ABSTRACT
The concept of Industrial relation refers to a set of relations arising out of the employer-employee relationship in the modern industrial society. Good and healthy industrial relations help the organization in many ways. It is an asset to any organization. This study tries to identify and analyze the present status of industrial relation prevailing in Kerala State Financial Enterprise. In the public sector, KSFE is the only agency engaging in chit business in India. When we considering the chit business industry in Kerala, it is seen that many new chit fund business are coming in to play day by day in private sector like Muthoot, Manappuram and kosamattam etc. In order to survive in the competitive market KSFE have to maintain an excellent working atmosphere in the organization. This study identified 7 variables to measure the strength of industrial relation in KSFE and tried an attempt to provide some suggestions to improve the present status.

Keywords: Industrial Relation; Chit Business; Human Resource; Working Atmosphere

INTRODUCTION
Out of the four factors of production, Men, Money, Material and Machine, Human Resource is the most powerful factor in any organization. Finding the right men and managing them effectively is the key to success of a firm. It aids the institution in achieving its goals and objectives. Human resource helps to makes the other factors act efficiently. The industrial development is not possible without the co-operation and harmonious relationship in between management and employees. In the present era of Globalization and Privatization where a number of private companies are coming in to the market and providing better perquisites to the employees, the public sector organizations like KSFE can meet the challenges only through maintaining better industrial relations. Therefore in this situation it is quite relevant to examine the industrial relation prevailing in the Kerala State Financial Enterprise and finding the problems if any and providing solution to them. The present paper attempts to fulfill this specific objective.

The Profile of Kerala State Financial Enterprises Ltd.
KSFE started functioning on November 6, 1969, with Thrissur city as its headquarters. It started with a capital of Rs 2,00,000, 45 employees and 10 branches. It has now 500 branches and seven Regional Offices at Thiruvananthapuram, Kollam, Kottayam, Ernakulam, Thrissur, Kozhikode and Kannur. KSFE is a Miscellaneous Non-Banking Financial Company (MNBFC) and is fully owned by the Government of Kerala. KSFE is the only chitty Company owned by the Government in the whole of India.
Service Offered By KSFE

Chitty: Chitty is the main product of KSFE. It is a unique financial product, which blends the advantages of both investment and advance. It is a risk-free safe haven for the public as KSFE conducts only chitties fully governed by the provisions of Central Chit Fund Act 1982. The installment per month for chitties range from Rs. 1,000 to Rs. 5,00,000 and the usual duration of chitties are 30 months, 40 months, 50 months, 60 months and 100 months.
Other Schemes Offered is Given Below

1. Loans & Advances: Although Chitty is in essence a loan/advance scheme, for subscribers whose chitties are not getting prized and, at the same time they are in need of money, relief has been provided by two loan schemes built within the chitty scheme, viz. Chitty Pass Book Loan and New Chitty Loan.

2. KSFE offers other loan/advance schemes, comparable to those given by banks and other financial institutions, and the same includes: Gold Loan Scheme, Reliable Customer Loan, Consumer/Vehicle Loan, Special Car Loan, New Housing Finance Scheme, Flexy Trade Loan, Tax Planning Loan Scheme, Fixed Deposit Loan Scheme, Sugama (Akshaya) Overdraft Scheme, Vidyadhanam Education Loan Scheme and KSFE Haritham Loan Scheme.

3. Deposit schemes: Fixed Deposit, Short Term Deposit, Sugama Deposit (which is similar to the savings deposit in Banks), Chitty Security Deposit-in-Trust and Sugama Security Account.

4. Fee Based Activities of KSFE:

5. Western Union Money Transfer - as sub agent of Paul Merchants Ltd.

6. Xpress Money Transfer


OBJECTIVES AND METHODOLOGY

The specific objective of this paper is to examine the prevailing industrial relations in KSFE to find problems if any and to suggest solutions for the improvement.

This is an empirical study based on survey method. Both primary and secondary data were collected and used for the preparation of this paper. A structured questionnaire is prepared for the data collection from the employees of KSFE. For this purpose, a total of 140 sample employees of 14 KSFE Units from Malappuram and Calicut districts were selected. Simple random sampling method was employed for the selection of sample employees. The secondary data were collected from published reports of the KSFE, published research dissertations, books, periodicals and web site of KSFE. 7variables were identified and used for the purpose of analyzing the prevailing industrial relations in KSFE. Scaling technique is used to measure the variables related with level of response on a five point scale for Very good, Good, Average, Bad and Very bad.

The variables used for the analysis are listed below:-

1. Management and employee relationship
2. Work atmosphere provided
3. Employee participation in management
4. System for maintaining discipline
5. Disciplinary action system
6. Communication system
7. Grievance redressel system
RESULTS AND DISCUSSIONS

The data collected through the survey are presented here for analysis in a tabular format in order to find the level of industrial relation prevailing in KSFE. Statistical tool like Percentage and Z test were used for drawing conclusions.

