

# Analysis of Corporate Governance in HDFC Bank

Sandeep Jain<sup>1\*</sup>, Dr. Ruchi Gupta<sup>2</sup>

<sup>1</sup> Research Scholar, Apex School of Commerce & management, Apex University, Jaipur-303002 Rajasthan (India)

<sup>2</sup> Assistant Professor, Apex School of Commerce & management, Apex University, Jaipur-303002 Rajasthan (India)

**Abstract** - The major goal of this study is to look at HDFC (Housing Development Finance Corporation) bank's corporate governance policies and determine the link between market value and operating performance in India. The exploratory design was employed. One bank was chosen for this study based on its market capitalization. A five-year period (from 1 April 2021-22 to 31 March 2022-23) has been taken into account for the purposes of data analysis. This research is based on secondary data in order to examine the link between market value and operational performance. Secondary data was gathered from bank websites, the Securities and Exchange Board of India, and other secondary data sources such as journals, books, newspapers, and magazines. For the purpose of analysis, the data was examined using Mean, percentage, correlation analysis, t-test, and multivariate regression. The sales and CG of HDFC bank have a substantial positive correlation at the level of significance, with R multiple correlation coefficient of 0.664, R<sup>2</sup> of 44.6 less than 50%, indicating that the model is not valid and that the influence of CG on HDFC bank sales is statistically significant. The HDFC bank's PAT and sales have a considerable positive association. During the research period, the average CG Score was 98 percent. HDFC Bank's CG Performance was 100 percent in all years from 2021-22 to 2022-23, with the exception of 2021-22. CG has no statistically significant effect on PAT or DPR. As a result, HDFC Bank should increase its sales revenue, profits after taxes, and maintain an optimal dividend policy in order to maximize corporate excellence and, as a result, increase the CG (Corporate Governance)

**Keywords** - Market Capitalization, Multivariate Regression, T-test, PAT, CG Score, Dividend Policy

----- X -----

## INTRODUCTION

The main component impacting an economy's monetary development is banking. It is a country's essential power. It is responsible for guaranteeing the economy's monetary security and the progression of credit. Since the course of nationalization, banks in India have been a vehicle for civil rights and monetary advancement. Social banking has started to stand out from the monetary business. The liberalization strategy, which was started in 1991, established a competitive environment for banks.

In order to satisfy its shareholders, creditors, workers, customers, and suppliers, a firm must follow a system of structuring, running, and managing. Along with addressing the needs of the local population and the environment, it tries to adhere to legal and regulatory standards. In order to accomplish its goals with regard to its shareholders, workers, customers, suppliers, regulatory agencies, and the general public, a firm must adopt certain policies and practices. It establishes a Code of Corporate Conduct for all parties involved. The foundation of corporate governance is therefore a system of efficient

stakeholder accountability. In India, the debate over corporate governance has mostly arisen in response to economic liberalization, the deregulation of business and industry, as well as calls for a new corporate culture and more stringent adherence to the law. The responsibility of all the directors, including ex-officious/independent and nominees, has come into sharp light in this situation when financial institutions own large shares in corporations. So, in order to achieve value addition in terms of stability and growth, confidence, reduction of perceived risks, reduction of cost of capital, stability and long-term sustenance of stakeholder's relationships, position of pride and exemplary governance cred, a company must have a responsibility to set exemplary standards of ethical behavior, both within the organization and in their external relationships. The need for the introduction and implementation of an appropriate corporate governance policy in the day-to-day management of the companies has arisen as a result of the new economic strategy adopted by the Government of India as a result of the liberalization and opening up of the economy since 1991, not only in the interest of their stakeholders but also for the development of

the economy. In India, corporate governance reforms have resulted in a variety of institutional and corporate initiatives, such as (i) enhancing the efficiency of the capital markets, (ii) protecting minority investors more effectively by fostering increased operational transparency and higher standards of information disclosure, (iii) reforming company board structures and operational systems to make the board of directors more accountable to the shareholders, and (iv) reforecasting the stock market. The government's efforts to amend the Companies Act of 1956 have resulted in several corporate governance initiatives. Additionally, organizations that regulate the capital market, particularly the SEBI, have taken voluntary and self-regulatory actions. These initiatives have come from the industry, chambers of commerce, business associations, professional bodies, and the company itself. Government of India, SEBI, and industry groups established a number of committees, and from 1998 to 2005, these committees provided their recommendations for the application of corporate governance standards in Indian business houses.

