

Analysis of Responses of Bank Employees regarding Reasons of increasing NPA on the Basis of Categories of Public and Private Sector Banks

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Abstract

A strong banking sector is important for flourishing economy. One of the most important and major roles played by banking sector is that of lending business. It is generally encouraged because it has the effect of funds being transferred from the system to productive purposes, which also result into economic growth. Banks of India suffer from a problem of Non-performing assets. NPAs reflect the performances of banks. A high level of NPAs suggests high probability of a large number of credit defaults that affect the profitability and net worth of banks and also erodes the value of the assets. The NPA growth involves the need of provision, which minimize the overall profits of company and shareholder's value. This research is to analyze the difference in responses of customer and bank employees regarding reasons of increasing NPA on the basis of categories of Public and Private Sector Banks. The study is based on primary data. The data has been analyzed by ANOVA method. The data has been collected through questionnaire. The Responses are obtained from 125 bank employees.

Introduction

Banking is one of the most important activities of tertiary sector. All the day to day transaction of the people is closely associated to banking. Without banking inconvenience related to transaction among the people increases. The whole world is converted into a global area due to development of the various technologies and improved internet facilities. Banking industry has been drastically changed from the origin till now. Almost 25-30 years ago, computer was only machinery and people do not have enough knowledge to operate it and the people were not sure about the reliability of the computer. Bank employees were restricting for introducing the

computers into banks but government finally made it mandatory for the banks and it was followed by the public banks, private banks, foreign banks and co-operative banks. Now it is completely difficult to imagine banking without computers.

Till 1994, all banks were calculating the interest on the loans granted irrespective of the recovery made on that, majority of the banks were earning ample profit on paper but in reality when principle amount itself is in danger there is no question of calculating interest on that. Government of India has decided to invite foreign banks in banking industry as well as has decided to permit private banks and co-operative banks to play their own role in the development of economy. At international level, banking industry accepted the norms of bifurcating loan assets into Standard Assets, Sub Standard Assets, Doubtful Assets and Loan Assets and calculation of interest on loans are made as per the well accepted international norms. In 1992, Reserve Bank of India has appointed Narsimhan committee and its recommendation on Non-performing assets also made effective for banks in 1994. This as a great impact on the accounting system of the banks and as directly affected the income of interest and making provisions as even more impact on the profit of the banks.

Initially an assets is classified as non-performing assets if dues in the form of principle and interest are not paid by the borrower for a period of 180 days, however with effect from March 2004, default status would be given to a borrower if dues are not paid for 90 days. If any advance or credit facility granted by banks to a borrower becomes non-performing, then the bank will have to treat all the advances/credit facilities granted to that borrower as non-performing without having any regards to fact the fact that there may still exist certain advances/credit facilities having performing status. The NPA level of our banks is way higher than international standards. One cannot ignore the fact that a part of the reduction in NPA's is due to writing off bad loans by banks. Indian banks should take care to ensure that they give loans to credit worthy customers.

The statistics revealed that Indian bank's gross non-performing assets or bad loans stood at Rs 8.29 lakh crore as on 30 June 2017, Rs 8.40 lakh crore as on September 2017 and Rs 9.5 lakh crore as on 30 October 2017, including restructured loans, quoting RBI data obtained through an RTI Query. Whereas as on June 2016, total amount of gross NPA for public and private banks was 6 lakh crore., in 2015 it was 2.28 lakh crore, in 2014 it was 2.21 lakh crore. As there is a constant increase in level of NPA therefore it is necessary to analyze the differences in responses

of customers and bank employees regarding reasons of increasing NPA on the basis of categories of public and private sector banks.

