INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory @, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

The American Economic Association's electronic bibliography, EconLit, U.S.A.

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 & number of libraries all around the world.

Circulated all over the world & Google has verified that scholars of more than 4064 Cities in 176 countries/territories are visiting our journal on regular basis.

CONTENTS

Sr.	TITLE & NAME OF THE AUTHOR (S)	Page
No.	TITLE & NAME OF THE AUTHOR (5)	No.
1.	EFFECTS OF EMPLOYEE RETENTION STRATEGIES ON ORGANISATIONAL COMPETITIVE ADVANTAGE IN THE HOTEL	1
	INDUSTRY IN MOMBASA COUNTY	
	HENRY MWASARU & WILLIAM KAZUNGU KINGI	
2.	A COMPARATIVE ANALYSIS OF SOURCES OF INCOME OF COMMERCIAL BANKS IN INDIA DURING 2009-2013	5
	NARASIMHA PRAKASH & DR. S. RAMESH	
3.	ASSESSMENT OF THE EFFECTIVENESS OF CASH MANAGEMENT INTERNAL CONTROLS IN THE ZIMBABWE RED	12
	CROSS SOCIETY CHAPTER	
	DR. B. NGWENYA & E. MUNYANYI	
4.	A COMPARATIVE ANALYSIS OF CONSUMER BEHAVIOR TOWARDS SELECTIVE MEN COSMETICS IN URBAN AND	15
	RURAL AREAS OF NASHIK REGION	
	VAIBHAV RAMESH BHALERAO & DR. ANAND DESHMUKH	
5.	FOOD SECURITY STATUS OF WOMEN GARMENTS' WORKERS IN SELECTED GARMENTS UNDER GAZIPUR DISTRICT	20
	OF BANGLADESH	
	SANZIDA ANANNA ZAMAN, MD. SAFIUL ISLAM AFRAD & FOYEZ AHMED PRODHAN	
6.	GROWTH AND PERFORMANCE OF SECONDARY MARKETS: A REVIEW OF EMERGING TRENDS	25
٠.	DR. P. B RAMA KUMAR & K. MADHAVA RAO	
7.	AN EMPIRICAL STUDY ON THE RELATIONSHIPS AMONG TRANSFORMATIONAL LEADERSHIP DIMENSIONS, JOB	31
	SATISFACTION AND ORGANIZATIONAL COMMITMENT OF BANK EMPLOYEES	-
	FERIT ÖLÇER	
8.	IMPACT OF WORKING ENVIRONMENT AS A MOTIVATIONAL FACTOR FOR EMPLOYEES & ITS EFFECT ON THEIR	40
O .	PERFORMANCE: CASE STUDY OF SYNDICATE BANK OF INDIA	
	DR RAJEEV JOHRI & NEHA VASHISTHA	
9.	AN INVESTIGATION OF CONSUMER DECISION MAKING STYLE OF YOUNG ADULTS IN JAIPUR CITY IN RAJASTHAN	45
J .	DR. RUBY JAIN & ARTI SHARMA	73
10.	COMPOSITION OF INTERNATIONAL RESERVES AND ITS COLLISION ON EXCHANGE RATE AND GROSS DOMESTIC	50
-0.	PRODUCT IN INDIA	30
	SHANKAR. R & LAVANYA.M.R	
11.	CONSUMER BUYING BEHAVIOUR: AN EMPIRICAL STUDY ON PERSONAL COMPUTER	54
11.	SANTPAL & PRADEEP	34
12.	PERFORMANCE AND STRUCTURE OF CO-OPERATIVE BANKS IN AGRICULTURE CREDIT IN HARYANA	59
12.	HARDEEP KAUR	33
13.	BANK REGULATION AND RISK: A STUDY OF SBI AND ITS ASSOCIATE BANKS	63
13.	ANKITA TOMAR	03
14.	FINANCIAL INCLUSION: CHALLENGES AND OPPORTUNITIES IN INDIA	68
	DR. S. HARI BABU	00
15.	WHISTLE BLOWING: IS IT SO HARD IN INDIA?	72
	PINKY ARORA	
16.	PERFORMANCE OF REGIONAL RURAL BANKS PRE AND POST AMALGAMATION: A STUDY OF HIMACHAL PRADESH	76
	GAGAN DEEP	
17 .	JOB SATISFACTION OF HIGHER SECONDARY SCHOOL TEACHERS IN PUDUCHERRY: AN EMPIRICAL ANALYSIS	83
	DR. N. S. PANDEY & M. KAVITHA	
18.	CORPORATE GOVERNANCE PRACTICES AND ITS IMPACT ON DIVIDEND POLICY: A STUDY ON SRI LANKAN LISTED	87
	MANUFACTURING COMPANIES	
	KALAIARASI KANAPATHIPPILLAI & S. ANANDASAYANAN	
19.	IMPACT OF SOCIAL MEDIA ON TEENAGERS: A CASE STUDY	93
	MOHAMMAD OSAMA	
20.	DEFINING SIZE STANDARD FOR SMALL AND MEDIUM ENTERPRISES TOWARDS ECONOMIC REVOLUTION IN	96
-	NIGERIA	- *
	GODSPOWER GODWIN ITEMEH	
	REQUEST FOR FEEDBACK & DISCLAIMER	101

CHIEF PATRON

PROF. K. K. AGGARWAL

Chairman, Malaviya National Institute of Technology, Jaipur
(An institute of National Importance & fully funded by Ministry of Human Resource Development, Government of India)