A collection of interactions between a management of the company, board members, investors, accountants, as well as other shareholders is referred to as corporate governance. These connections just provide framework whereby the organizational objectives are established, ways to achieve them are chosen, and performance is tracked.

For banks, corporate governance is of utmost significance. The pursuit of solid business ethics and a high level of professionalism that aligns the interests of all stakeholders and the general public must be the foundation of banks' corporate governance policies. Therefore, corporate governance practices must be continually strengthened in all banks. Corporate governance is essential for development, consolidation, and survival as well as for building credibility and confidence with the public.

### OBJECTIVES OF CORPORATE GOVERNANCE

A company's entire survival depends on good governance. It instills and reinforces investor trust by demonstrating the company's commitment to increased growth and profitability. It aims to accomplish the following goals.

- At the helm of affairs is a properly structured board capable of making independent and objective decisions;
- The board is balanced in terms of representation of an adequate number of non-executive and independent directors who will look after the interests and well-being of all stakeholders;
- The board follows transparent procedures and practices and makes decisions based on adequate information; The Board's ultimate goal should be to move the company forward,

maximizing long-term value and shareholder wealth.

### NEED FOR CORPORATE GOVERNANCE

- It improves strategic thinking at the top by bringing in independent directors with a wealth of experience and a plethora of new ideas.
- It makes risk management and monitoring easier. • It limits the liability of top management and directors by carefully delineating their responsibilities. The method for making a decision.
- It guarantees that financial statements are accurate.
- It has long-term ramifications for significant stakeholders, both within and globally.

For two reasons, regulatory action is required.

- The basic argument in favor of mandatory rules is that if a company's founder is allowed to create and implement a corporate charter that he lives by, he may fail to address the issues that other shareholders face, resulting in ineffective laws in society's view.
- The most important reason is that a single firm failure or scandal has the potential to erode shareholder trust in the whole corporate sector, affecting the operations of ethical businesses.

For a number of reasons, good corporate governance has become increasingly vital, the most crucial of which is a company's ability to attract money from outside. Only a well-governed and financially transparent corporation, both in India and overseas, is qualified. International corporations have found it simpler to set up shop in India as a consequence of globalization, which has resulted in additional employment opportunities.

### REVIEW OF LITERATURES

**Amandeep (1991)** expressed the opinion that banks have evolved into a tool for efficiently addressing the demands of economic growth in order to bring about a complete socioeconomic transition. It has had a negative impact on the bank operations' profits

**Krishna (1996)** provides a detailed definition of profitability analysis in his paper "Profitability Analysis: An Overview." The researcher defines it as a rate that expresses profit as a proportion of all

assets, sales, or any other variable used to represent assets.

**Malhotra (1999)** examined the performance of PSBs as a consequence of banking sector changes in her research, "Banking Sector Reforms: Experience of PSBs." There are two sections to the research. A basic overview of banking changes has been presented in the first section. Deregulation of interest rates on loans and deposits is the main change.

**Ram Mohan (2002)** assessed the public sector banks' (PSBs') performance following deregulation in both absolute and relative terms and also outlined the factors that contributed to the PSBs' better performance.

**Pathak (2003)** argued that the private sector banks have provided a unique banking experience when comparing the financial performance of private sector banks during 1994–1995. Because of the increasing demand for the services they provide; their public sector competitors have begun to imitate them.

**Jain (2006)** discussed various ratios relating to the profitability of the banks in his article titled "Ratio Analysis: An Effective Tool for Performance Analysis in Banks." The Costing Ratio, Returns/Yield Ratio, and Spread Ratios are the three categories into which the author divided the various ratios.

**Syed Abdul Hameed (2016)** "A Comparative Analysis of Corporate Governance Principles and Requirements within the Indian Banking Industry" They study a comparative exam of SBI and Hdfc bank's corporate governance rules in this article.

**Jordi Paniagua, Rafael Rivelles and Juan Sapena (2018)** "The Role of Ownership and Board Structure in Corporate Governance and Financial Performance" The relationship among company governance and ownership structure and enterprise financial overall performance is investigated on these studies.

## SCOPE OF THE STUDY

The focus of the study is on a few key aspects of corporate governance in the financial industry, such as corporate governance strategies and practices, exposures and transparency, review procedures, investor privileges and commitments, execution, risk the board, the financial backers' and clients' complaints cell, corporate social responsibility, the informant strategy, and compliance with Clause-49 of the posting understanding provided by SEBI.