Review of Literature

- **Ahmed (2013)** studied about the management of non-performing assets of commercial banks by taking evidence from Indian Banking Sector. Researcher stated that the earning capacity and profitability of banks had been adversely affected by the high level of NPAs. The reduction of NPAs in banks was posing the biggest challenges in the Indian economy. The main objectives were to study the asset portfolio and, nature and growth of NPA of commercial bank groups in India, recovery and provisions of NPAs of commercial banks over the years and lastly to suggest strategies for better management of NPAs of banks on the basis of the analysis. The relevant data had been collected from secondary sources of the period 2000-2009. He concluded that the mounting NPAs of banks deter the financial health in the terms of profitability, liquidity and economies of scale of operations, the management of NPAs had been an immense task before the bankers because it challenges the banks resistance capacity.
- **Ekanayake and Azzez (2013)** investigated the determinant factor of ex-post credit risk considering non-performing loans (NPLs) as a proxy variable in Srilanka commercial banking sector and as carried out with a sample of nine licensed commercial banking sector for a period from 1990-2012. Researchers considered macro-economic factors and bank-specific factors. The study was mainly depends on the secondary and quantitative data. Non-Performing Loans were considered as the dependent variable in the study and the independent variables were categorized into bank specific and macroeconomic variables. The researchers used econometric model. The model was a fixed effect panel data regression function that links the ratio of NPLs to total Loans & key macroeconomic variables and bank specific variables. As to the regression result, nine independent variables were found statistically significant while the rest four were not significant; the researchers also concluded that high credit growth was associated with a reduced level of performing loans. The empirical results revealed that efficiency and size of the bank was also having an explanatory power over NPLs.

- **Digal & Kanungo (2015)** aimed to study the level of NPAs in Public Sector Banks (PSBs) in India for the period 2002-03 to 2013-14 and the reasons behind the growth of NPAs in State Bank of India and its implications on the economy. The research design of this study was both descriptive and analytical. The study was based on the data collected from secondary sources. The statistical tools and techniques used by the researcher were percentage, ratio, growth trend, auto-correlation etc. The growth of non-performing assets of SBI was measured from 2002 to 2014 through growth percentage and auto-correlation as auto-correlation trend values was a most suitable for measuring the trend. The researcher found that the NPAs of SBI in Public Sector had increased due to Stress on the various sector of the economy such as power, aviation, textiles etc.
- **Singh (2015)** analyzed the factors affecting credit risk in the Indian banking industry. It was observed that percentage of NPA to advances was taken as the proxy of credit risk. Eighteen years data from 1997 to 2014 of all the categories of scheduled commercial banks was analyzed for the purpose of this study. The statistical tools used for data analysis were Levene's test, one way anova, Turkey post hoc and stepwise method of linear regression. Results of one way anova test revealed that Public sector banks had experienced different movement of NPAs than other categories of banks. Researcher found that bigger banks had more outstanding advances were had higher amount struck in NPA accounts. Advances, Consumer Price Index and Sensex level were found to be the major factors affecting NPAs of the Indian Banking Industry. At micro level, Bank Size represented by the value of assets owned by a bank and advances were the factors found to be significantly positively associated with NPAs in the case of Public Sector, New Private Generation and Foreign Banks. Besides these factors, Inflation rate (CPI) was also found to have statistically significant association with NPAs in the Public and Foreign Banks. The only factor found to be associated with NPAs in the old generation private banks was Unemployment rate.

There are very limited studies carried out with regards to Perception of customers on increasing NPAs and how the level of NPAs can be managed. There are also very few studies regarding the bank employees' perception on the causes of high NPA, general opinions on reasons of NPA, tools for resolution of NPA and negative impact of NPA. Most of the studies on NPA were on secondary data only a few studies were performed on primary data which is very essential to be

performed. So in this research, efforts are made to analyze perception of customer and bank employees regarding increasing NPAs.

Objectives of the Study

To analyze the difference in responses of bank employees regarding reasons of increasing NPA on the basis of categories of Public and Private Sector Banks.

Methodology

The study is based on Primary Data. The data has been analyzed using ANOVA method. This study is related to commercial banks in Rewari city, covering the banks SBI, PNB, OBC, Bank of Baroda, Canara Bank, IDBI, ICICI Bank, HDFC Bank, Syndicate Bank, Axis Bank, Corporation Bank, Punjab and Sind Banks of Rewari city. The data has been collected through questionnaire. Responses are obtained from 125 customers. Population includes bank employees of Rewari city. The structured questionnaire is prepared for the bank employees. The questionnaire divided in to two parts. First part of the questionnaire is related to personal profile, the second part of the questionnaire is related to objectives of the study which contains various questions related to reasons, opinions, tools for resolution and impact of NPA.

Hypothesis

H0:- There is no significance difference between the difference in responses of bank employees regarding reasons for increasing NPA on Public and Private Sector Banks.

