

NEW ERA OF CORPORATE CONVERSATION

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If we wish to see how management is changing, let us take a look inside today's high-tech offices. In the past, corporate leaders sat behind closed doors in large private suites. Today, many sit side by side with employees in open workspaces. In the past, workers toiled alone in cubicles, waiting for formal meetings to speak with their managers and colleagues. Today, they turn and chat with the managers and colleagues sitting right next to them, while conversing with others on digital chat systems that connect the entire organization, and with yet others in lounge areas and cafés built to promote informal connection and dialogue.

These changes are surface manifestations of a deeper transformation under way: Long-held assumptions about corporate communication and hierarchy are breaking down. Social media tools allow more open communication up, down, and across the corporate hierarchy. In the coming years, the savviest leaders will tap into the spirit and tools of openness from social media to build - conversational firms.

Over the past decade, social media has transformed how people communicate in their personal lives. It is beginning to do the same in our work lives. Millennial who grew up on Twitter, Facebook, Instagram, Snap chat, and the like are now the fastest-growing portion of the labour force. They are accustomed to constant connection and information access and engage in more open sharing than generations past. And they are carrying these expectations and habits into the workplace.

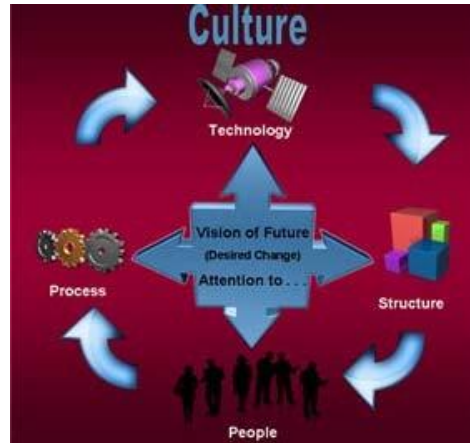
Meanwhile, the last several years we all have seen an explosion of social media tools designed for use inside companies, everything from wikis and microblogs, to multichannel platforms etc, to employee feedback tools. With workers who increasingly expect to have their voices heard, and with tools to enable that, it is now possible; perhaps even paramount, to build more conversational firms.

Conversational firms differ from conventional bureaucratic ones by having a far more open communication environment. Executives use multiple platforms to share information with the entire workforce. They encourage employees to speak up, ask questions, and share ideas and opinions. They saturate the workplace with digital tools and physical spaces designed to encourage dialogue. The result is an ongoing conversation that transcends the formal hierarchical structure. Here goes the role of Organizational Behaviour to make the Company move ahead maintaining Quality & Economics for sustainability.

Organization: It is a group of people who are collected to work for a common goal with collective efforts. Organization works through two concepts i.e. coordination and delegation among its group members. Delegation is necessary to allocate group members with equal work according to their capability, and coordination is required to achieve organizational goal with precision.

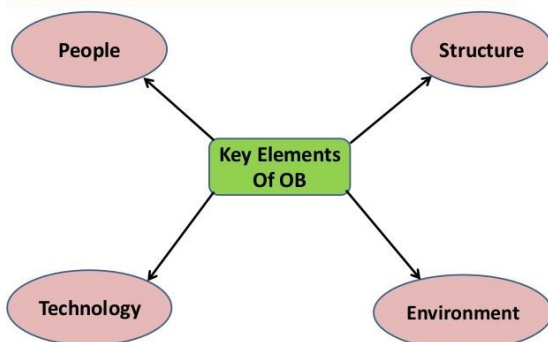
Behaviour: It is a verbal or physical response shown by a person as a consequence of the impact of his/her surroundings. Individual Behaviour varies in accordance with their mental reactivity to particular circumstances because of their deeply imbibed morals and value system.

Organizational Behaviour: Organizational Behaviour is the observation of individual and/or group Behaviour in response to the other individuals or group as a whole. It studies Behaviour of people or group to know their attitude towards particular circumstances.