Chancellor, K. R. Mangalam University, Gurgaon

Chancellor, Lingaya's University, Faridabad

Founder Vice-Chancellor (1998-2008), Guru Gobind Singh Indraprastha University, Delhi

Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

FOUNDER PATRON

LATE SH. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana FormerVice-President, Dadri Education Society, Charkhi Dadri FormerPresident, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. SAMBHAV GARG

Faculty, Shree Ram Institute of Business & Management, Urjani

<u>ADVISORS</u>

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., HaryanaCollege of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. BHAVET

Faculty, Shree Ram Institute of Business & Management, Urjani

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, YanbuIndustrialCollege, Kingdom of Saudi Arabia

PROF. SANJIV MITTAL

UniversitySchool of Management Studies, GuruGobindSinghl. P. University, Delhi

PROF. ANIL K. SAINI

Chairperson (CRC), GuruGobindSinghl. P. University, Delhi

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N.GovernmentCollege, Faridabad

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PROF. V. SELVAM

SSL, VIT University, Vellore

PROF. N. SUNDARAM

VITUniversity, Vellore

DR. PARDEEP AHLAWAT

Associate Professor, Institute of Management Studies & Research, MaharshiDayanandUniversity, Rohtak

DR. S. TABASSUM SULTANA

Associate Professor, Department of Business Management, Matrusri Institute of P.G. Studies, Hyderabad

DR. JASVEEN KAUR

Asst. Professor, University Business School, Guru Nanak Dev University, Amritsar

TECHNICAL ADVISOR

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

<u>SUPERINTENDENT</u>

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Dewelopment Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript** anytime in <u>M.S. Word format</u> after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. <u>infoijrcm@gmail.com</u> or online by clicking the link **online submission** as given on our website (<u>FOR ONLINE SUBMISSION</u>, <u>CLICK HERE</u>).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

GOIDETHIES LOW SODIN	IBSION OF MANUSCRIFT
COVERING LETTER FOR SUBMISSION:	DATED:
THE EDITOR	DATED:
URCM	
Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF	
(e.g. Finance/Marketing/HRM/General Management/Economics/Psych	nology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
DEAR SIR/MADAM	
Please find my submission of manuscript entitled '	' for possible publication in your journals.
I hereby affirm that the contents of this manuscript are original. Further under review for publication elsewhere.	rmore, it has neither been published elsewhere in any language fully or partly, nor is i
I affirm that all the author (s) have seen and agreed to the submitted ver	sion of the manuscript and their inclusion of name (s) as co-author (s).
Also, if my/our manuscript is accepted, I/We agree to comply with the contribution in any of your journals.	ne formalities as given on the website of the journal & you are free to publish ou
NAME OF CORRESPONDING AUTHOR:	
Designation:	The state of the s
Affiliation with full address, contact numbers & Pin Code: Residential address with Pin Code:	
Mobile Number (s):	
Landline Number (s):	The second second
E-mail Address:	
Alternate E-mail Address:	

NOTES:

- a) The whole manuscript is required to be in ONE MS WORD FILE only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the SUBJECT COLUMN of the mail:
 - New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below 500 KB.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.
- 2. MANUSCRIPT TITLE: The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
- 3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation** (s), **address, mobile/landline numbers,** and **email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.
- 4. **ABSTRACT**: Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

- 5. **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
- 6. MANUSCRIPT: Manuscript must be in <u>BRITISH ENGLISH</u> prepared on a standard A4 size <u>PORTRAIT SETTING PAPER</u>. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
- 7. **HEADINGS**: All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
- 8. **SUB-HEADINGS**: All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
- 9. MAIN TEXT: The main text should follow the following sequence:

INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed 5000 WORDS.

- 10. **FIGURES &TABLES**: These should be simple, crystal clear, centered, separately numbered &self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.
- 11. **EQUATIONS**: These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
- 12. **REFERENCES**: The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use (ed.) for one editor, and (ed.s) for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working
 papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parentheses.
- The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

 Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

• Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

PERFORMANCE OF REGIONAL RURAL BANKS PRE AND POST AMALGAMATION: A STUDY OF HIMACHAL PRADESH

GAGAN DEEP ASST. PROFESSOR DEPARTMENT OF COMMERCE L. B. S. GOVERNMENT COLLEGE SARASWATINAGAR

ABSTRACT

Era of Regional rural bank in Himachal Pradesh begin with establishment of HGB in 1976 and further one more regional rural bank PGB established in 1985 in the state. Presently both banks are merged and new bank came into existence HPGB in Feb. 2013. Present paper attempt to analyzed the performance of regional rural bank pre and post amalgamation period. Study reveals that Exp.CGR of deposit mobilization of HPGB during post amalgamation has showed 13.3 percent higher than 12.7 percent in pre amalgamation period, loan and advances are also found increasing trend with some lower extent growth rate 16.8 percent during post amalgamation which was 17.4 percent in pre amalgamation period. Furthermore, study reveals that post amalgamation period profits of HPGB surprisingly increased from 31.65 lacs to 1214.48 lacs in two year 2012-13 to 2013-14 but profitability of HPGB found inconsistent as HPGB's coefficient of profit variation is 134.23 higher than HGB and PGB is 34.69 & 112.86 respectively, which is registered in pre amalgamation period. So, it is suggested that bank should increase the loans and advances to the rural people to achieve their objective as well as earn more interest income to maintain the consistent level of profit in future.

KEYWORDS

Himachal Gramin Bank, Parvatiya Gramin Bank, Himachal Pradesh Gramin Bank.

