

A Comparative Study of Deposit Mobilization and Loan Disbursement in Co-Operative Banks with Special Reference to Khamgaon Urban Co-Operative Bank, Amravati

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Abstract

The co-operative banking sector in India plays a crucial role in promoting financial inclusion by mobilizing local savings and providing credit to underserved sections of society. Urban co-operative banks, in particular, act as community-based financial intermediaries balancing social responsibility with financial sustainability. This study examines the relationship between deposit mobilization and loan disbursement with special reference to **Khamgaon Urban Co-operative Bank Ltd., Amravati**.

The primary purpose of the study is to analyze trends in deposits and advances, assess their interrelationship, and evaluate how effectively the bank has managed liquidity, profitability, and risk amid regulatory reforms, digital transformation, and post-pandemic challenges. The research adopts a **descriptive and analytical research design**, using both primary data (questionnaires and interviews with 110 respondents including customers and employees) and secondary data (annual reports, RBI and NABARD publications). Tools such as percentage analysis, ratio analysis, comparative analysis, and correlation analysis were employed.

The findings reveal steady growth in deposits and advances, a healthy Credit–Deposit Ratio, strong capital adequacy, and zero net NPAs, indicating efficient fund management and prudent credit practices. The study concludes that effective deposit mobilization and disciplined loan disbursement are mutually reinforcing and essential for sustainable growth. It also highlights the positive role of governance reforms and digital banking in enhancing operational efficiency.

Keywords:

Deposit Mobilization, Loan Disbursement, Urban Co-operative Banks, Financial Performance, Credit–Deposit Ratio, Digital Banking

1. Introduction

1.1 Background of the Study

The co-operative banking sector in India occupies a significant position in the country's financial system by promoting inclusive growth and supporting grassroots economic development. Unlike commercial banks, co-operative banks function on the principles of mutual assistance, democratic control, and community ownership. These institutions primarily cater to small traders, salaried employees, micro-entrepreneurs, and middle-income groups who often face limited access to formal banking channels. Among the various operational functions of co-operative banks, deposit mobilization and loan disbursement are the most critical, as they directly influence liquidity, profitability, and financial stability.

Deposit mobilization involves attracting public savings through various deposit instruments such as savings, fixed, and recurring deposits, forming the primary source of funds for lending activities. Loan disbursement refers to the effective deployment of these mobilized resources to productive sectors including MSMEs, trade, housing, and personal finance. A balanced relationship between deposits and advances reflects efficient fund management and sound banking practices. This study focuses on analyzing this relationship with special reference to Khamgaon Urban Co-operative Bank Ltd., Amravati.

1.2 Importance and Relevance

The importance of this study lies in its emphasis on internal operational efficiency of urban co-operative banks. Deposit mobilization ensures financial strength and depositor confidence, while efficient loan disbursement supports local economic activity and income generation. For institutions like KUCB, maintaining an optimal credit–deposit ratio is essential to balance liquidity and profitability. In the post-pandemic period, co-operative banks faced liquidity pressures, cautious lending behavior, and increased regulatory scrutiny. Therefore, evaluating how KUCB managed its deposits and loans during this critical phase provides valuable insights for bankers, policymakers, and researchers. The study also contributes to understanding how cooperative banks sustain trust and financial discipline in a competitive banking environment.

1.3 Current Scenario

During FY 2020–FY 2025, the co-operative banking sector underwent major transformations due to the COVID-19 pandemic, regulatory reforms, and digitalization. The Banking Regulation (Amendment) Act, 2020 brought urban co-operative banks under direct RBI supervision, enhancing governance and depositor protection. KUCB demonstrated stable growth during this period, with consistent increases in deposits and advances, a strong capital adequacy ratio, zero net NPAs, and improving profitability. The bank also adopted digital banking facilities such as NEFT, RTGS, IMPS, and core banking systems, enabling operational efficiency and customer convenience. This evolving scenario makes KUCB an appropriate case for analyzing the deposit–loan relationship in a changing financial landscape

1.4 Research Gap

A review of existing literature reveals that while numerous studies examine co-operative banks at the state or national level, limited research focuses on individual urban co-operative banks using a micro-institutional approach. Moreover, most studies analyze deposit mobilization and loan disbursement separately, without examining their interrelationship. There is also inadequate integration of factors such as digital transformation, governance reforms, and post-pandemic challenges. Additionally, few studies combine financial data analysis with operational and behavioral insights at

the branch level. This study seeks to bridge these gaps by conducting a comparative and integrated analysis of deposit mobilization and loan disbursement in KUCB.

