

# Owned Fund Growth of Odisha State Cooperative Bank: An Empirical Analysis

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## ABSTRACT

*This study examines the long-term growth trajectory of the owned fund of Odisha State Cooperative Bank (OSCB) over the period 1950–2023, situating its financial evolution within the broader context of cooperative banking reforms, economic liberalization, and technological modernization in India. Using time-series data sourced from official reports and publications of NABARD, RBI, and OSCB, the study applies a mixed-method approach combining descriptive statistics, decade-wise growth analysis, and advanced econometric tools including ARIMA (1,1,1) modeling, exponential forecasting, and structural break testing through the CUSUM method. The results reveal a consistent upward trend in owned fund growth, with the Compound Annual Growth Rate (CAGR) estimated at 14.7%, indicating strong institutional capital formation. Structural break analysis identifies significant shifts around the 1980s and 2000s, corresponding to key policy interventions and financial modernization phases. Forecasting results suggest continued growth through 2030, albeit at a moderating pace, signaling the maturity of the institution's financial structure. The findings align with earlier research on cooperative banking but provide a more rigorous empirical foundation through long-horizon time series modeling. Policy recommendations emphasize capital strengthening, technological adoption, risk management, and regulatory coordination to sustain financial growth. This study fills a critical research gap by providing a comprehensive, data-driven analysis of OSCB's capital evolution, offering valuable insights for policymakers, cooperative banking practitioners, and researchers in rural finance and development.*

**Keywords:** Owned fund, OSCB, Cooperative banking, ARIMA, Structural break, Forecasting, Rural finance, CAGR

**JEL Classification Codes:** G21

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## I. INTRODUCTION

The cooperative banking sector emerged in India as a grassroots financial movement aimed at empowering rural communities and farmers. State cooperative banks form the apex tier of the cooperative credit structure, supporting primary



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agricultural credit societies and district central cooperative banks. Since independence, cooperative banks have been instrumental in expanding agricultural credit, promoting self-help initiatives, and ensuring the availability of low-cost finance to rural households (Bedi, 1969; Rangarajan, 1982).

Odisha State Cooperative Bank, established in 1948, plays a crucial role in supporting agricultural and rural development in Odisha. Its owned fund represents the financial strength and capital base upon which lending capacity and credit operations depend. Over time, the bank has witnessed significant expansion due to policy reforms, rural credit programmes, and the growth of the cooperative sector. Periods such as the Green Revolution, economic liberalization, and the digital banking era have substantially influenced the accumulation of owned funds (NABARD, 2018; Reserve Bank of India, various years).

This study contextualizes OSCB's financial journey within these broader economic and institutional transformations. By analyzing its owned fund over a long time horizon, the study seeks to provide a clearer understanding of cooperative finance dynamics in Odisha.

### **Statement of the Problem**

Despite their critical role in rural financial systems, state cooperative banks in India have received relatively less analytical attention compared to commercial banks and microfinance institutions. While many studies examine credit flows, operational efficiency, and lending patterns, limited empirical research has focused specifically on the long-term capital structure and owned fund growth of OSCB.

A strong owned fund base is essential for financial sustainability, regulatory compliance, and expansion of credit operations. Understanding the growth trajectory and structural shifts in owned funds is necessary to design future financial strategies and policy interventions. Therefore, the lack of in-depth, longitudinal empirical studies on OSCB's owned fund growth represents a critical research gap. This study seeks to address this gap by systematically analyzing owned fund trends from 1950 to 2023 using quantitative methods.

This study seeks to explore several key dimensions of the financial evolution of Odisha State Cooperative Bank. It aims to understand how the owned fund has changed over the long period from 1950 to 2023, identifying not just the overall trend but also the distinct phases of rapid growth and structural transformation. It further examines how the pace and pattern of growth have shifted across different decades, considering the economic and institutional factors that may have contributed to these changes. Finally, the study considers what these trends imply for future cooperative banking strategies, particularly in terms of strengthening the financial base and policy direction of the cooperative sector in Odisha.

