



## DO ALL COMMERCIAL BANKS SIMILAR IN THEIR FINANCIAL PERFORMANCE? A COMPARATIVE STUDY OF PRIVATE SECTOR IN SRI LANKA USING THE CAMEL MODEL

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### Abstract

Banks are playing a major role of the financial system of all the counties as well as in Sri Lanka. The main objective of this study is measuring financial performance of private sector commercial bank of Sri Lanka and the sub objectives are to assess the impact of capital adequacy, assets quality, management efficiency, earning quality, liquidity on the financial performance of private commercial banks in Sri Lanka and to determine the rank financial performance of the private banks based on the CAMEL model.

A CAMEL is basically a ratio based model for evaluating the performance of banks. It is a management tool that measures capital adequacy, asset quality, and efficiency of management, earnings' quality and liquidity of financial institutions. The period for evaluating performance through CAMEL in this study ranges from 2006 to 2015, for 10 years. The absolute data from five private banks on capital adequacy, asset quality, management efficiency, earning quality and liquidity ratios are collected from annual reports.

The results show the impact of independent variable and dependent variable. According to that Adjusted R square is 0.787. It means that there is 78.7 % of the impact of the independent variable on the dependent variable. It indicates capital adequacy, asset quality, management efficiency, earning quality and liquidity have 69.8% impact on financial performance of the banks.

The research recommends for relevant banks should avoid further more debt capital, must go for better decision when they will giving loan and advances in the future, should try to reduce its operating cost, take necessary steps to avoid over staffs and reduce personnel cost, try to reduce current liabilities and try to develop appropriate recovery policy and investment policy.

**Key Words:** Capital Adequacy, Asset Quality, Management Efficiency, Earning Quality and Liquidity.

### Background of the Study

Banks are playing a major role of the financial system of all the counties as well as in Sri Lanka. The Sri Lankan banking system can be divided into commercial banks and special purpose banks. All the financial companies and banks are monitored by the Central Bank of Sri Lanka the Sri Lankan commercial banks can be seen into two major categories such as state and private sector commercial banks. Two state commercial banks and 22 private sector commercial banks are functioning in Sri Lanka (public notice of the Central Bank of Sri Lanka, 2012). Varieties of services, attractive deposit accounts are provided by commercial banks, which are fixed deposit, saving account, current account, pawning, loan, leasing, etc. Banking sectors of Sri Lanka is contributing a considerable amount to the economic growth of the Sri Lanka.

Business firms and individuals are very familiarly using the check in their business transaction due to that commercial banks are much needed in the current environment. According to the study of Ahmad, Raza, Amjad, and Akram, (2011), they stated that banks and financial institutions are special components of a healthy and the wealthy financial system of the country. Those could state to the investors for their fair investment through this a country can obtain and maintain an efficient and effective capital and money market in the country. According to this study, they have found that exchange commission and state bank of Pakistan are working well for the development of a healthy and the wealthy financial system in Pakistan. Athanasoglou, Brissimis and Delis (2008) stated that the profitability and soundness of the commercial banking sector are at a good point to add performance in the financial system of the country. Aburime, (2009) pointed that a profitable commercial banking sector has the ability to tolerate the adverse and accumulate the strength and power in the economic system of the country.

Many domestic and foreign investors encourage investing their investment in each and every sector as well as in the banking sector after the introduction of the open economic system in Sri Lanka which was introduced in 1977. Numbers of private commercial banks have opened after the open economy in Sri Lanka it can be seen through the banks' opening years. This study ultimately aim to compare the financial performance of private banks using the well known CAMEL rating system in Sri Lanka which banks were performing during the period 2005-2014.

It is necessary to compare the financial performance private sector banks of Sri Lanka. Because the banking sector is one of the major service sectors in Sri Lanka. In the process of evaluation of the bank's financial performance of the private sector,



many the academicians, scholars and administrators have made several studies on the CAMEL model but in different perspectives and in different periods. But most of them have done their research comparing financial performance of private and public sector.

