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Special Issue

International Multidisciplinary Conference on  
Environment: Issues, Challenges, Impact & Steps Towards Sustainable Development  
[24th September 2022]



International Multidisciplinary Conference on  
**Environment: Issues, Challenges, Impact and  
Steps Towards Sustainable Development**  
24 September 2022



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Preliminary



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## GREEN BANKING IN INDIA: A STUDY OF VARIOUS STRATEGIES ADOPT BY BANKS FOR SUSTAINABLE DEVELOPMENT

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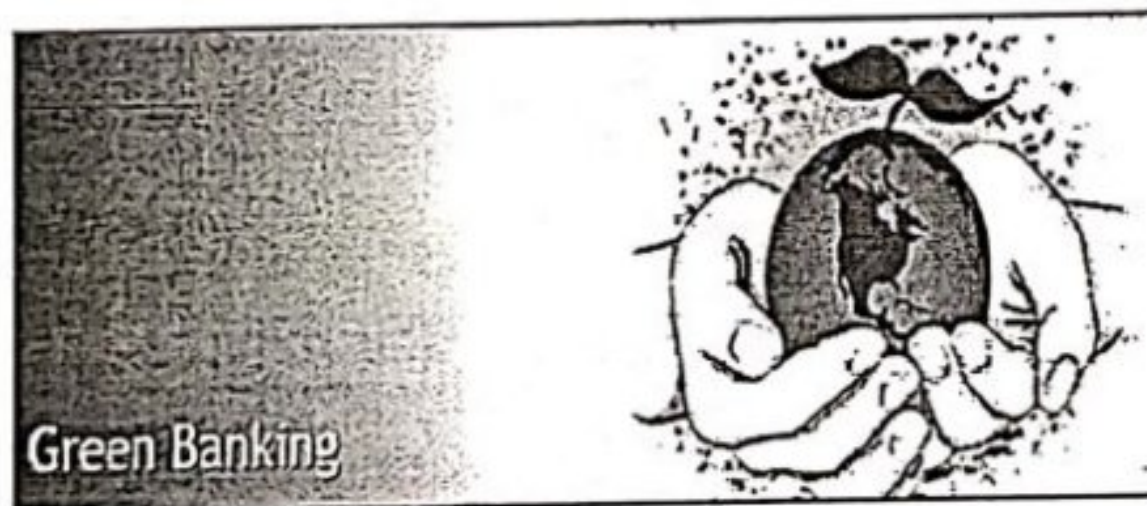
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### ABSTRACT

Banks play a pivotal role in sustainable development of a country, and green banking today has become phraseology. Economists have used the term sustainable development in an attempt to clarify the balance between economic growths on the one hand and conservation and protection of environment on the other. Due to financial, economic and environmental changes, financial services market is re-shaping and an all-inclusive engagement of ethical proposal and values into banking practices is taking place. The world faces a great experiment of environmental deprivation during the course of economic development. Green banking practices mean encouraging environment-friendly practices and decreasing carbon print from day to day banking activities. Green banks or environmentally responsible banks do not only progress their own standards but also disturb socially responsible behaviour of other business. Green Banking is one form of banking from that the country and nation gets environmentally benefits. A green bank is a bank that promotes and enacts green technologies in bank operations both internally and externally to minimize carbon footprints and facilitates environment management.

**Keywords:** Green Bank, Sustainable Development, Green Approach Economic Development

### 1. Introduction



#### 1.1 Sustainable Development:

"Earth provides enough to satisfy every man's needs, but not every man's greed."

-Mahatma Gandhi

Sustainable development refers to "meeting the needs of the present generation without compromising the needs of future generation". In the environment friendly society "Go Green" mantra has become relevant in each and every aspect of business. There is a wave of change with all business activities to not only focus on profit but also on people and planet. With the changing consumer expectation, stricter environment regulation, compliance requirements even the banking sector cannot escape this wave of change. The present environment all over the world is facing major issue of climate change. The rise in global warming has more effect on

environment for change in climate, thus causing living life on the earth very harmful. The awful impact of recent floods, droughts, storms and excessive heat/temperature which a large number of people all the world have experienced, force us to think seriously about global warming and its impact and to do whatever we can to address this problem.

The concept of environmental sustainability started in 1969 with the establishment of the National Environmental Policy Act (NEPA, 2014) in the United States whose purpose is to maintain productive harmony between man and nature. After that an independent agency was established in 1970 "Environmental Protection Agency" (EPA) with the aim to protect the natural resources, human health and to preserve the quality of the environment. In order to conserve natural resources the three R's concept is going popularized that is REDUCE, REUSE and RECYCLE. So for the survival, continuous efforts should be made for the environmental management in a sustainable manner. This is not only for the business units especially manufacturing industries but also financial services/institutions like banks to play a significant role in sustainable development of the society.



### 1.2 Green Banking

Greening of bank is further reducing carbon footprints from banking activities, and this is mutually beneficial to the banks, industries and the economy. Green banking is a form of banking activity where the banks take initiative to do its daily activities as a conscious entity in the society by considering in-house and external environmental sustainability. The banks who do such type of banking activities are termed as socially responsible and a sustainable bank or green bank or ethical bank. Banking assumes a special niche due to its ability to influence the economic growth and development of the country. Banking sector can play a crucial role in greening the banking system by enhancing the availability of finance and serve the needs of a "green economy". Banks in India especially the largest commercial bank State Bank of India has established several green banking initiatives.

Green banking means promoting environmental friendly practices and reducing carbon footprint from banking activities. To aid the reduction of external carbon emission, bank should finance green technology and pollution reducing projects. So today's business is all about being green. Sustainable development and preservation of environment are now recognized globally as a major issue to protect our planet from the ravages inflicted on it by mankind. Various global initiatives are underway to counter the ill effects of development that living beings encounter today, such as global warming and climate change.

### 2. Literature Review

World Food Programme (WFP) - "To allow for future generations requires that we preserve our remaining resources and that we heal or rehabilitate resources that have been treated carelessly in the past. To do these things systematically is to follow a path of environmentally sustainable development".

In the same vein, the definition of sustainability advanced by Pearce and Turner (1990) makes theoretical sense- "It involves maximizing the net benefits of economic development subject to maintaining the

services and quality of natural resources over time".

According to the World Commission, sustainable is "development that meets the goals of the present without compromising the ability of future generation to meet their own needs" (WCED, 1987:8). This pioneering definition implies a view of sustainable development as a case of inter- generational sensibility in respect of the use of natural resources.

Marzio, (2007), opined that definition of green banking is diverse, which includes green banking as similar to the ethical bank, where the bank has a social responsibility to the environment.

Goyal & Joshi (2011) in their study "A study of Social and Ethical issues in Banking Industry" highlighted social and ethical issues such as social banking, ethical banking, green banking and rural banking, which facilitates the achievement of sustainable development of banking and finance. They concluded that banks can act as a socially and ethically oriented organization by disbursement of loan only to those organizations which have environmental concerns.

Bhari (2011) emphasized that banks should consider before financing a project whether that project is environment friendly or not and its future implications on environment in future.

### 3. Research Methodology

The study is based on secondary sources of information books, journals, and other publicly available information like Magazines, Newspapers, Research Articles, Research journals, E-Journals and Websites. The methodology is content analysis. According to C.R. Kothari, "Content Analysis consists of analyzing the contents of documentary materials such as books, magazines, newspapers and the contents of all other verbal materials which can be either spoken or printed". Research methodology is descriptive.



### 3.1 Objectives of the Study:

Objectives of the study are:-

- ☐ To know the history of green banking.
- ☐ To understand the concept of green banking
- ☐ To study the major challenges of green banking
- ☐ To study Green Banking and its associated advantages
- ☐ To study opportunities of green banking in India
- ☐ To study various strategies for green banking approach
- ☐ To study the benefits of green banking

#### 3.1.1. History of Green Banking:

The concept of green banking was developed in the western countries. Green Banking was formally started in 2003 with a view to protecting the environment. Then the Equator Principles (EPs) were launched and were initially adopted by some leading global banks, such as Citigroup Inc, The Royal Bank of Scotland, Westpac Banking Corporation. In March 2009, Congressman Chris Van Hollen of USA introduced a Green Bank Act with the aim of establishing a green bank under the ownership of the US government. After introduce the Green Banking initial decision was to minimize the paper use in banking works because to make all kinds of papers need to cutting trees as raw materials (its minimize the green forestation) and for this reason naturally its reduce the Oxygen and increase the carbon-dioxide in airspace/ globe .There are two ways of green banking practices. One is in-house green banking; another is practice by the bankers in their business area. Green Banking is any form of banking from that the country and nation gets environmentally benefits. An orthodox bank becomes a green bank by directing its core operations toward the betterment of environment. The banking sector can play an intermediary role between economic development and environment protection by promoting environmentally sustainable and socially responsible investment.

#### 3.1.2. Green Banking:

Green Banking means promoting environmental-friendly practices and reducing carbon footprint from banking activities. According to Indian Banks Association (IBA, 2014) "Green Bank is like a normal bank, which considers all the social and environmental/ecological factors with an aim to protect the environment and conserve natural resources". Banks are constantly looking at ways to make their processes more productive and environment friendly with the use of technology, old methods are slowly giving away to newer & more efficient process. Green banking is like a normal bank which considers all the social and environmental factors; it is also called as ethical banks have started with the aim of protecting the environment. Green banking aims at improving the operations and technology along with making the clients habits environment friendly in the banking business. It is like normal banking along with the consideration for social as well as environmental factors for protecting the environment. It is the way of conducting the banking business along with considering the social and environmental impacts of its activities.

Recently, as a part of the 'Green Initiative', the Centre has suggested the NBFCs take proactive steps to promote day to day use of electronic payment systems, elimination of post-dated cheques and gradual phase-out of cheques in their business transactions. Similarly, the ministry of finance has directed all public sector banks, financial institutions and public sector insurance companies to take up e-governance. The one of the biggest reason for the global warming is more use and more wastage of paper, like in banks paper-work is more, this results in climate change due to cutting of trees, as the paper is made from tree. At the same time they give financial assistance to even unethical business which is against the environment. Therefore, the banking sector can play an intermediary role between economic development and environmental protection, for promoting environmentally sustainable and socially responsible investment, banking of this kind can be termed as "Green Banking".





### 3.1.3. Challenges of green banking:

While adopting green banking practices, the banks would face the following challenges:

- **Reputational Risk:** If banks are involved in those projects which are damaging the environment they are prone to lose their reputation. There are few cases where environmental management system has resulted in cost saving, increase in bond value.
- **Diversification Problem:** Green banks restrict their business transaction to those business entities who qualify screening process done by green banks. With limited number of customers they will have a smaller base to support them.
- **Start-up face:** Many banks in green business are very new and are in start-up face. Generally it takes 3 to 4 years for a bank to start making money. Thus it does not help banks during recession.
- **Credit Risk:** Credit risk arises due to lending to those customers whose businesses are affected by the cost of pollution, change in environmental regulation and new requirements of emission level.
- **High operating cost:** Green bank requires talented and experienced staff to provide proper services to customers. Experienced loan officers are needed; they give additional experience in dealing with green business and customers.

### 3.1.4. Green Banking and its associated advantages:

**1. Online Savings Account:** Online savings account and mobile banking is the coolest way to bank green and support the environment. Green banking includes set up direct deposit to obtain your pay checks, receiving electronic statements from your bank and by paying bills online. All of these steps can extremely decrease the quantity of paper formed by your bank. Online banking and mobile banking are also greatly operative ways to retain track of your finances and to avoid late payment fees. One more green banking step you can ensue is to propose the company you work for sign up for a product called "Remote Deposit". Remote customers have to materially deliver each

cheque to their bank to make a deposit. Remote deposits also allow banks to easily clear cheques digitally.

**2. Paperless Statements:** Distribution of bank statements by mail is a best way to reduce the use of paper. All the banks having an option for customers to obtain their statements electronically from a secure log in option. Copies of banking records and statements can then be stored automatically by electronic means instead of in filing cupboards. Getting statements electronically decreases the chance of identity theft.

**3. Use Direct Deposit:** Most of the employers will provide employees the choice to receive their pay check electronically. Not only does this speed up the availability of your money and save you a trip to the bank, it also saves paper, lots of paper work etc.

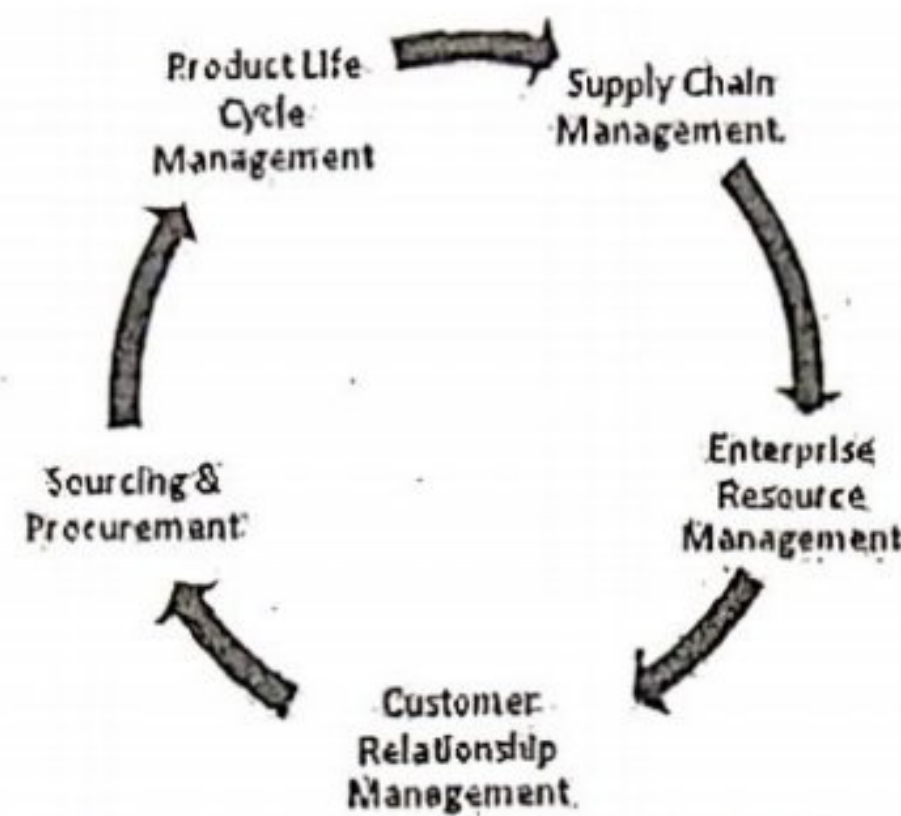
**4. Green Finance:** Banks should finance environment friendly projects and environment friendly products such as solar equipment, recycled furniture, vehicle finance for low carbon emissions Vehicles, home finance for green buildings etc. With generous certain allowances in processing fee and concessional rate of interest.