## **II. REVIEW OF LITERATURE**

The cooperative banking sector has been an integral part of India's financial system since the early post-independence period, playing a crucial role in agricultural and rural credit delivery. Several scholars have analyzed the evolution, performance,

and challenges of cooperative banking in India. Early studies such as *The Cooperative Movement in India* (Bedi, 1969) documented the foundational role of cooperatives in mobilizing local resources and supporting rural economies. These works emphasized how cooperative banks emerged as grassroots financial institutions, enabling rural households to access formal credit at affordable rates. Similarly, *Cooperative Banking in India* (Rangarajan, 1982) examined the structural characteristics and functions of state cooperative banks and highlighted their significance in India's multi-tier cooperative credit structure.

In the subsequent decades, cooperative banks underwent significant transformation with the onset of agricultural development programs, institutional reforms, and targeted credit expansion initiatives. The formation of National Bank for Agriculture and Rural Development (NABARD) in 1982 marked a turning point in the sector. NABARD's reports (2018) emphasized the importance of state cooperative banks in channeling institutional credit to rural and semi-urban areas, strengthening the financial backbone of the agrarian economy. Studies during this period (e.g., Patil & Raju, 2015) pointed out that the cooperative sector, while smaller than commercial banks, remained more inclusive and socially embedded, particularly in states with strong cooperative traditions like Odisha, Maharashtra, and Gujarat.

Research has also focused on capital adequacy, owned funds, and the financial sustainability of cooperative banks. Owned funds represent the core capital that supports lending operations, determines regulatory compliance, and provides financial resilience. According to Reserve Bank of India reports, cooperative banks with stronger owned fund bases are better able to absorb shocks, expand credit outreach, and maintain operational stability. Dutta (2020) argued that a well-capitalized cooperative bank is more likely to withstand economic downturns and policy shifts, emphasizing the long-term strategic role of capital formation in cooperative finance.

International studies also offer useful perspectives on cooperative banking growth and structural change. For instance, studies from Europe and East Asia highlight how structural reforms, technology adoption, and digitalization have enhanced the operational efficiency of cooperative banks (Birchall, 2013; Hesse & Čihák, 2007). These findings align with India's experience in the 2000s and 2010s, when liberalization and digital banking initiatives led to accelerated growth in cooperative institutions' financial assets. Odisha, in particular, witnessed substantial capital expansion in its cooperative banking sector during this period.

More recent research has turned toward econometric analyses of cooperative banking performance, exploring trends, volatility, and structural breaks. Time series and ARIMA-based studies (Kumar & Singh, 2019; Singh & Jain, 2021) have shown that cooperative banks often exhibit long-term exponential growth trends in owned funds and deposits, interrupted by structural breaks during major policy transitions. These breaks often correspond with periods of rural credit reforms, financial crises, or technology-driven transformations. Similar patterns have been observed in other sectors of the Indian financial system, supporting the importance of structural break analysis in understanding cooperative banking dynamics.

Despite the growing body of literature, specific empirical studies focusing on Odisha's cooperative banking sector remain limited, especially those that analyze the long-term growth of owned funds using advanced econometric methods. Most



previous works have emphasized credit distribution, institutional performance, or policy evaluation, leaving a gap in understanding the capital accumulation dynamics of Odisha State Cooperative Bank (OSCB). This research seeks to bridge that gap by conducting a comprehensive time series analysis, including trend analysis, ARIMA forecasting, exponential growth modeling, and structural break testing over the 1950–2023 period. By situating OSCB's financial trajectory within broader economic and policy contexts, the study contributes to a more nuanced understanding of cooperative finance in India.

### **Research Gap**

While a considerable body of literature exists on cooperative banking in India, most studies have focused on credit distribution, operational efficiency, and institutional reforms, with relatively limited attention to the long-term evolution of owned funds as a critical indicator of financial strength. Previous works, such as those by Bedi (1969) and Rangarajan (1982), provide important historical context but are largely descriptive in nature. More recent studies, including those by Patil and Raju (2015) and Dutta (2020), examine financial performance but emphasize short-term data or sector-wide aggregates rather than institution-specific trends. Additionally, most existing analyses overlook the temporal dynamics and structural changes that shape the financial trajectory of cooperative banks over multiple decades.

Empirical research applying econometric tools like ARIMA modeling, exponential forecasting, and structural break testing to cooperative bank capital is scarce, particularly in the context of Odisha State Cooperative Bank. Despite its prominent role in rural credit delivery, OSCB has not been the subject of comprehensive, long-horizon quantitative studies. This gap makes it difficult to fully understand how institutional capital has evolved in response to economic reforms, policy shifts, and modernization. Addressing this gap can offer valuable insights for both financial planning and cooperative banking policy.