Fundamental Aspects of Organizational Behaviour: There are various aspects of Organizational Behaviour which it has to deal with, to know the soul of particular Organization. Below mentioned are some of the fundamental aspects of Organizational Behaviour-

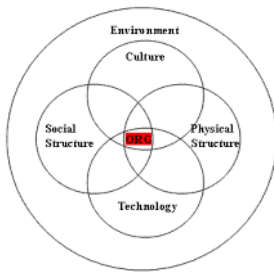
Key Elements of OB



1) People: This element is the soul of the Organization because people work to achieve the target of Organization and Organization works to fulfil the needs of individual or group of individuals. The word 'people' can be anyone who is working inside the Organization, like employees or any external person like supplier, customer, auditor, or any government official.



2) Structure: It is the body of the Organization which is to be taken care of to bring coordination between different levels of Organization, because Organization does not work aloof and is dependent on people which again work on the concept of division of labour. So, there is always a hierarchy in Organization which if not properly dealt with can mess the system because of nil scrutiny and flow of control.



3) Technology: Organizations work on technologies to help people in efficiently doing their work. Same technology does not apply to each Organization but different Organizations demand different technologies for their different line of businesses e.g. bank needs mediating technology which connects customers and bankers, Manufacturing companies need long linked technology because of their assembly line process, and hospitals work on intensive technology because of their responsibility to provide specialized services in terms of doctors and medical equipment.

4) Environment: Organizations are influenced by the environment in which they work, at a substantial level.

The Nature of the Organizational Environment

- The **external environment** is everything outside an organization that might affect it.
- The **internal environment** consists of conditions and forces within the organization.



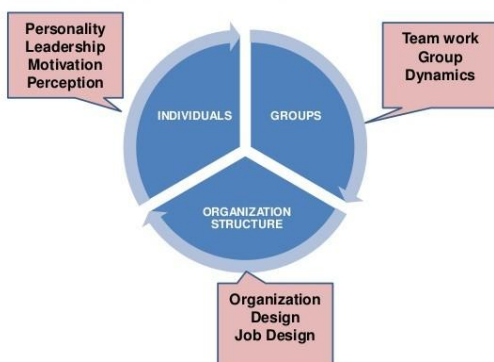
Environment is important to Organizations because of the following factors:

Supply and demand comes from this environment.

Human resource, competitors, government agencies, unions, and political parties come from environment in which Organization is surviving.

The Organizations have to follow rules and regulations fostered by this environment.

Scope of Organizational Behaviour



Importance of Organizational Behaviour:

1. It builds better relationship by achieving people, organizational, and social objectives.
2. It covers a wide array of human resource like Behaviour, training and development, change management, leadership, teams etc.
3. It brings coordination which is the essence of management.
4. It improves goodwill of the organization.
5. It helps to achieve objectives quickly.
6. It makes optimum utilization of resources.
7. It facilitates motivation.
8. It leads to higher efficiency.
9. It improves relations in the organization.
10. It is multidisciplinary, in the sense that applies different techniques, methods, and theories to evaluate the performances.

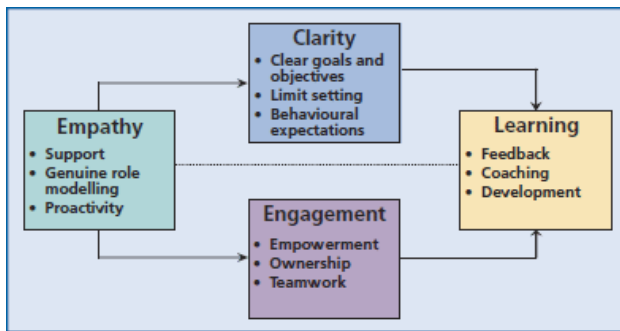
Emerging aspects of Organizational Behaviour:**Limitations of Organizational Behaviour:**

1. **Behavioural bias:** It further causes dependence, discontent, indiscipline, and irresponsibility.
2. **Law of diminishing returns:** It says that beyond a certain point, there is a decline in output even after each additional good or positive factor.
3. **Unethical practices and manipulation of people:** Knowledge of motivation and communication acquired can be used to exploit subordinates in an Organization by the manipulative managers.