**Table 1. Showing the response of employees**

<table>
<thead>
<tr>
<th>Variables</th>
<th>V. Bad</th>
<th>%</th>
<th>Bad</th>
<th>%</th>
<th>Avg.</th>
<th>%</th>
<th>Good</th>
<th>%</th>
<th>V. Good</th>
<th>%</th>
<th>Total Empl</th>
<th>%</th>
<th>% total</th>
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<td>4</td>
<td>49</td>
<td>35</td>
<td>62</td>
<td>44</td>
<td>22</td>
<td>16</td>
<td>140</td>
<td>100</td>
<td></td>
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<tr>
<td>Work atmosphere provided</td>
<td>7</td>
<td>5</td>
<td>10</td>
<td>7</td>
<td>57</td>
<td>41</td>
<td>52</td>
<td>37</td>
<td>14</td>
<td>10</td>
<td>140</td>
<td>100</td>
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<tr>
<td>Employee participation in management</td>
<td>11</td>
<td>8</td>
<td>63</td>
<td>45</td>
<td>35</td>
<td>25</td>
<td>23</td>
<td>16</td>
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<td>System for maintaining discipline</td>
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<td>4</td>
<td>3</td>
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<td>34</td>
<td>77</td>
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<tr>
<td>Disciplinary action system</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>5</td>
<td>51</td>
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<td>71</td>
<td>51</td>
<td>7</td>
<td>5</td>
<td>140</td>
<td>100</td>
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</tr>
<tr>
<td>Communication system</td>
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<td>2</td>
<td>8</td>
<td>6</td>
<td>53</td>
<td>38</td>
<td>65</td>
<td>46</td>
<td>11</td>
<td>8</td>
<td>140</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>Grievance redressel system</td>
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<td>6</td>
<td>45</td>
<td>32</td>
<td>52</td>
<td>37</td>
<td>30</td>
<td>21</td>
<td>5</td>
<td>4</td>
<td>140</td>
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</tbody>
</table>

*Note:* Percentages are rounded off

1. Management and employee relationship: The harmonious relationship between management and employees is of vital importance for the growth of any organization. It helps to increase the efficiency of a firm. The tabulated data of response about the management and employee relationship of the KSFE employees are shown in Table 1. The data reveals that majority of the employees feels that the relationship between management and employees is good in KSFE (44%) and 35% feels it average.

2. Work atmosphere provided: The facilities provided in the office have serious influence on the performance of the employees in any organization. It helps to improve the personality of the employees and improves the industrial relation in the organization. The work atmosphere will provide a positive energy in doing the work properly. 88% are satisfied with the work atmosphere in KSFE. Only 12% are not satisfied with the present condition of work atmosphere in KSFE.

3. Employee participation in management: The opportunity to take part in the managerial activities of the organization will provide a proud feeling in the minds of the employees, and it is a psychological booster for them. It will ensure co-operation and collective responsibility among the employees. The data reveals that the majority of the employees are of the opinion that they had no chance to participate in the management of the organization. 53% feels very bad (8%) and bad (45%) in this regard.

4. System for maintaining discipline: Discipline is the reflection of industrial relation prevailing in the organization. In order to achieve higher productivity, it is essential to maintain discipline in an organization. A disciplined organization can meet and manage any challenges comes in front of them very easily. It helps to improve better relation between management and
employees. The data reveals that none of the employees feel that the system for maintaining discipline is very bad in KSFE. The majority are of the opinion that the disciplinary system in KSFE is either average (34%) or good (55%). So they were happy with the disciplinary system maintained in KSFE.

5. Disciplinary action system: A good disciplinary action system helps the organization to maintain discipline and better performance among employees. A good disciplinary system helps to prevent the indiscipline activities among employees rather taking disciplinary actions against complaints. The data shows that majority of employees (51%) feels that the approach towards indiscipline in KSFE is good and 36% are having the rating of average. Only 8% are not satisfied with the present system of discipline.

6. Communication system: Any organization should have a sound communication system in order to maintain co-ordination and co-operation among management and employees. All necessary information should well communicate in the organization in time before they put in to effect. The data shows that a vast majority of the employees responded that the communication system in KSFE is either average of good. The percentage share in this respect is 84%. Only 8% are of the opinion that they are not satisfied with the present system of communication.

7. Grievance redressal system: Grievance is quite natural in any organization. The management should study the grievance of the employees and solve as early as possible to block the creation of more problems. The data showing the response about the grievance redressal system reveals that 38% of the employees are of the opinion that they were not satisfied with the grievance redressal system of KSFE and 37% feels that the efficiency of the system is only average. Only 25% are satisfied with the present system of grievance redressal.

CONCLUSION

The study about the Industrial relation in KSFE identified and analyzes 7 variables related to the strength of present status of industrial relation in KSFE. Out the 7 variables analyzed, for 5 variables, the employees responded positively and shown their satisfaction in this regard. In case of the variable, Employee participation in management and Grievance redressal system, the employees responded negatively and they were not satisfied with the present system in this regard. The KSFE management should have to improve the performance of Grievance redressal system in order to solve the issues in the organization. Specially trained psychologist should appoint in the grievance redressal cell. The management of KSFE also have to give opportunity to the employees to take part in the decision making process of management. System should introduce to communicate all the necessary

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