INTRODUCTION

ank can be proved a boon in improving our rural economy to a large extent. Our rural economy is underdeveloped due to the shortage of finance. People are not able to start new business due to lack of working capital. The economic development of the country mainly depends on the availability of adequate credit facility to the various needy people. It is by providing credit to agriculture laborers, rural artisans, landless laborers, marginal farmers, industrialist, traders and businessmen etc. which can be achieved economic progress. The economy of Himachal Pradesh is dominated by the weaker sections constituted by small and marginal farmers, agriculture laboures, artisans class and scheduled tribes, their position can be improved by providing them credit at low rate of interest so that they can improve their economic position. They always demand two kind of credit (i) Production credit, (ii) Consumption credit, at low interest rate. At present time weaker section need a large amount of credit for the purchase of fertilizers, improved seeds, pesticides and tools and machinery etc. medium and long-term investment in land clearing and irrigation etc. also become essential for increasing agricultural production. The consumption loan is required for religious ceremonies, functions, medical and educational expenses. Following table & figure 1 shows the present position of regional rural bank in Himachal Pradesh.

Name of bank FIGURE 1: HIMACHAL PRADESH GRAMIN BANK Sponsor bank No of branches PNB HGB 23.12.1976 153 SBI PGB 12.11.1985 35 PNB **HPGB** (153+35)153 2012-13 15.02.2013 188 HGB 35 ■ PGB HPGB' branches (HGB & PGB are merged) =188

TABLE 1: REGIONAL RURAL BANKS IN HIMACHAL PRADESH

Source: Annual report of HPGB 2012-13

Himachal Pradesh is a hilly state and its economy mainly based on agriculture and horticulture. Agriculture and horticulture plays an essential role in the economic development of the state. To work for real achievement of the target of social upliftment of the poor and weaker sections, the banker must extend financial assistance to the people living in the remote and rural areas. It is possible only if the branch network of these banks is extended in rural and remote area of every state and network of branches will pay a crucial role in the economic development of these areas.

REVIEW OF LITERATURE

Ibrahim (2012) revealed that there has been tremendous achievement in disbursing loans to both the sectors. The priority sector loans constituted higher in percentage throughout the study period. RRBs have lent money to the agricultural sector through the short-term and term-loans for the development of the agriculture sectors in the economy. The disbursements of short-term loans for crops during the study period are encouraging and it constituted a higher rate than that of term-loans. Also the loans provide by the RRBs to various groups in the priority sector shows an increasing trend. Koti (2013)² concluded that Non Performing Asset not only problem for bank, even bad for the economy of the country. The money which is locked in NPA is not available for productive activities. It adversely affects the profit of the bank and result in higher rate of their diligent credit customer. Study suggested that necessary step should be taken appropriately on the time to avoid NPAs. Qualitative appraisal, Supervision and follow ups should be taken for the present advanced to avoid the further NAPs. It is essential to restructure the strategies for recovery process; this will improve bank general capabilities and meets the prudential requirements. Chakrabarti (2013)³ reveals that banks are playing a significant role in ensuring sustainable development through financial inclusion. However, there is a long way to go for the financial inclusion to reach to the core poor, and noted that K. C. Chakrabarty, Deputy Governor of RBI, "Even today the fact remains that nearly half of the Indian population doesn't have access to formal financial services and are largely dependent on money lenders". Therefore, RRB network will have to be leveraged for benefiting the people of the rural areas through broader banking services; and in West Bengal, these institutions take a long stride towards inclusive economic growth by promoting various financial products meant for broader financial inclusion. Jarupula (2013)⁴ study the performance of regional rural banks in India. The RRBs yielded positive results in respect of key performance indicators such as number of banks and branches, capital composition, deposits, loans, the trend of investments, current deposit ratio, recovery performance, productivity, NPAs, recovery and financial inclusion. He study several committees have emphasize the need to improve the performance of these banks, which play an important role in the rural credit market in India. The study found that the performance of RRBs in India has significantly improved over time, as steps for their improvement were initiated by the Government of

India after the amalgamation process. Shashi Kumar et al. (2013)⁵ study revealed that RRBs in Karnataka have achieved significant growth in terms of number of wide branches during the both regimes. Since 1990-91 there were 13 RRBs with 1075 branches working across the districts of Karnataka state. Study shows deposits constitute highest growth about 22.92 percent compared to the Advances of the RRBs during the liberalization regime. During the post liberalization regime the highest growth can be searched in case of Advances constituting about 20.29 percent compared to the deposits. When the growth rate is observed it is the increase of RRBs constituting about 20.39 percent compared to the advances. In this manner since from their inception the RRBs have rendered services to the rural people and play an important role along with other financial institutions. Rao & Rao (2014)⁶ has studied the performance of Andhra Pradesh Grameena Vikas Bank from 2005-06 to 2011-12. Study revealed growth of branches for the study period is meager which is not in tune with the population growth in absolute figures. Study showed that small and medium loans are increased from 905 Cr to 1391 Cr. and deposits (32.36 %) are significantly increased in the years from 2009-10 to 2010-11 as well as borrowing also shows 8.24% growth in the years from 2010-11 to 2011-12. And, total income has been progressed from 337 Cr. to 862 Cr, similar trend reveal in total expenditure of the bank which is increased from 322 Cr to 695 Cr during study period. Further, study recommended that number of branches should increase in rural areas and also improve the credit facility system to agriculture farming communities.

OBJECTIVES OF STUDY

- To study the branch expansion level by RRB in the state. 1.
- To study the growth of deposits and loans advances by regional rural banks in the state. 2.
- To study the recovery performance of regional rural banks in the state.
- 4. To study the profitability growth of regional rural banks in the state.