Velnampyand Anojan (2014) stated the purpose of the study is to compare the financial performance of state and private sector banks during the war and post war scenarios of Sri Lanka. The banking sector is one of the major service sectors in Sri Lanka. Sri Lankan commercial banks can be divided into two major categories such as state and private sector commercial banks. The numbers of studies are done all over the world to judge and evaluate the financial performance of their banking sector using different statistical methods such as Data Envelopment Analysis (DEA), CAMELS rating system and the Stochastic Frontier Approach (SFA). This study is initiated as a comparative study of the financial performance of commercial banks in Sri Lanka using ratio, descriptive and independent samples T-Test analysis with private and state banks during the war and post war scenarios in Sri Lanka for the financial year 2007-2012. Ratio and descriptive analysis are widely used for measuring and comparing the financial performance and position of banks. Accordingly descriptive analysis confirmed that, private banks had higher financial performance than state banks during the war, post war. State banks should focus to increase their financial performance to compete and survive successfully in the current world and also private commercial banks try to achieve their target financial performance for their long survival.

Anojan and Nimalathan (2014) A Comparative Study of Financial Performance of State and Private Sector Commercial Banks in Sri Lanka: An Application of CAMEL Rating System.(published in ICCM 2014 FMC, university of Jaffna. The banking sector of developing countries is different from the developed countries. The banking sector of Sri Lanka plays a vital role in the Sri Lankan economy, specially commercial banks are playing a major role in the banking sector of Sri Lanka. There are two types of commercial banks in Sri Lanka such as public and private commercial banks here the private commercial banks can be divided into domestic and foreign private commercial banks. The focus of this study is to compare the financial performance of public and private commercial banks using the Capital Adequacy, Assets Quality, Management Soundness, Earnings, Liquidity (CAMEL) rating system in Sri Lanka 2008-2012. The financial performance of financial institution is generally analyzed by applying quantitative techniques of financial analysis. Sri Lankan commercial banks are performing very well in the Sri Lanka. Many studies are conducted in different countries to compare the financial performance of the banking sector with the use of various statistical methods. In this study CAMEL rating system used to compare the financial performance of banks, it is one of the quantitative techniques and it is widely used in the current world. CAMEL rating system confirmed that Commercial Bank of Ceylon PLC was 1 or stronger, Bank of Ceylon (BOC) was 2 or satisfactory, Hatton National Bank (HNB) PLC was rated as 3 or fair and People's Bank rated as 4 or marginal. According to the results of CAMEL rating system, as the researchers suggest that, HNB PLC and People's Bank should increase their financial performance through successful ideas to compete and run the business successful in the Sri Lankan banking sector.

Altan, Yusufazari, and Bedük,(2014) indicated This study attempts to extensively investigate the performance and financial soundness of state-owned and privately owned banks in community of Turkish banks for the period 2005-12. We have chosen one of the most popular methods for measuring banking performance, the CAMEL approach, which is an acronym for the terms, Capital adequacy, Asset quality, Management quality, Earnings quality and Liquidity. This approach was initially adopted by the Federal Financial Institution Examination Council on November 13th, 1979; then adopted by the National Credit Union Administration in October 1987 in the U.S.A. After selecting the model, we have chosen three State-Owned banks and twelve Private-Owned banks from the Turkish banking sector, which represent more than seventy percent of the banking system in terms of total assets. For our purpose evaluating data for eight years, these data were analyzed by calculating 23 ratios related to CAMEL Model. The results indicated that on the overall performance, in the CAMEL rating model Ziraat Bank was in top position followed by Ak Bank and Vakif Bank. Tekstil Bank had the lowest rank in most positions. It was also observed that there is a significant difference between the performances of state-owned and private owned in the Turkish banking system.

Misra and Aspal (2013) shows the economic importance of banks in the developing countries may be viewed as promoting capital formation, encouraging innovation, monetization, influences economic activity and facilitator of monetary policy. Performance evaluation of the banking sector is an effective measure and indicator to check the soundness of economic activities of an economy. In the present study an attempt was made to evaluate the performance & financial soundness of State Bank Group using CAMEL approach. It is found that in terms of Capital Adequacy parameter SBBJ and SBP were at the top position, while SBI got lowest rank. In terms of asset quality parameter, SBBJ held the top rank while SBI held the lowest rank. Under Management efficiency parameter it was observed that top rank taken by SBT and lowest rank taken by SBBJ. In terms of Earning Quality parameter the capability of SBM got the top rank while SBP was at the lowest position. Under the Liquidity parameter SBI stood on the top position and SBM was on the lowest position. SBI needs to improve its position with regard to asset quality and capital adequacy, SBBJ should improve its management efficiency and SBP should improve its earning quality.



