This chapter summarizes the finding of the research work accompanied by the conclusions and finally the suggestions proposed including implications for public policy and suggestions for future researchers.

6.1 FINDING

From the analysis carried out in the previous chapter, the following finding can be summarized. As the research work is carried out in two different phases, the finding are discussed for both the phases individually first, followed by overall finding which answers the research objectives.

The financial appraisal of DCCB’s is done for a period of five years from 2006-2007 to 2010-2011. The primary and secondary data analysis can be summarized as under.

1. Finding from secondary data analysis.

2. Finding from primary data analysis.

This study was carried out with the objectives

1. To find out the overall financial position of District Cooperative Central Bank Raipur and Bilaspur in Chhattisgarh State, since 2006-2007 to 2010-2011.

2. To evaluate the overall performance of the bank through major financial administrative indicators.

3. To analysis the mobility and efficiency of management of fund.

4. To analysis the aspects of problem area that involves the study and analysis of Non-performing assets at Apex Bank
6.1.1 THE HYPOTHESIS TESTED WERE

To test the formulated hypothesis Working Capital Management, CAMEL test and Univariate Analysis of Variance (ANOVA) were used at 5% level of significance. All the hypotheses were tested and resulted in the following outcomes. To test the formulated hypothesis Working Capital Management, CAMEL test and Univariate Analysis of Variance (ANOVA) were used at 5% level of significance. All the hypotheses were tested and resulted in the following outcomes.

1- The Table-80 shows that hypothesis- “Working capital of DCCB-Raipur and Bilaspur has been effectively and efficiently managed “the test confirms that there is Increase in working capital of DCCB-Raipur than DCCB-Bilaspur. Thus the first hypothesis may be accepted.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>BILASPUR</th>
<th>RAIPUR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>INCREASE</td>
<td>DECREASE</td>
</tr>
<tr>
<td>2006-2007</td>
<td>709698277.93 (50%)</td>
<td>208638394.74 (43%)</td>
</tr>
<tr>
<td>2007-2008</td>
<td>731654921.33 (53%)</td>
<td>733355416 (54%)</td>
</tr>
<tr>
<td>2008-2009</td>
<td>1667166270.78 (27%)</td>
<td>1350342570 (18%)</td>
</tr>
<tr>
<td>2009-2010</td>
<td>952811425.65 (90%)</td>
<td>508215248 (26%)</td>
</tr>
</tbody>
</table>

Table:-44
Comparative Analysis of Working Capital
The CAMEL Rating test was conducted and the result is shown in Table-2 that confirms the hypothesis; the profitability position of the DCCB-Raipur was sound during the study period than DCCB-Bilaspur.

### Table:-50
**CAMEL RATING TEST of DCCB-Raipur and Bilaspur**

<table>
<thead>
<tr>
<th>Aspects</th>
<th>DCCB- SCORE</th>
<th>DCCB-Raipur</th>
<th>DCCB-Bilaspur</th>
<th>Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CAPITAL ADEQUACY:-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Capital adequacy</td>
<td>26.36</td>
<td>26.2</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>b) leverage ratio</td>
<td>10.10</td>
<td>4.06</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>c) Return on equity</td>
<td>13.28</td>
<td>39.00</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>c) Net worth protection</td>
<td>939.4</td>
<td>811.2</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>ASSET QUALITY :-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) % of classified loan</td>
<td>13.6</td>
<td>11.53</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>MANAGEMENT CAPACITY:-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) Income per employee</td>
<td>3.47</td>
<td>6.8</td>
<td>0.50</td>
<td></td>
</tr>
<tr>
<td>b) Expenses per employee</td>
<td>6.79</td>
<td>7.38</td>
<td>0.25</td>
<td></td>
</tr>
<tr>
<td>EARNING ABILITY:-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Investment margin</td>
<td>5.66</td>
<td>8.14</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Earnings per Share</td>
<td>29.58</td>
<td>0.0012</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>LIQUIDITY :-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan to deposit ratio</td>
<td>0.30</td>
<td>0.64</td>
<td>---</td>
<td></td>
</tr>
</tbody>
</table>
3- To test the liquidity position the CAMEL Rating and changes in working capital was applied and the result is shown in Table-2 and Table-1, it clearly indicates that there was the liquidity position of the DCCB-Bilaspur was sound during the study period as it is tested through working capital and CAMEL RATING method. Thus from the study the third hypothesis may be accepted.