RESEARCH METHODLOGY

This paper has been prepared on the basis of secondary data collaborated from annual reports of Himachal Gramin bank and Parvatiye Gramin Bank which were amalgamated in feb. 2013 with new name Himachal Pradesh Gramin Bank. Following tools and method are used to analysis the data: I) Mathematical- 1) Exponential compound growth rate, 2) Percentage, II) Statistical Analysis- 1) Trend projection, 2) Correlation "r", 3) t Test, III) Financial analysis- 1) Credit Deposit Ratio, Profit per branch, with the help of table, figure and diagrams.

INTERPRETATION OF DATA

BRANCH EXPANSION

The era of regional rural banking in Himachal Pradesh Commenced in 1976 when the first RRB of state named Himachal Gramin Bank was established in district Mandi, which was sponsored by the Punjab National Bank and second Regional rural bank in Himachal Pradesh was Parvatiya grameen bank sponsored by State bank of India was established in 1985. Himachal gramin bank and Parvatiya grameen bank both are amalgamated on 15.02.2013 due to restructuring process and new bank namely Himachal Pradesh Gramin bank came into existence. So, at present time only single regional rural bank is operating in the state with 188 branch network and catering the financial requirement of the farmers, rural artisans and tiny & small scale industries of the state.

TABLE 2: BRANCH EXPANSION OF RRBS IN HIMACHAL PRADESH PGB Branches FIGURE 2: BRANCH EXPANSION **HGB Branches** Year TOTAL 2004-05 106 27 133 250 2005-06 111 27 138 28 2006-07 112 140 200 2007-08 118 29 147 2008-09 122 30 152 150 123 30 2009-10 153 100 2010-11 125 33 158 2011-12 139 33 172 50 2012-13 HPGB³ 188 2013-14 188 CGR 3.3 3.2 4 2002 2003 2004 2005 2006 2007 2008 2010 2011 2012 2013 **TREND** 200 2018 209 2020 → HGB → PGB → Total — Expon. (Total)

Source: Annual Report of HGB, PGB & HPGB from 2004-05 to 2013-14.

Table and figure describe the branch expansion network of regional rural bank in Himachal Pradesh for the period of ten years from 2004-05 to 2013-14. It had a network of 133 branches in 2004-05 which has been tune to 188 branches at the end of the year 2013-14. Regional rural bank shows sustainable compound growth rate 4 percent in last ten year in the state. Before amalgamation HGB and PGB shows equal Compound growth 3.3 & 3.2 respectively which less then post amalgamation branch expansion programme of Himachal Pradesh Gramin Bank. Trend analysis also projected that the branches of HPGB will be increased to 200 branches in the year 2017-18, further in the year 2019-20 it will be projected 209 branches in the state.

TABLE 3: DISTRICT WISE BREAK-UP OF BRANCH EXPANSION OF HIMACHAL PRADESH GRAMIN BANK

Sr. No.	Districts	Urban	Semi Urban	Rural	Total	Percentage
1.	Mandi	-	2	48	50	26.60
2.	Kangra	-	1	45	46	24.47
3.	Kullu	-	1	17	18	9.57
4.	Hamirpur	-	-	7	7	3.72
5.	Una	-	-	6	6	3.19
6.	Bilaspur	-	-	7	7	3.72
7.	Sirmour	-	2	2	4	2.13
8.	Solan	-	1	8	9	4.79
9.	Shimla	1	1	2	4	2.13
10.	Kinnaur	-	-	1	1	0.53
11.	Lahul Spiti	-	1	1	1	0.53
12.	Chamba	-	1	34	35	18.62
	Total	1 (.53)	9 (4.79)	178 (94.68)	188	100.00

Source: Annual report of HPGB for the year 2013-14

The district wise break-up of its branch offices has been shown in present Table. In the year 2013-14 out of the total branches under the operation, 178 are rural branches 1 urban branch and 9 are semi urban branches, located in twelve districts of the state. However, the maximum number of its branches office are in Mandi, Kangra, Chamba districts. About 70 percent of the branch offices are located in these three districts with 4 semi-urban and 127 rural branches and other district had very low percentage of branch network. However, this bank has been concentrating its efforts in rural areas as is evident from the location of its branch offices. Almost 95 % branch offices of the bank are located in rural areas of these 12 districts of the state.

RESOURCE MOBILISATION OF RRB

Resource mobilization is one of the important aspects. In banks, the combination of such resources such as owned fund, borrowings and deposits is known as total funds. Table 4 and figure 3 represent the growth of resource of regional rural bank from 2002-03 to 2013-14. Table reveals that during study period resource mobilization of the HGB, PGB and HPGB have shown an increasing Exponential CGR in all resources except borrowings of PGB show a negative Exponential CGR. (-1.4) percent.

