



ISSN: 2230-9926

Available online at <http://www.journalijdr.com>

# IJDR

*International Journal of Development Research*

Vol. 13, Issue, 10, pp. 63929-63931, October, 2023

<https://doi.org/10.37118/ijdr.27266.10.2023>



RESEARCH ARTICLE

OPEN ACCESS

## A STUDY ON POSITIVE IMPACT OF CONFLICT IN AN INDUSTRY

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### ARTICLE INFO

#### Article History:

Received 10<sup>th</sup> July, 2023

Received in revised form

29<sup>th</sup> August, 2023

Accepted 04<sup>th</sup> September, 2023

Published online 28<sup>th</sup> October, 2023

#### KeyWords:

*Conflict, Positive Impact, Industry.*

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### ABSTRACT

Conflict is commonly used to mean a number of things such as competition, opposition, incompatibility irreconcilability, disharmony, clash, fighting and contention, that requires closer examination because what we think it means and what actions the presence of conflict implies to us make a big difference. The Webster new word dictionary defines conflict as to flight, battle, contended, is in opposition at which in our societies prevailing view regarding conflict. Conflict can further be described as mainly two types- External and Internal. External one is a conflict in which a struggle between a character and an out side force exists. Conflict is not necessarily dysfunctional; a certain degree of conflict is an essential element in group formation and persistence of group life. Problems in-group conflict, studies are concerned with problems of group adjustment, social status rather than about conflict and group dynamics. Conflict is a word that requires closer examination because what we think and what actions the presence of conflict implies a big difference. Sample of 350 taken through stratified random sampling technique and self structured interview schedule, Interview guide and observation is used as a tool for data collection and further Microsoft excel used for tabulation and data analysis.

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**Citation:** Dr. Rajashree Chatterjee, 2023. "A study on positive impact of conflict in an industry". *International Journal of Development Research*, 13, (10), 63929-63931.

## INTRODUCTION

Conflict is an inevitable part of human existence. It is as old as human existence. Conflict occurs within an individual, between individual, among and within groups of individuals and between societies and nation. Conflict at the macro level has destroyed societies and also created them. Conflict is the expression of disagreement or as the condition of objective incompatibility between conflicts is described as a partly avoidable, partly inevitable form of sickness in the body social. Key problems in group adjustment and social status rather than about conflict and group dynamics. Being a sociologist main importance is laid to the problems of maintenance of existing structure and the means of ensuring smooth functioning. Mary Packer Follet (1920) said- "We shall not be afraid of conflict, but shall recognize that there is a destructive way of dealing with such moments and a constructive way. Conflict as the moment of the appearing and focusing of different may be a sign of health, a prophecy of progress". Conflict is a process which begins when one party perceives that the other has frustrated or it about to frustrate over some concern of his or hers. The neutral way of looking at conflict suggests that conflict itself is no evil, but rather a phenomenon, which can have constructive or destructive effects depending upon its management.

**Various Opinions on conflict:** Miller and Form in Industrial society 1964 states that- Durkheim very clearly foresaw that continued division of labour without the conscious creation of integration

structures would result in a steel of norm less-ness, which he called "anomie". Industry has direct and indirect influence on the society; for instance, it has both directly and indirectly molded the shape of the family structure. Industrial sociology is a substantial area of general society, which might more accurately be termed the sociology of work organization on the sociology of the economy. Wilbert E. Moore in Industrial Relations and the Social Order (1964) states "Most bread winners have jobs or position; they work for an employer, who may be an individual or a corporation or governmental agency. Even if the employer is an individual the man who meets the payroll is very likely not the one who gives the worker his daily supervision, probably; the superior is also an employee. Louis Kriesberg vol-I, (1978) states that - Individual and collective actors in society belong to different social groupings and classes and play different social roles. As a result of different goal orientations, action-opportunities (i.e. power) and life experiences in these roles or in preparation for them - they develop and become identified with differing ideological frameworks. They are structured in the context of variations in their social positions and social activities; these are mentioned in Research in social movements, conflict and change. Sorokin on Conflict-For Sorokin, extreme conflict is part of the process of rapidly changing social relationships. Sorokin saw social systems as causal-functional unities--as an integrated set of meanings, values, and norms; of social interaction; of official law-norms. In the words of Ralf Dahrendorf, Class and class conflicts in Industrial society (1959), states that conflict can emerge from differences between total occupational groups, such as different professions or groups with different power in the organization as in labour-management conflict.