**5. Green Infrastructure:** Green infrastructure contains IT infrastructure (Data Centres), green buildings with sufficient natural lightening and air, produce electricity for their own usage and waste.

### 3.1.5. Opportunities of green banking in India:

A Green Bank requires each of its functional units and activities to be Green-environmentally friendly and help to improve environmental sustainability. Several opportunities are available for banks to go green their functional units and activities. Key among them is:





### 1. Supply Chain Management(SCM)

SCM is the management of the flow of goods and services. It includes the movement and storage of raw materials, work-in-process inventory, and finished goods from point of origin to point-of-consumption. Interconnected or interlinked networks, channels and node businesses are involved in the provision of products and services required by end customers in a supply chain.

- Adopt techniques and plans to minimize inventory and wasted freight.
- Adopt networked design using a carbon foot print.

### 2. Enterprise Resource Management(ERP)

ERP is a category of business-management software, typically a suite of integrated applications that an organization can use to collect, store, manage and interpret data from many business activities, including product planning, purchase, manufacturing or service delivery, marketing and sales, inventory management, shipping and payment.

- It facilitates paper less transactions.
- Adopt techniques for workforce and parts optimization as well as intelligent device management.

### 3. Customer Relationship Management(CRM)

Customer relationship management is an approach to managing a company's interaction with current and future customers. It tries to analyze data about customers history with a company, to improve business relationships with customers, specifically focusing on customer retention, and ultimately to drive sales growth.

One important aspect of the CRM approach is the systems of CRM that compile information

from a range of different communication channels including a company's website, telephone, email, live chat, marketing materials, social media, and more. Through the CRM approach and the systems used to facilitate CRM, businesses learn more about their target audiences and how to best cater to their needs.

### 4. Sourcing & Procurement:

In business, the term sourcing refers to a number of procurement practices, aimed at finding, evaluating and engaging suppliers for acquiring goods and services. Outsourcing is the process of contracting a business function to someone else select vendors for sustainability rating for their products, services and operations.

### 5. Product Life Cycle Management:

In industry, PLC is the process of managing the entire lifecycle of a product from inception, through engineering design and manufacture, to service and disposal of manufactured products.

- Design and offer banking products & services in such a way that consume less resources and energy and thereby reduce carbon foot print.
- Implement effective systems for product end-of-life management that have minimal impact on environment.

### 6. Green Banking Services

Banks are developing new products and services that respond to customers demand for sustainable choices. Following are some of the options that banks should offer to their customers:

- Electronic and mobile banking facilitates customers to perform most of their bank needs anytime, anywhere.
- Automatic payments reduce the need to write and send cheques by mail.
- Paperless statements, product information guides and annual reports to customers and stakeholders.
- Offering and promoting mutual funds that focus investment in 'Green' companies.
- Credit cards and debit cards can be used while making the payment of various expenses without carrying money.
- Mobile banking is used for performing balance cheques, account transactions,



payments, credit appliances etc., via mobile phone or Personal Digital Assistant (PDA).

### 3.1.6 Strategies for green banking approach:

Indian Banks can adopt green banking as business model for sustainable banking. Some of following strategies little reflected in their banking business or must be adopted by banks.

1. **Carbon credit Business (CBS):** All Nations must reduce greenhouse gases emission and reduce carbon to protect our environment. These emissions must be certified by Certified Emission Reductions commonly known as carbon credit.

2. **Green Banking Financial Products:** Banks can develop innovative green based products or may offer green loans on low rate of interest. As Housing and Car loan segments constitute the main portfolio of all banks so they adopt green loans facility.

3. **Paperless Banking:** All banks are shifting on CBS or ATM platform providing electronic banking products and services. So there is a scope for banks to adopt paperless banking. Private and foreign banks are using electronics for their office but in PSU banks are still using huge paper quantity.

4. **Energy Consciousness:** Banks have to install energy efficient equipment's in their office. Banks have to transform this green banking in hardware, waste management, energy efficient technology products. Banks can donate energy saving equipment to schools and hospitals.

5. **Mass Transportation System:** Banks have to provide common transport for groups of officials posted at one office.

6. **Social Responsibility Services:** Indian banks can initiate various social responsibility services like tree plantation camps, maintenance of parks and pollution check up camps. The Financial Times and International Finance Corporation (IFC) is a member of World Bank Group launched Sustainable Finance Awards for institutions that are integrating social, environmental and corporate governance into their business operations.

### 3.1.7. Approaches of green banking for sustainability development:-

- Biswas (2011) revealed some strategies for the adoption of environmental management in the banking sector:-
  - Banks should do **Environmental Impact Assessment (EIA)** in which they design the environmental system to evaluate the risk involved before investing in different projects.
  - They should adopt the **Annual Reporting System (ARS)** in which they prepare an annual report on environmental risk guidelines for every project they invest or finance.
  - They should adopt an **environmentally sustainable technology** which minimizes risk; saves cost and enhance the bank's reputation.
  - Banks should begin implementing procedures like [-
- According to Dharwal & Agarwal (2013), Banks can change their routine operations through recycling programs, paperless banking, using energy efficient resources, and support for community events for reducing pollution and so on.
- Ginovsky (2009) suggested, Use of paperless banking which results in reducing the carbon footprint from internal banking operations and It also leads to saving cost to the bank because through automation they can avoid the cost of storage of paper and also the cost of courier vehicle fuel consumption and emissions and Adoption of Green Street lending, which means offering low rate of interest to consumers and businesses for installing solar energy systems and energy saving equipment's like solar hot water systems, highly efficient furnaces, heat pumps and replacement windows.
- Making IT infrastructure (including data centre) and physical infrastructure (including buildings) greener and taking initiatives so that a bank could itself generate electricity for its own consumption.
- Engage with key stakeholders and create awareness of environmental issues and





their impact on the economy, the environment and the society.

- Set SMART (Specific, Measurable, Attainable, Realistic, and Timely) green goals as the internal targets to reduce carbon footprint along with timelines.
- Conduct energy audits and review equipment's purchases and disposal policies.
- Revise the green policy as required by monitoring the progress regularly; watch industry trends and new developments, Banks can focus on green buildings across its branches to implement ecological friendly practices.
- Banks can support projects ranging from community clean-ups to national initiatives on climate change, water, air, biodiversity and more.
- **Greening Processes, Products, Services, and Strategies:** Making day-to-day business operations, banking products and services greener by following simple practices and making them environmentally friendly.
- Banks can introduce green funds for customers who would like to invest in environment friendly projects.
- To go online, use of green credit card, save paper use energy efficient equipment in organization level, issue green loan by thoroughly verifying the projects.

#### 4. Conclusion

To conclude the green banking is must for the sustainable development of any country. Worldwide the sustainability should be ensured so as to protect our environment. Banks plays a vital role in protecting the environment from ill effects currently it faces by following green strategies as given above in the study. To sum up green banking requires a paradigmatic shift in thinking about economics, business and finance. Its success would be greater if the world governments started to revise their economic paradigms from being 'monetary economics' to 'ecological economics' and begin to transform their accounting principles from purely being financial into ecological/operational energy accounting patterns. To go online, use of green credit card, save paper use energy efficient equipment in organization level, issue green loan by thoroughly verifying the projects. This can contribute greatly to sustainable development.

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Special Issue

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24 September 2022



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Preliminary





## सुपर शॉप कार्यकारणाचा पर्यावरणावर होणारा प्रभाव एक चिकित्सक अभ्यास

(विशेष संदर्भ : बुलढाणा जिल्हा)

डॉ. अनिल स. पुरोहित आणि सुमित राजेंद्र गिनोडे

वाणिज्य व्यवस्थापन विभाग शि.प्र.मं.तात्यासाहेब महाजन कला व वाणिज्य महाविद्यालय, चिखली जि. बुलढाणा

### 1.0 प्रस्तावना

अलीकडीलच्या काळात माणसाच्या सार्वजनिक व वैयक्तिक जीवनात जसजसा बदल होत गेला तसतसा माणसाची वागण्याची पद्धत देखील बदलत चालली आहे. त्याला दैनंदिन जीवनात लागणाऱ्या वस्तूंची संख्या वाढते आहे व त्यांचे मानवी जीवनात महत्त्वही वाढतेच आहे. पूर्वी मानव दैनंदिन जीवनात लागणाऱ्या वस्तूंच्या गरजा ह्या वस्तूंच्या देवाण-घेवाणतून पूर्ण करत असे व कालांतराने या वस्तूंच्या देवाण-घेवाणी मध्ये पैशाने आपली जागा बनवली व मा वस्तूंची खरेदी विक्री पैश्याच्या मोबदल्यात होऊ लागली. जसे जसे मानवाच्या गरजा वाढत गेल्या तसतसे या दुकानांचे स्वरूपही बदलत गेले. पूर्वी दुकानात फक्त मोजक्यात म्हणजे त्या दुकाना संबंधितच दैनंदिन वापराच्या वस्तू मिळत असे, पण आज मात्र मानवी गरजांनी व स्वयंसेवा या व्यवसायाचे संपूर्ण स्वरूप बदलून गेलेले आहे. आज नवीन गृहउपयोगी दुकान म्हटले की त्याचे अफाट स्वरूप शॉपींग मॉलच्या स्वरूपात आपल्या डोळ्यापुढे येते. शॉपींग मॉलमध्ये ग्राहक किंवा उपभोक्ता हा आता केंद्र बिंदू बनला आहे. कोणताही व्यावसायिक आता नवीन दुकान टाकायची तर त्याच्या उपभोक्त्याच्या गरजा लक्षात ठेऊनच टाकतो. दैनंदिन जीवनात लागणाऱ्या वस्तूंच्या किरकोळ विक्री दुकानांचे महत्त्व मानवी जीवनात इतके आहे कि आज हा विषय आपण संशोधनासाठी घेऊ शकतो. या व्यवसायात अलीकडे शॉपींग मॉल अथवा सुपर शॉप या नव्या आणि अगदी नाविन्यपूर्ण संकल्पनेचे आगमन झाले व त्यामुळे दैनंदिन जीवनात लागणाऱ्या मालाची किरकोळ विक्री या व्यवसायाच्या ग्राहकांच्या समाधानाने वेगळेच रूप धारण केले व व्यवसायाचे सुपर शॉप आणि जनरल शॉप या दोन प्रकारात विभाजन झाले.

आजच्या सुपर शॉपचे स्वरूप इतके अवाढव्य झाले आहे, की त्यांच्या सुरुळीत कार्यकारणास्तव मोठ्या प्रमाणात मनुष्यबळ व विविध रत्नात जसे वीज, पाणी, इत्यादीची आवश्यकता आहे. तसेच, ग्राहकाना आकर्षित करण्याकरीता मोठमोठ्या जाहिरातीचा देखील वापर वाढला आहे. या सर्वबाबींचा विचार केल्यास सुपर शॉप केवळ एक साधारण प्रतिष्ठा नसून पर्यावरणाला प्रभावित करणारी वस्तु देखील आहे. तसेच, भविष्यात या सुपर शॉपच्या संकल्पनेला तडा जाईल अशी चिन्हे देखील नाहीत. त्यामुळे पर्यावरणाच्या विविध घटकांवर सुपर शॉपचा काय प्रभाव पडतो याचा सखोल अभ्यास करणे आवश्यक आहे. याकरिता, या संशोधनकार्यात महाराष्ट्राच्या बुलढाणा जिल्ह्यातील विविध सुपर शॉपमध्ये खरेदीकरीता जाणाऱ्या ग्राहकांकडून विषयाच्या उद्दीष्टांना अनुसरून माहिती प्राप्त करण्यात आली.

### 2.0 संशोधन पद्धती

संशोधन कार्यासाठी निर्देश माहिती मिळण्यासाठी व संशोधनाची उद्देशपूर्ती होण्यासाठी प्रमाणिकृत संशोधन पद्धतीचा वापर करण्यात आला.

### 2.1 संशोधनाचे कार्यक्षेत्र

प्रस्तुत संशोधन करण्यासाठी संशोधन क्षेत्र म्हणून बुलढाणा जिल्ह्याची निवड केली आहे. बुलढाणा जिल्ह्यातील संग्रामपूर, जळगाव जामोद, मलकापूर, नांदुरा, शेगाव, मोताळा, खामगाव, बुलढाणा, चिखली, मेहकर, देऊळगाव राजा, सिंदखेड राजा, लोणार या तेरा तालुक्यांच्या संदर्भात संबंधित व्यवसायाचे सखोल व सर्वांगीण अध्ययन करण्यात आले आहे.

### 2.2 अध्ययन विश्व

प्रस्तुत अध्ययन हे वस्तुनिष्ठ असावे याकरीता संशोधन क्षेत्रातील सर्व सुपर शॉप यांचा अध्ययन विश्व म्हणून विचार करण्यात आला.

### 2.3 जनसंख्या व नमुना निवड

प्रस्तुत अध्ययनात बुलढाणा जिल्ह्यातील सुपर शॉपमध्ये खरेदी करणारे सर्व ग्राहक यांचा जनसंख्या म्हणून विचार करण्यात आला. सदर संशोधनाकरिता नमुना निवडीसाठी यादृच्छिक नमुना निवड पद्धतीचा वापर करण्यात आली व सुपर शॉपमध्ये खरेदी करणाऱ्या एकूण 120 ग्राहकांची नमुना म्हणून निवड करण्यात आली.