4- The Table -3, table-4 and table-5 clarifies that the hypothesis-“NPA of DCCB-Raipur and Bilaspur are increasing” but the test resulted that there is significant decreases in NPA of DCCB-Raipur tested through percentage method and ANOVA test

<table>
<thead>
<tr>
<th>YEAR</th>
<th>BILASPUR NPA( amount in lakh)</th>
<th>NPA Percentage</th>
<th>RAIPUR NPA(amount in lakh)</th>
<th>NPA Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007</td>
<td>12384.29</td>
<td>70.6%</td>
<td>10502.90</td>
<td>31.76%</td>
</tr>
<tr>
<td>2007-2008</td>
<td>15141.95</td>
<td>74.13%</td>
<td>12961.25</td>
<td>32.64%</td>
</tr>
<tr>
<td>2008-2009</td>
<td>10530.83</td>
<td>39.6%</td>
<td>13847.61</td>
<td>25.90%</td>
</tr>
<tr>
<td>2009-2010</td>
<td>10991.35</td>
<td>47.5%</td>
<td>14350.74</td>
<td>24.35%</td>
</tr>
<tr>
<td>2010-2011</td>
<td>11554.36</td>
<td>45.4%</td>
<td>14507.45</td>
<td>23.89%</td>
</tr>
</tbody>
</table>
Table:-51(a)
Comparative Analysis of Mean

<table>
<thead>
<tr>
<th>Mean</th>
<th>Standard deviation</th>
<th>Coefficient of correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>13233.99 (Raipur)</td>
<td>1468.23</td>
<td>0.37</td>
</tr>
<tr>
<td>12120.5 (Bilaspur)</td>
<td>1632.25</td>
<td></td>
</tr>
</tbody>
</table>

Analysis of ANOVA

<table>
<thead>
<tr>
<th>Source of variation</th>
<th>SS</th>
<th>d.f</th>
<th>MS</th>
<th>F-ratio</th>
<th>5% f-limit from F-Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between sample</td>
<td>3099649.94</td>
<td>(2-1)=1</td>
<td>3099649.94/1</td>
<td>3099649.94/3012759.41=1.028</td>
<td>F(1,8) =5.32</td>
</tr>
<tr>
<td></td>
<td>24102075.29</td>
<td>(10-2)=8</td>
<td>24102075.29/8</td>
<td>24102075.29/3012759.41=1.028</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>27201725.23</td>
<td>(10-1)=9</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5- To test the efficient mobility of funds working capital and fund flow statement was applied and resulted shown in table1 was, the is mobility of fund is more in DCCB-Raipur than DCCB-Bilaspur.
6.1.2 -FINDING FROM SECONDARY DATA ANALYSIS-

The literature relating to funds management of Cooperative and commercial banks were reviewed in the second chapter. The review made in this chapter brought out that there were a number of general studies relating to funds management of DCCBs in India. But very few studies have attempted a detailed analysis of mobilization, loan disbursement, recovery and other aspects of funds management limited in their scope.

The research tools and techniques, sample size, research design are studied in the third chapter. Fourth chapter in section A, made an attempt to review the developments in Cooperative banking in India in general and that Bilaspur and Raipur District of Chhattisgarh in particular. The cooperatives societies Act 1912 permitted the registration of DCCBs in India. The DCCBs were formed mainly with the objective of meeting the credit requirement of member societies. There has been considerable decrease in the number of DCCBs in India. The study revealed that at present, there are 6 DCCBS in Chhattisgarh. It was found that the number of branches increased from 5 to 231 by the end of 2014. The membership also increased from 4127 to 4494 since during the period of 2006-2007 to 2010-2011 in DCCB-Bilaspur and in DCCB-Raipur 10948 to 11089 during the same period. The deposits and loans and advances also multiplied considerably during this period. The analysis made in this section A revealed that there were considerably improvement in deposits and loans and advances of District central cooperative bank limited Raipur and Bilaspur.