Pioneers in Conflict theory from United Kingdom are Max Gluckman and John Rex, where as Lewis A. Coser and Randall Collins are from United States and from Germany Ralf Dahrendorf, all of them are influenced by Karl Marx, Ludwig, Vilfredo Pareto, Georg Simmel, and other founding fathers of European sociology.

**The Sociological Relevance of Conflict:** The social phenomena appear in a new light when seen from the angle of this sociologically positive character of conflict. At one time it appeared as if there were only two consistent subject matters of the science of man: the individual unit and the unit of individuals (Society); any third seemed logically excluded. In this conception, conflict itself- irrespective of its contributions to these immediate social units- found no place for study. It was a phenomenon of its own, under the concept of unity would have been arbitrary as well as useless, since conflict meant the negation of unity. But Simmel and Darendorf has viewed conflict in an affirmative way.

## RESEARCH METHODOLOGY

**Statement of the Problem:** The present study aims to the industrial employees (Workers) and after many years of industrial revolution does the workers still face the gloomy aspect of exploitation and the frustration raised thereafter. Due to rapid Industrialization and Modernization the roles of the industrial workers and the work culture environment has changed a lot but still there are various soft corners which remain untouched and an attempt is made to cover not all but at least few aspects of it. The relevant questions are – What is the basic reason of conflicts, how it can be solved and whether workers are also a part of decision-making process?

**Research Design:** The present study is based on the descriptive research design. which is concerned with describing the characteristics of a particular individual The researcher must be able to define clearly what he wants to measure and must find adequate methods for measuring it along with a clear-cut definition of what the researcher wants to study. Since the aim is to obtain complete and accurate information, the procedures to be used is carefully planned.

**Objective of the Study:** To identify the positive essence arise due to conflict.

**Sampling:** Stratified random sampling was done keeping in mind that:

1. The respondent are regular employee of Bhilai Steel Plant. who faced conflict.
2. The officers who are selected or sampled in the study are a part of management and decision-making, and are active in managing various types of conflict with the workers.

**Study area:** Bhilai has become synonymous with steel and has earned the name of the Pulsating giant. Bhilai is situated in the DURG district of newly formed state Chhattisgarh that came into existence on 1<sup>st</sup> Nov. 2000. Previously it was an asset of Madhya Pradesh, now proud of Chhattisgarh. Bhilai Steel Plant is located on the Great Eastern Road 12 km east of Durg Town. Bhilai steel Plant is under the management of SAIL (Steel Authority of India Limited). This steel plant is having 10 Coke Oven Batteries, 8 numbers of each 65 ovens and the last two 9<sup>th</sup> and 10<sup>th</sup> are 7 meter tall Batteries having 67 ovens each. In addition to this there are 7 Blast Furnaces, Converters, Open Hearth furnaces (conversion of pig-iron into steel is done). Heavy plate and rolling mills, the main product include long rails, billets, wire and rod mills, power plant, oxygen plant, sintering plant etc.

## RESULT AND DISCUSSION

**Age of Respondents:** In the single category the highest number of respondents are 65 belong in the category of age (45-50). Followed by 53 respondents in the category of (50-55) years, (If we look at the

table carefully and divide it into two parts as youth and veteran i.e. up to 45 years of aged, respondents are youth and rest veteran then the number of youth is more as compared to veteran). 45 respondents are there in the age group of (30-35) years, followed by 40 in (35-40) year's category. Least 15 respondents are in the age group of (21-25) years, and most experienced person of 22 numbers in the category of (55-60) years.

**Designation of Respondents:** The workers are clustered in four groups like A, B, C, D. Group 'A' contains the salary scale 1 and 2, and are Attendant cum Technician which is 26.77 percent. Group B includes the salary scale 3,4 and 5 and re Technician and is 30 percent. 6.33 percent in-group C include the salary scale 6,7,8 and are Senior Technician in the grade of Master Technician which include 9,10 and 11 scale of salary and is 14.67 percent.