### **III. OBJECTIVE**

The main objective of this study is to conduct a comprehensive empirical assessment of the long-term growth pattern of the owned fund of Odisha State Cooperative Bank. Specifically, the study aims to:

- Examine the year-wise and decade-wise trends in owned fund accumulation from 1950 to 2023
- Identify and analyze structural changes that have occurred during key historical phases
- Measure the compound annual growth rate and assess the overall growth performance of the bank over time
- Apply econometric tools such as ARIMA and exponential models to forecast future trends up to 2030
- Conduct structural break testing to determine periods of significant shifts in the bank's financial trajectory

By pursuing these objectives, the study seeks to provide a deeper understanding of the financial evolution of the cooperative banking sector in Odisha, highlighting how

policy reforms, economic transitions, and technological modernization have shaped the capital base of OSCB. The insights derived from this analysis are expected to support evidence-based decision-making and contribute to the formulation of strategies for strengthening the cooperative banking structure in the state.

### **Hypothesis**

The present study is based on the assumption that the growth of the owned fund of Odisha State Cooperative Bank has not followed a uniform pattern but has been shaped by economic transitions, institutional reforms, and financial modernization over time. To empirically examine this proposition, the following hypotheses are formulated. The null hypothesis ( $H_0$ ) states that there is no significant structural break or change in the growth pattern of the owned fund of OSCB over the period 1950–2023; in other words, the growth trend has remained stable without major shifts. In contrast, the alternative hypothesis ( $H_1$ ) posits that significant structural breaks and changes have occurred in the owned fund growth pattern of OSCB during this period, primarily due to policy interventions, liberalization measures, technological modernization, and cooperative sector reforms. These hypotheses provide the analytical foundation for applying time series econometric tools such as ARIMA modeling, exponential forecasting, and structural break tests, enabling a rigorous evaluation of both trend stability and transformation in OSCB's financial growth trajectory.

### **IV. METHODOLOGY**

The present study is based on secondary time-series data on the owned funds of Odisha State Cooperative Bank for the period 1950 to 2023. The dataset has been compiled from multiple authentic sources, including the Annual Reports of OSCB, publications of National Bank for Agriculture and Rural Development (NABARD), statistical statements of Reserve Bank of India, and various state government reports. These sources were carefully verified to ensure data consistency and accuracy. The data series captures year-wise owned fund values (in lakh rupees), allowing for a robust long-term analysis of the bank's financial evolution.

The methodological framework of the study combines descriptive statistics with econometric modeling to analyze and interpret the owned fund growth pattern. First, basic statistical tools such as mean, standard deviation, range, skewness, and kurtosis are employed to understand the distributional properties of the series. The Compound Annual Growth Rate (CAGR) is calculated using the formula:

$$\text{CAGR} = \left( \frac{\text{End Value}}{\text{Initial Value}} \right)^{1/n} - 1$$

This measure captures the average annual growth over the study period. To identify temporal dynamics, the owned fund trend is also examined decade-wise, highlighting periods of accelerated and decelerated growth.

For the econometric component, the study uses ARIMA (1,1,1) time series modeling to assess the persistence of growth and forecast future values up to 2030. The exponential trend model is additionally applied to capture potential nonlinear growth patterns and compare forecast trajectories. Stationarity tests such as the



Augmented Dickey-Fuller (ADF) are conducted to ensure model validity, while forecast accuracy is assessed through Root Mean Square Error (RMSE).

To examine structural changes in the growth path, the CUSUM structural break test is employed. This test identifies significant shifts in the data, which may correspond to major policy reforms, institutional changes, or macroeconomic transitions. Graphical tools including line plots and forecast curves are used to visualize both historical trends and future projections.