TABLE 4: RESOURCE MOBILISATION OF RRB IN THE HIMACHAL PRADESH (Amt. In lakh)

Year	Owned	HGB	Borrowings	Total	Owned	PGB	Borrowings	Total	Grand
	Fund	Deposit			Fund	Deposit			total
2002-03	2651.74	54648.07	864.04	58163.85	846.74	10299.69	1041.53	12187.96	70351.81
2003-04	3805.45	57882.74	657.2	62345.39	895.32	10612.43	1002.48	12510.23	74855.62
2004-05	4259.12	60958.79	856.35	66074.26	916.3	11916.17	761.59	13594.06	79668.32
2005-06	4744.84	64819.79	1831.92	71396.55	926.28	12265	529.59	13720.87	85117.42
2006-07	5156.21	71755.02	3053.7	79964.93	1004.66	13236.15	389.57	14630.38	94595.31
2007-08	5572.89	80493.02	2707.76	88773.67	1123.52	14840.86	481.84	16446.22	105219.9
2008-09	6190.56	93805.7	4435.72	104432	1302.79	17035.65	680.19	19018.63	123450.6
2009-10	6233.48	109931.6	5264.98	121430.1	1535.6	20049.55	695	22280.15	143710.2
2010-11	6692.23	133330	18458.32	158480.6	1742.53	22592.32	950	25284.85	183765.4
2011-12	7190.64	164799.1	24517.05	196506.8	2011.78	26346.49	800	29158.27	225665.1
Exp.CGR	9.5	12.1	39.4	13.2	9.8	10.6	-1.4	9.9	12.7
2012-13	10290.4	215864.4	18407.77	244562.6					244562.6
2013-14	11136.29	246526.9	78467.43	336130.7					336130.7
HPGB*	7.9	13.3	145	31.8	Overall Ex	κp. CGR			14.1
Exp. CGR					Trend 201	18			350933.9
					2020				393813.1

Source: Annual Report of (HGB, PGB & HPGB) for the years 2002-03 to 2013-14

As it is evident from table 4, the total resources of the regional rural bank have raised from ₹ 70351.81 lacs in 2002-03 to ₹ 336130.7 lacs in 2013-14 with 14.1 percent Exp. CGR. It is reveal from above analysis that Exp. CGR slightly increased after amalgamation from 12.7 to 14.1 percent, so it is concluded that there is positive impact of amalgamation on regional rural banks in resource mobilisation. And, projected trend for 2018; 2020 is estimated 350933.9 and 393813.1 lack respectively.

FIGURE 3: OVERALL GROWTH OF REGIONAL RURAL BANK'S RESOURCES IN HIMACHAL PRADESH 400000 350000 300000 250000 200000 RRB Resource 150000 Expon. (RRB Resource) 100000 50000 0 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014

DEPOSIT MOBILIZATION

Table 5 shows the deposit mobilization growth of regional rural banks (HGB, PGB and HPGB) from 2002-03 to 2013-14. Table shows that overall deposit of regional rural bank has increased from 64947.76 lack in 2002-03 to ₹ 246526.9 lack in 2013-14 with 13.3 percent Exp. CGR and increasing trend has been revealed also in deposit per branch during study period. It is noted that deposits per branch of regional rural bank has been recorded to the tune of ₹ 488.33 lacs during 2002-03 and it has touched the level of ₹ 1297.51 lacs during 2013-14. The Exp. CGR has been revealed to the tune of 9.1 from 2002-03 to 2011-12 and 12.2 percent from 2002-03- to 2013-14, which concluded that due to amalgamation regional rural bank become stronger and improved their deposit mobilization.

TABLE 5: DEPOSIT MOBILIZATION BY REGIONAL RURAL BANK IN HIMACHAL PRADESH (Amt. in lakh)

		HGB		PGB	Overall		
Years	Deposit	Deposits Per Branch	Deposit	Deposits Per Branch	Deposit	Deposits Per Branch	
2002-03	54648.07	515.55	10299.69	381.47	64947.76	488.33	
2003-04	57882.74	546.06	10612.43	393.05	68495.17	515.00	
2004-05	60958.79	575.08	11916.17	441.34	72874.96	547.93	
2005-06	64819.79	583.96	12265.00	454.26	77084.79	558.58	
2006-07	71755.02	640.67	13236.15	472.72	84991.17	607.08	
2007-08	80493.02	682.14	14840.86	511.75	95333.88	648.53	
2008-09	93805.70	768.90	17035.65	567.86	110841.35	729.22	
2009-10	109931.60	893.75	20049.55	668.32	129981.13	849.55	
2010-11	133330.00	1066.64	22592.32	684.61	155922.35	986.85	
2011-12	164799.1	1185.61	26346.49	798.37	191145.61	1111.31	
Exp. CGR	12.1	9.3	10.6	8.1	12.7	9.1	
2012-13	HPGB*				215864.44	1148.22	
2013-14	HGB & PGB	are merged and new ba	nk came into	existence	246526.9	1297.51	
Exp. CGR		Exp. CGR			13.3	12.2	
		Overall Trend Project	ion 2018		282161.90	1504.61	
		2020	2020			1654.51	

Source: Annual Report of (HGB, PGB & HPGB) for the years 2002-03 to 2013-14

It is evident from the above analysis that deposit mobilization regional rural bank will projected 282161.90 lacs and 315002.80 lacs respectively, as well as deposits per branch will be 1504.61 and 1654.51 lacs respectively forecasted for forthcoming year 2018 and 2020.

LOAN AND ADVANCES

Table 6 shows the growth of loan and advances of regional rural bank from 2002-03 to 2013-14 in the state. Table shows that before amalgamation Exp. growth rate of loans and advance of HGB and PGB revealed 16.1 & 22 percent respectively. And, also per branch exp. CGR revealed 13.3 & 19.5 respectively of both regional rural bank. Overall advances are increased from 19139.99 lacs in 2002-03 to 95305.63 lacs in 2013-14 with Exp. CGR 16.8 percent which is found slightly came down from 17.4 which is recorded before amalgamation period and same trend revealed in per branch wise distribution of loan and advances that Exp. CGR came down from 14.6 percent to 13.4 percent during before amalgamation process and study period respectively.