Data Analysis & Interpretation

The demographic information about 125 respondents (BANK EMPLOYEES) included in the study presented below:

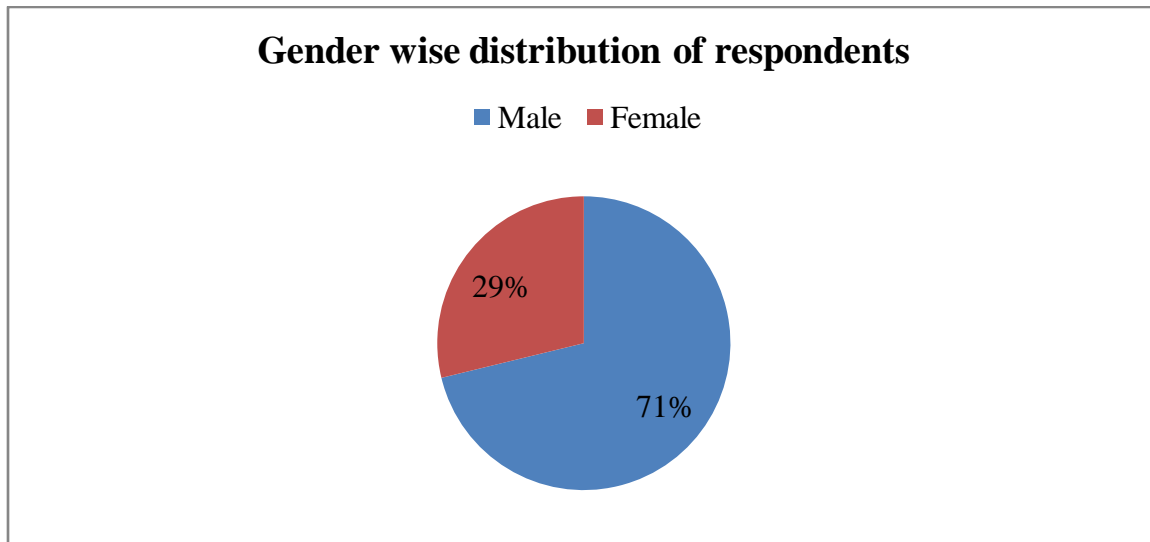
1. Gender wise distribution of respondents

Gender of Employees	Frequency	Percent
Male	89	71
Female	36	29

Gender of Employees	Frequency	Percent
Male	89	71
Female	36	29
Total	125	100.0

Table 1

(Source: Primary Source)



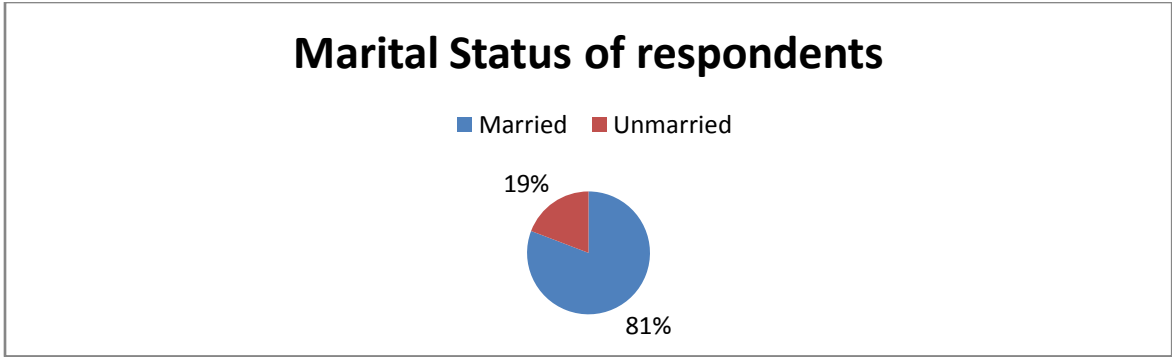
In case of gender of the respondents 71% of them are male, while 29% of them are female.