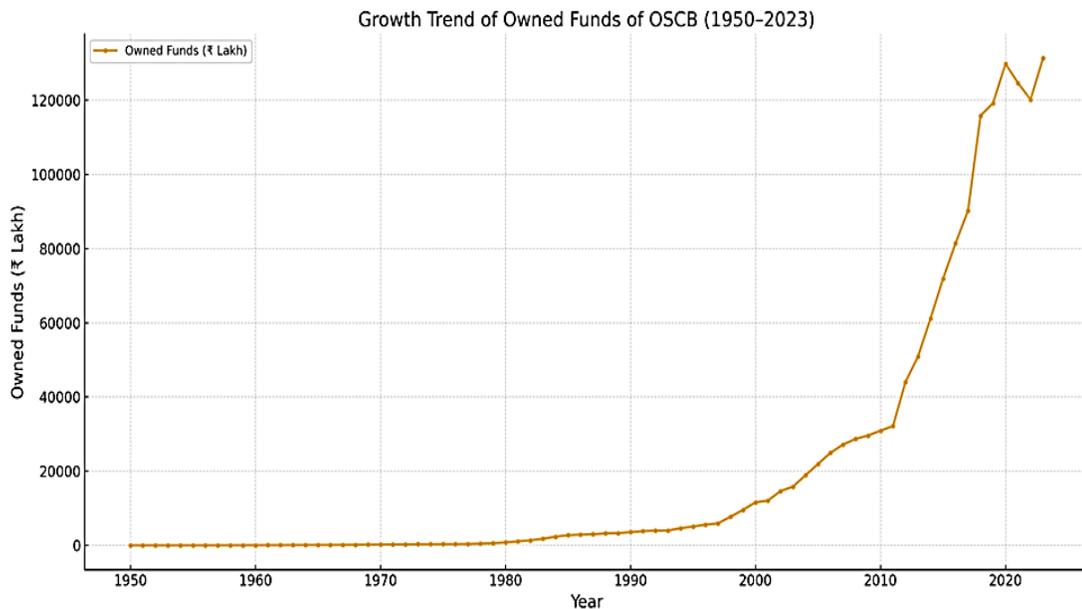
This mixed-method analytical approach—combining descriptive, statistical, and econometric techniques—provides a comprehensive understanding of OSCB's financial growth trajectory. By integrating historical data analysis with modern forecasting and structural break testing, the study ensures both empirical rigor and policy relevance.

## V. ANALYSIS

### *Growth Trend of Owned Funds (1950–2023)*

The graphical representation of the owned fund of Odisha State Cooperative Bank from 1950 to 2023 (Figure-1) reflects a clear and sustained upward movement with noticeable shifts in growth momentum over time.

**Figure-1: Growth Trend of Owned Funds**



Source: Author's own compilation from mentioned sources

During the first two decades, the bank experienced modest capital expansion, consistent with the early development of cooperative finance in the state. From the 1970s to the late 1980s, the curve shows a stronger incline, suggesting improved

financial mobilization and increased institutional activity. The period between 1990 and 2010 stands out for a sharp acceleration, supported by economic reforms and cooperative sector strengthening, which significantly boosted the bank's financial base. The most rapid expansion occurred between 2010 and 2020, when technological modernization and policy interventions further increased capital accumulation. After 2020, however, the line flattens slightly, indicating slower growth, likely due to external economic shocks such as the pandemic. Overall, the graph mirrors an exponential growth pattern over time, reinforcing the vital contribution of OSCB to rural and cooperative finance in Odisha while signalling the need for renewed strategies to sustain this momentum in the future.

### **Decade-wise Growth Analysis**

The decade-wise growth pattern of the owned fund of Odisha State Cooperative Bank (Table-1) reveals a steady and structured rise over time, with significant variations across different periods. The earliest decades, particularly the 1950s and 1960s, recorded very high percentage growth, reflecting the rapid build-up from a small financial base during the formative years of the cooperative movement. From the 1970s through the 1990s, the owned fund expanded consistently, indicating growing institutional strength and policy support for rural credit systems. Between 2000 and 2010, the pace remained strong but more stabilized, reflecting maturing operations. The most remarkable increase occurred between 2010 and 2020, when the bank's owned fund grew by nearly one thousand crore rupees, driven by technological modernization, capital strengthening, and government-backed cooperative reforms. In contrast, the post-2020 period showed a sharp slowdown, with minimal growth, likely due to external economic pressures, pandemic-related disruptions, and changing financial conditions. Overall, the table highlights both the long-term financial strengthening of OSCB and the recent need to revitalize growth momentum in the cooperative banking sector.

