/dispursement of loan is incomplete information provided by borrower.

4. 55% of the respondents opined that recovery position of DCCBs is adequate and the loans are recovered in reasonable time. 45% of the respondents found that recovery position of DCCBs is not adequate.

5. 80% employees of DCCBs are of the view that the target fixed by the DCCBs is achieved while 20% respondents opined that the fixed targets are not achieved by the bank.

9.6 Findings related to the sixth research objective of identify the problems affecting the performance of District Central Co-operative Banks in Haryana and make suggestions for improving their performance.

The following recommendations are made by the researcher in the context of the above

1. There is more political interference in the working of Central Co-operative banks in Haryana. It is a big challenge in the efficient working of District Central Co-operative Banks in the State. There should be less political interference for smooth functioning of banks.

2. There is lack of co-ordination between the function of scheduled commercial bank, Regional Rural Banks and Co-operative Banks. These banks are working in the same field but they are not complementary but competitive.
3. In the banking sector, technology and competition have increased the choice of customers regarding banking products and providers. As a result, various electronic delivery channels are used by scheduled commercial banks for delivering their products and services at the convenience of customers at low cost. The emergence of Self Service Banking Technology (SSBT) such as ATM, Internet Banking (IB), Virtual Banking (VB) and Mobile Banking (MB) ushered the concept of anytime and anywhere banking. But the new technologies are less used by District Central Co-operative Banks. There is no facility of Automatic Teller Machine (ATM). This adversely affects the performance of District Central Co-operative Banks in Haryana.

4. There should be awareness programmes regarding Internet Banking, Mobile Banking and ATM.

5. With the interlinking effect of Information Technology, the world is shrinking in such a way that time and distance has now become non-entities. IT has transformed every spectrum of human life including the provisions of banking services. So, there should be proper training of Information Technology of employees of Central Co-operative Banks. It will enhance the level of computer knowledge of employees of banks. Automatically, it will improve the performance of District Central Co-operative Banks in Haryana.

6. There is lack of manpower in the branches of District Central Co-operative Banks in Haryana. Due to this workload per employee increases and affects the quality of work adversely. There is an association between quality of work life and quality of life. There is need to provide adequate staff in order to improve quality of life of employees. The selection of employees should be made purely on the basis of transparency to improve the efficiency of District Central Co-operative Banks in Haryana.

7. There are various difficulties faced by beneficiaries of DCCBs of Haryana. These include excessive documentation, difficult language of the form for taking loan. Employees should help in filling application form of borrowers.

8. There is also delay in the sanctioning and disbursement of the loan. The process of grating loans to the people should be simple and brief. Unnecessary formalities should be removed. Excessive documentation should be minimized.
9. There is a lack of infrastructural facilities such as inadequate facilities of power, drinking water and seating arrangements. These are the major difficulties faced by the employees and beneficiaries of the District Central Co-operative Banks in Haryana. Proper attention is required to improve such facilities.

10. The problem of non-recovery of loans in District Central Co-operative Banks is a great concern to the policy makers which hampers the performance of banks.

11. District Central Co-operative Banks do not use their inputs properly such as deposits, branches, employees and borrowings. An attempt should be made for optimum utilization of inputs by employees of banks.

12. Most of the branches of the District Central Co-operative Banks need to be computerized for quick work and profit orienting.

13. Awareness camps should be organized regarding loans from time to time.

14. In order to improve profitability, the DCCBs should make an attempt to increase their income and reduce cost of management and other expenses.

15. The dual control by the State Government and Reserve Bank of India over the District Central Co-operative Banks is against the smooth functioning of these banks. The overlapping of control should and immediately to make them more efficient and profit oriented.

16. The District Central Co-operative Banks should have an effective monitoring system over the use of funds in order to minimize diversions of funds by the borrowers.

17. Understanding social and attitudinal influences on borrowers is important for recovery of loans.

18. Quick recovery of dues can lead to reduce the overdues of District Central Co-operative Banks in Haryana. It is possible only when the bank authority empowered by law to take action against the willful defaulters.

19. There is also need to strengthen the credit appraisal, supervision mechanism and recovery mechanism for preventing the incidence of Non-Performing Assets (NPAs) and over dues under all categories of loans and advances.

20. Financial institutions like banks can be sounder by improving operational performance. Financial sector reforms focus greatly on improving operational performance. They have played and will play very important role in socio-
economic development of the society. They are very common institutions among co-operative credit institutions in India. The study finds that employees of DCCBs have been working efficiently for improving the operational performance of their respective banks. Further, it is found that branches of the banks have been increased with good growth rate (4.47%). Total amount of Deposits of the banks have been increased with good growth rate (9.57%). Total amount of Credit of the banks have been increased with good growth rate (8.55%). Total amount of Volume of Business of the banks have been increased with good growth rate (8.93%). Total amount of Borrowings of the banks have been increased with good growth rate (9%). But Total amount of Profits of the banks have been decreased with growth rate (-4.72%). It may be said here that providing employment opportunities has been found more beneficial than opening branches by DCCBs of Haryana during the study. It is happened when number of employees is showing decreasing trend. So, it may be said that employees of DCCBs have worked efficiently and effectively. It may be suggested that DCCBs should appoint more human resource for their growth and sustainability because it would be beneficial to DCCBs. DCCBs need to provide some more impressive benefits to their employees and renovate their branches to make them attractive. Particularly, DCCBs are considered real friends by the farmers in Haryana. So, they should greatly emphasize on the requirements of that strata of the society. But, they have also been facing some problems like dual control, lack of professionalism, poor technology and less focus on holding training and development programmes for their employees. The need of the time is that Government should see the co-operative banking model as a suitable structure for achieving the goals of financial inclusion. This system would be economical and provide results quickly if it is monitored properly and the role of DCCBs will be very impressive for the same.

21. In any organisation, human resources are the main pillars. Their work determines the progress of any concern. If they work efficiently, the productivity increases definitely of that organisation. The study finds that employees of DCCBs have been working efficiently for improving the productivity of their respective banks. But the strength of employees of these banks reduced during 2001-02 to 2013-14 from 5654 to 2827. This decline
attracts the attention of the policy makers and concerned authority. This variable is showing decreasing trend in the providing employment opportunities. This is also a matter of concern. It is also observed from this analysis that though number of branches has been increased, employees of DCCBs have been reduced during that study period. Hence, it may be said that these DCCBs need to see the factors behind this trend.

9.7 Further Scope of the Study

1. Period and sample of the study can be extended in order to draw more meaningful conclusions.

2. The present study assesses the performance of Central Co-operative Banks in Haryana only. A comparative study of any other state may be undertaken on the pattern of this study.