1.5 Structure of the Paper

The paper is organized into five chapters. Chapter One introduces the study, outlining its background, significance, current scenario, research gap, and structure. Chapter Two reviews relevant national and international literature related to deposit mobilization and loan disbursement. Chapter Three explains the research methodology, including objectives, hypotheses, sampling, and analytical tools. Chapter Four presents data analysis and interpretation. Finally, Chapter Five summarizes the findings, conclusions, and recommendations for improving operational efficiency in co-operative banks.

2. Review of Literature

2.1 Conceptual Framework

Deposit mobilization and loan disbursement are the two most critical operational functions of co-operative banks and together determine their financial stability, liquidity position, and developmental role. Deposit mobilization refers to the process through which banks collect savings from members and the public in the form of savings accounts, fixed deposits, recurring deposits, and other instruments. These deposits constitute the primary source of funds for lending and income generation. Efficient deposit mobilization reflects depositor trust, institutional credibility, and sound governance practices.

Loan disbursement involves the allocation of mobilized funds to borrowers for productive purposes such as agriculture, small businesses, trade, housing, and personal needs. The effectiveness of loan disbursement depends on credit appraisal, risk assessment, recovery mechanisms, and regulatory compliance. In co-operative banks, lending decisions are guided not only by profitability but also by social objectives such as financial inclusion and local economic development.

The conceptual framework of this study is based on the **interrelationship between deposit mobilization and loan disbursement**, influenced by governance quality, regulatory oversight, technological adoption, customer confidence, and risk management practices. A strong deposit base enables stable lending, while prudent loan

disbursement enhances depositor confidence by maintaining asset quality. Recent regulatory reforms and digitalization have further strengthened this linkage by improving transparency, monitoring, and operational efficiency in urban co-operative banks

2.2 Review of National Studies

Rao (1985) conducted one of the earliest studies on deposit mobilization in Indian co-operative banks. The study revealed that deposits were largely concentrated among existing members, which limited growth and liquidity flexibility. Rao emphasized that depositor trust, transparency, and diversification of deposit schemes are essential for sustainable deposit growth. The study concluded that efficient deposit mobilization is fundamental for supporting lending operations and maintaining financial stability in co-operative banks.

Reddy and Srinivas (2001) examined the role of urban co-operative banks in promoting financial inclusion through savings and credit linkages. Their findings showed that co-operative banks effectively mobilize deposits from lower- and middle-income groups due to community trust and personalized services. However, weak management practices and limited capital strength adversely affected loan disbursement capacity. The study highlighted the need for improved administrative efficiency to achieve balanced growth in deposits and advances.

Kumar and Thomas (2015) analyzed the relationship between deposit inflows and loan disbursement efficiency in urban co-operative banks. The study found a strong positive association between stable deposit mobilization and effective credit planning. Banks with consistent deposit growth demonstrated better liquidity management, higher profitability, and lower risk exposure. The authors concluded that deposit mobilization and loan disbursement must be managed simultaneously rather than independently for sustainable financial performance

2.3 Review of International Studies

World Bank (1995) examined co-operative banking systems in developing economies and highlighted their role in mobilizing local savings and supporting community-based lending. The study found that decentralized management improves accountability and outreach but often suffers from weak supervision and governance issues. The report recommended

governance reforms, standardized procedures, and financial education to strengthen deposit mobilization and loan efficiency.

Patil (2020), in an international comparative context, analyzed the impact of digital transformation on co-operative banking performance. The study demonstrated that technology-driven banking systems reduce loan processing time, improve monitoring accuracy, and enhance depositor confidence. It concluded that digitalization positively influences both deposit retention and loan disbursement efficiency by increasing transparency and operational discipline.