### 2.4 तथ्य संकलन

प्रत्यक्ष माहितीच्या संकलनासाठी सर्वेक्षण पद्धतीचा उपयोग करण्यात आला. प्राथमिक सामग्री संकलनासाठी संबंधित ग्राहकांच्या प्रत्यक्ष मुलाखती घेउन तथ्य संकलन करण्यात आले.

### 3.0 सांख्यिकीय विश्लेषण आणि अर्थविवेचन

संशोधनकार्यात प्राप्त झालेल्या माहितीचे संकलन करून सांख्यिकीय विश्लेषण करण्यात आले. प्राप्त माहितीवरून वारंवारता व बहुलक काढण्यात आले. संबंधित ग्राहकांकडून प्राप्त झालेल्या माहितीच्या विश्लेषणाकरीता 'Chi-Square' चाचणीचा वापर करण्यात आला व संभाव्यता पातळी 0.05 निर्धारित करण्यात आली.

### 3.1 सुपर शॉपमध्ये विजेचा वापर (प्रमाण)

सारणी क्र.1: सुपर शॉपमध्ये विजेचा वापर

प्रमाण	संख्या	टक्केवारी
मोठ्या प्रमाणात	82	68.3
साधारण	35	29.2
कमी प्रमाणात	3	2.5
एकूण	120	100.0

काई-वर्गमूल्य: ७८.९५; स्वातंत्र्यांश: २; तालिका मूल्य: ५.९९; p

मूल्य <0.05

वरील सारणी क्र. 1 मध्ये सुपर शॉपमध्ये वापरल्या जाणाऱ्या विजेच्या प्रमाणाबाबत माहिती दर्शविण्यात आली आहे. 68.3 टक्के ग्राहकांप्रमाणे सुपर शॉपमध्ये मोठ्या प्रमाणात विजेचा वापर होत असून 29.2 टक्के ग्राहकांप्रमाणे या मॉलमध्ये साधारण प्रमाणात विजेचा वापर होतो. तसेच, 2.5 टक्के ग्राहकांप्रमाणे या सुपर शॉपमध्ये कमी प्रमाणात विजेचा वापर केला जातो.



**3.2 सुपर शॉपमुळे ध्वनी प्रदूषण**

सारणी क्र. 2: सुपर शॉपमुळे ध्वनी प्रदूषण

प्रमाण	संख्या	टक्केवारी
मोठ्या प्रमाणात	98	81.7

कार्ड-वर्गमूल्य: १२६.९५; स्वातंत्र्यांश: २; तालिका मूल्य: ५.९९;

p मूल्य &lt;0.05

वरील सारणी क्र. 2 मध्ये सुपर शॉपमुळे होणाऱ्या ध्वनी प्रदूषणाबाबत माहिती दर्शविण्यात आली आहे. 81.7 टक्के ग्राहकांप्रमाणे सुपर शॉपमुळे मोठ्या प्रमाणात ध्वनी प्रदूषण होत असून 12.5 टक्के ग्राहकांप्रमाणे या सुपर शॉपमुळे साधारण प्रमाणात ध्वनी प्रदूषण होतो. तसेच, 5.8 टक्के ग्राहकांप्रमाणे सुपर शॉपमुळे कमी प्रमाणात ध्वनी प्रदूषण होतो.

**3.3 सुपर शॉपमुळे रहदारी व वायू प्रदूषण**

सारणी क्र. 3: सुपर शॉपमुळे रहदारी व वायू प्रदूषण

प्रमाण	संख्या	टक्केवारी
मोठ्या प्रमाणात	79	65.8
साधारण	36	30.0
कमी प्रमाणात	5	4.2
एकूण	120	100.0

कार्ड-वर्गमूल्य: ६९.०५; स्वातंत्र्यांश: २; तालिका मूल्य: ५.९९; p मूल्य <0.05

वरील सारणी क्र. 3 मध्ये सुपर शॉपमुळे होणाऱ्या रहदारी व वायू प्रदूषणाबाबत माहिती दर्शविण्यात आली आहे. 65.8 टक्के ग्राहकांप्रमाणे सुपर शॉपमुळे मोठ्या प्रमाणात रहदारी व वायू प्रदूषण होत असून 30.0 टक्के ग्राहकांप्रमाणे या सुपर शॉपमुळे साधारण प्रमाणात रहदारी व वायू प्रदूषण होतो. तसेच, 4.2 टक्के ग्राहकांप्रमाणे या सुपर शॉपमुळे कमी प्रमाणात रहदारी व वायू प्रदूषण होतो

**3.4 सुपर शॉप जवळील छोट्या दुकानांमुळे होणारा धनकचरा (प्रमाण)**

सारणी क्र. 4: सुपर शॉप जवळील छोट्या दुकानांमुळे होणारा धनकचरा

प्रमाण	संख्या	टक्केवारी
मोठ्या प्रमाणात	101	84.2
साधारण	15	12.5
कमी प्रमाणात	4	3.3
एकूण	120	100.0

कार्ड-वर्गमूल्य: १६९.०५; स्वातंत्र्यांश: २; तालिका मूल्य: ५.९९; p मूल्य <0.05

वरील सारणी क्र. 4 मध्ये सुपर शॉप जवळील छोट्या दुकानांमुळे होणारा धनकचऱ्याबाबत माहिती दर्शविण्यात आली आहे. 84.2 टक्के ग्राहकांप्रमाणे सुपर शॉप जवळील छोट्या दुकानांमुळे मोठ्या प्रमाणात धनकचरा होत असून 12.5 टक्के ग्राहकांप्रमाणे या सुपर शॉप जवळील छोट्या दुकानांमुळे साधारण प्रमाणात धनकचरा होतो. तसेच, 3.3 टक्के ग्राहकांप्रमाणे या सुपर शॉप जवळील छोट्या दुकानांमुळे कमी प्रमाणात धनकचरा केला जातो.

साधारण	15	12.5
कमी प्रमाणात	7	5.8
एकूण	120	100.0

**3.5 सुपर शॉप जवळ प्लास्टीकचा वापर**

सारणी क्र. 5: सुपर शॉप जवळ प्लास्टीकचा वापर

प्रमाण	संख्या	टक्केवारी
मोठ्या प्रमाणात	88	73.3
साधारण	23	19.2
कमी प्रमाणात	9	7.5
एकूण	120	100.0

कार्ड-वर्गमूल्य: ८८.८५; स्वातंत्र्यांश: २; तालिका मूल्य: ५.९९; p मूल्य <0.05

वरील सारणी क्र. 5 मध्ये सुपर शॉप जवळ प्लास्टीकचा वापर याबाबत माहिती दर्शविण्यात आली आहे. 73.3 टक्के ग्राहकांप्रमाणे सुपर शॉप जवळ प्लास्टीकचा वापर मोठ्या प्रमाणात होत असून 19.5 टक्के ग्राहकांप्रमाणे सुपर शॉप जवळ प्लास्टीकचा वापर साधारण प्रमाणात होतो. तसेच, 7.5 टक्के ग्राहकांप्रमाणे मॉल जवळ होणाऱ्या प्लास्टीकचा वापराचा प्रमाण कमी आहे.

**3.6 सुपर शॉपमुळे मोकळ्या जागेच्या उपलब्धतेवर परिणाम**

सारणी क्र. 6: सुपर शॉपमुळे मोकळ्या जागेच्या उपलब्धतेवर परिणाम

जागेच्या उपलब्धतेवर परिणाम	संख्या	टक्केवारी
जागा मोठ्या प्रमाणात घटते	39	32.5
साधारण प्रमाणात घटते	68	56.7
जागेच्या उपलब्धतेवर परिणाम होत नाही	13	10.8
एकूण	120	100.0

कार्ड-वर्गमूल्य: ३७.८५; स्वातंत्र्यांश: २; तालिका मूल्य: ५.९९; p मूल्य <0.05

वरील सारणी क्र. 6 मध्ये सुपर शॉपमुळे मोकळ्या जागेच्या उपलब्धतेवर परिणाम होत असण्याबाबत माहिती दर्शविण्यात आली आहे. 32.5 टक्के ग्राहकांप्रमाणे सुपर शॉपमुळे मोकळ्या जागेत मोठ्या प्रमाणात घट झाली असून 56.7 टक्के ग्राहकांप्रमाणे या सुपर शॉपमुळे मोकळ्या जागेत साधारण प्रमाणात घट झाली आहे. तसेच, 10.8 टक्के ग्राहकांप्रमाणे सुपर शॉपमुळे मोकळ्या जागेच्या उपलब्धतेवर काही परिणाम झाला नाही.

**4.0 निष्कर्ष****4.1 सुपर शॉपमध्ये विजेचा वापर (प्रमाण)**

संशोधनात प्राप्त माहितीच्या सांख्यिकीय विश्लेषणावरून असे निदर्शनास येते की अध्ययन क्षेत्रातील बहुतांश ( $p < 0.5$ ) सुपर शॉपमध्ये मोठ्या प्रमाणात विजेचा वापर होतो.

**4.2 सुपर शॉपमुळे ध्वनी प्रदूषण**

संशोधनात प्राप्त माहितीच्या सांख्यिकीय विश्लेषणावरून असे निदर्शनास येते की अध्ययन क्षेत्रातील बहुतांश ( $p < 0.5$ ) सुपर शॉपमध्ये मोठ्या प्रमाणात ध्वनी प्रदूषण होतो.



#### 4.3 सुपर शॉपमुळे रहदारी व वायू प्रदूषण

संशोधनात प्राप्त माहितीच्या सांख्यिकीय विश्लेषणावरून असे निदर्शनास येते की अध्ययन क्षेत्रातील बहुतांश ( $p < 0.5$ ) सुपर शॉपमुळे मोठ्या प्रमाणात रहदारी व वायू प्रदूषण होतो.

#### 4.4 सुपर शॉप जवळील छोट्या दुकानांमुळे होणारा धनकचरा (प्रमाण)

संशोधनात प्राप्त माहितीच्या सांख्यिकीय विश्लेषणावरून असे निदर्शनास येते की अध्ययन क्षेत्रातील बहुतांश ( $p < 0.5$ ) सुपर शॉप जवळील छोट्या दुकानांमुळे मोठ्या प्रमाणात धनकचरा होतो.

#### आधारग्रंथ सूची

#### 4.5 सुपर शॉप जवळ प्लास्टीकचा वापर

संशोधनात प्राप्त माहितीच्या सांख्यिकीय विश्लेषणावरून असे निदर्शनास येते की अध्ययन क्षेत्रातील बहुतांश ( $p < 0.5$ ) सुपर शॉप जवळ प्लास्टीकचा वापर मोठ्या प्रमाणात होतो.

#### 4.6 सुपर शॉप मुळे मोकळ्या जागेच्या उपलब्धतेवर परिणाम

संशोधनात प्राप्त माहितीच्या सांख्यिकीय विश्लेषणावरून असे निदर्शनास येते की अध्ययन क्षेत्रातील बहुतांश ( $p < 0.5$ ) सुपर शॉप मुळे मोकळ्या जागेत साधारण प्रमाणात घट झाली आहे.

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# INTERNATIONAL JOURNAL OF SCIENCE & ENGINEERING DEVELOPMENT RESEARCH

An International Open Access Journal

ISSN: 2455-2631

## Certificate of Publication

The Board of  
International Journal of Science & Engineering Development Research

Is hereby awarding this certificate to

**Prof. Dr. Anil S. Purohit**

In recognition of the publication of the paper entitled

**Co-operative Banks: A Vital Lifeline for Indian Economy - Case Study: Andhra Pradesh Mahesh Co-operative Urban Bank Ltd., Hyderabad**

Published in Volume 7 Issue 9, September-2022



Co-Authors - *Preeti Premraj Bhala*

Paper ID - IJSDR2209102

Editor-In Chief

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# Co-operative Banks: A Vital Lifeline for Indian Economy - Case Study: Andhra Pradesh Mahesh Co-operative Urban Bank Ltd., Hyderabad

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**ABSTRACT:** The cooperative banks are small sized banking units which operate both in urban and non-urban areas over the last 100 years. These banks play a pivotal role in meeting the credit requirements and development of Small & Medium size industries. It is a unique sector where banking and cooperation works together. These banks work on the basis of two tier system and on the principles of cooperation, self-help and mutual-help. Cooperative banks are playing a very crucial role in catering the credit needs of small depositors and borrowers, mainly in the urban informal sector that are deemed non-credit worthy by the commercial banks. Urban and rural cooperative banks are the different types of cooperative banks functioning in India.

The urban cooperative banks also known as primary cooperative banks operate in urban and semi urban areas. These are the small size cooperatively banking units cater the needs of small scale business units, retail traders, professionals, salaries classes etc. Despite of a sustained growth, the sector has gone through a lot of turmoil in the last few years. These banks are striving relentlessly to address the issues of economic inequality and the concentration of wealth that are causing exploitation of weaker sections by the stronger. The present study analyzed the evolution of urban cooperative banks in India, its financial performance and the developments that are needed to boost the performance of the banks to have better economic growth.

**Keywords:** Urban Cooperative banks, Mahesh Bank, Indian Economy

## 1. INTRODUCTION

### 1.1 Banking Regulations

Banking Companies Act of 1949 defined "banking" means accepting, for the purpose of lending or investment, of public deposits of money, repayable on demand or otherwise, and withdraw able by cheque, order, draft etc. Banks accepts deposits from public, makes the funds available to those who need them and helps in remittance of money from one place to another.