TABLE 6: LOAN AND ADVANCES OF REGIONAL RURAL BANK IN HIMACHAL PRADESH (Amt. in Lacs)

Years		HGB		PGB	C	Overall
	Advances	Per branch wise	Advances	Per branch wise	Advances	Per branch wise
2002-03	16156.3	152.42	2983.69	110.51	19139.99	143.91
2003-04	13738.9	129.61	3326.27	123.19	17065.17	128.31
2004-05	16820.07	158.68	4209.77	155.92	21029.84	158.12
2005-06	20578.98	185.39	5338.82	197.73	25917.8	187.81
2006-07	25275.82	225.67	6746.73	240.95	32022.55	228.73
2007-08	28977.89	245.57	8767.06	302.31	37744.95	256.77
2008-09	35302.33	289.36	10537.95	351.26	45840.28	301.58
2009-10	36877.29	299.81	13134.67	437.82	50011.96	326.87
2010-11	49074.39	392.59	16347.17	495.37	65421.56	414.06
2011-12	61198.75	440.28	20122.7	609.78	81321.45	472.79
Exp. CGR	16.1	13.3	22.0	19.5	17.4	14.6
2012-13	HPGB				88244.46	469.38
2013-14	HGB & PGE	are merged and ne	ew bank cam	e into existence	95305.63	501.61
		Exp. CGR			16.8	13.4
		Overall Trend Pro	j. 2018		120005.69	653.84
		2020			135111.00	728.05

Source: Annual Report of (HGB, PGB & HPGB) for the years 2002-03 to 2013-14

CREDIT DEPOSIT RATIO

Table 7 analyzed the Credit Deposit ratio of Regional Rural Banks in the Himachal Pradesh. In 2002-03 Credit deposit ratio was found 29.47 percent, which is tone up to 38.66 percent in 2013-14 with 4 percent exponential compound growth rate and projected trend of credit deposit ratio will be 49.34 percent and 52.04 percent for the year 2018 & 2020 respectively.

year Credit Deposit Ratio FIGURE 4: CREDIT DEPOSIT RATIO 2002-03 29 47 50.00 2003-04 24.91 45.00 2004-05 28.86 37.68 39.59 2005-06 33.62 40.00 2006-07 37.68 35.00 2007-08 39.59 30.00 2008-09 41.36 28.86 2009-10 38.48 25.00 2010-11 41.96 20.00 2011-12 42.54 2012-13 40.88 15.00 2013-14 38.66 10.00 Exp. CGR 4.0 5.00 **Trend 2018** 49.34 2020 52.04 0.00 2002-03 2003-04 2004-05 2005-06 2006-07 2007-08 2008-09 2009-10 2010-11 2011-12 2012-13 2013-14 Credit Deposit Ratio Linear (Credit Deposit Ratio)

TABLE 7: CREDIT DEPOSIT RATIO OF REGIONAL RURAL BANK'S IN HIMACHAL PRADESH

Source: Annual Report of (HGB, PGB & HPGB) for the years 2002-03 to 2013-14

RECOVERY PERFORMANCE

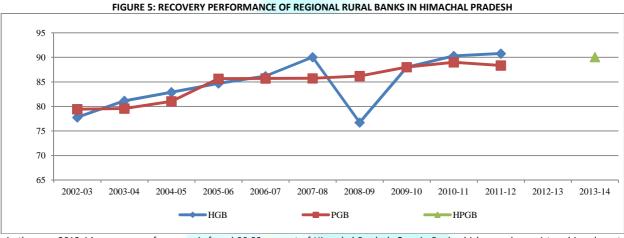
Recovery process is a complex phenomenon for rural banking. The rising overdue of the bank reflects its operational inefficiency and ineffective machinery for supervision. Misutilization of loan also affects the recovery process and obstructs the recycling of money. Thus, the efficiency of operations of a bank depends upon its performance on the recovery front. Table 8 shows the recovery performance of regional rural bank from the year 2002-03 to 2013-14. Table depict that demand of loan from Himachal Gramin Bank has been 3987.15 lacs in 2002-03 which has been risen to 23135 lacs in 2011-12, similar trend has been revealed in demand of loan from Parvatiya Gramin Bank which is 825.72 lacs in 2002-03 tune to 3836.20 lacs in 2011-12. Table analyzed that recovery performance has been improved 77.78 percent to 90.78 percent of Himachal Gramin Bank and 79.45 percent to 88.35 percent of Parvatiya Gramin Bank. Then, in 2012-13 HPGB came into existence after the amalgamation of both banks. And, after amalgamation in 2013-14 demand of loan from HPGB is registered 32338.43 lacs, recovery registered 29133.82 lacs, overdue registered 3204.61 lacs.

TABLE 8: RECOVERY PERFORMANCE OF REGIO	ONAL RURAL BANK (Amt. in lacs)
HGB	PGR

		Н	IGB			F	PGB	
year	Demand	Recovery	Overdue	% Recovery	Demand	Recovery	Overdue	% Recovery
2002-03	3987.15	3101.39	885.76	77.78	825.72	656.04	169.68	79.45
2003-04	4774.75	3874.13	900.62	81.14	1005.32	800.12	205.2	79.59
2004-05	4802.93	3981.47	821.46	82.90	1200.49	973.17	227.32	81.06
2005-06	4969.72	4209.7	760.02	84.71	1386.96	1188.01	198.95	85.66
2006-07	6887.08	5935.68	951.4	86.19	1614.83	1384.06	230.77	85.71
2007-08	8950.57	8058.83	891.74	90.04	1941.16	1664.16	277	85.73
2008-09	12118.98	9298.9	2820.08	76.73	2474.2	2132.65	341.55	86.20
2009-10	14608.47	12853.05	1755.42	87.98	3103.91	2732.03	371.88	88.02
2010-11	17135.48	15471.56	1663.92	90.29	3485.45	3102.16	383.29	89.00
2011-12	23135	21001	2134	90.78	4342.03	3836.20	505.83	88.35
(HPGB*)								
2012-13	NA	NA	NA	NA				
2013-14	32338.43	29133.82	3204.61	90.09				