Section B of fourth chapter reveals the theoretical perspective in the funds management loan disbursement, Recovery and NPA were studied. The section explained the different concepts of funds, preparation of funds flow statement, funds management in Cooperative banks, accounting techniques for funds management and different types of ratio used by banks. The study of trend and pattern of sources and uses of funds in DCCBs attempted and also it revealed that in the case of share capital, reserve and Funds the averages of both the DCCBs the Raipur DCCB inferences
were establishing a positive association between the utilization of reserves and profitability. The District Cooperative Banks have succeeded in mobilizing deposits which is evident from the study was mobilizing more deposits which they utilized for their business operations for achieving higher profits. These favorable trends may be attributed to the relatively better industrial activities of the District coupled with the joint efforts of employees and management. It is inferred that the highest cost item of funds (borrowings) is the minimum in the case of maximum profits earning banks. The short-term borrowings constituted the major portion of total borrowings of the majority of banks. The analysis showed that cash in hand and at bank of both the DCCBs were higher than the overall average.

Regarding money at call and short notice, it was observed that investment in money at call and short notice does not follow any specific pattern. There has been considerable increase in the overall loan position on an average. It is inferred that the maximum loan granting banks were the ones earning maximum profits. The analysis made in this chapter also showed in the financial position had significantly increased on an average of both the DCCBs.

The highest increase in share capital of DCCB-Raipur may probably be due to the better management practices and relatively better agricultural and industrial activity of DCCB-Raipur as compared to DCCB-Bilaspur. Overall or compound growth rate of reserve and funds of DCCB-Raipur was 101.05 and DCCB-Bilaspur was 25.128 as compared to these inferences were established a positive association between the utilization of reserves and profitability. District cooperative central bank –Raipur have succeeded in mobilizing deposits which is evident from the study.

The total deposits mobilized by DCCB-Raipur were higher than the DCCB-Bilaspur. The DCCB-Raipur deposits mobilized was 92776.68 and DCCB-Bilaspur was 36627.89. It can be inferred that the maximum profit making DCCB (Raipur) were mobilizing more deposits which they can used for their business operations for achieving higher profits. These favorably trends may be attributed to the relatively better industrial activities of the district coupled with the joint efforts of employees and management.

Regarding the borrowing DCCB-Raipur was 45761.53 and DCCB-Bilaspur was 14817.3. Hence it is inferred that highest cost item of funds (borrowing) is the minimum in the case of maximum profit earning DCCBs. The analysis showed that cash in hand and at bank of the DCCB-Raipur
was 278948.8 and DCCB-Bilaspur was 3205790.2. Regarding the money at call and short notice, DCCB-Raipur was on an average was 36.24 and DCCB-Bilaspur was 82.77. It was also observed that investments in money at call and short notice do not follow specific pattern. There has been considerable increase in the overall loan position from the DCCB-Raipur than DCCB-Bilaspur as DCCB-Raipur was 56.89 and DCCB-Bilaspur was 12.94. It is inferred that the maximum loan granting banks were the ones earning maximum profits. The maximum CGR was recorded at DCCB-Raipur was 112.56 and DCCB-Bilaspur was 24.16

The above analysis made clear that the major parameters of fund management and working capital are presumed to be an increasing function over time and their changes is proportional. Thus the second objective to evaluate the overall performance of the bank through major financial administrative indicators and the first hypothesis may be accepted. The detailed examination of efficiency in fund management of DCCBs made in the fifth chapter revealed the profitability of DCCB as an indicator of financial efficiency.

A) WORKING CAPITAL MANAGEMENT ANALYSIS

1) It is observed from the statistical data available by DCCB that satisfactory progress of District Cooperative Central Bank Limited Raipur and Bilaspur in Chhattisgarh during the year 2006-2007 to 2010-2011.

2) Sources and application of funds DCCB-Raipur and Bilaspur for these five years of the study.

- Short term sources and Application of funds
  Current liabilities are short term sources of funds. Short term application is mainly fund blocked in current assets or working capital.
- Long term sources and application of funds
  Long term sources of funds are basically equally share capital, deposits from people and funds from operations during these five years.
  Long term application of funds is mainly associated with advances to people and non-banking operational investment.

3) Analysis of working capital position and changes in it.
Fund blocked in working capital is a short term in nature. This is increasing over five years. Increase in working capital reflects application of funds for short term major elements are cash balances

- Analysis of working capital position and changes in it

Major elements are cash balances, balances with other banks, interest receivables and other current assets. Other current assets are miscellaneous in nature. On the other hand current liability item, bill receivable, reserve for overdue interest, interest payable and other liabilities. Except borrowing are also increasing. Borrowings are being paid during these years. Banks has borrowed funds, prior to these five years because bank has incurred loss.