Romana and Camelia, (2013) Analyzed the Financial Soundness of the Commercial Banks in Romania: An Approach Based on the Camels Framework. According to this study The Romanian banking system has undergone through tremendous changes in the last decade, its financial soundness and performance being paramount in the achievement of a stable and sustainable economic growth. Thus, the aim of our research is to comparatively analyze the financial soundness of the commercial banks that operate in Romania. In order to achieve this we have used one of the most popular methods for the analysis of the financial soundness of banks, namely the CAMELS framework. The obtained results highlight the strengths and the vulnerabilities of the analysed banks, underlining the need to strengthen the concerns of the decision makers from banks to improve and increase their soundness.

Reddy (2012) showed the relative performance of commercial banks in India Using Camel Approach Due to the nature of banking and the important role of banks in the economy in capital formation, banks should be more closely watched than any other type of economic unit in the economy. The CAMEL supervisory system in the banking sector is a substantial improvement over the earlier systems in terms of frequency, coverage and focus. In the present study an attempt is made to evaluate relative performance of banks in India using CAMEL approach. It is found that public sector banks have significantly improved indicating the positive impact of the reforms in liberalizing interest rates, rationalizing directed credit and Investments and increasing competition. The main objective of this study is measuring financial performance of privet sector commercial bank of Sri Lanka with the following sub objectives and To assess the impact of capital adequacy, assets quality ,management efficiency, earning quality ,liquidity on the financial performance of privet commercial banks in Sri Lanka, And To determine the rank financial performance of the private banks based on the CAMEL model.

### Methodology

The framework is developed based on literature review and research problems. It is expected to use financial ratios on profitability, liquidity, asset quality, efficiency and capital of commercial banks with a material market share, including state, private domestic and foreign banks that have been operating in the country for last ten years.

These ratios are regressed to estimate the impact of performance. This study is based on the hypothesis that capital adequacy, asset quality, management efficiency, earning quality, Liquidity has a significant impact on the performance of banks. Independent variables are Capital adequacy, asset quality, Management efficiency, earning quality, Liquidity. Here, financial performance of private commercial bank (ROE) is identified as dependent. CAMEL approach is used for analyzing financial performance. The period for evaluating performance through CAMEL in this study ranges from 2006 to 2015, for 10 years. The absolute data for out of 22 Private sector commercial banks5 private banks (CO, HN, NT, SA and SY) on capital adequacy, asset quality, management efficiency, earning quality and liquidity ratios are collected from annual reports.

### Data Presentation and Analysis

The researcher defines the analysis firstly get the summarized data in based below the table method. The table includes rings, mean, maximum value, minimum value and standard deviation of all variables.

**Table 1: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ROE	50	2.22	24.54	16.1310	4.08349
CA	50	8.06	20.00	13.8012	2.29672
AQ	50	35.67	72.99	59.8586	8.87303
ME	50	14.00	96.70	37.1172	18.08296
@EQ	50	.10	1.97	1.3200	.42141
L	50	.22	.80	.7002	.09460
Valid N (list wise)	50				

Source: spss output

This study attempts to measure the relevance of CAMEL variables for explaining the financial performance (ROE). Capital adequacy, asset quality, management efficiency, earning quality & liquidity are considered as the independent variables and return on equity as the dependent variable. Descriptive results indicate that the value of CA ranges between 8.06 and 20 with a mean value 13.8012 and standard deviation 2.2967, AQ ranges between 35.67 and 72.99 with a mean value 59.8586 and standard deviation 8.873 , ME ranges between 14 and 96.7 with a mean value 37.1172 and standard deviation 18.08296 , EQ ranges between .10 and 1.97 with a mean value 1.3200 and standard deviation 0.42141 ,L ranges between 0.22 and 0.80 with



a mean value 0.7002 and standard deviation 0.09460 Similarly, the results indicate that ROE have the range 2.22 and 24.54 with the mean value and standard deviation as 16.13 and 4.0834, respectively.

