

## EVALUATION OF INDIAN OVERSEAS BANK USING CAMEL MODEL: A COMPREHENSIVE ANALYSIS

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### ABSTRACT

This research paper evaluates the financial performance and soundness of Indian Overseas Bank (IOB) over five fiscal years (FY 2019-20 to FY 2023-24) using the CAMEL model. The study assesses key performance indicators such as Capital Adequacy, Asset Quality, Management Efficiency, Earnings, and Liquidity. The analysis reveals significant improvements in IOB's financial health, particularly in reducing Non-Performing Assets (NPAs) and improving Capital Adequacy and Earnings. However, challenges remain in areas such as maintaining liquidity and further enhancing management efficiency. The findings provide insights for policymakers and bank management to sustain and improve IOB's financial stability.

**Keywords:** CAMEL Model, Indian Overseas Bank, Financial Performance, Capital Adequacy, Asset Quality, Non-Performing Assets

### 1. INTRODUCTION

The banking sector is a cornerstone of the Indian economy, playing a pivotal role in economic growth and stability. Indian Overseas Bank (IOB), one of the prominent public sector banks in India, has faced numerous challenges and opportunities over the past few years. The global financial crisis, changes in regulatory frameworks, and evolving customer expectations have all contributed to the dynamic environment within which IOB operates. This study aims to evaluate the financial performance of IOB using the CAMEL model, a widely recognized framework in banking analysis that assesses the bank's health across five critical dimensions: Capital Adequacy, Asset Quality, Management Efficiency, Earnings, and Liquidity.

The CAMEL model provides a holistic view of a bank's performance, offering insights into areas where the bank excels and where improvements are needed. This analysis is particularly relevant given the increasing pressure on banks to maintain financial stability and competitiveness in a rapidly changing market.

#### Research Objectives:

1. To evaluate the financial performance of Indian Overseas Bank using the CAMEL model.
2. To assess the bank's stability and identify areas for improvement.
3. To provide recommendations for enhancing the bank's financial health.

### 2. LITERATURE REVIEW

The CAMEL model has been extensively used in evaluating the performance of banks globally. Its effectiveness lies in its comprehensive nature, covering all critical aspects of a bank's operations.

- **Capital Adequacy:** Previous studies have emphasized the importance of capital adequacy in ensuring a bank's ability to absorb losses during financial stress. Ramya (2022) found that a higher Capital Adequacy Ratio (CAR) is positively correlated with financial stability in Indian public sector banks.
- **Asset Quality:** Asset quality is crucial for determining the risk profile of a bank's loan portfolio. Kumari PUJA (2023) highlighted that a lower Non-Performing Asset (NPA) ratio indicates better asset quality and risk management, which in turn positively influences investor confidence.
- **Management Efficiency:** Management efficiency is often evaluated by looking at operational metrics such as profit per employee and business per employee. Chandrika C. (2021) demonstrated that banks with higher management efficiency tend to have better overall financial performance, as they can maximize resources effectively.
- **Earnings:** Earnings are a direct measure of a bank's profitability. Higher profitability ratios, such as Return on Equity (ROE) and Net Interest Margin (NIM), reflect a bank's ability to generate income relative to its equity and

assets. Pawan Kumar (2023) emphasized that consistent earnings are critical for sustaining operations and expanding the bank's capital base.

- **Liquidity:** Liquidity management ensures that a bank can meet its short-term obligations. Kumar Vinod (2017) discussed how liquidity ratios like the Current Ratio and Cash Deposit Ratio are essential indicators of a bank's operational resilience.

These studies provide a strong foundation for the current analysis, validating the use of the CAMEL model in assessing Indian Overseas Bank's performance.

### **3. METHODOLOGY**

#### **Data Collection:**

This study relies on secondary data obtained from the annual reports of Indian Overseas Bank, financial statements, and other reputable sources such as the Reserve Bank of India (RBI) and financial databases like Bloomberg. The data spans five fiscal years, from FY 2019-20 to FY 2023-24, providing a comprehensive overview of the bank's performance during this period.

#### **Statistical Tools:**

The CAMEL model is employed to analyze the bank's performance across the following five dimensions:

- **Capital Adequacy:** Metrics such as Capital Adequacy Ratio (CAR), Equity to Loan Ratio, and Proprietary Ratio are used to assess the bank's capital strength.
- **Asset Quality:** Indicators like Gross NPA Ratio, Net NPA Ratio, Problem Asset Ratio, and Credit Deposit Ratio are analyzed to evaluate the quality of the bank's assets.
- **Management Efficiency:** Ratios including Business per Employee and Profit per Employee provide insights into the operational efficiency of the bank's management.
- **Earnings:** Profitability is measured through Return on Equity (ROE), Net Profit Margin, and Net Interest Margin.
- **Liquidity:** Liquidity is assessed using the Current Ratio, Cash Deposit Ratio, and Investment Deposit Ratio.