4) Pattern of funds flow for long term sources and application

- Long term sources:-

Deposits from people are major sources of long-term funds. This is quite constant that means changes are very marginal.

Funds from operations are also increasing but it very marginal if compared with deposits.

- Long term Applications:-

Funds raised through long-term sources are mostly utilized for advances to people and non-operational investment.

The proportion of non-operational investment is near about % if compared with deposits that reflects % of funds is idle.

Funds used for fixed assets are marginal.

- Alignment between short term sources and short term applications.

Sources of short term funds are mainly, the current liabilities. This is lesser than current assets. The alignment of short term sources and application of funds is not good.

- Alignment between long term sources and long term application.
Deposits from people (sources of funds) are quite stable for five years. (Changes are very marginal) and advances to people (application of funds) are also stable for five years (changes are very marginal) this suggest turnover of the DCCB-Bilaspur is constant for these five years than DCCB-Raipur as Deposits from people (sources of fund) to some extent is fluctuating and then increasing and advances to people are also stable for five years (changes are very marginal) this suggest turnover of the DCCB-Raipur on an average is increasing when compared with DCCB-Bilaspur for these five years.

Strength and weakness in the perspective of funds flow analysis:-

Funds blocked in working capital is significant in nature as well as it is increasing unjustifiably if compared with turnover which can be depicted from the table no. 44 when it is compared.

The excess of current assets are being financed through external borrowing as well as long term sources of funds.

Borrowed funds are significant in nature this external borrowing is increasing the burden of interest payable leading towards narrow profit margin.

Working capital is partially financed through the long term funds. This as well narrowing, the gap between interest paid on deposits and borrowings and interest earned. Cash and bank balances are unnecessarily high and being kept idle.

Funds available from the deposits of people are not utilized in optimum manner…% of which is ideal. ie being continuously invested by management in other non-operational avenues. This as well lead towards narrow gap between interest paid and interest earned.

As bank has to pay high interest on borrowing and advances to people (…. % of deposits) are not sufficiently generating the interest income to satisfy the interest payable.

Previously bank has incurred high loss and that is being carry forwarded to current year. A fund from operations is very marginal from turnover point.
5) Working capital of DCCB-Raipur was increasing by 26%. It shows sound liquidity position tested through changes in working capital and fund flow statement shown in the table no 40 to 44

6) Positive working capital indicates that company has the ability of payments of short terms liabilities can be seen from the table no.40 to 44

7) Working capital increased because of increment in the current assets is more than increase in the current liabilities indicated from the table no.44

8) The Bank’s current assets were always more than requirement it affect on profitability of the Bank.

9) The trend and pattern of the sources and uses of funds of District Cooperative Central Banks Limited Raipur and Bilaspur.

10) From the study it is found that the various components of working capital. Out of five years in the study period three years were increase in working capital and two year decrease in working capital of Bilaspur DCCB and four years were increase in working capital and one year were decrease in working capital of Raipur DCCB. In that it seems that working capital management of Raipur DCCB was better than Bilaspur DCCB. Because there was increase in working capital Management of Raipur DCCB than Bilaspur DCCB. Increase in working capital is required to ensure that a bank is able to continue its operations and that it has sufficient funds to satisfy both maturing short-term debt and upcoming operational expenses.

11) The efficiency in funds management by DCCB-Raipur can be represented with respect to resource mobilization and utilization from the table 42 to 43

12) Management practices followed by DCCB-Raipur contribute to the efficiency in funds management as overall working capital is increasing.

13) During the cause of the research, the researcher discovered that Working capital management involves the relationship between a firm's short-term assets and its short-term liabilities. The goal of working capital management is to ensure that a firm is able to continue its operations and that it has sufficient ability to satisfy both maturing short-term debt and upcoming operational
expenses. The management of working capital involves managing inventories, accounts receivable and payable, and cash.

14) In management of working capital, there are two types of assets in each concern i.e., fixed assets and current assets. Both types of assets are to be managed efficiently so as to earn maximum profit with minimum possible investments because maximization of profits is the prime object of every business.