**Table 2: Correlations**

		ROE	CA	AQ	ME	@EQ	L
ROE	Pearson Correlation	1	.241	.034	-.452**	.831**	-.024
	Sig. (2-tailed)		.092	.813	.001	.000	.870
	N	50	50	50	50	50	50
CA	Pearson Correlation	.241	1	.015	-.201	.480**	-.109
	Sig. (2-tailed)	.092		.917	.162	.000	.452
	N	50	50	50	50	50	50
AQ	Pearson Correlation	.034	.015	1	-.363**	.305*	.691**
	Sig. (2-tailed)	.813	.917		.010	.031	.000
	N	50	50	50	50	50	50
ME	Pearson Correlation	-.452**	-.201	-.363**	1	-.672**	-.249
	Sig. (2-tailed)	.001	.162	.010		.000	.081
	N	50	50	50	50	50	50
@EQ	Pearson Correlation	.831**	.480**	.305*	-.672**	1	.131
	Sig. (2-tailed)	.000	.000	.031	.000		.364
	N	50	50	50	50	50	50
L	Pearson Correlation	-.024	-.109	.691**	-.249	.131	1
	Sig. (2-tailed)	.870	.452	.000	.081	.364	
	N	50	50	50	50	50	50

\*\* . Correlation is significant at the 0.01 level (2-tailed).  
 \* . Correlation is significant at the 0.05 level (2-tailed).

Source: spss output

Correlation is the concern describing the strength of the relationship between two variables. According to this study the correlation analysis is undertaken to find out the relationship between financial performance of privet commercial banks and CA, AQ, ME, EQ and L. We can say what relationship exists among variables. Here dependent variables correlated with the independent variable financial performance.

The correlation analysis reveals that there is positive significant relationship between ROE and the CA ( $R = 0.241$ ,  $p < 0.01$ ), and also there is a positive relationship between ROE and AQ ( $R=0.034$ ,  $P< 0.01$ ).There is a negative relationship between ROE & ME ( $R=-0.452$ ).Between ROE and EQ there is a strong positive relationship ( $R =0.831$ ) but between ROE and L it is weak negative relationship ( $R=-0.024$ ).

Regression analysis shows how to determine the nature of relationship between two or more variables. The known variables are called the independent variables. The variable that is to be predicted is the dependent variable. The model has been used in this analysis.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.899 <sup>a</sup>	.809	.787	1.88543	2.189

a. Predictors: (Constant), L, CA, ME, AQ, @EQ  
 b. Dependent Variable: ROE

The table 3 Model summary shows the impact of independent variable and dependent variable. According to that Adjusted R square is 0.787. It means that there is 78.7 % of the impact of the independent variable on the dependent variable. It indicates that CA, AQ, ME, EQ & L has 69.8% impact on Financial performance of the banks.



**Table 4: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	660.656	5	132.131	37.169	.000 <sup>a</sup>
	Residual	156.413	44	3.555		
	Total	817.069	49			

a. Predictors: (Constant), L, CA, ME, AQ, @EQ  
 b. Dependent Variable: ROE

According to ANOVA test in the above table the significant value was 0.000 include in 100% confidence level. so we can accept the model. the module is suitable. Coefficient of the model represents the numerical or constant quality placed before and multiplying the variable in an algebraic expression.

**Table 5: Coefficients Summary**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.067	3.323		3.932	.000
	CA	-.490	.138	-.276	-3.551	.001
	AQ	-.123	.044	-.266	-2.768	.008
	ME	.042	.021	.185	1.992	.053
	@EQ	11.292	.993	1.165	11.370	.000
	L	1.010	4.008	.023	.252	.802

Dependent variable: ROE

This linear regression equation shows that equals to -0.490, -0.123, and 0.42, 11.292 and 1.010. That means slop of the regression line, which simply indicates that there is a positive relationship between the CA and AQ, ME, EQ, L. CA has a significant relationship with ROE (financial performance) ( $p(0.000) < 0.05$ ). AQ, ME also has a significant positive relationship with ROE ( $p(0.000) < 0.05$ ). And EQ has the positive relationship at 11% significance level ( $p(0.000) < 0.05$ ) & L also has the positive relationship at 1.010% significance level. The value of “ ” (Constant Value) is 13.067. It can be derived the regression equation as;