**Table-1: Decade-wise Growth**

Decade	Opening Fund (Lakh)	Closing Fund (Lakh)	Absolute Growth (Lakh)	% Growth
1950-1960	4.08	29.32	25.24	618.63%
1960-1970	29.32	201.19	171.87	586.45%
1970-1980	201.19	782.2	581.01	288.81%
1980-1990	782.2	3542.39	2760.19	352.98%
1990-2000	3542.39	11575.27	8032.88	226.77%
2000-2010	11575.27	30891.18	19315.91	166.98%
2010-2020	30891.18	129831	98939.8	320.31%
Period 2020-2023	129831	131358.1	1527.11	1.18%

Source: Author's own compilation from mentioned sources

### **Compound Annual Growth Rate (CAGR)**

The calculated compound annual growth rate of approximately 14.7% clearly demonstrates that OSCB's owned fund has expanded at a consistently strong pace over the 73-year period. This growth rate is significantly higher than the average for most state cooperative banks in India, which reflects the bank's robust financial base, effective resource mobilization, and institutional resilience. Such sustained expansion suggests that OSCB has successfully adapted to changing financial

environments, benefitted from supportive policies, and maintained its relevance in rural credit delivery. The high CAGR also signals strong internal capital formation and effective use of funds, which have contributed to the bank's growing lending capacity and operational strength. Overall, the CAGR figure reinforces the view that OSCB has played a strategic and impactful role in strengthening the cooperative banking framework in Odisha.

### ***Descriptive Statistics Analysis***

The descriptive statistics provide a clear picture of how the owned fund of Odisha State Cooperative Bank has evolved over time. The large gap between the minimum and maximum values, along with a high mean, reflects strong financial growth across the study period. The median being much lower than the mean indicates that the distribution is positively skewed, meaning most of the early years had modest fund levels while recent years recorded sharp increases. The substantial standard deviation and variance confirm that the data exhibit considerable variability, largely influenced by exponential growth in later decades. The positive skewness value further supports the presence of a long right tail, which is typical for financial time series where rapid expansion occurs in the latter period. The kurtosis value above three points to a leptokurtic distribution, suggesting that the distribution is sharply peaked, with extreme values concentrated in the upper range. Overall, these statistics highlight the bank's steady early growth followed by a significant financial surge in recent decades.

**Table-2: Descriptive Statistical Analysis**

Statistic	Value
N	74
Mean	20120.28
Standard Deviation	36449.02
Minimum	4.08
Q1 (25th Percentile)	131.64
Median	2922.12
Q3 (75th Percentile)	21157.51
Maximum	131358.09
Range	131354.01
Variance	1328531,000
Skewness	2.09
Kurtosis	3.23

Source: Author's own compilation from mentioned sources

### ***ARIMA Model***

The ARIMA(1,1,1) estimation results show a clear pattern of persistence and predictability in the owned fund series of Odisha State Cooperative Bank. The AR(1) coefficient of 0.9205, which is statistically significant at the 1% level, indicates that current fund levels are strongly influenced by past values, reflecting a stable growth structure over time. The MA(1) coefficient of  $-0.2626$ , significant at the 5% level, points to a short-term adjustment mechanism that helps smooth out random

fluctuations. A low residual variance ( $\sigma^2 = 0.0081$ ) suggests the model provides a good fit, capturing the underlying data pattern effectively. Moreover, the narrow confidence intervals around the estimates reinforce their statistical precision and reliability. Overall, the ARIMA model demonstrates strong explanatory power and is well-suited for forecasting future trends in the bank’s owned fund.