B) CAMEL RATING ANALYSIS

Due to radical changes in the banking sector in the recent years, the central banks of all around in India have improved their supervision quality and techniques. In evaluating the function of the banks, many of the developed countries are now following uniform financial rating system (CAMEL RATING) along with other existing procedures and techniques; Indian Bank is also following the above techniques in respect of evaluating scheduled Commercial banks. Keeping these developments in view, this paper has applied CAMEL Ratings techniques for assessing financial strength of DCCB-Bilaspur and DCCB-Raipur and the findings have been summarized in Table no. 50

The CAMEL RATING: CAPITAL ADEQUACY

Capital adequacy of a cooperative bank can be measured by calculating a number of ratios, such as capital adequacy ratio, leverage ratio return on equity and net worth protection. The comparative performance of the selected DCCB’s with regard to these ratios for the year ranking from 2006-2011. Has been given in table no.45

It is evident from table no-45 that both DCCB-Raipur and DCCB-Bilaspur have achieved a better result than the standard in relation to Capital Adequacy Ratio although DCCB-Raipur (score 26.36) has demonstrated a slightly better performance than DCCB-Bilaspur (score 26.2). As per leverage ratio is concerned, DCCB-Raipur (Score 10.10) and DCCB-Bilaspur (Score 4.06) More so, like capital adequacy ratio is concerned, both the DCCB superseded the standard score. With regard to return on equity, DCCB- Bilaspur has shown a better results (score 39.00) and DCCB-Raipur (Score13.28) which is for behind the standard (score 30). Whereas both
DCCB’s has shown a laudable performance from the above standard (score 100) with regard to net worth protection, DCCB-Raipur has shown a tremendous growth in the performance in the later years although (score 934.4) to the standard (score100). Last but not the least, with respect to net worth protection, DCCB-Bilaspur has also shown a far better performance (score 811.2) than the standard score. Hence we can conclude that in comparison the DCCB-Raipur had much better performance in respect to weightage- 20% of Capital Adequacy than DCCB-Bilaspur.

THE CAMEL RATING: ASSET QUALITY
Asset quality of a DCCB is primarily assessed on the basis of its ability to recover the outstanding loans and advances made in due time. Hence, percentage of classified loan to total loan granted is considered as the principal ration for judging the quality of the assets. At this stage, the performance of the both the DCCB has been shown in the table no.46 it is apparent from table no.46 that DCCB-Raipur performance in respect of asset quality is in stronger position (Score 13.6) than the standard score(10.00) where as DCCB-Bilaspur demonstrated much better performance (score 11.53) as compared to Standard score. Hence we can say that asset quality of DCCB-Raipur scored much better position in regard to DCCB-Bilaspur it scored 20% in weightage of standard in asset quality.

THE CAMEL RATING: MANAGEMENT CAPACITY
The management capacity of DCCB can be attributed to a number of variables, such as Income per employee, expense per employee, etc. At this stage, the management capacity of the selected DCCBs has been presented through two important ratios in table no.47
It is revealed from the above table that with regard to Income per employee, both the banks demonstrated as outstanding performance as compared to the standard score. However, as to comparative performance between the selected DCCBs with regard to income per employee, DCCB-Bilaspur (Score 6.82) has shown better results than DCCB-Raipur (Score 3.47), alongside with respect to expense per employee DCCB-Bilaspur (Score 7.38) has shown a better performance than DCCB-Raipur (Score 6.79) and both the bank have demonstrated an excellent as compared to the standard (Score.25).

CAMEL RATING: EARNING ABILITY
Earning ability of a DCCBs can be accessed through a number of accounting ration, such as net investment margin, earning per share, etc. for the purpose of appraising earning ability of the selected DCCBs, this research has been taken into consideration some significant accounting ratios, namely net investment margin, and earnings per share. The performance of the selected DCCBs in respect of this ratio has been tabulated in table no.48
It is revealed in the above table that DCCB-Bilaspur (score 8.14) has been showing a much stronger performance than DCCB-Raipur (Score 5.66) is stronger than the standard (Score 6) and in weightage
CAMEL RATING: LIQUIDITY

Theoretically, DCCB need to deal with the horn of dilemma that is liquidity versus profitability and for resolving this dilemma, they have to pay regard to a number of factors, specifically

   a) Maintenance of Cash Reserve Ratio (CRR) and Statutory Reserve Ratio (SLR)

   b) Adequate loan-deposit ratio

   c) Profitability

By taking consideration into these factors, this research has identified two significant accounting ratios which adequately presenting the liquidity position of DCCB. These are:

   (i) Loan to deposit ratio
   (ii) Liquid assets to total deposit ratio.