Banking is considered to be the "Backbone of a Nation's Economy". The Indian Banking, today, is divided into commercial banks which are Private, Public scheduled and non-scheduled banks, Regional and Rural, and Cooperative Banks. Banking business has done method of accepting money deposits from depositors and then lending the same money to the borrowers, banking activity encourages the flow of money to productive use and grow. In the absence of banking business, the entrepreneurs would not be in a position to raise the money and the savings would sit idle in our homes.

investments. This in turn allows the country's economy to

### 1.2 Cooperative Movement in India

In the year 1904 the government of India started the cooperative movement and decided to develop the cooperatives as the institutional agency to tackle the problem of usury and rural indebtedness. In such a situation cooperative banks operate as a balancing center. Presently we have several cooperative banks which are performing multipurpose functions of financial, administrative, supervisory and development in nature of expansion and development of cooperative credit system.

The first known mutual aid society in India was probably the 'Anyonya Sahakari Mandali' organized in the erstwhile princely State of Baroda in 1889 under the guidance of Vithal Laxman Kavthekar. Urban co-operative credit societies, organized on a community basis to meet the consumption oriented credit needs of their members. From its origins then to today, the thrust of UCBs, historically, has been to mobilize savings from the middle and low income urban groups and purvey credit to their members - many of which belonged to weaker sections.

The MacLagan Committee of 1915 was appointed to review their performance and suggest measures for strengthening them. The committee observed that such institutions were eminently suited to cater to the needs of the lower and middle income strata of society and would inculcate the principles of banking amongst the middle classes. The committee also felt that the urban cooperative credit movement was more viable than agricultural credit societies.

The Government of India Act in 1919 transferred the subject of "Cooperation" from Government of India to the Provincial Governments. The Government of Bombay passed the first State Cooperative Societies Act in 1925 "which not only gave the movement its size and shape but was a pace setter of cooperative activities and stressed the basic concept of thrift, self help and mutual aid." Other States followed. This marked the beginning of the second phase in the history of Cooperative Credit Institutions. There was the general realization that urban banks have an important role to play in economic construction. This was asserted by a host of committees.



The Indian Central Banking Enquiry Committee (1931) felt that urban banks have a duty to help the small business and middle class people. The Mehta-Bhansali Committee (1939), recommended that those societies which had fulfilled the criteria of banking should be allowed to work as banks and recommended an Association for these banks. The Co-operative Planning Committee (1946) went on record to say that urban banks have been the best agencies for small people in whom Joint stock banks are not generally interested. The Rural Banking Enquiry Committee (1950), impressed by the low cost of establishment and operations recommended the establishment of such banks even in places smaller than taluka towns. The first study of Urban co-operative banks was taken up by RBI in the year 1958-59. The Report published in 1961 acknowledged the widespread and financially sound framework of urban co-operative banks; emphasized the need to establish primary urban cooperative banks in new centers and suggested that State Governments lend active support to their development.

### 1.3 Co-operative Banks

A co-operative bank is a financial entity which belongs to its members, who are at the same time the owners and the customers of their bank. It is often established by people belonging to the same local or professional community having a common interest.

It is formed to promote the upliftment of financially weaker sections of the society and to protect them from the clutches of money lenders who provide loans at an unreasonably high-interest rate to the needy. The co-operative structure is designed on the principles of cooperation, mutual help, democratic decision making and open membership. It follows the principle of 'one shareholder, one vote' and 'no profit, no loss'.

Cooperatives Banks are registered under the Cooperative Societies Act, 1912. These are regulated by the Reserve Bank of India and National Bank for Agriculture and Rural Development (NABARD) under the Banking Regulation Act, 1949 and Banking Laws (Application to Cooperative Societies) Act, 1965. Cooperative banks differ from commercial banks on the grounds of organization, governance, interest rates, and the scope of functioning, objectives and values.

An urban co-operative Bank is defined as one which is organized for accepting deposits from the public, which is usually repayable by cheques which carry on normal banking business. Urban Banks are those credit societies which undertake all kinds of banking business including the acceptance of all types of deposits and the provisions of banking facilities for their clientele, such as making advances on personal surety, issue of drafts, discounting Hundis collection of Bills etc. Co-operative banks have helped India usher in a new dawn of progress by taking banking to common people in villages and towns across the country.

These banks are small-sized units organized in the co-operative sector which operate both in urban and non-urban regions and are traditionally centered on communities, localities and work place. Most of the services provided by these banks are savings and current accounts, safe deposit lockers, loan or mortgages to private and business customers. For middle class users, for whom a bank is where they can save their hard earned money, facilities like Internet banking or phone banking is not very important.

Co-operative banking, incorporate retail banking, as carried out by credit unions, mutual savings and loan associations, building societies and co-operatives, as well as commercial banking services provided by manual organizations like co-operative federations to the cooperative business.

### 1.4 Indian Economy

The meaning of the economic system refers to the role or model of distribution and production which take place in the society. The economic system may either be simple or complex. It may adopt either a 'capitalistic' or 'socialistic' system or may be a 'mixed' one (as is in our country). The economy itself may be predominantly agricultural or industrial.

India, as a developing country, features a mixed economy in the world. The major characteristics of developing economy are low per capita income, overpopulation, maximum population below the poverty line, poor infrastructure, agro-based economy and a lower rate of capital formation. Since, the independence of the country, India has been developing in many perspectives from the economic point of view. Although the Indian economy is developing in nature, it tends to move towards a developed economy. The major reforms in the Indian economy were done in the year 1991.

Since independence India has been a 'Mixed Economy'. India's large public sectors were responsible for rendering the country a 'mixed economy' feature. Indian economy is basically based in the contribution of service sector (currently provides 60% share of GDP) and near about 53% of its population is dependent on the Agriculture. As soon as the time is passing, the share of Agriculture is decreasing and share of service sector is increasing. Currently India is called a developing economy of the world.

## 2. LITERATURE REVIEW

Various studies conducted and numerous suggestions were sought to bring effectiveness in the working and operations of the financial institutions. Narsimham Committee (1991) emphasized on capital adequacy and liquidity, Padamanabhan Committee (1995) suggested CAMEL rating (in the form of ratios) to evaluate financial and operational efficiency, Tarapore Committee (1997) regarding Non-performing assets and its quality, Kannan Committee (1998) opined about working capital and lending methods, Basel committee (1998 and revised in 2001) recommended capital adequacy norms and management measures.

Kapoor Committee (1998) has suggested for credit delivery system and credit guarantee and Verma Committee (1999) recommended seven parameters (ratios) to judge financial performance and several other committees constituted by the Reserve Bank of India to bring reforms in the banking sector by emphasizing on the improvement in the financial health of the banks.

Bhaskaran and Josh (2000) concluded that the recovery performance of co-operative credit institutions continues to be unsatisfactory which contributes to the growth of NPA even after the introduction of prudential regulations. They suggested



legislative and policy prescriptions to make co-operative credit institutions more efficient, productive and profitable in tune with competitive commercial banking.

Jain (2001) has compared the performance analysis of District Central Co-operative Banks (DCCBs) of Western India, like Maharashtra, Gujarat and Rajasthan and found that DCCBs of Rajasthan have performed better in profitability and liquidity as compared to Gujarat and Maharashtra.

Singh and Singh (2006) studied the funds management in the District Central Co-operative Banks (DCCBs) of Punjab with specific reference to the analysis of financial margin. Mavaluri, Boppana and Nagarjuna (2006) recommended that performance of banking in terms of profitability, productivity, asset quality and financial management has become important to stable the country's economy. As per their study, public sector banks have been more efficient than other banks operating in India.

Pal and Mallik (2007) look over the differences in the financial characteristics of 74 public, private and foreign banks in India based on factors, such as profitability, liquidity, risk and efficiency. It is suggested that foreign banks were better performers, as compared to other two categories of banks, in general and in particular utilization of resources. Dutta and Basak (2008) suggested that Co-operative banks should improve their recovery performance by adopting new system of computerized monitoring of loans, implement proper prudential norms and organize regular workshops to sustain in the competitive banking environment.

Chander and Chandel (2010) analyzed the financial efficiency and viability of HARCO Bank and found poor performance of the bank on capital adequacy, liquidity, earning quality and the management efficiency parameters.

### **3. IMPACT OF URBAN COOPERATIVE BANKS FOR ECONOMIC DEVELOPMENT**

Today, Co-operative banks operate across the country side-by-side with commercial banks and play a crucial role in providing need-based finance, especially for people engaged in agricultural and agriculture-based operations including farming, cattle, milk, personal finance, etc, along with some small industries and self-employment driven activities. Co-operation is the backbone of rural and semi-urban economy. It should not be allowed to collapse only because of weak links in the system. RBI and State Government should put in place a system which will ensure success in the co-operative movement.

The Govt. and RBI should consider the Co-operative banks as essential factor in the overall banking and credit environment of the society. These banks are the most competent tool for financial inclusion and over time have proved their ability to provide credit at the grass root level effectively. The only thing is that they need proper cushioning, guidance, advice and support. With the growing networking of UCBs and their utility in financial uplift and financial inclusion, which is need of the hour, it is felt necessary that a separate umbrella organization exclusively for urban co-op. banks may be designed on the lines of NABARD.

UCBs with their unique and exclusive organizational set up will be the most effective tool for the financial inclusion of urban poor and hence this sector needs special attention in the years to come. Co-operation if run on trust, honesty, and confidence is the best alternative to Corporate Sector; we feel that it should not be allowed to collapse. The Government and the Reserve Bank should nourish this sector. The significant economic contributions made by co-operative banks are in good strength, indicates their direct role in transforming the economic growth scenario in India. The government and regulator too are not ignorant of this fact and "policy endeavors are geared to consolidating and strengthening this sector and improving governance", says RBI.

The important development in urban co-operative banking was the survey undertaken by the Reserve Bank with the object of studying the pattern of financial resources of urban banks, part played by urban banks in financing small-scale industries, the outlets for their investments and the factors underlying the success or failure in their working.

The Report on the Survey of Urban Co-operative Banks published by the Reserve Bank observed that with the growth of planning and an increase in the tempo of economic development, steps had been taken to promote the development of various types of economic activities in the sphere of co-operation. But, while much attention had been paid to the promotion of agricultural co-operatives, industrial cooperatives and various other types of co-operative societies such as those for fisheries, dairying and housing societies, similar importance had, however, not been accorded to urban banks.

For the promotion and development of urban banks and the full utilization of their potentialities, the Survey Report made the following suggestions:

1. An assessment may be made of the scope of the establishment of urban banks in new centers and in different parts of existing cities and towns.
2. Active efforts should be made by the management of urban banks to expand their membership.
3. Urban banks should adopt a progressive attitude towards their functions and should try to diversify their activities and offer a wide range of facilities to their members than are now given.
4. In their loan policy, urban banks should adopt a sufficiently wide and diversified system suiting the needs of the times and of different categories of members, keeping in view loans to small industries as an important line of future development.
5. The working of urban banks should be placed on sound and efficient lines, by elimination of non-credit activities of the trading type, improvement of the accounting and operational arrangements and reduction and avoidance of overdue.
6. There should be continuous building up of member relations and publicity. (As per Report on the Survey of Urban Co-operative Bank by RBI)

The statutory power of inspection of Urban Co-operative Banks was also vested in the Reserve bank of India which could exercise it either directly or through the concerned state co-operative bank. Powers in regard to incorporation, management and winding up continued to be governed by the State Co-operative Societies Acts concerned.

### **4. CASE STUDY – MAHESH URBAN COOPERATIVE BANK, TELANGANA**



Andhra Pradesh Mahesh Co-operative Urban Bank Ltd. (popularly known as Mahesh Bank) was registered as a Primary Co-operative Society on 30th June, 1977. The Bank has commenced its operations on 9th August, 1978. The Bank was accorded Scheduled Status by Reserve Bank of India from 26th October, 1996 - the first Co-operative Bank to be accorded this status in the entire South India. Dr C. Rangarajan, the then Governor, Reserve Bank of India graced the occasion. The Bank has been registered as a Multi-State Co-operative Bank under the Multi-State Co-operative Societies Act, 1984 with effect from 30.05.2001 - again the first Co-operative Bank to achieve this coveted position in South India.

Mahesh Bank is the first Co-operative Urban Bank in the States of Telangana and Andhra Pradesh:

- To offer Core Banking Solutions(CBS), Bancassurance, Mutual Funds, Direct RTGS/NEFT, e-Seva, Rupay ATM-cum-Debit Card facilities.
- To offer IMPS – Merchant Payment Service – for online payment of Electricity, Telephone Bills and booking flight, bus and hotel bookings.

**Branch Expansion:** Mahesh Bank presently has 45 branches - 35 in the twin cities of Hyderabad and Secunderabad and one each at Khammam, Warangal, Karimnagar in Telangana State, Vijayawada, Guntur, Rajahmundry, Visakhapatnam, in Andhra Pradesh State, Jaipur & Bhilwara in Rajasthan and Mumbai in Maharashtra State.

**Foreign Exchange Transactions:** The Bank has been granted license – Authorized Dealer – Category – II by the RBI to undertake money transfer business and specified non-trade current account transactions. Mahesh Bank is the first Co-operative Urban Bank to get this license in the States of Telangana and Andhra Pradesh.

**Capital Adequacy Norms:** The Capital to Risk Weighted Assets Ratio (CRAR) of the bank stood at 20.07% as on 31-3-2021 as against a minimum stipulation of 9% prescribed by RBI.

#### **Awards:**

- The Bank has been conferred with "Best Cyber Security Education Campaign" award by Banking Frontiers, Mumbai during 2020.
- Sri Purshotamdas Mandhana, Former Chairman and present Sr.Vice-Chairman of the bank received "BEST CHAIRMAN" award under the category of Large Co-operative Banks of the Country by the Banking Frontiers, India's first publication of its kind on Banking Technology and Business issues at a function held at Goa on 19th September, 2019 at a function – "Frontiers in Cooperative Banking Awards (FCBA)".
- The Bank bagged the "Special Award" in 77th All India Industrial Exhibition held at Hyderabad during 1.1.2017 to 15.02.2017 for its exemplary participation and personalized services rendered to its customers.
- One more feather on the cap of the bank for having Award Award for "BEST MOBILE APP" and "BEST e-PAYMENTS AWARDS" by the Banking Frontiers, (India's first publication of its kind on Banking Technology and Business issues) at a function held at Jaipur – Rajasthan on 9th September, 2017.