2. Marital Status of Employees

Marital Status of Employees	Frequency	Percent
Married	101	81
Unmarried	24	19
Total	125	100.0

Table 2

(Source: Primary Source)



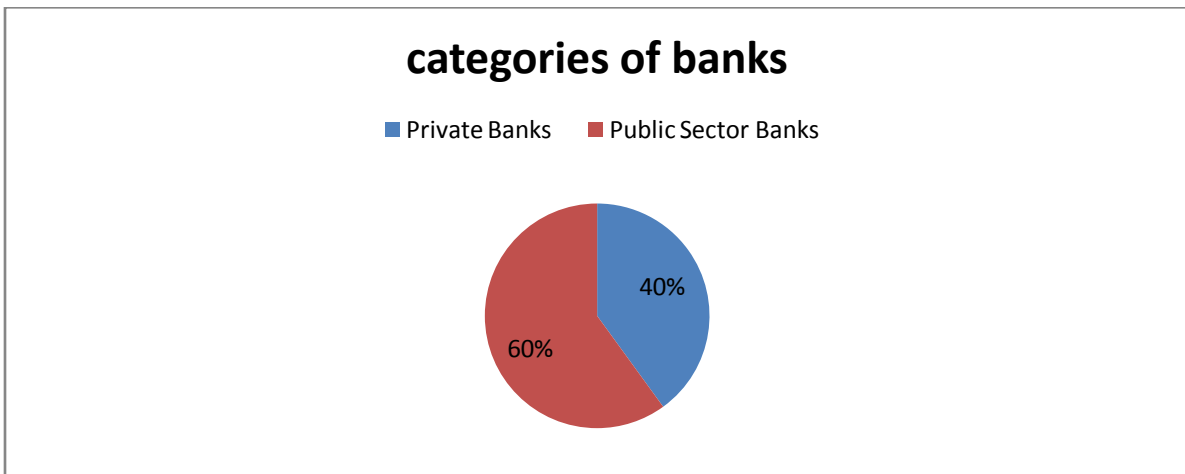
In case of Marital Status of the respondents 81% of them are married, while 19% are unmarried.

3. Categories of Banks

Categories of Banks	Frequency	Percent
Private banks	50	40.0
Public banks	75	60.0
Total	125	100.0

Table 3

(Source: Primary Source)



In case of Categories of Banks 40% of banks are Private Banks, while 60% of banks are Public Sector Banks.

Categories of Bank wise testing the difference in responses of Bank Employees regarding reasons of increasing NPA on the basis of categories of Public and Private Sector Banks: application of ANOVA test.

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
High rate of interest is a reason for NPA	Between Groups	.065	1	.065	.191
	Within Groups	41.967	123	.341	
	Total	42.032	124		.662
Willful default by customer is a reason for NPA	Between Groups	.432	1	.432	2.424
	Within Groups	21.920	123	.178	
	Total	22.352	124		.122
Lack of supervision and follow-up is a reason for NPA	Between Groups	3.888	1	3.888	8.778
	Within Groups	54.480	123	.443	
	Total	58.368	124		.004
Lack of proper legal system is a reason for NPA	Between Groups	.341	1	.341	.465
	Within Groups	90.347	123	.735	
	Total	90.688	124		.497
Relaxed lending norms is a reason for NPA	Between Groups	54.405	1	54.405	162.951
	Within Groups	41.067	123	.334	
	Total	95.472	124		.000
Bank are not able to bring down te rate of interest to te borrower, on account of NPAs	Between Groups	.021	1	.021	.056
	Within Groups	46.747	123	.380	
	Total	46.768	124		.813
There is no system in	Between Groups	.085	1	.085	.254
					.615

the banks to fix the rate of interest to the borrowers on the basis of repaying capacity	Within Groups	41.387	123	.336		
	Total					
Banks try to postpone the problem such as rescheduling of debt, new loans to delinquent borrowers, spent months and years in discussion with borrowers on loan restructuring	Between Groups	16.725	1	16.725	30.970	.000
	Within Groups	66.427	123	.540		
	Total	83.152	124			
Banks do not pay adequate attention to borrower customer as they do in case of deposit customer	Between Groups	19.521	1	19.521	32.925	.000
	Within Groups	72.927	123	.593		
	Total	92.448	124			
Availability of staff to manage loan portfolio is generally inadequate.	Between Groups	38.081	1	38.081	45.508	.000
	Within Groups	102.927	123	.837		
	Total	141.008	124			
Demonetization leads to an increase in NPAs level	Between Groups	.901	1	.901	1.790	.183
	Within Groups	61.947	123	.504		
	Total	62.848	124			
Tightening Corporate Debt Restructuring really helps in reducing NPAs level	Between Groups	.108	1	.108	.477	.491
	Within Groups	27.860	123	.227		
	Total	27.968	124			
If banks would increase	Between Groups	.533	1	.533	1.469	.228