NABARD (2022), while focusing on India, provided globally relevant insights through its comprehensive review of cooperative credit structures. The report emphasized diversification of loan portfolios, strong governance, and digital integration as key determinants of effective loan disbursement. It also highlighted that transparent and prudent lending practices enhance depositor confidence and long-term deposit stability, aligning Indian co-operative banks with international best practices.

2.4 Research Gaps

The review of literature reveals several important research gaps. First, most existing studies focus on the co-operative banking sector at a macro or regional level, while **micro-level studies on individual urban co-operative banks** remain limited. Secondly, many researchers have examined deposit mobilization and loan disbursement separately, without adequately analyzing their **interrelationship**.

Third, limited studies integrate the impact of **digitalization, governance reforms, and post-2020 regulatory changes** within a single analytical framework. Behavioral aspects such as depositor trust, customer awareness, and borrower confidence are also underexplored. Additionally, much of the existing literature relies heavily on secondary data, with limited use of primary insights from customers and bank employees.

The present study seeks to bridge these gaps by conducting a focused analysis of the relationship between deposit mobilization and loan disbursement in **Khamgaon Urban Co-operative Bank, Amravati**, combining financial performance indicators with

stakeholder perspectives to provide a comprehensive micro-institutional understanding.

3: RESEARCH METHODOLOGY

3.1 Research Design

The present study adopts a **descriptive and analytical research design** to examine the relationship between deposit mobilization and loan disbursement in Khamgaon Urban Co-operative Bank Ltd., Amravati. The descriptive approach is used to present the existing trends and patterns of deposits and advances over the study period, while the analytical approach helps in evaluating the interrelationship between these two core banking functions. This dual design enables an in-depth assessment of both operational performance and financial efficiency of the bank during FY 2020–FY 2025. The design is suitable as it allows systematic analysis of financial data along with customer and employee responses.

3.2 Objectives of the Study

The study is carried out with the following two specific objectives:

1. **To examine the trends and patterns of deposit mobilization** in Khamgaon Urban Co-operative Bank, Amravati during the study period.
2. **To analyse the relationship between deposit mobilization and loan disbursement** and assess its impact on the financial performance of the bank.

3.3 Hypotheses of the Study

To examine the relationship between deposits and advances, the following hypotheses were formulated:

- **Null Hypothesis (H_0):** There is no significant association between customer deposits (savings, fixed, and recurring deposits) and loan disbursement patterns in Khamgaon Urban Co-operative Bank, Amravati.
- **Alternative Hypothesis (H_1):** There is a significant association between customer deposits (savings, fixed, and recurring deposits) and loan disbursement patterns in Khamgaon Urban Co-operative Bank, Amravati.

3.4 Sources of Data

The study is based on both **primary and secondary data**, ensuring reliability and depth of analysis.

- **Primary Data:** Collected through structured questionnaires administered to customers (depositors and borrowers) and personal interviews with bank employees including branch managers and credit officers. Direct observation of banking operations was also used to understand practical deposit and loan processes.
- **Secondary Data:** Collected from KUCB annual reports, audited financial statements (FY 2020–FY 2025), publications of RBI and NABARD, research journals, books, internal bank circulars, and official websites.

3.5 Sample Design

The population of the study includes customers and employees of Khamgaon Urban Co-operative Bank, Amravati.

- **Sample Size:** A total of **110 respondents**, consisting of 100 customers (70 depositors and 30 borrowers) and 10 employees from key departments.
- **Sampling Technique:**
 - *Convenience Sampling* was used for customers based on availability and willingness to participate.
 - *Purposive Sampling* was adopted for employees to ensure selection of respondents with relevant operational knowledge.

This mixed sampling approach ensured both accessibility and relevance to research objectives.