Importance on study of Organizational Behaviour

The study of Organizational Behaviour is one of the most significant elements in the management sciences, as it makes management learn from what has succeeded elsewhere. Generally, financial strength is a measure of the organizations past success. What determines whether the organization will continue to deliver sought-after products, will continue to develop cutting edge technology, will continue to make the right options about which direction the market is going to go, will continue to make sound investments, is the people and the organizational culture and structure.

According to Casey Reader (2010), different organizational structures will show different types of organizations that each has strengths and weaknesses. There are four main elements which are Motivation, Culture, Change, and System. According to Motivation, it draws that individual behave differently when they are in groups.



Major of the study of Organizational Behaviour has aimed on how best to motivate group of individuals. Professionals have figure that it often doesn't matter exactly what you do, but merely that employees are aware of your efforts to motivate. Based on Culture, when individual communicate with one another over an extended period of time they intentionally deliver a selective culture that determines how tasks get completed and common attitudes. Organizational theorists tend to practice this culture and how it influences Behaviour. Strong cultures align with the overall goals of an organization, such as having an emphasis on innovation. On the other hand, weak cultures degrade from business goals, and cause conflicts, such as overemphasizing bureaucratic rule-following. Today, Motivation and Culture are important to practice with Organizational Behaviour because major organizations are encouraging team approach to solve difficulties. Today's post-industrial hi-tech organization requires knowledge intensive work environment and demands creativity from its own employees. Employers gave awareness to Organizational Behaviour or soft skill training. The industrial revolution created the wants for hard skills. Employees who work in production line and were not required thinking or communicating to each other. But now, instead of standing behind the production line, employees need to sit in front of a computer, and control machine equipment who works in the production line. Now, employees are not only required to learn new technical skills but also how to communicate, negotiate, decentralize, and motivate within each other.

Trait	Description
O penness	Being curious, original, intellectual, creative, and open to new ideas.
C onscientiousness	Being organized, systematic, punctual, achievement oriented, and dependable.
E xtraversion	Being outgoing, talkative, sociable, and enjoying social situations.
A greeableness	Being affable, tolerant, sensitive, trusting, kind, and warm.
N euroticism	Being anxious, irritable, temperamental, and moody.

Organizational Behaviour shows the important key points as Regulatory, and Radical. Basically, Regulation helps to draw what goes on in organizations, possibly to present minor changes that might improve them, but not to make any basic judgment about whether what happens is correct or incorrect. Radical tends to make judgments about the way that organizations ought to be and provide recommendations on how this could be accomplished. Traditional organization used to practice Regulation while new modern organization tends to act Radical. To well organize in budget controlling, new modern organization today isn't willing to give a long time for bank credit card's salesperson to hit their sales target. New modern organizations urge to get the results from salesperson whereas the salesperson should hit their monthly sales on time and accurately, if the salesperson failed to hit the target

continuously in few months, employers reserved the rights to terminate the employee. Conversely, traditional organizations used to act Regulatory whereas Hire and Fire policy will never be the options for a traditional organization to behave. Employers are patient enough and they're willing to spend times to educate, guide, and monitor an employee's performance.



To reinforce successfully, we need to define exactly what it is that constitutes desirable behaviour. We should then set specific, measurable work goals with each employee or with the entire team, and then decide together, which behaviours are most important for achieving the results.

These guidelines help make reinforcements most effective:

- Be specific.
- Give the employee concrete, specific information about what he/she did right.
- Reinforce immediately.
- Reward the employee as soon as possible after his/her good behaviour.
- Be sincere.
- Show genuine appreciation for the employee's achievement.
- Reinforce often but unpredictably.
- Regular reinforcement comes to be expected and fails to motivate. Frequent, but random, reinforcement is more effective.
- Reward small increments of improvement.
- Most performance improvement is gradual. Rewarding good effort and small improvements will lead to bigger improvements.
- Give realistic reinforcement.
- Rewards should be proportionate to the importance of the behaviour.
- Personalize the reinforcement.

Through skilful use of positive reinforcement we will increase our employees' self-esteem and call forth from them greater contributions and increased dedication to the job.