Source: Annual Report of (HGB, PGB 2002 to 2012, & HPGB 2013 to 14)

Figure 5 shows that there was fluctuation in recovery performance of Himachal Gramin Bank. In the year 2008-09 recovery performance of Himachal Gramin Bank was registered 76.73 percent whish was very poor and parvatiya gramin bank registered their very low 79.45 percent recovery performance in the year 2002-03.



Presently in the year 2013-14 recovery performance is found 90.09 percent of Himachal Pradesh Gramin Bank which was also registered in relevant previous year during 2011-12, hence it should be improved for forthcoming years and management should give necessary consideration for training facility to improve the recovery mechanism.

PROFITABILITY PERFORMANCE OF REGIONAL RURAL BANK

Table 9 shows the profitability performance of regional rural bank from the year 2002-03 to 2013-14. Table depict that income of Himachal Gramin bank has been mounted from 5503.28 lacs to 15720.32 lacs during pre amalgamation period and expenditure also increased from 5215.03 lacs to 14979.74 lacs during 2002-03 to 2011-12. Profit of HGB also increased from 288.25 lacs to 740.58 in given period. Similarly Income of Parvatiya Gramin Bank has been increased from 1148.05 lacs to 2882.37 lacs and expenditure has been increased 1024.87 lacs to 2469.12 lacs during pre amalgamation period. And, profits of PGB has been risen from 123.18 lacs to 413.25 lacs during pre amalgamation period.

TABLE 9: PROFITABILITY PERFORMANCE OF REGIONAL RURAL BANK (Amt. in lacs)

Year		HGB		PGB				
	Income	Expenditure	Profit/ Loss	Income	Expenditure	Pro	fit/Loss	
2002-03	5503.28	5215.03	288.25	1148.05	1024.87	123	3.18	
2003-04	5691.39	4812.76	878.63	1146.01	1108.5	37.	51	
2004-05	5220.59	4565.1	655.49	1122.53	1101.55	20.	98	
2005-06	5230.73	4607.17	623.56	1137.01	1127.03	9.9	8	
2006-07	5906.97	5466.14	440.83	1268.85	1190.47	78.	38	
2007-08	7378.75	6830.53	548.22	1533.32	1414.46	4.46 118		
2008-09	8520.95	7920.39	600.56	1841.54	1662.27	1662.27 179		
2009-10	9566.94	9328.1	238.84	2014.68	1653.48	1653.48 361		
2010-11	11799.18	11186.17	613.01	2222.16	1931.67	290	0.49	
2011-12	15720.32	14979.74	740.58	2882.37	2469.12	413	3.25	
HPGB* 2012-13	29224.80	28908.30	31.65					
2013-14	24671.46	23456.98	1214.48	C.V	HGB	PGB	HPGB	
% Inc/Dec	(-15.58)	(-18.86)	(3737.22)		34.69	34.69 112.86		
Correlation 'r' bet	ween HGB &	PGB's Profit or l	oss before ama	lgamation	-0.208			
"t value" betweer	HGB & PGB	s Profit or loss b	efore amalgam	ation	4.7475			

Source: Annual Report of (HPGB) for the years 2002-03 to 2013-14

Co-variance of PGB's found 112.86 is much more than HGB's C.V. found 34.69, it clearly state that HGB had more consistent for profitability as compared to PGB, correlation also show negative relationship degree (-0.208) and t test is found significant at 1% level. Above analysis state that profitability of the HGB has an upper edge as compared to the PGB's profitability during pre amalgamation period.

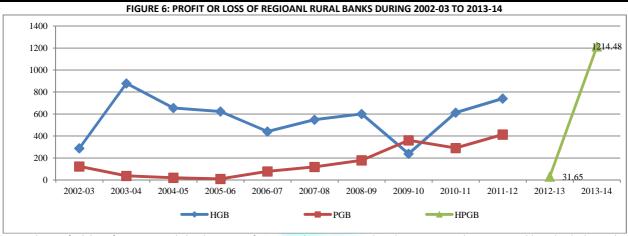
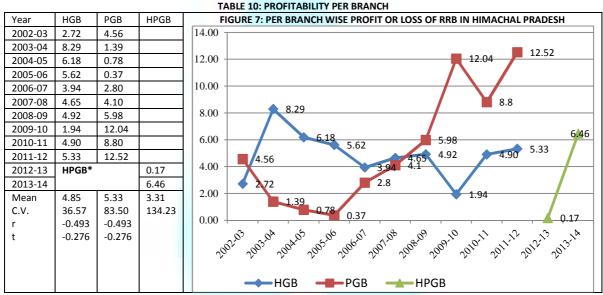


Figure 6 states that Profitability of HPGB instantly has been risen from 31.65 lacs to 1214.48 lacs during post amalgamation. Table 9 clearly depict that income of HPGB is instantly 15.58 percent decreased from 29224.80 lacs to 24671.46 lacs and expenditure also decreased 18.86 percent from 28908.30 lacs to 23456.98 lacs. Due to effective cost control after amalgamation profitability showing tremendous growth but further it need to be consistent to maintain their profits with sustainable growth rate in future also.