3.6 Tools and Techniques of Analysis

The collected data were analyzed using appropriate statistical and financial tools, including:

- Percentage analysis to measure growth trends in deposits and advances
- Ratio analysis such as Credit–Deposit Ratio and NPA ratios
- Comparative analysis of deposit and loan growth
- Correlation analysis to determine the relationship between deposits and advances

- Graphical and tabular presentation for easy interpretation

Particulars	Category	Respondents
Gender	Male	62
	Female	38
Age Group	Below 25 years	18
	25–40 years	42
	41–55 years	26
	Above 55 years	14
Occupation	Salaried	36
	Business	28
	Professional	16
	Others	20
Customer Type	Depositors	40
	Borrowers	18
	Both	42

Microsoft Excel was used for computation and visualization of data.

3.7 Scope and Limitations

The scope of the study is limited to deposit mobilization and loan disbursement activities of Khamgaon Urban Co-operative Bank branches located in Amravati city. The study covers a five-year period from FY 2020 to FY 2025.

3.8 Limitations of the study include:

- The research is confined to a single co-operative bank, limiting generalization.
- The study period is restricted to five financial years.
- Some primary data are based on personal opinions, which may involve subjectivity.
- External economic factors are considered but not statistically isolated.

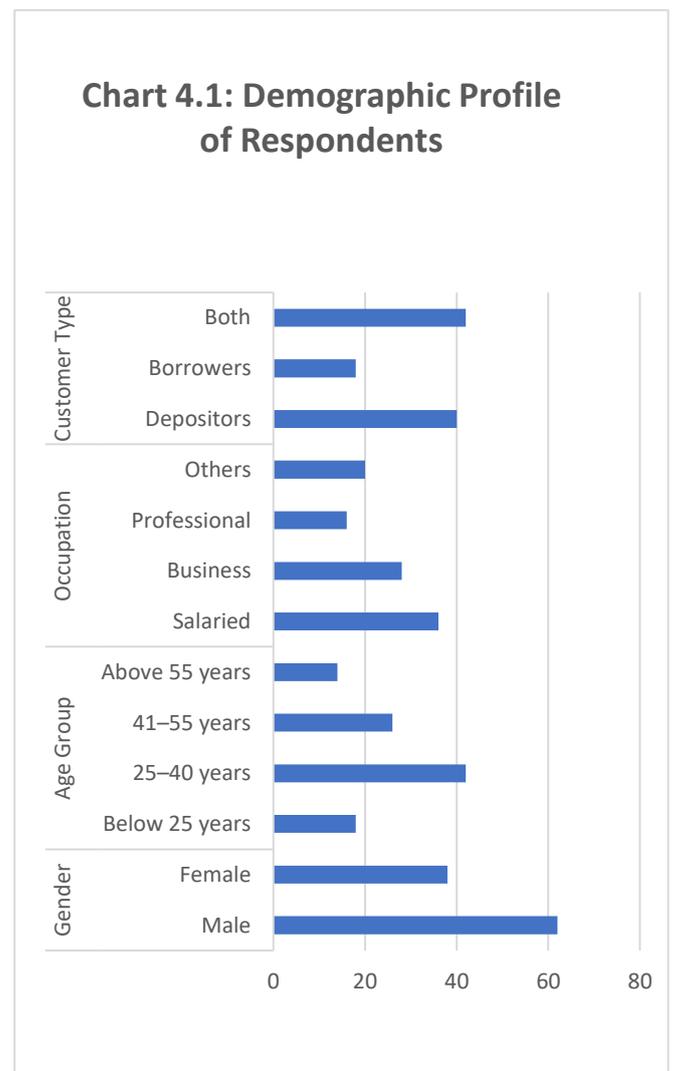
Despite these limitations, the study provides meaningful insights into the operational efficiency of urban co-operative banks.

4. Data Analysis and Interpretation

4.1. Demographic Profile of Respondents

The demographic profile provides background information about the respondents and helps assess the representativeness of the sample.

Table 4.1: Demographic Profile of Respondents



Interpretation of Chart 4.1: Demographic Profile of Respondents

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)
Attractive interest rates	22	38	20	12	8
Variety of deposit schemes	24	40	18	10	8
Ease of account opening	30	42	15	8	5
Staff explanation clarity	28	44	16	8	4
Safety of deposits	35	40	15	6	4

Professionals and others constitute 16% and 20% respectively.