HDFC bank's involvement in Rajasthan dates back to 1999, when C Scheme in Jaipur became the site of the institution's first branch there. Since then, the bank has expanded its presence across the state by using both conventional bank offices and online banking programs. More than 50% of the bank's branches in Rajasthan are situated in rural and semi-urban areas,

and the bank now has more than 3 million accounts spread among those locations.

In order to provide Rajasthan citizens with its top-notch goods and services, HDFC Bank has been working nonstop with the state government and neighborhood groups. In addition to its branch network, the bank has hired 7,452 village-level businesses and 567 banking correspondents to fill the typical "last mile" gaps.

The financial institution has some of branches for the duration of the red metropolis to assure that offerings and items are added quick and efficiently. In Rajasthan's capital, there are greater over 87 running branches. Consumers with inside the metropolis have historically acquired desirable help from the financial institution. In the Jaipur district, Hdfc Bank Ltd operates the subsequent branches.

## The following is the listing of branches in Jaipur

"Ajmer Road Jaipur, Bagru, Babu Nagar Jaipur, Bassi, Bawadi, Bhankrota, Bombay Mercantile Cooperative Bank Ltd, Boytawala, Chandpole Jaipur, Chaura Rasta Jaipur, Chitrakoot Jaipur, Chomu Rajasthan, Dev Nagar Tonk Road, Dhan Mandi Kesrisinghpur, Dudu, Jaipur Ashok Marg, Jaipur Johari Bazar, Jaipur Kamal Kunj, Jaipur Vaishali Nagar Extn Ctr, Jaipur Vidhyadhar Nagar, Jaipur Wbo, Jaisinghpura, Adarsh Cooperative Bank Ltd, , Jawahar Nagar, Jhotwara, Kalwar Road, Kishanpole Bazar, Kotputli, Kumbha Marg, Kumbha Marg, Lic Building Subhash Nagar, Madhayam Marg, Mahlan, Malviya Nagar, Malviya Urban Co Op Bank, Malviya Urban Co Op Bank Limited, Manoharpur, Mansarovar Jaipur, New Sanganer Road Jaipur, Nirman Nagar, Niwaroo, Paota, Park Street, Raja Park, Rajputana Mahila Urb Coop Bank Ltd, Rohini Nagar Jagatpura, Sambhar Subash Chowk, Sukhdeopura Nataniwala, The Rajlaxmi Mahila Uc Bank Ltd, The Urban Co Operative Bank Ltd, Vijai Mukundpura Hirawala, Villa Station, Vishnu Puri, Vishwakarma Industrial Area Jaipur, and Vatika are among the locations served by Sterling Urban Co Op Bank Ltd".

## LIMITATIONS OF THE STUDY

- No study can be free from limitations; selection and determination of the problem itself offer some limitations. They are mostly related to limitations of time, areas, efforts, scope as well as the methods of study. The present research work is having certain limitations which are as follows:
- The data utilized in this analysis is based on the bank's annual reports, which are sometimes disclosed. As a result, the dependability and quality of the data

reported in yearly reports determine the quality of the study.

- This analysis solely uses publicly available data from the bank. Some statistical methods and procedures are employed in the current investigation, although these tools and techniques have their own limitations that also apply to the study.

## CONCLUSION

The business sector in India nowadays cannot discount the significance of corporate governance due to the liberalized economic environment and the nation's inclusion into the global market. Corporate entities are playing a bigger part in more and more areas of economic activity in today's society. Corporate organizations are today engaged in a variety of service-related activities, ranging from communication to community services, in addition to their conventional roles in production and selling. A wide range of essential services, including hospitality, health, education, and sanitation, are progressively falling under the purview of corporate companies. As a result, strong corporate governance is crucial for society as a whole as well as for the company's stockholders.

Therefore, corporate governance essentially refers to a collection of systems and subsystems that are used to manage and lead a business. In order to accomplish its goal in connection to its shareholders, workers, customers, suppliers, regulatory authorities, and community at large, it prescribes a set of criteria in terms of the company's efficiency, integrity, transparency, accountability, and general image and goodwill in society.