#### **Economic Development of the Bank:**

##### **1. Technology Enabled Services:**

Bank continues to be at the forefront of leveraging technology to improve the customer experience. The following are the major services operational to serve the customers banking needs:

1. RuPay Debit Card
2. Bharat Bill Pay
3. Internet banking- Retail/ Corporate
4. Mobile Banking
5. BHIM Mahesh Pay
6. Toll Free Services
7. Payment Facility on Whatsapp
8. Missed Call Services
9. RuPay Prepaid Card
10. Tab Banking
11. Loan Origination System
12. Artificial Intelligence Enabled BOT
13. Positive Pay System

##### **2. Human Resource Services:**

Bank develops its workforce capabilities, skills and competencies by engaging employees in learning and development activities. These activities are planned to be in sync with the business goals of the Bank and are conducted with an objective to enhance performance of employees towards business growth.

Besides giving training in the own training college of the Bank at Head Office, Staff were also deputed to various external workshops & seminars conducted by renowned Organizations and institutions in banking & financial sector like CAB RBI, NAFCUB, VAMNICOM, ICM (Institute of Co-operative Management, Pune) etc.

Training classes were conducted at regular intervals round the year. The e-learning concept introduced by the bank found to be very useful during this pandemic period. The Staff are pursuing the course online during holidays sitting at home and also at their leisure time.

##### **3. Customer Services:**

Mahesh

Bank follows this quote:

"Treat the customer like you would want to be treated".



Bank maintains absolute commitment to client relationships and satisfaction, integrity and transparency. To elevate customer delight, Bank is constantly enhancing its technology and risk management capabilities to ensure that customer has the most state of the art tools available at his fingertips. Bank has developed own technology and partnered with others to provide technology based services at par with New Generation Banks.

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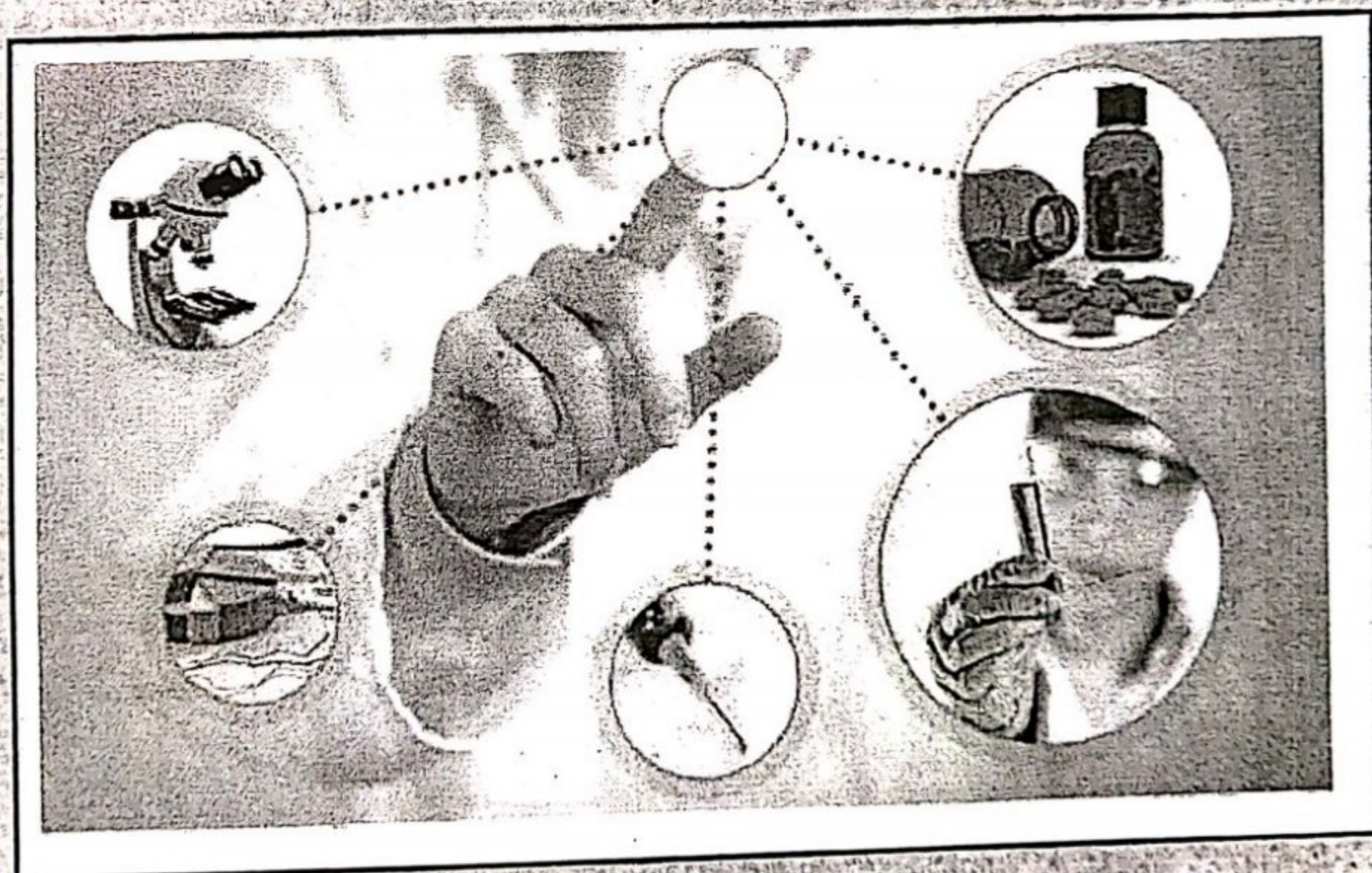
# INTERNATIONAL JOURNAL OF ADVANCED MULTIDISCIPLINARY RESEARCH (IJAMR)

(ISSN: 2393-8870)

(A Peer Reviewed, Referred, Indexed and Open Access Journal)

Impact Factor: 5.005(2022), ICV: 80.43

Volume.9, Issue.9 - 2022



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## Technology Innovations Towards Customer Service In Urban Cooperative Banks With Special Reference To Akola Urban Cooperative Bank

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### Abstract

#### Keywords

Technology  
Innovation,  
Urban Cooperative  
banks,  
Akola UCB

The Information Technology (IT) must be an integral part of our life and organization strategy. IT needs are increasing day by day and today every person is intending to be IT oriented. The employees of the Bank are valuable assets to the organization. If they are highly satisfied they produce more and it is profitable for the organization. So in this competitive environment it is necessary to know the employees views toward their job and to measure the level of satisfaction with regard to various aspects of job satisfaction and performance of organization itself. Job satisfaction is an integral component of organization climate and an important element in the management employee's relationship.

"The Urban co-operative banks in Maharashtra have started their customer services through tele banking inter branches transactions and providing 24 hrs services through ATMs". In order to improve the performance of co-operatives computerization of all their transactions is a must to cope up with the ongoing revolutionary changes in banking systems such as internet banking, ATMs, anywhere banking and any time banking etc., IT helps to increase the productivity of existing co-operatives of poor formers. Billing and payment collection will be streamlined through creation of "Smart Cards" with electronic accounts.



## 1. Introduction

A co-operative bank is a small-sized, financial entity, where its members are the owners and customers of the Bank. They are regulated by the Reserve Bank of India (RBI) and are registered under the States Cooperative Societies Act. Co-operative Banking has proved to be an asset in terms of acting as a financial intermediary to agricultural and allied activities, small scale industries, and self employed workers.

The background and history of Urban Co-operative banks indicates that the initially cooperative movement was started in India to improve the conditions of rural masses. UCBs are much ahead of nationalized banks in rendering service to customers and shareholders. The quality parameters are taken care of by these banks to the maximum extent. More than 60 percent UCBs are situated Maharashtra. However, these banks are also spread to Gujarat, Karnataka, Tamilnadu and West Bengal.

The main functions of urban co-operative banks are to promote thrift by attracting deposits From members and others and to advance loans to the members. Thus the role, functions, objectives of UCBs are as follows: 1) To collect and create deposits from customers, members and public. 2) To raise funds for lending finance to customers and members. 3) To encourage saving, self help and mutual help and among the members. 4) To draw, make, accept, discount, buy, sell, collect and deal in bill of exchange, drafts, certificates and other securities. 5) To provide safe-deposit vaults.

## 2. Literature review

Sattar and Ali (2014) measures the factors affecting the employee satisfaction by discussing variables such as promotion, work environment, leadership and job satisfaction and observe its impact on workers of the banking industry at Bahawalpur district. It was determined that all the variables promotions, work environment, leadership behavior and job satisfaction have

significant relationship with employees job satisfaction.

Salem et al., (2013), concludes that most people or employees agreed that personality type suits the work they do and have the opportunity to do what they do best and they are also optimistic about their personal and professional life and further demonstrates that fair policy of recruitment and selection leads to employee satisfaction at work.

Sowmya and Panchanatham (2011) reveals that job satisfaction is dependent on supervisor behavior, coworker behaviour, pay and promotion, job and working condition and organizational aspects. In the case of job satisfaction aspects, commercial banks employee perceived pay and promotion as an indispensable factor to decide their satisfaction level.

The level of employees' job satisfaction increases by many factors and when employees are satisfied with their work, they feel motivated (Noor, 2011). The demand of employees work life balance is increased by change in trends in the business such as change in organizations structure, diversity of work force and female employees working in organizations.

## 3. Technology innovations towards customer service in urban cooperative banks on urban cooperative banks

Customer service is the service provided in support of a bank's core products. Customer service often includes answering questions; handling complaints. Customer service can occur on site (as when an onstage employee helps a customer or answers a question) or it can occur over the phone or the Internet.

Banking being a service industry, a lot depends on efficient and prompt customer service. Customer service is the most important duty of the banking operations. Prompt and efficient service with smile will develop good public relations reduce complaints and increase business.



The ten key areas of customer's services to be attended timely and regularly are:

- Submission of statement of A/Cs to customers
- Updating of savings pass books.
- Teller system efficiency.
- Cleanliness and Upkeep of premises.
- Intermediate Credit for institution cheques/land bills.
- Advance intimation to customers for rewards of Term Deposits Receipts on maturity.
- Advance for Debit/credit to accounts.
- Punctuality of staff.
- Handling of complaint register.
- Maintain a complaint register.

Customer's dissatisfaction in the banking industry is neither recent nor unknown. This is mainly due to delays in handling transactions across the counter in collections, update of passbooks supply of statements of accounts, etc.

Customer service has always been a major preoccupation of the banks. The bank service repeatedly comes under heavy attack from bank users, newspapers, legislation and Government for poor quality of customer service. In the area of customer service, expectation and demands of the customers generally rise at a much faster pace than banks are equipped to deal with. It leads to enormity and complexity of banking operations that give rise to complaints.

The complaints relating to the co-operative banks are mainly delays in the;

- a) Collection of outstation cheques,
- b) Encashment of cheques,
- c) Acceptance of cash,
- d) Issuing of drafts and mail transfers,
- e) Submission of statement of account and pass books, and
- f) Processing of loan applications.

Furthermore, not carrying out the special and specific instructions of customers and discourteous behaviour are the reasons for

complaints. Some of these delays can be traced back to the deficiencies in systems and procedures prevailing in banks, the growth in banks not being matched with adequate infrastructural support, and the lack of necessary skills of bank personnel to manage their tasks effectively and fulfill what is expected of them.

The activities of the co-operative banks regarding services fall into two major categories: a) Traditional services, and b) Non-Traditional services. Standard transactions that come under traditional services are:

- a) Withdrawal of cash,
- b) Acceptance of cash,
- c) Updating of pass book,
- d) Legibility of pass book,
- e) Collection of local cheques,
- f) Collection of outstation cheques,
- g) Sending credit/ debit advise,
- h) Intimation of maturity of fixed deposits,
- i) Issue/renewal of fixed deposits, and
- j) Issue of cheque books.

Non-traditional functions of the banks are:

- a) Purchase of bank draft,
- b) Encashment of bank draft,
- c) Receipt/issue of money through mail transfer, and
- d) Receipt/issue of money through telegraphic transfer.

Other aspects, which determine the quality of bank services are:

- a) Infrastructural facilities;
- b) Attitude of bank employees;
- c) Adequacy of the number of bank branches; and
- d) Availability of general amenities at bank branches, like availability of drinking water, place to sit and other factors.



#### 4. Case study – The Akola urban Co-op. Bank Ltd. Akola, Maharashtra

The objective of establishing the Akola Urban Cooperative Bank was to cater to the needs of local people & furtherance of the objective/principles of co-operation. With this objective in mind some social workers came together and registered the Bank on 19.4.1963 at Akola with the support of local traders & others.

In the beginning the area of operation of the Bank was limited only to Akola district. After the liberalization policy of Government in 1991 the Bank opened 21 branches & one extension counter spread over the entire state of Maharashtra. Since then the Bank is making steady progress the credit of which goes to our members customers, employees and well wishers. The slogan of the Bank is "Sahkaren Jankalyanm" accounting to which the bank is extending help in financial & non financial way to various sections of the society.

##### [A] Banking Services

#### 1. RTGS / NEFT Funds Transfer Facility:

The Akola Urban Co-operative Bank has introduced the RTGS / NEFT Funds Transfer Facility for our esteemed Customers. The general Guidelines for handling the transactions related to RTGS / NEFT are as follows.

- All the RTGS / NEFT transactions will require a Valid Instrument i.e. Cheque.
- The Transaction Time for RTGS/NEFT will be from 10:30 AM to 4:00 PM for Working Days except on Saturday the Time will be 10:30 AM to 1:00 PM.
- Transactions below Rs.2,00,000/- (Rs. Two Lakh Only) will be in NEFT.
- Transactions Above Rs.2,00,000/- (Rs. Two Lakh Only) will be in RTGS.
- All other Terms & Conditions are mentioned on the overleaf of the RTGS / NEFT Application form.
- All Incoming RTGS / NEFT will be automatically credited to Beneficiary Account and will be notified separately.