Regarding customer type, **42% of respondents are both depositors and borrowers**, while 40% are depositors only and 18% are borrowers only. This balanced composition strengthens the reliability of the study and supports meaningful analysis of the relationship between deposits and loans.

4.2 Data Analysis of Questionnaire Responses

Table 4.2: Opinion on Deposit Mobilization Factors

Deposit mobilization was analyzed through five variables relating to interest rates, deposit schemes, account opening process, staff explanation, and safety of deposits.

Interpretation of Table 4.2 and Chart 4.2: Opinion on Deposit Mobilization Factors

Table 4.2 and Chart 4.2 present the opinions of respondents on key deposit mobilization factors, including interest rates, variety of deposit schemes, ease of account opening, staff explanation, and safety of deposits. The analysis shows that a large majority of respondents either **agree or strongly agree** with all the statements, indicating a high level of satisfaction with deposit-related services. Among the factors, **safety of deposits** received the highest positive response, reflecting strong customer trust and confidence in the bank. Ease of account opening and clarity of staff explanation also received favorable responses, highlighting transparent and customer-friendly procedures. Neutral responses are present to a moderate extent, while negative opinions are comparatively low. Overall, the results confirm that efficient deposit mobilization practices and service quality play a vital role in strengthening depositor confidence and supporting the bank’s financial stability.

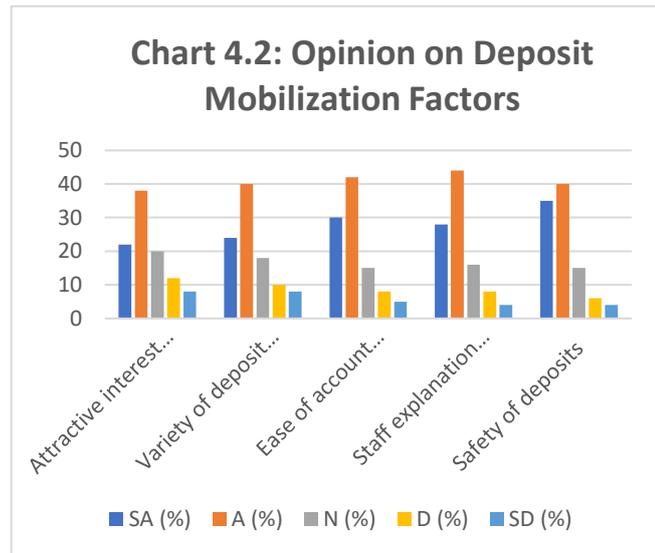


Chart 4.1 presents the demographic profile of respondents based on gender, age group, occupation, and customer type. The data indicate that **male respondents (62%)** are more than female respondents (38%), showing higher male participation in banking activities.

SAge-wise distribution shows that the majority of respondents belong to the **25–40 years age group (42%)**, followed by the **41–55 years group (26%)**. This reflects that most respondents are from the economically active population, which is relevant for studying deposit mobilization and loan disbursement.

In terms of occupation, **salaried employees (36%)** and **businesspersons (28%)** form the largest groups, indicating regular income and active banking usage.

4.3 Data Analysis of Loan Disbursement

Loan disbursement performance was evaluated using variables related to loan processing, interest rates, disbursement time, repayment flexibility, and overall satisfaction.

Table 4.3: Opinion on Loan Disbursement Factors

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)
Loan application process	20	36	22	14	8
Loan interest rates	22	38	20	12	8
Timely loan disbursement	18	40	22	12	8
Repayment flexibility	26	42	18	10	4
Overall satisfaction	30	44	16	6	4

and dissatisfied responses is observed for **timely loan disbursement**, indicating some concerns regarding processing time. Overall, the findings suggest that while loan services are largely satisfactory, improving the speed of loan disbursement could further enhance customer satisfaction and operational efficiency.

4.4 Statistical Tests and Interpretation

To analyze the primary data and to test the research hypothesis, appropriate statistical tools were applied. Statistical analysis helps in converting raw data into meaningful information and supports objective decision-making. In the present study, **Mean Score Analysis** and **Correlation Analysis** were used to evaluate customer satisfaction and to examine the relationship between deposit mobilization and loan disbursement.