Learning and its usefulness

Leadership has traditionally been seen as a distinctly interpersonal phenomenon demonstrated in the interactions between leaders and subordinates. The differential characteristics and career experiences likely to influence the development of these selected skills also are considered along with the implications of these observations for leadership theory and for the career development of organizational leaders. The leadership abstract's purpose is to provide an inventory of leader Behaviours likely to enhance employee's

innovative Behaviour, and including idea generation and application Behaviour. In order to be most effective, leaders in an organization must have a clear vision and understanding of the organizational structure. With the well observation of Organizational Behaviour, individuals can build a good and high quality of leadership throughout this selected observation. Individuals able to own good personality traits, and known well with the own roles and responsibilities of a leader.

Human beings encourage seeking satisfaction in every phase of their life. From satisfying their basic primal needs and wants, which is hunger, thirst, rest and social interaction, the complex community today has its benchmark of goals and fulfilment that should be accomplished by individuals. This selective set of fulfilment and goals encloses securing a good job, preferably with a good pay and hopefully, with a high level of job satisfaction. There is no fixed and formal guideline on how to overcome challenges at work into a motivation for individuals to reach job satisfaction, so that with the good practicing of Organizational Behaviour, individuals are able to well handle the task pressure, and overcome the variety of challenges. Due to the research and learning of Organizational Behaviour, individuals will be able to present and well-practiced a positive working attitude towards his own task and job responsibilities. This selected learning of Organizational Behaviour helps individual to create self-awareness all the times. Individuals will be able to draw and execute his own action plan, and well known the current position of him, and be aware of where is the next position he is going to reach. However, recent study suggests that social, mobile; analytics and robotic technology as well as artificial intelligence (AI) can impact a range of jobs where it can free managers from these time consuming tasks to focus on work that is more uniquely “human” or “judgement work” requiring complex thinking, interpretation and higher order of reasoning.



Organisational Behaviour to Industry specific:

Mine Safety Management (Indian Context)

It has been established that effectiveness of mine organisation depends not only on investment & technology but equally on the behaviour, attitude & values of those who work in them. Here, by “effectiveness” we mean growth in productivity strictly compatible with safety of work persons, materials & equipment. Psychologists have recognised the importance of people’s attitude, values & of social cultural factors in determining “safe” human behaviour at the level of both individual & groups. Therefore, while designing a mining project, organisational behaviour needs precise planning which surpasses “errors” to ensure safety of men & materials? Planning is an activity which synthesizes several different components & levels of functioning into one scheme. Precise planning is the basis of intelligent behaviour. Experience & insights of erudite safety professionals have shown how work activities & safety management are underpinned by “committed” organisational behaviour which always helps determine the degree of success in performance devoid of accidents & mishaps. Efficient & safe organisational functioning requires that the variability in the behaviour of organisational members should be kept at a minimum. One man does more things in more different ways under different circumstances than any other single element in a system. Training in a given task changes this variability by moving it along a measured dimension, but still there may be

variability of human behaviour within organisations. By “organisational values” we understand preferences of relatively stable nature which result from the interactions among organisational members. Consistent reactions of such members to a specific situation form the basis of development of “norms”. Norms serve to evaluate a particular behaviour of organisational members as safe/appropriate or unsafe/inappropriate.. Various modern techniques are in place to “transform” the organisational behaviour of mine-work persons to achieve the goal of effective safety management in mines.

In continually changing work environment most unwanted events (accidents) in mines involve some form of human error most often for understandable & predictable reasons. The consideration of human fallibility in Engineering & Management decisions is critical. Dr.

H.W. Heinrich Social Engineer (1930) based on Studies carried on causes of accidents in paper industry concluded that unsafe actions at risk behaviours, poor decisions etc contributed about 88% of accidents whereas unsafe conditions contributed about 10% of the accidents due to violation of statutes, dangerous equipment etc.

There are number of occasions when wrong decision of the managers –being key executive of the mine organisation in obsession with production neglected the societal interest & took decision causing accidents. One such critical example was death of 357 miners including executives due to inundation in one of the Indian Mines in 1975.