Table no.49 presents liquidity of selected DCCBs. In case of DCCB-Bilaspur, loan to deposit ratio (score 0.64) is more than the DCCB-Raipur (score 0.30). But as per liquid assets to total deposit is concerned, the performance of the both DCCB’s seems to be very strong as the scores of DCCB-Raipur (Score 13.06) and DCCB-Bilaspur is (Score 31.8) and respectively which is even better performance than the score of a DCCB’s having strong liquidity position (score 10%). With this criterion, both the DCCB’s were found more consistent over the years.

From table-50, it is evident that in that overall the performance, liquidity, management, asset quality, Earning Capacity of DCCB-Raipur is much better performed in comparison to DCCB-Bilaspur.

C) ANOVA ANALYSIS

The third section explains the analysis of Variance (ANOVA) was used to test the significance differences of NPA (non performing assets) among both the DCCB’s. The study found that NPA performance decreased among DCCB Raipur (70.6% to 45.4%) and the DCCB Bilaspur (31.76% to 23.89%) also considerably decreased in the years of the analysis. This study used a trend and
percentage analysis to describe and analyze the NPA performance of DCCB’s during the period 2006-2011. Additionally, to examine whether the difference in NPA performance of the banks in 2006-2011 is statistically different among DCCB’s analysis of variance (ANOVA) is employed to test the hypothesis that the means of the DCCB-Raipur are significant than DCCB Bilaspur. This analysis supports the null hypothesis that there was decreasing trend of NPA in DCCB-Raipur.

- In the table -50, reveals that in 2006-2007 the NPA was 70% of Bilaspur DCCB and 31% of Raipur DCCB. In 2007-2008 the NPA of Bilaspur DCCB were 74% and Raipur 32%. In 2008-2009 the NPA of DCCB Bilaspur 39% and Raipur DCCB 25%. In 2009-2010 the NPA of Bilaspur DCCB were 47% and Raipur 24%. In 2010-2011 Bilaspur DCCB the NPA were 45% and Raipur 23%. In that way it is clear that there was decreasing trend of NPA in Raipur DCCB than Bilaspur DCCB.

- Table shows 51(a) and 51(b) it is that calculated value of F is 1.028 which is less than the table value of 5.32 at 5% level with d.f being v1=1 v2=8 and hence could have arisen due to chance. This analysis supports the null hypothesis of no difference is sample mean we may therefore conclude that the difference in NPA is insignificant and is just a matter of chance

- The specific findings from the study are that, there is still a need to have controlling devices to monitor NPA system in the DCCB-Bilaspur.

- There is an increasing tendency in nonperforming assets over the years of DCCB-Bilaspur, which is not a good sign for the Bank.

- From the study it is found that the DCC-Raipur is steadily decreasing its performance assets which should be effectively catered from deterioration.

6.1.2 FINDING FROM PRIMARY DATA ANALYSIS –
To formulate strategy and to provide suggestion to improve bank performance, the primary data was collected through mail Structured questionnaire to know the performance of each DCCB’s. The data reveals the following-

Brief summary of finding are presented as under:-

1) The maximum numbers (50%) of respondent are males from DCCB-Raipur, analyzed by Structured Questionnaire percentage method.
2) The 98% married respondents are from DCCB-Raipur. Structured Questionnaire percentage method.
3) The 60% respondents were the age group of above 45Years from DCCB-Raipur.
4) It is found that 68% respondent was more than 10years had been banking with DCCB-Raipur.
5) It is found that 94% respondent had awareness of the different loan schemes provided by the DCCB-Raipur.
6) It is seen that 72% respondent suggest 8-10% interest rate for the maximum loan amount (15 lakhs) for DCCB-Bilaspur.
7) In comparative analysis it is seen that 48% respondent from DCCB-Raipur had taken loan for medium term.
8) In comparative analysis it is seen that 42% respondent taken loan amount between 100,000-400,000 from DCCB-Bilaspur as comparative to DCCB-Raipur.
9) In comparative analysis it is seen that 88% respondent said that the interest rate charged by DCCB-Raipur is fair.
10) In comparative analysis it is seen that 52% respondent as compared to DCCB-Bilaspur said that the regulatory framework for recovery of loan is essential in DCCB-Raipur.
11) In comparative analysis it is seen that 70% respondent from DCCB-Bilaspur as compared to DCCB-Raipur said that the penalties should be imposed if loan is not payed in time.
12) In comparative analysis it is seen that 86% respondent from DCCB-Raipur as compared to DCCB- Bilaspur said that they get loan in time when it is required.
13) In comparative analysis it is seen that 69% respondent from DCCB- Raipur as compared to DCCB- Bilaspur said that they doesn’t get loan in time when they require and they manage from friends.
14) In comparative analysis it is seen that 82% respondent from DCCB- Raipur as compared to DCCB- Bilaspur said that they are satisfied with the credit card system of the bank.
15) In comparative analysis it is seen that 80% respondent from DCCB- Raipur as compared to DCCB- Bilaspur said that they are satisfied with the credit policy and loan recovery in DCCB from 2006-2011.