4.4.1 Mean Score Analysis

Mean score analysis was carried out to measure the overall level of customer satisfaction regarding deposit mobilization and loan disbursement services. The analysis was based on a **five-point Likert scale**, where:

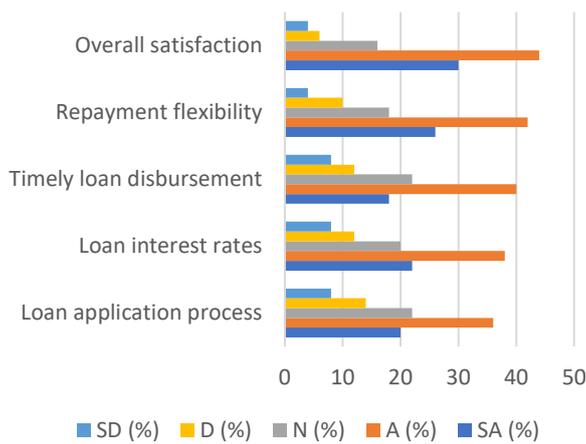
- Strongly Agree = 5
- Agree = 4
- Neutral = 3
- Disagree = 2
- Strongly Disagree = 1

The mean score was calculated by multiplying the number of responses for each option by the respective weight and dividing the total by the number of respondents. A higher mean score indicates a higher level of satisfaction.

Table 4.3: Mean Scores of Service Areas

Service Area	Mean Score
Deposit Mobilization	4.12
Loan Disbursement	3.98

Chart 4.3: Opinion on Loan Disbursement Factors



Interpretation of Table 4.3 and Chart 4.3: Opinion on Loan Disbursement

Table 4.3 and Chart 4.3 present respondents' opinions on various loan disbursement factors such as the loan application process, interest rates, timely disbursement, repayment flexibility, and overall satisfaction. The analysis indicates that a majority of respondents **agree or strongly agree** with all the statements, reflecting a generally positive perception of the bank's loan services. **Repayment flexibility** and **overall satisfaction** received the highest favorable responses, suggesting customer-friendly lending policies and supportive repayment terms. Loan interest rates and the application process were also viewed positively by most respondents. However, a moderate proportion of neutral

Interpretation

The mean score of **4.12** for deposit mobilization indicates a **high degree of customer satisfaction** with deposit-related services such as attractive interest rates, variety of deposit schemes, ease of account opening, clarity of staff explanation, and safety of deposits. Customers perceive the bank as reliable and trustworthy for saving their money.

The mean score of **3.98** for loan disbursement also reflects a **positive perception**, though slightly lower than deposit services. This suggests that customers are largely satisfied with loan application procedures, interest rates, repayment flexibility, and overall loan services. However, comparatively lower satisfaction indicates scope for improvement, particularly in areas such as loan processing time.

Overall, since both mean scores are well above the neutral value of 3, it can be concluded that the bank provides **efficient and customer-friendly deposit and loan services**.

4.5 Correlation Analysis

Correlation analysis was conducted to examine the **relationship between deposit mobilization and loan disbursement**. The Pearson correlation coefficient was used to measure the degree and direction of association between these two variables. The value of the correlation coefficient (r) ranges from -1 to $+1$.

Table 4.5: Correlation between Deposit Mobilization and Loan Disbursement

Variables	Correlation Coefficient (r)
Deposit Mobilization and Loan Disbursement	+0.71

Interpretation

The correlation coefficient of **+0.71** indicates a **strong positive relationship** between deposit mobilization and loan disbursement. This implies that an increase in deposits leads to greater availability of funds for lending, thereby improving the bank's loan

disbursement capacity. At the same time, efficient loan disbursement enhances customer trust and confidence, which encourages higher deposit inflows.

The strong positive correlation highlights the **interdependence** of deposit mobilization and loan disbursement and confirms that both functions must be managed effectively to ensure financial stability and sustainable growth of the bank.