Significant at 1%.

Table 10 and figure 7 showing the per branch profitability of regional rural banks from 2002-03 to 2013-14. Table depict that Co-variance of PGB's found 83.50 is higher than HGB's C.V. 34.57, it clearly state that HGB was more consistent for showing profitability before amalgamation, correlation also show negative relationship degree (-0.493) and t test is found significant at 1% level. Above analysis state that per branch wise profitability average of the HGB has an upper edge as compared to the PGB's profitability index. Furthermore, Co-variance of HPGB post amalgamation is found higher than pre amalgamation situation which show higher variability, hence it is suggested that bank should maintain its profitability in consistent and sustainable way in future and necessary steps should be taken by the management of the bank.

FINDINGS OF STUDY

Main finding of the study is following:

- That regional rural bank expanding their Branch expansion with 4 percent Exponential compound growth rate and projected trend for 2018 & 2020 will be 200 & 209 respectively.
- That Exp.CGR of resource of HPGB during post amalgamation has showed 14.1 percent higher than pre amalgamation period 12.7 percent.
- That Exp.CGR of deposit mobilization of HPGB during post amalgamation has showed 13.3 percent growth rate higher than pre amalgamation period which was 12.7 percent. And, per branch wise deposit Exp CGR is increased from 9.1 percent to 12.2 percent in post amalgamation period.
- That Exp.CGR of loans and advances of HPGB during post amalgamation has showed 16.8 percent growth rate is lower than pre amalgamation period which was 17.4 percent. Similar trend reveal in per branch wise loan and advance which is decreased from 14.6 percent to 13.4 percent.
- That Overall Credit Deposit ratio is increasing from 29.47 percent in 2002-03 to 38.66 percent in 2013-14 and it is estimated 49.34 percent & 52.04 percent for the year 2018 and 2020 respectively.
- That HGB & PGB showed 90.78 percent & 88.35 percent respectively recovery performance in 2011-12. And, HPGB shows 90.09 percent recovery performance. Overdue of HGB & PGB was 2134 lacs & 505.83 lacs respectively in 2011-12 further after amalgamation it is 3204.61 lacs in 2013-14
- That post amalgamation period profits of HPGB surprisingly increased 31.65 lacs to 1214.48 lacs in two year 2012-13 to 2013-14 but profitability of HPGB still find inconsistent as HPGB's coefficient of profit variation is 134.23 higher than HGB and PGB is 34.69 & 112.86 which is registered in pre amalgamation period, which showed major improvement should need to maintain consistent and sustainable growth of profit for the well being of the bank.

CONCLUSION & SUGGESTION

On the basis of above analysis and finding it can be concluded that Regional rural bank have achieved remarkable growth in respect of credit expansion and deposits mobilization in pre and post amalgamation period in the state. The branch expansion is soundly noted during the study period, recovery performance of RRB found equally approximately 90 percent pre and post amalgamation period. Study reveals that income decrease 15.58 percent and expenditure decreased 18.86 of HPGB during post amalgamation period 2012-13 to 2013-14. And, so profit are affected and profitability is jumped to 1214.48 lacs form 31.65 lacs but it

is in inconsistent manner. According to the finding of the study it is depict that regional rural bank expanding their loans and advances are low as compared to deposit mobilization by bank in the state. Study suggested that bank should expand more loans and advances to the rural people to achieve their objective as well as earn more interest income to maintain the consistent level of profit in future. Furthermore, amalgamation have positive impact on growth of branch expansion, deposit mobilization, recovery of loan, and volume of profit of regional rural bank.

REFERENCES

- 1. Ibrahim, M. Syed., "Role of Indian Regional Rural Banks (RRBs) in the Priority Sector Lending- An Analysis", *International Management Journal*, Vol. 1 No. 1-2 (January-December, 2012), pp 25-32.
- 2. Koti. Kartikey, "Management of Non-Performing Assets: A Case Study in Krishna Grameena Bank, Gulbarga District", *Indian Journal of Research in Management, Business and Social Sciences*, Vol. 1, Issue 2, July. 2013, pp 63-67.
- 3. Chakrabarti, Dr. Manas., "The Role of Regional Rural Banks (RRBs) in Financial Inclusion: An Empirical Study on West Bengal State in India", National Monthly Refereed Journal of Research in Commerce & Management, Volume No.2, Issue No.8, 2013 pp. 51-62.
- 4. Chinna, Jarupula., "Performance Evaluation of Regional Rural Banks (RRBs) in India", Indian Journal of Finance, Volume 7, Number 7, July 2013
- 5. Shashikumar T.P., Rangaswamy K. & Kiran S.P., "Regional Rural Banks In India And Karnataka: A Time Series Analysis", International Journal of Marketing, Financial Services & Management Research ISSN 2277-3622. Vol.2, No. 2, February (2013), PP.164-172. www.indianresearchjournals.com
- 6. B. Venkata Rao & G. Sudarsana Rao, "Performance of Regional Rural Banks in India A study on Andhra Pradesh Grameena Vikas Bank in Andhra Pradesh", International Journal of Advance Research in Computer Science and Management Studies, Volume 2, Issue 4, April 2014, Available online at: www.ijarcsms.com



REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you tosupply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mailinfoijrcm@gmail.com for further improvements in the interest of research.

If youhave any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, nor its publishers/Editors/Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal is exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active cooperation of like-minded scholars, we shall be able to serve the society with our humble efforts.