#### 2. Draft facility:

We are providing facility of issuing drafts payable at all cities in India at reasonable rates. Rates for Draft Facility are as under...Draft facility rates.

#### 3. Franking Facility:

Franking - Franking is nothing but acceptance of stamp duty in a mechanized form. The bank is authorized by Govt. of Maharashtra to install franking machines at our following branches to make frank impression of stamps on all kinds of instruments on which stamp duty is payable under the provisions of Indian Stamp Act and Bombay Stamp Act.

#### 4. Lockers Facility:

We are providing lockers of different sizes to our customers at almost all branches except Chandrapur, Wardha & Rajapeth, Amravati.

#### 5. Insurance Facility

##### Life Insurance

Life Insurance will protect your family's financial future. As we are a financial institute it's our responsibility to provide new and better products and services for our valuable customers. And for that we have entered in Life Insurance business recently tied up with

1. Exide Life Insurance Co
2. HDFC Life Insurance Co.

There are many products which are affordable and better for your needs. For details you may contact to our nearest branches. Product as Term Life, Saving Plans, Pension Plans, Money back Plans.

##### General Insurance

General insurance helps us to protect ourselves and the things we value such as our homes cars and valuables from financial impact of risk, fire, flood, storm and earthquake accidents and theft. For this purpose we are providing General Insurance services since last 11 years tied up with



Bajaj Allianz General Insurance Co Ltd. Products are as Motor Insurance, Property Insurance, Dwellings, Travel Insurance, Health Insurance, Personal Accidental Policy.

#### 6. Demat Account

This facility is provided at Main Branch Akola & Jaistambh Branch Amravati.

The Client can open a demat account with CDSL. The procedures for opening demat account in CDSL are simple. The client who wishes to open a demat account with Akola Urban Cooperative bank Ltd, can open two types of account: Individual Account and Corporate Account.

#### 7. E-Payment Facility

We are providing E payment facility for acceptance of various taxes like Income Tax, VAT, Service Tax etc. at our Main Br. Akola. With Akola Urban Bank's payment services, you can bid goodbye to queues and paper work. Our range of payment options make it easy for you to pay for a variety of utilities and services Akola Urban Bank is one of the first few banks to launch an Internet payment option for payment. Online payment of Income Tax, TDS, Maharashtra VAT and Gujarat VAT, GST. Through this facility you can now make your TAX and GST payments.

#### 8. RuPay ATM-Cum-Debit Card Facility

The Akola Urban Co-operative Bank Ltd. announced the new facility of RuPay Debit Card. Card can be used at ATMs of more than 2,10,000+ ATMs of other banks displaying RuPay logo. The card can also be used POS terminals at Merchant Establishments displaying RuPay logo, shopping through merchant website and online payments under NPCI's industry payment program. Popularly known as plastic money, a Debit Card makes shopping a risk free and pleasant experience. Please note that PIN is mandatory for using your card at POS terminals of the Merchant Establishments.

#### [B] Schemes:

##### 1. Personal Loan Schemes:

- Loan against Property
- Housing Loan
- Gold Loan
- Car / Vehicle Loan
- Educations Loan
- Consumer Loan
- Loan For Solar Water Heater

##### 2. Business Loan Schemes:

- Loans for trading & manufacturing units
- Loans to professionals
- Loans against warehouse receipts

##### 3. Deposit Schemes:

- Saving Bank
- Saving Bank Plus
- Saving Bank Gold
- Fixed Deposit
- Dhanvardhini Deposit
- Dam Duppat Yojana
- Tax Benefit Term Deposit Scheme
- Jankalyan Bal Vikas Patra
- Jankalyan Bachat Yojna

#### [C] CBS- Core Banking Solution:

The Akola Urban Co-operative Bank Ltd., has successfully implemented the CBS in the Financial Year 2013-14. With the changing scenario in Banking Technology Our Bank has also taken a step ahead in competitive world to serve the customers in a better way. The CBS technology enables the Bank to extend High End services such as RTGS, ATM, CTS Clearing, Any Branch Banking, Adhaar enabled Subsidy distribution system etc through advanced Technology.

#### [D] Any Branch Banking (ABB):

The most widely used facility in CBS is ABB, which enables the customers to transact in their accounts from any Branch of our Bank. The



Customers can Deposit Cash, Withdraw (using Cheques only), Transfer funds, Use RTGS / NEFT from any of our 29 Branches using ABB facility. The Interest for Monthly Interest Scheme FDRs can be given to account at other branch.

#### CTS Clearing:

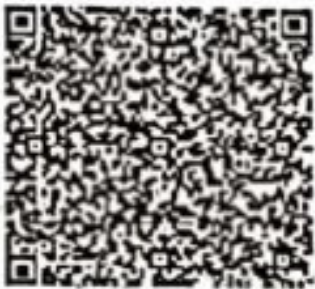
RBI has initiated the "Cheque Truncation System" in selected Center for Clearance of Cheques. Our Mumbai, Nagpur, Aurangabad and Nasik branches are ready with the CTS system and successfully participating in the new CTS clearing system.

As the CTS Clearing is divided in Four regions viz. Eastern, Western, Southern & North, our area of operation comes under Western Region which consist of 5 States (Maharashtra, Gujarat, Chhattisgarh, Madhya Pradesh & Goa). If a

customer from Nagpur gives a cheque at Mumbai, then the Payee may submit the cheque at Mumbai for clearance on the very next day which the Nagpur branch have to clear the same on the day of presentation. So, while issuing cheques all the customers are requested to maintain sufficient balances in their accounts.

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Access this Article in Online	
	Website: <a href="http://www.ijarm.com">www.ijarm.com</a>
	Subject: Banking
Quick Response Code	
DOI:10.22192/ijamr.2022.09.09.008	

#### How to cite this article:

Preeti Premraj Bhala, Anil S. Purohit. (2022). Technology Innovations Towards Customer Service In Urban Cooperative Banks With Special Reference To Akola Urban Cooperative Bank. Int. J. Adv. Multidiscip. Res. 9(9): 79-84.  
DOI: <http://dx.doi.org/10.22192/ijamr.2022.09.09.008>



(SJIF) Impact Factor - 8.575

ISSN-2278-9308

# *B.Aadhar*

Peer-Reviewed & Refereed Indexed

Multidisciplinary International Research Journal

**October -2022**

ISSUE No - 372 (CCCLXXII)



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## Satisfaction of Customers Visiting General and Super Shops of Buldana District for Buying Grocery – A Comparative Study

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### 1.0 Abstract

The fast moving consumer goods sector has seen unprecedented growth in the Indian market largely as it was long overdue. Moreover, the advent of technological innovations in the information and computing industry has made a lot of difference how the businesses are run today. In view of the above, the aspect of customer satisfaction needed a deeper understanding as the systems are in place to cater to the customers demand but its forecasting is not easy. Hence, this study was conducted to determine the satisfaction of customers visiting traditional grocery shops and super shops. The study was carried out in the Buldana District of Maharashtra. The data was collected using a structured questionnaire and its analysis was carried out with the help of SPSS 18.0 Software. Based on the study results it was evident that most of the customers of study area have no accessibility issue with respect to visiting general shops but they need to go far for buying groceries from super shops. It was also observed that service of general shops is fast while that of super shops is moderately paced. However, the super shops are quite convenient when buying groceries is concerned. Overall, the super shops offer somewhat more satisfaction in terms of service and availability of various grocery products.

**Keywords:** Customer satisfaction, grocery shops, super shops, service, product availability

### 2.0 Introduction

In the recent period, India is ranked as one of the most attractive emerging retail market in the world and has earned itself the label of a "nation of shop keepers". As consumer shopping behaviour and preferences differ from country to country, the retailers have to adopt the consumer shopping mentality, which incidentally is not a very well thought of practice in the Indian context. The shopkeepers have to study consumer culture, business practices, and industry dynamics based on their satisfaction towards retail stores. Analysing in order to meet the changing demand of consumers, a huge revamping exercise is on in various sectors and groceries are not far behind. The traditional shopkeepers are reinventing themselves by changing to new formats such as department stores, self-service stores and specialty stores. Today, consumers prefer the combination of entertainment and food together with shopping. Retail marketing efforts have to keep pace by way of improved advertising, promotion campaigns to attract customers, building loyalty by identifying regular shopper behavior and offering benefits to them, efficient management of high value customers and monitoring customers changing needs constantly. With all these efforts retail stores begin to gain a global perspective.

Since, customers are an integral part of any business; the main purpose for all businesses is to satisfy customer needs and generate profit for itself. Because customers are an essential source of revenue, it is important to define how customers prioritize product or service costs, delivery time, variety and quality in order to satisfy their expectations through its product or service. This practically important as when organizations build customer loyalty, they can achieve long-term profitability. Loyalty is not just about continuing to buy from the organization. In addition to above, customers might repeat purchasing for many reasons rather than being loyal, for example, if the organization provides the lowest cost in the market, if there is a contractual arrangement with the organization, if it takes too much effort or money to change suppliers or if shopping there has become a habit. Loyalty also involves a customer believing that the products or service offers of the organization are the best option. Hence, it is necessary for the retailers both the general shops and super shops (grocery shops that are bigger than the general or traditional grocery shops but smaller than the big shopping malls)







to put effort into highly satisfying their customers to enhance customer loyalty, thereby enabling them to increase the sales of newly launched products and protect them from their competitors. In view of the above, this study was conducted to compare the satisfaction of customers visiting general and super shops for buying groceries. The study was carried out in the Buldana District of Maharashtra.

### 3.0 Research Methodology

The present study was conducted at Buldana District of Maharashtra by using a descriptive research design. All the customers visiting general and super shops of the study region formed the universe of the study. However, in the present study data was collected from 60 customers each visiting general and super shops of Buldana District of Maharashtra. In this study the primary data was collected using a structured questionnaire. Prior to its use reliability and validity of the same i.e. short structured questionnaire was estimated and the data was collected by following survey method. The secondary data for this study was collected from various National and International Magazines, Reports of Trade Unions, Journals, Books of the reputed authors, internet and other sources. The collected data was analysed with the aid of various statistical tests. All the statistical analysis was carried out by using SPSS 18.0 Software. The descriptive statistics, such as frequency, mode, percentage, etc were determined from the collected data. The 'Chi-Square' test was used as an inferential statistical test.

### 4.0 Results & Discussion

#### 4.1 Accessibility of shop

Table 1: Accessibility of shop

Frequency	General shop		Super shop	
	Nos.	Percentage	Nos.	Percentage
Accessible	6	10.0	6	10.0
Need to go far	8	13.3	39	65.0
No issue of accessibility	46	76.7	15	25.0
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>60</b>	<b>100.0</b>
	$\chi^2$ : 50.8; df: 2, $\chi^2_{crit}$ : 5.99; $p < 0.05$		$\chi^2$ : 29.1; df: 2, $\chi^2_{crit}$ : 5.99; $p < 0.05$	

Table 1 shows information pertaining to accessibility of general and super shops of study area. The data showed that 10.0% each customers feel that general shops and super shops are accessible to them (for buying groceries), while, 13.3% and 65.0% customers indicated that they need to go far to buy grocery from general shop and super shop respectively. Further 76.7% and 25.0% customers do not have any issue of accessibility for buying groceries from general or super shops respectively.

#### 4.2 Service (promptness)

Table 2: Service (promptness) of shop

Rs.	General shop		Super shop	
	Nos.	Percentage	Nos.	Percentage
Fast	45	75.0	14	23.3
Moderately paced	12	20.0	35	58.3
Slow	3	5.0	11	18.3
<b>Total</b>	<b>60</b>	<b>100.0</b>	<b>60</b>	<b>100.0</b>
	$\chi^2$ : 48.9; df: 2, $\chi^2_{crit}$ : 5.99; $p < 0.05$		$\chi^2$ : 17.1; df: 2, $\chi^2_{crit}$ : 5.99; $p < 0.05$	

Table 2 shows information pertaining to service (promptness) of general and super shops of study area. The data showed that 75.0% and 23.3% customers stated that service of general shops and super shops are fast (for buying groceries), while, 20.0% and 58.3% customers indicated that service of general shop and super shop respectively is moderately paced. Further 5.0% and 18.3% customers feel that service of general or super shops respectively is slow.







## 4.3 Convenience while shopping

Table 3: Convenience while shopping

Importance	General shop		Super shop	
	Nos.	Percentage	Nos.	Percentage
High	7	11.7	47	78.3
Moderate	11	18.3	13	21.7
Low	42	70.0	0	0.0
Total	60	100.0	60	100.0
	$\chi^2: 36.7$ ; df: 2, $\chi^2_{crit}: 5.99$ ; $p < 0.05$		$\chi^2: 58.9$ ; df: 2, $\chi^2_{crit}: 5.99$ ; $p < 0.05$	

Table 3 shows information pertaining to convenience while shopping in general and super shops of study area. The data showed that 11.7% and 78.3% customers feel that general shops and super shops are highly convenient to them (for buying groceries), while, 18.3% and 21.7% customers indicated that to buy grocery from general shop and super shop respectively is moderately convenient. Further convenience level of 70.0% customers is low for buying groceries from general shop.

## 4.4 Choice for various grocery items

Table 4: Choice for various grocery items

Response	General shop		Super shop	
	Nos.	Percentage	Nos.	Percentage
High	4	6.7	49	81.7
Moderate	7	11.7	8	13.3
Low	33	55.0	3	5.0
Not much choice	16	26.7	0	0.0
Total	60	100.0	60	100.0
	$\chi^2: 34$ ; df: 3, $\chi^2_{crit}: 7.82$ ; $p < 0.05$		$\chi^2: 108.933$ ; df: 2, $\chi^2_{crit}: 7.82$ ; $p < 0.05$	

Table 4 shows information pertaining to choice of various grocery items from general and super shops of study area. The data showed that 6.7% and 81.7% customers highly choose various grocery items from general shops and super shops, while, 11.7% and 13.3% customers moderately choose various grocery items from general shop and super shop respectively. Further choosing various grocery items from general and super shops is low for 55.0% and 5.0% customers respectively and 26.7% customers did not find much choice of grocery items in general shops.