$$ROE = 13.067 - 0.490CA - 0.123AQ + 0.042ME + 11.29EQ + 1.010L + e$$

According to the result of correlation analysis refers in the Table 5 there is a positive significant impact between ROE and the CA at 1% significance level. Its  $p$  value (0.000) is less than 0.001. Hence the researcher rejects the null hypothesis (H0) and accepts H1. According to H2, there is a positive significant impact between ROE and the AQ at 1% significance level. Its  $p$  value (0.000) is less than 0.001. Hence the researcher rejects the null hypothesis (H0) and accepts H2. According to H3, there is a negative impact between ROE and the ME at 1% significance level. Its  $p$  value (0.000) is less than 0.001. Hence the researcher rejects the null hypothesis (H0) and accepts H3. According to H4, there is a strong positive significant impact between ROE and the EQ at 1% significance level. Its  $p$  value (0.000) is less than 0.001. Hence the researcher rejects the null hypothesis (H0) and accepts H4. According to H5, there is weak negative impact between ROE and the L at 1% significance level. Its  $p$  value (0.000) is less than 0.001. Hence the researcher rejects the null hypothesis (H0) and accepts H1.

### Conclusion and Recommendation

Effective financial performance is much needed for every firm as well as banks. Basically, financial performance considers all the aspect of the firm as finance wise such as capital, liquidity, earnings, risk and management soundness of the firm. CAMEL rating system is one of the great systems to compare the financial performance of the banks. Generally the CAMEL rating system is a quantitative technique and widely used in various countries. Country's economic development is affected by the amount of banking industry growth in that country. This study was conducted the aim of the compare the financial performance of the private sector banks with the use of the CAMEL rating system in Sri Lanka. According to the findings, it can be stated there is significant impact of capital adequacy, earnings and liquidity position of the banks on performance of private sector commercial banks. The private banks show better performance, according to the assets quality and



management soundness of the banks in Sri Lanka. Finally, it can be concluded that private banks have better financial performance than state banks in Sri Lanka.

Furthermore, according to the CAMEL rating system here bank CO ranked as first according to the management efficiency & earnings of the banks and bank NT ranked as first according to the Capital adequacy asset quality of the banks. Overall bank CO can be ranked as first according to the above results, the bank NT bank can be ranked as the second, bank HN, bank SA and bank SY respectively third fourth and fifth. That means bank CO is in strong level, bank NT and bank HN banks are in the satisfactory level, bank SA is in the fair level and bank SY in the marginal level of financial performance. According to the help of the findings of the study as a researcher can be suggested to the Sri Lankan commercial banking sector to enhance the growth of the banking sector and growth of the Sri Lankan economy.

The correlation analysis reveals that there is a positive significant relationship between ROE and the CA, and also there is a positive relationship between ROE and AQ. There is a negative relationship between ROE and ME. Between ROE and EQ there is a strong positive relationship built between ROE and L it is a weak negative relationship.

In this study recommended that, In the case of the capital adequacy of the banks, SA and SY banks should avoid further more debt capital in the future any capital needed if the bank goes debt fund, it will definitely be deficient in the case of capital adequacy. According to the assets quality HN and SA banks should take necessary steps to recover the loans and advances from the customers and from others. It is one of the risks for the banks due to that such bank must go for better decision when they will go to give loan and advances in the future. Management soundness much needed in the case of management soundness, NT bank and SY bank need to increase the total income of the bank through effective investment ideas and keep well proportion of fund on the banking activities such as loan, pawning and other investment. Those banks should try to reduce its operating cost through avoid over staffs, unnecessary promotion and advertisement activities.

Banks should work hard and sincerely to raise the total income through staff's commitment, creative and effective work, increase the customers through quality & quick services and investing the funds in high level of return investment and do special necessary promotion and marketing campaign. Those banks should take necessary steps to avoid over staffs and try to reduce personnel cost which is the major cost in both banks. To stipulate the liquidity position the nation trust, CO bank and HN would try to increase in the source of current assets through well recovery of the loan and advances and avoid the investment in the non-current assets and try to reduce current liabilities through avoid short term borrowings. Overall all banks should adopt the new aspects and new high quality and creativity young personnel to create better health and wealth of the banks as well as should take much consideration on their portion of the loans and advances on the assets and management soundness here those banks try to develop appropriate recovery policy and investment policy.

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