The data is analyzed using statistical software, and the results are presented in the form of graphs and tables for clarity.

#### **Analysis and Interpretation:**

**Capital Adequacy:** The Capital Adequacy Ratio (CAR) is a critical indicator of a bank's financial health. For Indian Overseas Bank, the CAR showed a steady improvement from 10.72% in FY 2019-20 to 17.28% in FY 2023-24. This upward trend indicates a strengthening of the bank's capital base, making it better equipped to absorb potential losses. The increase in CAR can be attributed to strategic capital infusions and better risk-weighted asset management.

**Asset Quality:** The reduction in Gross NPA Ratio from 16.41% in FY 2019-20 to 3.19% in FY 2023-24 is a significant achievement for IOB. This improvement reflects the bank's efforts in enhancing credit risk management practices and recovering bad loans. The Net NPA Ratio also followed a similar downward trajectory, improving the bank's asset quality.

**Management Efficiency:** Management efficiency, as measured by Business per Employee and Profit per Employee, has shown gradual improvement over the study period. These metrics suggest that the bank has optimized its human resources and streamlined operations to enhance productivity. However, there remains room for further improvement in maximizing employee output.

**Earnings:** The bank's earnings have shown a marked improvement, with the Return on Equity (ROE) rising from a negative -52.78% in FY 2019-20 to a positive 9.50% in FY 2023-24. This recovery is a testament to the bank's effective cost management and revenue-generating strategies, particularly in increasing its interest margins.

**Liquidity:** Liquidity management remains a critical area of focus for IOB. The Current Ratio and Cash Deposit Ratio have shown fluctuations, indicating challenges in maintaining consistent liquidity. This aspect of the bank's operations will require continued attention to ensure that it can meet its short-term liabilities without compromising on profitability.

### **4. DISCUSSION**

The results of the CAMEL analysis reveal a comprehensive picture of Indian Overseas Bank's financial performance. The significant improvement in Capital Adequacy and Asset Quality over the last five years is a positive indicator of the bank's financial resilience. These improvements have likely been driven by a combination of regulatory oversight, strategic decision-making by the bank's management, and external economic factors. However, the analysis also highlights areas where the bank needs to focus its efforts. Management efficiency, while improved, still has potential for enhancement. The bank could benefit from investing in technology and training to further increase productivity per

employee. Additionally, the fluctuating liquidity ratios suggest that the bank needs to adopt more robust liquidity management practices, possibly by diversifying its investment portfolio and maintaining a buffer of liquid assets.

The improvement in earnings, particularly the turnaround from a negative ROE to a positive one, is commendable. However, sustaining this profitability will require the bank to continue focusing on cost control and enhancing its revenue streams, particularly through fee-based income and interest income from advances.

#### **Policy Recommendations:**

- Strengthen Capital Base:** IOB should continue to enhance its capital adequacy through retained earnings and optimizing its capital structure, possibly exploring additional capital infusions if needed.
- Enhance Asset Quality:** The bank should maintain its focus on reducing NPAs through stringent credit assessment processes and active recovery of bad loans. This can be further supported by leveraging data analytics for better risk management.
- Improve Management Efficiency:** Investing in employee training and technology can help improve efficiency, thereby increasing profitability per employee. The bank should also consider revising its incentive structures to align employee goals with organizational objectives.
- Robust Liquidity Management:** IOB should adopt a more conservative approach to liquidity management, ensuring that it maintains a healthy liquidity buffer to meet short-term obligations. This could involve diversifying its funding sources and managing cash flow more effectively.

## **5. CONCLUSION**

The evaluation of Indian Overseas Bank using the CAMEL model provides a detailed assessment of its financial performance over the past five years. The bank has made significant strides in improving its capital adequacy and asset quality, positioning itself as a more resilient and stable institution. However, challenges remain in the areas of management efficiency and liquidity, which require ongoing attention to ensure sustained financial health.

This study underscores the importance of a balanced approach to banking management, where growth and stability are pursued in tandem. The findings of this analysis can serve as a guide for IOB's management and policymakers in making informed decisions that will strengthen the bank's position in the competitive Indian banking sector.

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