## 4.5 Product quality

Table 5: Product quality of shop

Response	General shop		Super shop	
	Nos.	Percentage	Nos.	Percentage
Good	51	85.0	53	88.3
Average	6	10.0	5	8.3
Low	3	5.0	2	3.3
Total	60	100.0	60	100.0
	$\chi^2: 72.3$ ; df: 2, $\chi^2_{crit}: 5.99$ ; $p < 0.05$		$\chi^2: 81.9$ ; df: 2, $\chi^2_{crit}: 5.99$ ; $p < 0.05$	

Table 5 shows information pertaining to quality of the products purchased from general and super shops of study area. The data showed that 85.0% and 88.3% customers indicated that products of general shops and super shops are of good quality, while, 10.0% and 8.3% customers feel that products of general shop and super shop respectively are of average quality. Further 5.0% and 3.3% customers stated that quality of the products of general and super shops is of low level.







#### 4.6 Loyalty programs

Table 6: Loyalty programs of shop

Response	General shop		Super shop	
	Nos.	Percentage	Nos.	Percentage
Present	3	5.0	52	86.7
Present sometimes	7	11.7	8	13.3
Not present	50	83.3	0	0.0
Total	60	100.0	60	100.0
	$\chi^2: 67.9$ ; df: 2, $\chi^2_{crit}: 5.99$ ; $p < 0.05$		$\chi^2: 78.4$ ; df: 2, $\chi^2_{crit}: 5.99$ ; $p < 0.05$	

Table 6 shows information pertaining to loyalty programs offered by the general and super shops of study area. The data showed that 5.0% and 86.7% customers indicated that general shops and super shops offer loyalty programs, while, 11.7% and 13.3% customers stated that general shop and super shop sometimes offer loyalty programs respectively. Further 83.3% customers stated that loyalty programs are not offered by general shops.

#### 5.0 Conclusions

##### 5.1 Accessibility of shop

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the customers of study area have no accessibility issue with respect to visiting general shops but they need to go far for buying groceries from super shops.

##### 5.2 Service (promptness) of shop

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the customers of study area feel that service of general shops is fast but service of super shops is moderately paced.

##### 5.3 Convenience while shopping

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the customers of study area feel that general shops are less convenient but their convenience level for buying groceries from super shops is high.

##### 5.4 Choice for various grocery items

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the customers of study area choose moderate level of grocery items from the general shops and highly choose them from super shops.

##### 5.5 Product quality of shop

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the customers of study area feel that products of general and super shops are of high quality.

##### 5.6 Loyalty programs of shop

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the customers of study area feel that loyalty programs are not offered by general shops but are offered by super shops.

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An International Open Access Journal

ISSN: 2455-2631

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The Board of

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Is hereby awarding this certificate to

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In recognition of the publication of the paper entitled

**Buying Behaviour of Customers of Buldhana District visiting General Shop and Super Shop - A Comparative Study**

Published in Volume 7 Issue 10, October-2022



*Co-Authors - Sumit Rajendra Ginode*

**Paper ID - IJSDR2210018**

**Editor-In Chief**

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# Buying Behaviour of Customers of Buldhana District visiting General Shop and Super Shop – A Comparative Study

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**Abstract:** The recent phenomenon of information and technology as well as the social media has made the branding and advertising very competitive. However, all this resulted in customers getting lot of information even for daily use grocery items. This in turn affected the customers buying behaviour big time. Moreover, the situation is so dynamic that generalizing customer behaviour may not help the companies for sustainable growth. Hence, this study was carried out to determine the preferences of customers with respect to their choice of general or super shops for buying groceries. The study was conducted at Buldhana District of Maharashtra. The data for this study was collected using a structured research instrument and by following survey method. Moreover, the primary data was analysed with the aid of SPSS 18.0 Software. The results showed that customers of study area prefer either general shop or super shop for buying groceries. For example, most of the customers visiting general shop buy groceries daily while those preferring super shop buy groceries fortnightly. Also, the amount spent on groceries varies considerably with super shops getting more business. Various schemes offered by the shops are also determinants of the buying behaviour. Thus, overall, there is marked difference in the customer's preferences for buying groceries from general or super shops.

**Keywords:** Branding, advertising, customers, grocery items, general shop, super shop

## 2.0 Introduction

It has been reported widely that consumer buying behavior for grocery products has always been influenced by style of economic, cultural, psychological and lifestyle factors. However, the recent changes in the technology that governs supply chains has offered advantage to certain types of stores (super shops) and the traditional general stores are at some disadvantage. However, since, both the types of shops i.e. the traditional general shop and super shops are operational, there has to be some strategy followed by each of the shops to attract customers. Thus, the consumer behaviour becomes all the more important in such a competitive field of business. Consumer behavior is that the study of consumers and also the processes they favor to use, and eliminate products and services, including consumers' emotional, mental, and behavioral response. Moreover, understanding the behavior of consumer towards retailing is a subject matter of interest not only in India but across the globe.

In today's competitive market, decisions made by the consumers determine who stays in business and who does not. Moreover, in case of the Indian consumers, the behaviour pattern has undergone a major change in the organized retail sector and also the consumer landscape is changing very fast. Also, the occupational changes and penetration of media have caused a significant change in the way the consumer spends his money. The consumer now wants to eat shop and get entertained under the same roof. Consumers today see an exciting explosion of choices, new categories and new shopping options and have increasing disposable income to fulfil their aspirations. Thus, in simpler words, consumer behaviour can be defined as the set of activities and actions of consumer in purchasing and using goods and services. However, it involves a study of buying motives in order to examine the selection criteria of the consumers for the products they choose and what motivates them to behave as they do in the market places. In view of the above information a systematic study was conducted to investigate buying behaviour of customers of Buldhana District of Vidarbha region of Maharashtra visiting General Shop and Super Shop for purchasing various grocery items.

## 3.0 Research Methodology

**3.1 Research Design :** The present study is conducted by using a descriptive research design.

## 3.2 Sample Size

In the present investigation data was collected from 100 grocery shop owners. Out of which 50 were owners of general (smaller) shop and 50 were owners of super shops, which are bigger than the general grocery shops but smaller than the big shopping malls.

## 3.3 Primary data collection

The primary data was collected using a reliable and valid short structured questionnaire and by following survey method.

## 3.4 Secondary Data

In this study, the secondary data was collected from different National and International Magazines, Trade Unions, Journals, Books of the reputed authors, internet and other sources.

## 3.5 Statistical Analysis of Data





Analysis of the data was carried out with the help of various statistical tests. All the statistical analysis was carried out by using SPSS 18.0 Software. The descriptive statistics, such as frequency, mode, percentage, etc were determined from the collected data.

#### 4.0 Results & Discussion

##### 4.1 Frequency of buying groceries

Table 1: Frequency of buying groceries

Frequency	Customers of General shop		Customers of Super shop	
	Nos.	Percentage	Nos.	Percentage
Daily	31	62.0	4	8.0
Weekly	13	26.0	17	34.0
Fortnightly	6	12.0	29	58.0
Total	50	100.0	50	100.0

Table 1 presents information pertaining to frequency of buying groceries by the customers visiting general and super shops. 62.0% and 8.0% customers buy groceries daily from general and super shops respectively. However, 26.0% customers visiting general shop and 34.0% customers visiting super shops buy groceries weekly. In addition to this, 12.0% customers buy groceries from general shop and 58.0% buy from super shop fortnightly.

##### 4.2 Expenditure on groceries per month

Table 2: Expenditure on groceries per month

Rs.	Customers of General shop		Customers of Super shop	
	Nos.	Percentage	Nos.	Percentage
< 1000	27	54.0	5	10.0
1000 to 3000	13	26.0	34	68.0
> 3000	10	20.0	11	22.0
Total	50	100.0	50	100.0

Table 2 presents information pertaining to expenditure on groceries per month by the customers visiting general and super shops. 54.0% and 10.0% customers spent less than 1000 Rs. on purchasing groceries from general and super shops respectively. However, 26.0% customers visiting general shop and 68.0% customers visiting super shops spend 1000 to 3000 Rs. on groceries. In addition to this, 20.0% customers buying groceries from general shop and 22.0% buying from super shop spend less than 3000 Rs.

##### 4.3 Importance of name/brand of shop

Table 3: Importance of name/brands of shop

Response	Customers of General shop		Customers of Super shop	
	Nos.	Percentage	Nos.	Percentage
High	9	18.0	34	68.0
Moderate	18	36.0	12	24.0
Low	23	46.0	4	8.0
Total	50	100.0	50	100.0

Table 3 presents information pertaining to importance given to name/brand by the customers visiting general and super shops. 18.0% and 68.0% customers purchasing groceries from general and super shops respectively give high importance to name/brand of shop. However, 36.0% customers visiting general shop and 24.0% customers visiting super shops give moderate importance to name/brand of shop. In addition to this, less importance is given to name/brand of the shop by 46.0% customers visiting general shop and 8.0% customers visiting super shop.

##### 4.4 Buying groceries on specific day of week

Table 4: Buying groceries on specific day of week

Response	Customers of General shop		Customers of Super shop	
	Nos.	Percentage	Nos.	Percentage
Initial days of week	6	12.0	3	6.0
Mid week	4	8.0	5	10.0
Weekends	11	22.0	35	70.0
Any day	29	58.0	7	14.0
Total	50	100.0	50	100.0

Table 4 presents information pertaining to buying groceries on specific day of week by the customers visiting general and super shops. 12.0% and 6.0% customers of general and super shops respectively buy groceries on initial days of week.



However, 8.0% customers visiting general shop and 10.0% customers visiting super shops buy groceries in mid of the week. In addition to this, 22.0% and 70.0% customers of general and super shops respectively buy groceries on any day of the week.

#### 4.5 Regular discounts offered by the store

Table 5: Regular discounts offered by the store

Response	Customers of General shop		Customers of Super shop	
	Nos.	Percentage	Nos.	Percentage
Yes	9	18.0	39	78.0
No	25	50.0	8	16.0
Don't know	16	32.0	3	6.0
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>50</b>	<b>100.0</b>

Table 5 presents information pertaining to regular discount offered to the customers visiting general and super shops. According to 18.0% and 78.0% customers of general and super shops respectively the store offers regular discount. However, according to 50.0% customers visiting general shop and 16.0% customers of super shop their store do not give regular discount. In addition to this, 32.0% and 6.0% customers of general and super shops respectively are not aware about discount offer of the store.

#### 4.6 Payment method

Table 6: Mode of payment method

Response	Customers of General shop		Customers of Super shop	
	Nos.	Percentage	Nos.	Percentage
Online	14	28.0	42	84.0
Cash	12	24.0	8	16.0
Credit	24	48.0	0	0.0
<b>Total</b>	<b>50</b>	<b>100.0</b>	<b>50</b>	<b>100.0</b>

Table 6 presents information pertaining to mode of payment used in general and super shops. 28.0% and 84.0% customers of general and super shops respectively make online payments. However, 24.0% customers visiting general shop and 16.0% customers visiting super shop do cash payments. In addition to this, 48.0% customers of general shops make credit payments.

#### 5.0 Conclusions

**5.1: Frequency of Buying Groceries :-** On the basis of the study results it is evident that most of the customers visiting general shop buy groceries daily while those preferring super shop buy groceries fortnightly.

**5.2 Expenditure on Groceries per month :-** From the study results it is evident that most of the customers visiting general shop spend less than 1000 Rs. while those preferring super shop spend 1000 to 3000 Rs. on buying groceries.

**5.3 Importance of name/brand of shop :-** In view of the study results it is evident that most of the customers visiting general shop give less importance to name/brand while those preferring super shop give high importance to name/brand.

**5.4 Buying groceries on specific day of week :-** In the backdrop of study results it is evident that most of the customers visiting general shop buy groceries on any day while those preferring super shop buy groceries on weekends.

**5.5 Regular discounts offered by the store :-** On the basis of the study results it is evident that most of the customers visiting general shop do not get regular discount while those preferring super shop get regular discount.

**5.6 Payment method :-** On the basis of the study results it is evident that most of the customers visiting general shop make credit payment while those preferring super shop make online payments.

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Issue -304 (A)

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## **Role of Super Shops in Social Development of the Local Youth – A Critical Study of Buldana District**

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### **1.0 Abstract**

*The robust economic growth in India is not confined to any specific sector. And the largely unorganized sector like the retail sector (that too of groceries) is also showing signs of radical change. The better credit availability to smaller business people has made significant impact on the economic growth of retail shops engaged in selling fast moving consumer goods. Along with the growth of this sector, the employment availability also increases and to undertake various jobs, the employment opportunity for local youth also increases. Thus, the presence of super shops becomes a win-win situation for the owners as well as the employees. Hence, in order to determine the impact of super shops on the social development of the local youth is studied in this research work. This study is carried out at Buldana District of Maharashtra by using a descriptive research design. The sample size was 65 super shop owners of Buldana District of Maharashtra. In this study the primary data was collected using a reliable and valid short structured questionnaire using survey method and all the data was analyzed by using SPSS 18.0 Software. The study results showed that the super shop owners of study area prefer skilled youth (employees) and reported that the employment in these shops resulted in positive impact on the employee's socio-economic status as well as ensures gender equality at work place.*

**Keywords:** Retail sector, employment, super shops, social development gender equality

### **2.0 Introduction:**

The Indian economy is going through a radical change. Though the change has started quite recently, one can feel the overall business climate is changing. Earlier the unorganized retailers took the lion's share in the Indian retail sector, however, the technology adoption by these retailers as well as traditional shop owners resulted in cropping up of super shops, which are bigger than the traditional grocery shops but are smaller than the large malls like Big Bazar or Joi Mart. The grocery market is slowly getting into the organized retail sector with good business growth. Moreover, they (the super shops) are becoming hubs offering jobs to local youth. This sector has the potential to become the largest sector after the agricultural sector as the products at these stores are needed by all of us and that too daily. The present employment in the retail business is nearly 4 crores and around 20 crores depend on this sector. There is a scope of better exposure to the international standards with the entry of transnational companies, which in turn is encouraging more & more retail management programs to open up and help bridging the gap of supply & demand of talented professionals for management.