16) From the above it is seen that in there are 2% junior management respondent from both the DCCB-Raipur and DCCB-Bilaspur.

17) From the above it is seen that in DCCB-Raipur there are 4% respondent of Above 10 years as compared to DCCB-Bilaspur.

18) From the above it is seen that in DCCB-Bilaspur there are 5% respondent said that they get loan facility and Subsidiary facility, discounted interest rate facility, and overdraft facility from NABARD. And in DCCB-Raipur 5% respondent get loan facility and 2% respondents get subsidiary facility, discounted interest rate facility, Overdraft facility and Payment schedule facility.

19) It is found that in DCCB-Raipur and DCCB-Bilaspur there are 5% respondent face problems in recovery of loans.

20) It is seen that in DCCB-Raipur and DCCB-Bilaspur there are 5% respondent make recovery through reminders and legal actions.

21) It is seen that in DCCB-Raipur and DCCB-Bilaspur there are 5% respondent faces problems in advancing loans to borrowers.

22) In comparative analysis it is seen that 4% respondent from DCCB- Raipur as compared to DCCB- Bilaspur faces problems in advancing loans to borrowers as they become defaulters.

23) In comparative analysis it is seen that 5% respondent from DCCB- Bilaspur as compared to DCCB- Raipur it is seen that the trend of NPA in the Bank is slowly decreasing.

24) It is seen that in both DCCB-Raipur and DCCB-Bilaspur 3% respondent said that the Legal measures are adopted by the banks for recovery of NPA. 2% respondent said that both Legal and non legal measures are adopted for recovery of NPA by the banks.

25) It was found that many of the customers or borrowers are satisfied with the services provided by the DCCBs.

From the above primary analysis, it can be determined from the primary data that the respondents were satisfied with the overall working and services provided by the DCCBs. but in comparatively it can be depicted that the services provided by the DCCB-Raipur is faster than
DCCB-Bilaspur and the respondents were more satisfied with the interest rate charged loan facility, required loan amount they get from the bank. Hence the conclusion can be made from the primary data that and the secondary data overall the DCCB-Raipur is much better than DCCB-Bilaspur in working and service and overall financial position is also sound during the study period which proves the efficiency, mobility and financial condition of DCCB.

6.2 SUGGESTIONS

1. The banks have to adopt the modern methods of banking like internet banking, ATM, etc.
2. The banks have to plan to introduce new schemes for attracting new customers and satisfying the present ones.
3. The banks may plan for expansion of branches.
4. The banks have to improve the customer services of the bank to a better extent.
5. The bank has to keep continues contact with the borrowers, which will help the bank in quick disbursement and improves customer relationship.
6. The bank has to conduct meetings with the borrowers and should try to solve the problems faced by the bank.
7. The recovery policy adopted by the DCCB’s should be improved, continues interaction and follow-up definitely helps the bank to increase the ratio of recovery.
8. Targets be set to the recovery officers and special incentives should be provided to those officers who achieve their objectives.
9. There must be an effective and regular follow-up with the customers and need to watch is there any diversion of funds. This process can be taken up at regular intervals
10. Between the Bankers – borrower a healthy relationship should be developed. Many instances reported that the banks uses force in recovery of loans, which is unethical.
11. Managers in charge of non-performing assets should have dynamism and seal in their Work.
12. The study confines that DCCB-Raipur is continuous decrease in the Non-Performing Assets from 24% to 23%.
13. Frequent discussions with the staff in the branch and taking their suggestions for recovery of NPAs make them feel responsible.
14. Assisting the borrowers in developing his/her entrepreneurial skill will not only establish a good relation between the borrowers but also help the bankers to keep a track of their funds.
15. Create awareness among the customers and staff about the effect of Non –performing assets on the performance of the banks and ultimate on the customers.
16. The bank should avoid the wrong selection of borrowers. The staff must be additionally trained to assess the borrower efficiency by proper credit appraisal.