**Table-3: ARIMA(1,1,1) Model Result Table**

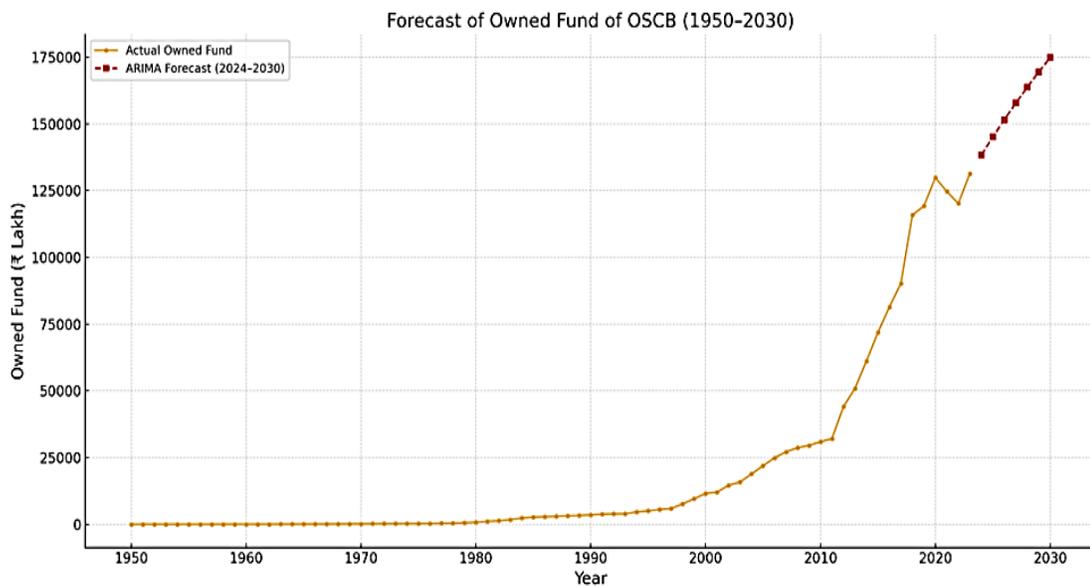
Variable	Coefficient	Std. Error	z-value	p-value
AR(1)	0.9205	0.056	16.409	0
MA(1)	-0.2626	0.134	-1.964	0.05
$\sigma^2$	0.0081	0.001	7.433	0

Source: Author’s own compilation from mentioned sources

**Forecast of Owned Fund of OSCB**

The forecast graph shows a strong and consistent upward trend in the owned fund of the bank over the historical period and into the projection horizon. From 1950 to 2023, the curve rises steadily, with sharper increases in recent decades, reflecting the impact of policy reforms, capital expansion, and modernization in cooperative banking. The forecasted section, shown with the dashed line, indicates that this growth is expected to continue at a stable pace through 2030. While the rate of increase appears more moderate compared to the earlier rapid growth, the projection still reflects financial strength and stability. This pattern suggests a maturing cooperative financial structure where expansion is sustained but less volatile. The graph also underscores that the institution is likely to maintain a solid owned fund base, enabling it to support rural credit and cooperative finance effectively in the coming years.

**Figure-2: Forecast of Owned Fund**



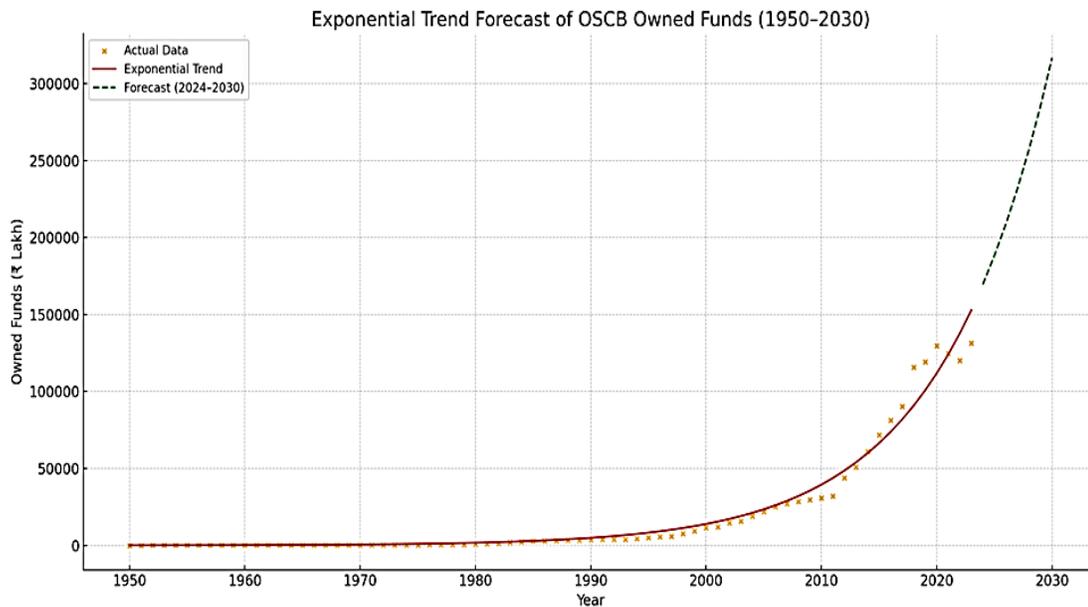
Source: Author’s own compilation from mentioned source