4.5.1 Hypothesis Testing

The following hypotheses were formulated to test the relationship between deposit mobilization and loan disbursement:

- **Null Hypothesis (H_0):** There is no significant association between deposit mobilization and loan disbursement in the bank.
- **Alternative Hypothesis (H_1):** There is a significant association between deposit mobilization and loan disbursement in the bank.

Based on the correlation coefficient value of **+0.71**, which indicates a strong positive relationship, the **null hypothesis is rejected** and the **alternative hypothesis is accepted**.

4.6 Overall Interpretation of Statistical Results

The statistical analysis confirms that deposit mobilization and loan disbursement are **closely related and mutually reinforcing**. Efficient deposit mobilization provides a stable source of funds for lending activities, while effective loan disbursement enhances depositor confidence and supports deposit growth. The findings validate the objectives of the study and demonstrate that sound deposit and loan management practices play a crucial role in improving the bank's overall financial performance.

This chapter presents the key findings of the study on deposit mobilization and loan disbursement at Khamgaon Urban Co-operative Bank Ltd., Amravati, and discusses them in light of previous studies and their practical implications. The discussion is based on primary survey results, financial analysis, and statistical tests conducted during the study period

5. Findings and Discussion

5.1 Key Findings

The study reveals that Khamgaon Urban Co-operative Bank has achieved steady and consistent growth in both deposits and loan advances during FY 2020–FY 2025. Customer responses indicate a high level of satisfaction with deposit-related services, particularly regarding the safety of deposits, ease of account opening, and clarity of staff explanations. The mean score of 4.12 for deposit mobilization reflects strong depositor confidence and trust in the bank's governance and operational practices.

Loan disbursement services were also perceived positively, with a mean score of 3.98. Respondents expressed satisfaction with repayment flexibility, interest rates, and overall loan services. However, comparatively lower satisfaction regarding timely loan disbursement indicates minor operational delays, suggesting scope for improvement in loan processing efficiency.

The correlation analysis revealed a strong positive relationship ($r = +0.71$) between deposit mobilization and loan disbursement. This confirms that higher deposit inflows enhance the bank's lending capacity, while effective loan disbursement strengthens depositor confidence and encourages further deposit growth. The hypothesis testing results led to the rejection of the null hypothesis, establishing a significant association between deposits and advances.

5.2 Comparison with Previous Studies

The findings of this study are consistent with earlier national and international research. Studies by Kumar and Thomas (2015) emphasized that stable deposit growth directly supports efficient credit planning and liquidity management in urban co-operative banks. Similarly, Reddy and Srinivas (2001) highlighted that community trust and personalized services contribute significantly to deposit mobilization, which aligns with the high satisfaction levels observed among KUCB customers.

International studies, such as those reported by NABARD (2022) and the World Bank, also support the view that prudent lending practices and strong governance improve depositor confidence and financial

stability. The present study extends these findings by providing micro-level evidence from a single urban co-operative bank and by integrating customer perception data with financial and statistical analysis.

5.3 Implications

The findings have important managerial and policy implications. For bank management, the strong linkage between deposits and loans highlights the need for integrated planning of deposit schemes and credit policies. Improving loan processing speed and adopting greater digital automation can further enhance customer satisfaction and operational efficiency.

For policymakers and regulators, the study demonstrates that recent governance reforms and RBI supervision have positively influenced the financial health of urban co-operative banks. Strengthening digital infrastructure and capacity-building initiatives can help such banks remain competitive while fulfilling their social objectives.

Overall, the study underscores that effective deposit mobilization and disciplined loan disbursement are mutually reinforcing functions and are critical for the sustainable growth and financial stability of urban co-operative banks.

6. Conclusion

The present study examined the relationship between deposit mobilization and loan disbursement with special reference to Khamgaon Urban Co-operative Bank Ltd., Amravati, during the period FY 2020–FY 2025. Using a descriptive and analytical research design, the study relied on both primary data collected from customers and employees and secondary data sourced from annual reports and regulatory publications. Various tools such as percentage analysis, mean score analysis, ratio analysis, and correlation analysis were applied to evaluate trends, customer perceptions, and the interrelationship between deposits and advances.