## REFERENCES

1. Adams, Renée B. and Hamid Mehran, (2003). Is corporate governance different for bank holding companies? *Federal Reserve Bank of New York Economic Policy Review*, 9(1),123-142.
2. Aggarwal, Priyanka (2013), „Impact of Corporate Governance on Corporate Financial Performance“, *IOSR Journal of Business and Management (IOSR-JBM)*, Volume 13, Issue 3.
3. Bank for International Settlements (2015) Basel Committee on Banking Supervision: Guidelines of Corporate governance principles for banks, online at: [www.bis.org](http://www.bis.org).
4. Bebchuk, Lucian A. and Holger Spamann, (2010). Regulating bankers' pay. *Georgetown Law Journal*, 98(2), 247-287.
5. Berger, Allen N., Björn Imbierowicz, and Christian Rauch, (2012a). The roles of corporate governance in bank failures during the recent financial crisis, mimeo.
6. Bliss, Richard T. and Richard J. Rosen, (2001). CEO compensation and bank mergers. *Journal of Financial Economics*, 61(1), 107–138.
7. Bruno, Valentina and Stijn Claessens, (2010). Corporate governance and regulation: Can there be too much of a good thing? *Journal of Financial Intermediation*, 19(4), 461–482.
8. Clarke, George R.G., Robert Cull, and Mary Shirley, (2003). Empirical studies of bank privatization: An overview. Working Paper Presented at World Bank Conference on Bank Privatization. Washington, DC, November 20–21
9. Demirgüç-Kunt, Asli and Enrica Detragiache, (2002). Does deposit insurance increase banking system stability? An empirical investigation. *Journal of Monetary Economics*, 49(7),1373–1406.
10. Dwivedi N. and A. K. Jain (2005), “Corporate Governance and Performance of Indian Firms: The Effect of Board Size and Ownership”, *Employee Responsibilities and Rights Journal*, Vol. 17, No. 3.
11. Faleye, Olubunmi and Karthik Krishnan, (2010). Risky lending: Does bank corporate governance matter? Electronic copy available at: <http://ssrn.com/abstract=1661837>.
12. Franks, Julian, Colin Mayer, and Luc Renneboog, (2001). Who disciplines management in poorly performing companies? *Journal of Financial Intermediation*, 10(3), 209-248.
13. Grove, Hugh, Lorenzo Patelli, Lisa M. Victoravich, and Pisun (Tracy) Xu, (2011). Corporate governance and performance in the wake of the financial crisis: Evidence from US commercial banks. *Corporate Governance: An International Review*, 19(5), 418–436.
14. Hussein S. K. and R. Venkatram (2013) Corporate Governance and Firm's Value: An Empirical Analysis of Agri-input firms in India, *IRACST – International Journal of Commerce, Business and Management (IJCBM)*, ISSN: 2319–2828, Vol. 2, No 6.
15. Johnson, Simon, Rafael La Porta, Florencio Lopez-de-Silanes, and Andrei Shleifer, (2000). Tunneling. *American Economic Review*, 90(2), 22-27.

16. Lau, D.C. and J.K. Murnighan, (1998). Demographic diversity and fault lines: The compositional dynamics of organizational groups. *Academy of Management Review*, 23(2),325-340.
17. Mehran, Hamid and Lindsay Mollineaux, (2012). Corporate governance of financial institutions. Federal Reserve Bank of New York Staff Reports No. 539.
18. Minton, Bernadette A., Jérôme P.A. Taillard, and Rohan Williamson, (2010). Board composition, risk taking and value: Evidence from financial
19. Narwal K.P. and S. Jindal (2015) The Impact of Corporate Governance on the Profitability: An Empirical Study of Indian Textile Industry, *International Journal of Research in Management, Science & Technology*, Vol. 3, No. 2.
20. Pi, L. and S.G. Timme, (1993). Corporate control and bank efficiency. *Journal of Banking and Finance*, 17, 515-530.
21. Ruigrok, W., Peck, S. I. and Keller, H. (2006). Board Characteristics and Involvement in Strategic Decision Making: Evidence from Swiss Companies. *Journal of Management Studies*. Vol. 43(5), 1201-1226. Kullback, S.; Leibler, R. A. On Information and Sufficiency. *Ann. Math*.
22. Stoeberl, Phillip A. and B.C. Sherony, (1985). Board efficiency and effectiveness. In *Handbook for Corporate Directors*, E. Mattar and M. Ball (eds.), McGraw-Hill, New York.
23. Vishwakarma R. and K. Alok (2015) Does Corporate Governance Increases Firm Performance of its Industry? An Empirical Analysis, *BVIMSR's Journal of Management Research*, Vol. 7 Issue - 2.

---

### **Corresponding Author**

#### **Sandeep Jain\***

Research Scholar, Apex School of Commerce & management, Apex University, Jaipur-303002 Rajasthan (India)