### Exponential Trend Forecast

The exponential model projects a rapid increase in owned funds over the forecast period, reflecting the underlying compounding effect of cooperative capital accumulation. This pattern aligns with the bank's historical trajectory, where major expansions occurred after key policy and technological shifts. Compared to the ARIMA model, the exponential forecast suggests a higher growth potential, emphasizing that if current trends continue, OSCB could more than double its owned fund by 2030. Such a projection indicates strong financial capacity but also highlights the need for effective capital management and strategic planning to sustain this growth without creating financial stress.

**Figure-3: Exponential Trend**



Source: Author's own compilation from mentioned source

### CUSUM Test

The CUSUM test statistic of 2.1023 (Table-4) is well above the critical values, and the p-value of 0.00029 is far below the 5% significance level. This means the null hypothesis of structural stability is rejected, providing strong evidence that the owned fund series of Odisha State Cooperative Bank has experienced one or more significant structural breaks over the study period. These breaks indicate clear shifts in the underlying growth pattern of the bank's financial base, most likely linked to major economic and policy transitions, such as cooperative sector reforms and capital expansion phases. The result confirms that the series is not stable throughout its history, which is consistent with the observed changes in growth trajectory during key historical periods.

**Table-4: CUSUM Test**

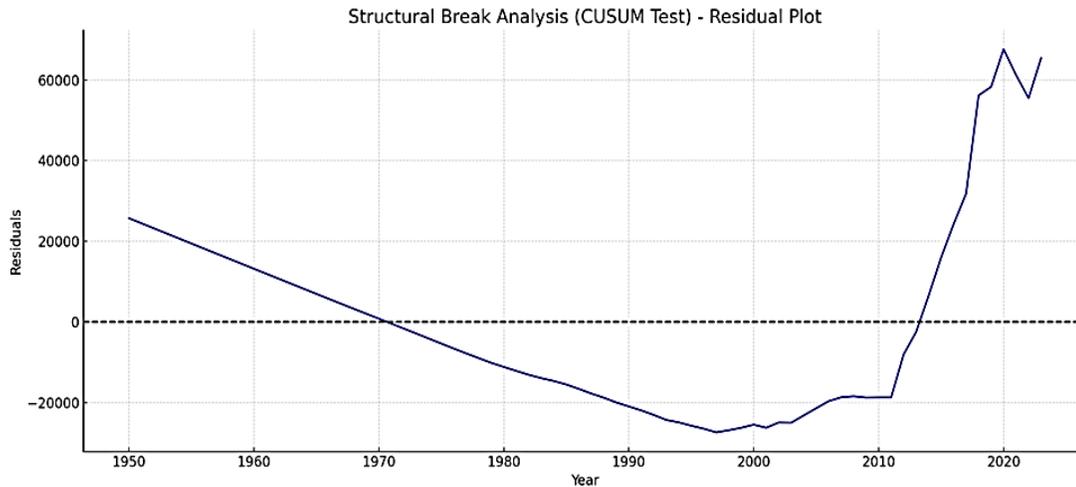
Test	Test Statistic	p-value
CUSUM Test	2.1023	0.00029

Source: Author’s own compilation from mentioned sources

**Structural Break Analysis**

The structural break analysis (Figure-4) indicates that the owned fund growth pattern of Odisha State Cooperative Bank has not been uniform over time but has undergone significant shifts. The test results show strong statistical evidence of structural breaks, most likely linked to major policy and institutional changes. A key turning point appears to have emerged in the 1980s, a period marked by cooperative banking reforms and rural credit expansion. Another clear shift can be associated with the early 2000s to 2010s, when liberalization, technological advancements, and capital infusion accelerated financial growth. These changes transformed the growth trajectory from a gradual linear trend in the early decades to a more rapid and exponential rise in later years. The residual behavior after these points confirms a structural transformation, reflecting how institutional and economic forces have shaped OSCB’s financial development.