The study found that the bank has demonstrated steady growth in deposits and loans despite challenges arising from regulatory changes, digital transformation, and the post-pandemic environment. High levels of customer satisfaction with deposit services—particularly regarding safety, ease of procedures, and staff support—

indicate strong depositor confidence. Loan disbursement services were also viewed positively, especially in terms of repayment flexibility and overall satisfaction, though some scope for improvement exists in reducing loan processing time.

One of the major conclusions of the study is that deposit mobilization and loan disbursement are strongly and positively related, as evidenced by a high correlation coefficient. Effective deposit mobilization provides a stable funding base for lending activities, while prudent and customer-friendly loan disbursement enhances trust and encourages further deposit inflows. The rejection of the null hypothesis confirms that these two functions are mutually reinforcing and jointly contribute to the bank's financial performance.

Overall, the study concludes that sound governance, efficient operational practices, and the adoption of digital banking facilities have enabled Khamgaon Urban Co-operative Bank to maintain financial stability and fulfill its dual role of social responsibility and economic sustainability.

7.7. Suggestions and Recommendations

Based on the findings of the study on deposit mobilization and loan disbursement at Khamgaon Urban Co-operative Bank Ltd., Amravati, the following suggestions and recommendations are proposed to enhance operational efficiency and long-term sustainability

7.1 Suggestions

The bank should continue strengthening its deposit mobilization strategies by introducing innovative and flexible deposit schemes tailored to different customer segments, such as youth, senior citizens, and small entrepreneurs. Greater emphasis on customer awareness programs regarding deposit products and digital banking facilities can further improve participation. Since customer satisfaction with deposit safety and staff support is already high, regular training programs should be conducted to maintain service quality and professionalism.

In the area of loan disbursement, efforts should be made to reduce processing time by simplifying procedures and increasing the use of digital tools for documentation

and credit appraisal. Faster turnaround times will enhance borrower satisfaction and improve the bank's competitive position. Continuous monitoring of loan recovery mechanisms is also suggested to sustain the zero net NPA status.

7.2 Recommendations

The management should adopt an integrated approach to deposit and credit planning, recognizing their strong interdependence. Periodic review of the Credit–Deposit Ratio and risk exposure will help balance liquidity and profitability. Investment in advanced core banking systems and data analytics is recommended to improve decision-making, transparency, and regulatory compliance. Collaboration with NABARD and RBI-supported capacity-building programs can further strengthen governance and operational resilience.

7.3 Future Research Scope

Future studies may extend the scope by conducting a comparative analysis of multiple urban co-operative banks across different regions to improve generalizability. Researchers can also explore the impact of digital banking adoption on deposit behavior and credit efficiency using advanced econometric models. Additionally, incorporating a longer study period and behavioral variables such as customer loyalty and financial literacy would provide deeper insights into the sustainability of co-operative banking operations

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9. QUESTIONNAIRE

1. The bank provides attractive interest rates on deposit accounts

Strongly Disagree Disagree Neutral Agree Strongly Agree

2. KUCB offers a variety of deposit schemes suitable to your needs.

Strongly Disagree Disagree Neutral Agree Strongly Agree

3. The process of opening a deposit account is simple and transparent

Strongly Disagree Disagree Neutral Agree Strongly Agree

4. KUCB provides timely information about new deposit schemes

Strongly Disagree Disagree Neutral Agree Strongly Agree

5. The staff clearly explain the benefits of different deposit plans

Strongly Disagree Disagree Neutral Agree Strongly Agree

6. The loan application process at KUCB is easy and convenient.

Strongly Disagree Disagree Neutral Agree Strongly Agree

7. KUCB provides loans at reasonable interest rates.

Strongly Disagree Disagree Neutral Agree Strongly Agree

8. The repayment terms offered by KUCB are flexible and customer-friendly

- Strongly Disagree Disagree Neutral Agree
 Strongly Agree

9. Did you received your loan within a reasonable time

- Strongly Disagree Disagree Neutral Agree
 Strongly Agree

10. Overall, you are satisfied with KUCB's deposit and loan-related services

- Strongly Disagree Disagree Neutral Agree
Strongly Agree