their provision amount Within Groups	44.667	123	.363		
for stressed assets then Total					
it will elp in curbing bad loans	45.200	124			
Close monitoring and Between Groups	1.121	1	1.121	4.590	.034
follow-up is a tool for Within Groups	30.047	123	.244		
resolution of NPAs Total	31.168	124			
Early alert system is a Between Groups	.133	1	.133	.634	.427
tool for resolution of Within Groups	25.867	123	.210		
NPAs Total	26.000	124			
Focus on special Between Groups	1.281	1	1.281	11.549	.001
category (potential Within Groups	13.647	123	.111		
NPAs) accounts Total	14.928	124			
Compromise settlements Between Groups	21.168	1	21.168	74.990	.000
in suit/filled accounts Within Groups	34.720	123	.282		
Total	55.888	124			
Compromise settlements Between Groups	1.452	1	1.452	7.435	.007
through Lok Adalats Within Groups	24.020	123	.195		
Total	25.472	124			
Transfer of Loan Between Groups	1.200	1	1.200	6.474	.012
Account to Assets Within Groups	22.800	123	.185		
Reconstruction Total	24.000	124			
Companies					
Erosion of profit is Between Groups	1.728	1	1.728	8.976	.003
impact of NPA Within Groups	23.680	123	.193		
Total	25.408	124			
Declining reserve and Between Groups	.385	1	.385	1.569	.213

and surplus is impact of NPA	Within Groups	30.207	123	.246		
	Total	30.592	124			
Hampers financial soundness of banks is impact of NPA	Between Groups	.385	1	.385	.804	.372
	Within Groups	58.927	123	.479		
	Total	59.312	124			
Affects the liquidity position of banks is impact of NPA	Between Groups	.012	1	.012	.030	.862
	Within Groups	48.820	123	.397		
	Total	48.832	124			
Adverse effect on bank's balance sheet is impact of NPA	Between Groups	7.905	1	7.905	19.033	.000
	Within Groups	51.087	123	.415		
	Total	58.992	124			

Table 4

(Source: Primary Source)

A one way ANOVA test was performed on these mean scores obtained for the attributes. As exhibited in the table, the p-value for High rate of interest is 0.662 which is not significant @ 0.05 level, so it indicates that there is no significance difference for this attribute across categories of banks and the hypothesis are accept in this case. The p-value for willful default of customers is 0.122 which is not significant @ 0.05 levels so it indicates that there is no significance difference for this attribute across the categories of banks. So the hypothesis is accepted in the case. P-value for the statement Lack of supervision and follow-up is 0.004 so that the statement is significant across the categories of banks. The hypothesis cannot be accepted in these statements. The p -value for next statement is 0.497 it is not significant across the categories of banks. So the hypothesis is accepting in the case. The p -value for relaxed lending norms is 0.000 it is significant across the categories of banks. So the hypothesis cannot be accepted in this statement.

The results of next 2 statements are 0.813, 0.615 so that the statements are not significant across the categories of banks. So the hypothesis is accepted in all the statements. The p-value for the statement Banks try to postpone the problem such as rescheduling of debt, new loans to

delinquent borrowers, spent months and years in discussion with borrowers on loan restructuring is 0.000, which is significant @ 0.05 level, so it indicates that there is significance difference for this statement across categories of banks. So the hypothesis cannot be accepted in this statement. The p-value for the statement Banks do not pay adequate attention to borrower customer as they do in case of deposit customer is 0.000 which is significant @ 0.05 levels which reveal the fact that this statement is having significance effects across the categories of banks. So the hypothesis cannot be accepted in this statement. The P-value for the statement Availability of staff to manage loan portfolio is generally inadequate is 0.000 which is significant @ 0.05 levels which reveal the fact that this statement is having significance effects across the categories of banks. So the hypothesis cannot be accepted in this statement.