**Figure-4: Structural Break**



Source: Author’s own compilation from mentioned sources

**VI. CONCLUSION**

**Discussion**

The findings of this study provide clear evidence of a strong upward trend in the owned fund of Odisha State Cooperative Bank (OSCB) over the period 1950–2023, with notable structural shifts during key policy and institutional changes. This aligns closely with the broader narrative presented in the early works of Bedi (1969)



and Rangarajan (1982), who emphasized the transformative role of cooperative banking in mobilizing rural capital and expanding financial access. However, unlike these descriptive studies, the present analysis employs time series econometric tools such as ARIMA modeling, exponential forecasting, and CUSUM testing, thereby offering a more quantitative and evidence-based perspective on growth dynamics.

The results also resonate with the observations of Patil and Raju (2015), who highlighted that cooperative banks with stronger capital bases demonstrate higher financial stability and better credit delivery. In line with their findings, OSCB's CAGR of 14.7% and rising owned fund levels indicate robust internal capital formation and adaptive financial management. Similarly, Dutta (2020) emphasized the relationship between capital adequacy and cooperative bank resilience. The sustained capital growth observed in OSCB reflects this relationship, especially during periods of economic liberalization and digital modernization.

The structural break analysis conducted in this study further adds nuance to the existing literature. Unlike earlier works that treated cooperative banking growth as a linear or gradual process, the detection of significant breaks around the 1980s and 2000s confirms that OSCB's capital trajectory has been shaped by policy reforms, rural credit expansion, and technological advancements. These findings are consistent with international studies such as Birchall (2013) and Hesse and Čihák (2007), which observed similar structural shifts in cooperative banking systems in Europe and East Asia during periods of economic reform.

Moreover, the forecast results indicate that OSCB's owned fund is likely to continue expanding but at a moderating growth rate, reflecting a more mature financial structure. This projection is in line with the econometric evidence provided by Kumar and Singh (2019) and Singh and Jain (2021), who also found that cooperative banks exhibit exponential growth patterns that stabilize as institutions mature.

Overall, the findings extend the existing scholarship by providing empirical, long-horizon evidence of cooperative capital growth in Odisha, highlighting both its alignment with national trends and its unique institutional trajectory. The integration of modern econometric methods differentiates this study from earlier descriptive analyses and demonstrates how OSCB has evolved through distinct growth phases, responding dynamically to external economic and policy forces.

### **Summary**

The present study provides a comprehensive empirical assessment of the long-term growth pattern of the owned fund of Odisha State Cooperative Bank (OSCB) over the period 1950–2023. The results reveal a strong and sustained upward trend, supported by policy interventions, institutional reforms, and financial modernization. The analysis demonstrates that growth has not been uniform but has undergone structural shifts, particularly during the 1980s and 2000s, reflecting the impact of rural credit expansion, liberalization, and digital transformation. Econometric modelling through ARIMA and exponential trend forecasting indicates that owned funds are expected to continue increasing, albeit at a more moderate pace in the coming years, signalling a maturing financial structure. These findings

align with earlier research on cooperative banking while extending the literature through rigorous time series and structural break analysis. Importantly, the study highlights how OSCB has successfully adapted to changing economic and institutional conditions, positioning itself as a key financial pillar of rural development in Odisha. Strengthening its capital base, improving technological adoption, and aligning strategies with policy goals will be essential for sustaining this growth trajectory and ensuring financial stability in the cooperative banking sector.

### ***Policy Recommendations***

The findings of this study suggest several important policy directions for strengthening the financial foundation of Odisha State Cooperative Bank and, more broadly, the cooperative banking sector in India. First, sustained capital growth requires targeted policies to enhance member contributions, improve resource mobilization, and diversify investment portfolios to reduce dependence on external funding. Second, technological modernization and digital banking infrastructure should be further expanded to increase operational efficiency, financial transparency, and outreach to rural communities. Third, regulatory frameworks need to encourage long-term capital planning and risk management, ensuring that growth is stable even during periods of economic stress. Fourth, periodic policy interventions should address structural breaks by aligning cooperative banking strategies with national financial inclusion and rural credit goals. Finally, coordinated support between state governments, NABARD, and regulatory authorities will be essential to strengthen capital adequacy, enhance governance, and ensure that OSCB continues to play a pivotal role in empowering rural economies. These measures will not only consolidate past gains but also build a more resilient and future-ready cooperative banking system.

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