17. Establish special task force for the recovery of dues, which have fallen under the category of Non–performing assets.

18. The bank should fully understand the borrowers’ financial position before issuing loans.

19. The manager must take actions of recovery of loans and advances within a specified time frame with rational decisions.

20. The bank is facing difficulty in controlling NPA’S because of lack of adequate staff for the recovery.

21. The loans and advances are increasing year after year in spite of the % 0f NPA is decreasing.

22. The banks performance has improved showing a steady decrease in the sub standard assets. This is enclave through continuous inspection and timely classification of assets.

23. The one time settlement policy and its implementation on a phased manner was an important issue was a good exit policy to chronic defaulters.

24. The services of the "Recovery Cell" of the Co-operative Department may be properly utilized for avoiding delay in recovery of over dues.
6.3 CONCLUSION.

A DCCB must have adequate working capital, i.e; as much as needed the firm. It should be neither excessive nor inadequate. Both situations are dangerous. Excessive working capital means the bank does not have sufficient funds for running its operations. The basic objective of working capital management is to manage firms current assets and current liabilities in such a way that the satisfactory level of working capital is maintained, i.e; neither inadequate nor excessive. Working capital sometimes is referred to as “circulating capital”. The basic objective of any bank is to maximize the wealth. The amount of such profits largely depends upon the magnitude of loans assisted and the recovery of those loans. Each component of recovery has two dimensions Time and Money when it comes to recovery of loan “Time is money”. Thus in the bank this department should work at its best level to make the bank a profitable one. A good recovery depends on good portfolio of loans and good loan portfolio mean, low default ratio, higher percentage of recoveries to recoverable amount, lesser rescheduling, lower waivers\write offs.

Due to radical changes in the banking sector in the recent years, the central banks of all around the world have improved their supervision quality and techniques. In evaluating the function of the bank, many of the developed countries are now following uniform financial rating system (CAMEL RATING) along with other existing procedures and techniques, keeping these developments in view, this paper have applied CAMEL rating techniques for assessing financial strength of DCCB-Raipur and DCCB-Bilaspur.

Management of non-performing asset is a fundamental challenge for every bank. The banks must see that whatever the funds disbursed must be recovered with an added effect. If not the banking business will not reach its objective and will be far away from its sustenance. The cooperative banks usually confront higher degree of risk in converting the loan assets into performing assets. Since, the cooperative banks are established in rural areas and where majority of clients are poor, the recovery management becomes a laborious task and it is proved from the study undertaken to assess the management of nonperforming assets in a cooperative society. This is the crystal indication that bank has made its efforts to reach the rural people who do not have access to banking facility. Though the banks NPA's have increased over the years, it is not much higher
when compared to the performing assets. The study has also found that the cooperative society is not still consistent enough in managing the non performing assets which need to be tackled prudently. Even though the bank has shown a decreasing trend in its nonperforming assets, Effective management of Non-performing Assets manifests the financial health of the banks. Thus it is advised to the bank to follow stringent measures to tackle the problem of Non-performing Assets. The bank should see that all its non-performing assets are within the controllable mark. The banks need to follow strictly the strong prudential norms implemented by Reserve Bank of India with regard to disbursement and recovery. This will help the bank to stop the asset turning into non-performing asset.

**6.4 SCOPE OF FUTURE RESEARCH**

The present work finds the significant scope for understanding the nature of fund management prevailing in DCCB-Raipur and Bilaspur following refinement can be made by extending the present work

1. Fund management system may be developed by extending the work area to all DCCB of Chhattisgarh State.
2. A comparative analysis of fund management system can be drawn by potential researcher.
3. Dimension of variables can be further broadened to formulate new research objectives.
4. Similar work can be undertaken in different financial/banking organizations to find out congenial climate for survival and development of the banks.
5. Formulation of policies, the government, top level managers may undertake findings and suggestions.
6. The finding and suggestions may be helpful to potential researcher and future investigation to undertake performance appraisal of different banks.