The P-value for the statement Demonetization leads to an increase in NPAs level is 0.183 which is not significant across the categories of banks. So the hypothesis is accepted in this statement. The P-value for the statement Tightening Corporate Debt Restructuring (CDR) really helps in reducing the NPAs level is 0.491 which is not significant across categories of Bank. So the hypothesis is accepted in this statement. The P-value for the statement If banks would increase their provision for stressed assets then it will help in curbing bad loans is 0.228 which is not significant across categories of Bank. So the hypothesis is accepted in this statement. The P-value for the statement Close monitoring and follow-up is tool for resolution of NPAs is 0.034 which is significant @ 0.05 level, so it indicates that there is significance difference for this statement across categories of banks. So the hypothesis cannot be accepted in this statement. The P-value for the statement early alert system can be a better tool for resolution is 0.427 which is not significant @ 0.05 levels so it indicates that there is no significance difference for this attribute across the categories of banks. So the hypothesis is accepted in the case. P-value for the statements Focus on special category(Potential NPAs) accounts, Compromise settlement in Suit/filled accounts, Compromise settlement through Lok Adalats, Transfer of loan accounts to Assets Reconstruction Companies are appropriate tool for resolution for NPAs are 0.001,0.000,0.007,0.012 which are significant @ 0.05 level, so it indicates that there are significance difference for these statements across categories of banks. So the hypothesis cannot be accepted in these statements. The P-value for the statement Erosion of profit is 0.003 which is significant @ 0.05 level, so it indicates that there is significance difference for this statement across categories of banks. So the hypothesis cannot be accepted in this statement. The P-value

for the statements Declining reserve and surplus, hampers financial soundness of the banks, affects the liquidity position of banks are 0.213,0.372,0.862 which is not significant @ 0.05 levels so it indicates that there are no significance difference for these attributes across the categories of banks. So the hypothesis is accepted in these cases. P-value for the statements adversely effects on bank's balance sheet is 0.000 which is significant @ 0.05 level, so it indicates that there is significance difference for this statement across categories of banks. So the hypothesis cannot be accepted in this statement.

Conclusion

The Indian banking sector is facing a serious problem of NPAs. Te extent of NPAs is comparatively higher in Public Sector Banks as compare to Private Sector Banks. To improve the efficiency and profitability, the NPAs have to be Schedule. Various steps have been taken by government to reduce the NPAs. It is highly impossible to have zero percentage of NPAs but we can try to minimize the level of NPAs. The NPAs are the outcome of credit activities of banks, which is their most important function, is to earn profit. The credit is associated with risk and therefore the banks cannot totally avoid non-performing assets management of non-performing assets is not limited to recovery of dues. The problem of non-performing assets (NPAs) is a serious issue and danger to commercial banks, because it destroys the sound financial position of them. The customer and the public would not keep trust on the bank anymore if the bank have higher rate of NPAs. So, the problems must be handled in such a manner that would not ruin the financial position and affect the image of bank. The RBI and Government of India have taken innumerable step of reduce the volume of NPAs

Suggestions

The commercial banks need to focus on the following suggestions and build required capabilities to cope up with the challenges of dynamic banking environment.

Banks should examine the viability of project before providing financial assistance. Sanction of financial assistance after proper appraisal alone is not sufficient for recovery of advances. Disbursement of funds according to requirement of the project, effective supervision and timely follow-up, involvement of all staff members for better recovery and update knowledge of NPA

accounts are also equally essential. If proper care is taken for appraisal, supervision and follow-up of advances, further NPAs can be avoided.

Frequency of preparing “know your client” (KYC)/ credit report should be increased. Currently these are prepared initially at the time of sanction of credit facilities and updated on an annual basis in many banks. These need to be updated more frequently, at least every quarter.

The credit department of the banks should comprise of experienced and trained officers in credit management. The staff should have enough exposure in credit appraisal techniques.

The NPA management strategies should also involve initiatives for making use of existing legal machinery for speedy recovery through Debt Recovery Tribunals (DRTs).

Banks should maintain a continuous relationship with the customer especially with potential NPA defaulters so as to keep encouraging them to repay the loan in time.

While advancing loans, the three principles of bank lending viz., Principle of safety, Principle of liquidity and Principle of Profitability must be adhered to.

The recovery process is very slow; as such the government needs to update the process which is fast and effective. Banks should ensure that there is no diversion of funds disbursed to the borrower.

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