Super shops have previously covered food clusters, food hubs, and other food industry businesses. While the direct impact of grocery stores is more commonly considered part of the



broader discussion around food deserts, they too can have significant economic effect on their local communities. Super shops hire several employees in unique roles to successfully operate their stores. These employees typically perform several tasks throughout the store at which they work to ensure productivity and profitability. Moreover, the super shops providing groceries provide extensive job opportunities. While many jobs at these stores are entry-level, they offer a starting point for otherwise hard-to-hire applicants, including those who have been unemployed for long periods of time. The size of the grocery industry also offers significant opportunities for upward mobility that provides these employees economic stability and social security. In addition to above, the grocery stores strengthen the economic health of the surrounding neighbourhood. In the backdrop of the above information a systematic study was conducted to investigate the role of super shops in social development of the youth of Buldana District of Maharashtra.

### 3.0 Research Methodology

#### 3.1 Research Design

This study is carried out at Buldana District of Maharashtra by using a descriptive research design.

#### 3.2 Sample Size of the study

In the present study data was collected from 65 super shop owners of Buldana District of Maharashtra. The super shops are considered as the grocery shops that are bigger than the general or traditional grocery shops but smaller than the big shopping malls.

#### 3.3 Primary data collection

In this study the primary data was collected using a reliable and valid short structured questionnaire and by following survey method.

#### 3.4 Secondary Data

The secondary data for this study was collected from various National and International Magazines, Reports of Trade Unions, Journals, Books of the reputed authors, internet and other sources.

#### 3.5 Statistical Analysis of Data

Analysis of the data was carried out with the help of various statistical tests. All the statistical analysis was carried out by using SPSS 18.0 Software. The descriptive statistics, such as frequency, mode, percentage, etc were determined from the collected data. The 'Chi-Square' test was used as an inferential statistical test.

### 4.0 Results & Discussion

#### 4.1 Preference for employment at super shops

Table 1: Preference for employment at super shops

Response	Super shop owners	
	Nos.	Percentage
Local youth	11	16.9
Skilled youth (no bias as local or outsider)	42	64.6
No preference	12	18.5
Total	65	100.0

Chi-square 28.669; df: 2,  $p < 0.05$ ; Table Value: 5.99



Above table 1 shows preference for employment at super shops. 16.9% super shops prefer local youth while 64.6% super shops prefer skilled youth for employment. In addition to this 18.5% super shops give employment without following any preference.

#### 4.2 Importance to information technology skills of employees of super shop

**Table 2:** Importance to information technology skills of employees of super shop

Importance	Super shop owners	
	Nos.	Percentage
Very important	35	53.8
Moderately important	21	32.3
Not important	9	13.8
<b>Total</b>	<b>65</b>	<b>100.0</b>

**Chi-square 15.652; df: 2,  $p < 0.05$ ; Table Value: 5.99**

Above table 2 shows importance given to information technology skills of employees of super shop. 53.8% super shops give high importance to information technology skills of employees while for 32.3% super shops information technology skills of employees is of moderate importance. In addition to this 13.8% super shops do not give importance to information technology skills of employees.

#### 4.3 Impact of job on economic status of employees of super shop

**Table 3:** Impact of job on economic status of employees of super shop

Response	Super shop owners	
	Nos.	Percentage
Positive	49	75.4
Negative	3	4.6
No significant impact	13	20.0
<b>Total</b>	<b>65</b>	<b>100.0</b>

**Chi-square 54.06; df: 2,  $p < 0.05$ ; Table Value: 5.99**

Above table 3 shows impact of job on economic status of employees of super shop. 75.4% super shop employees had positive impact of job on their economic status while 4.6% super shops employees had negative impact of job on their economic status. In addition to this 20.0% super shops employees do not have any impact of job on their economic status.

#### 4.4 Impact of job on social status of employees of super shop

**Table 4:** Impact of job on social status of employees of super shop

Response	Super shop owners	
	Nos.	Percentage
Positive	47	72.3
Negative	0	0.0
No significant impact	18	27.7
<b>Total</b>	<b>65</b>	<b>100.0</b>

**Chi-square 51.93; df: 2,  $p < 0.05$ ; Table Value: 5.99**

Above table 4 shows impact of job on social status of employees of super shop. 72.3% super shop employees had positive impact of job on their social status while 27.7% super shops employees do not have any impact of job on their social status.

#### 4.5 Impact of job on health status of employees of super shop

**Table 5:** Impact of job on health status of employees of super shop



Response	Super shop owners	
	Nos.	Percentage
Positive	51	78.5
Negative	4	6.2
No significant impact	10	15.4
<b>Total</b>	<b>65</b>	<b>100.0</b>

**Chi-square 60.434; df: 2,  $p < 0.05$ ; Table Value: 5.99**

Above table 5 shows impact of job on health status of employees of super shop. 78.5% super shop employees had positive impact of job on their health status while 6.2% super shops employees had negative impact of job on their health status. In addition to this 15.4% super shops employees do not have any impact of job on their health status.

#### **4.6 Super shop promotes gender equality while giving jobs**

**Table 6:** Super shop promotes gender equality while giving jobs

Response	Super shop owners	
	Nos.	Percentage
Yes	43	66.2
No	9	13.8
Not sure	13	20.0
<b>Total</b>	<b>65</b>	<b>100.0</b>

**Chi-square 31.9; df: 2,  $p < 0.05$ ; Table Value: 5.99**

Above table 6 shows information pertaining to promoting gender equality while giving jobs. 66.2% super shops promote gender equality while giving jobs whereas 13.8% super shops do not promote gender equality while giving jobs. In addition to this 20.0% super shops recruit employees as per their requirement they do not prefer any specific gender.

#### **5.0 Conclusions:**

##### **5.1 Preference for employment at super shops**

- From the study results it is evident that most ( $p < 0.05$ ) of the super shops of study area prefer skilled youth (employees).

##### **5.2 Importance to information technology skills of employees of super shop**

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the super shops of study area prefer information technology literate employees.

##### **5.3 Impact of job on economic status of employees of super shop**

- In view of the study results it is evident that most ( $p < 0.05$ ) of the super shops employees of study area had positive impact of job on their economic status.

##### **5.4 Impact of job on social status of employees of super shop**

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the super shops employees of study area had positive impact of job on their social status.

##### **5.5 Impact of job on health status of employees of super shop**

- From the study results it is evident that most ( $p < 0.05$ ) of the super shops employees of study area had positive impact of job on their health status.

##### **5.6 Super shop promotes gender equality while giving jobs**

- On the basis of the study results it is evident that most ( $p < 0.05$ ) of the super shops promote gender equality while giving jobs.



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**RESEARCH JOURNEY**

International E-Research Journal

Peer Reviewed, Referred & Indexed Journal

Issue -304 (A)

October- 2022

# Indian Economy Challenges & Opportunities



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## Human: Valuable Asset in Indian Cooperative Banks- A Study

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### Abstract:

The paper would provide basic information about the cooperative banks and the significance of Human Capital in Cooperative banks. This paper discuss on the today's human resource functions, policies of cooperative banks in India. For success and growth of the bank HR plays a vital role in India. As banking sector is financial pillar of the country's economy, HR is important aspect of it.

**Keywords:** Human Resource, Functions of HR, Cooperative Banks.

### 1. Introduction:

The banking sector is the vein of today's economy. Banking sector is vital pillar of the financial sector of Indian Economy. The cooperative movement in India was formally introduced with the promulgation of Cooperative Societies' Act, 1904.

Cooperative Banks operating in urban and semi-urban areas. They started in India close to the end of nineteenth century, inspired & motivated by the successful functioning of co-operative movements in Great Britain & Germany. They were based on the principles of co-operation, democratic decision making, mutual help and open membership.

A co-operative bank is a financial entity that belongs to its members and they are in turn the owners as well as customers. It provides banking services like bank accounts, loans & deposits etc. Cooperative Banks are regulated and supervised by State Registrars of Co-operative societies of the state concerned, Central Registrar of Co-operative societies in case of multi-state co-operative banks and simultaneously by the Reserve Bank of India (RBI), as well.

The Essential resources of a company are 5M's i.e. Men, Materials, Money, Market and Machine. The management of Men assumes lot of significance due to the fact that; human being is the source of other resources.

Without him, other resources like - Machine, Method, Material and Money become inert and their abundance has no meaning and with him, they multiply. It's the standard of man power that finally influences the success of a company.

Human resources management aims at discovering the hands wants of the organization each in right variety and of proper. It's a scientific approach to make sure that the proper individuals can be within the right place at the proper time.

In the competitive environment, employees are the key factor for deciding the success of the firm and also bearing on the profitability, efficiency and overall organizational effectiveness. Management of human resources includes guiding human resources into a dynamic liberation that attains its objectives with a high degree of motivation and morale and to the satisfaction of those concerned with it i.e. from entry in the company till exit from the company.

Human resources is a vital component for achieving internationally agreed sustainable development goals, including the Millennium Development Goals, and for expanding opportunities to all people, particularly the most vulnerable groups and individuals in society.



Investment in human capital means people can act as capital assets which yield a stream of economic benefits over their working life.

## **2. Role Of Human Capital In Cooperative Banks:**

Human Resource in cooperative means all the planned information, education, training, mobilization and manpower development activities undertaken by cooperatives so as to create economically efficient, organizational capable of providing services required by their members. Cooperative is value based and people based economic enterprises. Personnel Management is the process of people management as well as that of managing inter-personal relationships.

For ensuring business growth and success, the HR department has been focused on the people within an organization. To be successful it requires planning, monitoring and evaluation of all levels of employees on a regular basis. When successfully implemented and managed it will ensure that all employees will know their role, career path and feel part of an organization that is able to manage and reconcile their expectations with those of the organization and its objectives.

Human Resources play a critical role in the development process of modern economies. Arthur Lewis observed "there are great differences in development between countries, which seem to have roughly equal resources so it is necessary to enquire into the difference in human behavior.

HR includes the following elements:-

**Staffing** is a central element in HRM. This function is about ensuring that there are set procedures and policies in place to guide staffing. Having these staffing procedures and policies will help advertise and reach out to potential employees effectively.

i) **Recruitment and Selection:** There are three modes of recruitment in the cooperative banks as:

- a) By direct recruitment
- b) By taking persons on deputation from Government or from sister cooperative institutions
- c) By promotion

The main source of recruitment is newspaper advertisement but in cooperative organization, information in respect of vacant posts is conveyed through the system of circular to the State Employment Exchange which receives a restricted distribution. Thus, in the absence of a wide publicity of vacant posts, the service in cooperative banks is easily available to the persons known to the top and middle executives.

ii) **Retention** is important that employees have the opportunity to receive training to improve their career path. Alternatively, when going through a crisis in their personal life, the most effective Human Resource Department will be able to offer suggestions for support and counseling where appropriate.

Cooperative banks provide training for many reasons:

- 1. To teach the employees perform in their initial job assignment.
- 2. To improve the current performance of employees who may not be working as effectively as desired
- 3. To prepare employees for future promotions or for upcoming changes in design, processes and technology in their present jobs.

iii) **Remuneration and any perks** associated with the package offered to employees also fall





under HRD. Good HRM policies will ensure that structures are in place showing levels of pay for the various positions within the organization. Staff needs to know the career and pay route available to them.

This is important, not just at the time of employment, but also as their career progresses over time.

A remuneration system based on the skill and ability of workers is important. But the cooperative banks cannot attract the talented and motivated personnel unless they establish their image of model employee because an organization which cannot pay its personnel adequately has no right to exist in the competitive world. The salary structure in the cooperative banking sector is not as that attractive.

iv) **Performance management** has become an increasingly key component of HRM. This is because the majority of employers now use this as a key component when considering career progression and pay increases. By having a good performance management policy and structure in place, effective targets can be set and monitored on a regular basis. These records can also be crucial if staffing levels need to be cut or disciplinary proceedings instituted.

The cooperative banks in India are able to get self appraisal form from their employees. Each individual employee has to submit a self appraisal to the immediate superior in the prescribed format. Cooperative banks, especially Urban cooperative banks are classified as Grade I and II by RBI, are eligible to get increments to their employees whereas the Grade III and IV banks as classified weak banks and the employees of these banks are not able to get any increments in their salary. Cooperative banks have not used any sophisticated methods to evaluate their employees' performance. This is the major reason for poor performance of employees in cooperative banks.

v) **Employer - Employee Relationship:** A harmonious employer-employee relationship is essential for the effective functioning of the cooperative banks. Since cooperative organizations consist of groups of human beings, each of whom is activated by varying motives, no cooperative administration can fulfill its obligations if it is not supported wholeheartedly by the employee at all levels.

HRM has the secondary and wider role of being the management of inter-personal relationships. This covers not only staff within levels or departments but also at an organizational level. The relationship between management and the staff they control is crucial to the successful working of the organization. Within this secondary function, the objectives, as well as the outcomes, are to enable employees and the management team, to develop employees and ensure that the relationships within the company are fulfilling for every member of staff from the ground up.

vi) **Promotion:** As per cooperative society rules in force, provisions have been made for promotion on the grounds of merits and ability of the employees, their seniority being taken into account only when merit and ability are approximately equal. Introduction of mergers and acquisitions process between and among cooperative banks have created focus on competencies that enable employees to self-manage work in teams, think globally, boldly, and unconventionally and deploy the power of intuition and emotional intelligence.

#### **Conclusion:**

Compared with all other management functions, human resource management in cooperative banks is more sensitive, personalized, and context-dependent and cannot be







managed through a set of predefined techniques. HR management is no longer just a support function but a strategic tool for competitive advantage. Effective organization depends on having the right system of HR policies and practices in place to recruit, select, develop, appraise, compensate and place, promote or send away employees. Based on a careful analysis of the needs of the business, cooperative banks must prioritize their choices around workforce engagement. Successful HRM requires that the banks practice a sound management philosophy that the banks practice a sound management philosophy to the growth of the employees.

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