*The overall result matches with the findings of Waheed Al Waheed that in both government and nongovernmental sector an increased of labour is characterized in the form of supervisors and technicians.*

with the designation of respondents' especially Executive or Officers out of 350, 67 respondents are these officers and majority are in the post of Manager and percentage is 6.33, followed by 5.33 present Senior Manager, 5.00 percent Deputy Manager, 4.00 percent Assistant Manager and least 1.67 percent Deputy General Manager. The table is plotted hierarchical order, keeping the Senior Executive at top, followed by the juniors

**Caste of respondents:** On analysis of caste of respondents it is found that 70.75 percent belong to general category, 11.80 percent of respondents belong to other backward class and 17.45 percent are schedule caste. On asking about schedule tribe out of 350 respondents, 88 belong to this category. These 88 respondents belong to various tribal groups like Gond, Santhals, Majhi, Korku, Nats, and Kanjar etc.

*The researcher found that the cast system survive in spite of further reinforced by the constant efflorescence of reform movements, same is the finding of Nadkarni, M.V.*

**Period of service in Steel Plant:** Majority 30.33 percent of respondents are in the service period of 20 – 25 years followed by 25.67 percent in the period of 15 – 20 years, 4.34 respondents, have recently joined where as 21.33 percent of respondents of service period is above 25 years, in the single category of 5 – 10 years. 3.33 percent of respondents are there and 5.67 percent in the category of 10-15 years.

**Major Causes of Conflict:** According to the respondents the researcher found that 35.00 percent of respondents said job pressure as the main cause of conflict, followed by 31.67 percent work related tension, 22.33 percent frustration and 11.00 percent favoritism.

*The researcher found that job pressure due to technical and operative aspect of the job emerged as important issue of conflict studied by Samantara Rabinarayan.*

**Major Problem of the Respondents:** There are many problems, which workers are facing and due to non-existence of union they directly are not able to give information to the Management about their problem. Though it is not so that management is not aware of it all causes of problem and workers dissatisfaction arises due to problem, but a cordial and harmony is maintained. These problems are categorized into three divisions like welfare problems and work related problems, managerial problems.

1. Out of 350 respondents, respondents stressed on welfare related problems equal numbers of response is received regarding improvement in quality of food and improvement of quality of safety appliance and percent of it is 50.00 percent each.
2. Majority of respondents said that the multi skilled technique is not clear and percent of it is 40.00, followed by 28.57

percent lease for house, 15.43 percent wage revision, 11.43 percent non-existence of union and least 4.57 percent under employment. *Apart from the above variables included the researcher tried to find other managerial action for cordial labour management relation in Industries and these are effect of strike on labour, management and interaction procedure etc.*

3. Majority of respondents said for hard work zone reliever and percentage of it is 52.52 and proper work load distribution 47.48 percent.
4. According to the respondents, problems solved by workers and percentage of it are 34.33, where as 41.67 percent by officers and 24.00 percent solved by management and there is no official union so no problems are solved by union. *Besides the above problem the researcher found the workers voiced complained about Shifting duty timings ( 9 A.M – 5.30 P.M) pressure and demand for service, lack of safety resources in time and even demoralization and burnout which can be solved by technique used by J.Wax to awaken the social ability of workers at all level of department and train them to be a skillful negotiator.*

**Positive Effects of Conflict:** Industrial conflict and reform were considered to be incompatible, but the reform measure has reported to have more cordial and competitive environment. Majority of respondents 56.28 percent said that conflict in a positive manner helps Improve problem solving capacity and come with new ideas and methods, followed by 29.42 percent told conflict developed a sense of belongingness and unity and rest 16.28 said for increase in participation and group solidarity.

## CONCLUSION

Conflict is an integral and important part of society. It occurs within groups of individuals, between societies and nation. Conflict at macro level have destroyed societies and also have created them. Conflict within a group helps to establish unity and cohesion where it has been threatened by hostile and antagonistic feeling among the members. The researcher noted that not every type of conflict is destructive rather conflict can sub serve latent functions for all groups. Whether social conflict is beneficial to internal adaptation or not depends on the type of issues over which it is fought as well as on the type of social structure within which it occurs.

Some thinkers attribute conflict to structural phenomena, others say they are inevitable and ingrained in human primordial behavior, still others see conflict as manufactured by specific individuals who seek power and control.

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