Health Safety Management – Oil & Gas (Indian Context)

Contractor Safety Management System

Organizations running Oil & Gas Operations should focus for their own remarkable models for success in managing a contractor safety program developed to suit capital projects, turnarounds and supplemental labour contracts. Such solutions help keep organization safe, on time and on budget.

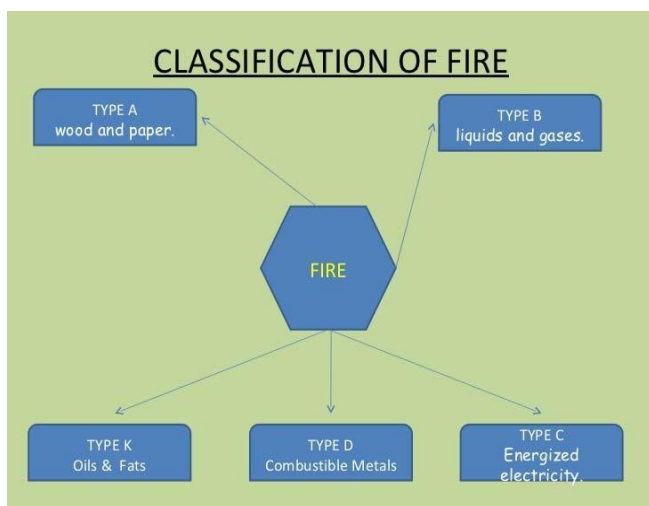
Today’s workplace safety is a primary employer focus due to its far-reaching effects on worker well-being and productivity, as well as public opinion, and the direct and indirect costs of safety incidents. For organizations that employ contracted labour, securing workplace safety and safe contractors requires effective contractor safety management system, a complex process with stakeholders at many levels.



The Value of Specialized Consulting

The safe contractor process is a partnership: Aim is not to change total systems, but to build Organization – Outsourced Resources specific methodologies and implementation tools. These provide the foundation to help ensure immediate results and a working process for continual performance improvement.

All efforts to be put that protects the environment and reputation, improving asset performance and bottom line.



Process Hazard Identification and Risk Analysis



Benefits to Business Owners

Business owners receive help that improves ability to:

- Protect people, environment and assets
- Enhance operations performance through timely and efficient facility start-up, run-up and ramp-up
- Avoid project cost and schedule overruns
- Reduce project general liability and worker insurance costs
- Improve contractor safety performance, as measured in assessments and audits

Benefits to Contractor Managers

Contractor process also provides following help for contractor managers engaged in capital projects and continuous work:

- Protection of people, environment and assets
- Effective management of safety with short-duration employees
- Strengthening credibility with owners for repeat business and better market competitiveness
- Access to best practices in writing and fulfilling a contract
- Access to best practices for project management to help avoid disruption, productivity loss, and schedule slippage
- Improved contractor safety performance metrics, which improves marketability

Outsourced Service Providers should be committed to internationally accepted best practices and comply with applicable health, safety and environmental (HSE) legislations and other requirements to need base operations in different jurisdictions. **OHSMS (Occupational Health and Safety Management System) is OHSAS 18001 certified** with following salient features to be taken care of:

- Health, Safety & Environmental Policy
- Ensure compliance with requirements of health, safety and environment (HSE), during services as per applicable codes, standards, procedures, Engineering practices and legal/statutory requirements including customer's requirements.
- Identify Risks of our activities and mitigate the same to prevent injuries & ill health to our personnel and for persons who are involved in our activities in our offices and at sites.
- Strive for continual improvement in our HSE management system by periodically reviewing our performance and making necessary changes.

In order to ensure effective implementation of practices, at every project all hazards are to be identified at various stages of the project life cycle. Associated risk is evaluated and mitigation measures are implemented by way of upgrading instrumented protective systems, optimizing inventory level and providing guidelines for emergency response planning.

All accidents and occupational health hazards can be prevented through systematic analysis and control of risks and by providing appropriate training to employees, contractors, subcontractors and communities.

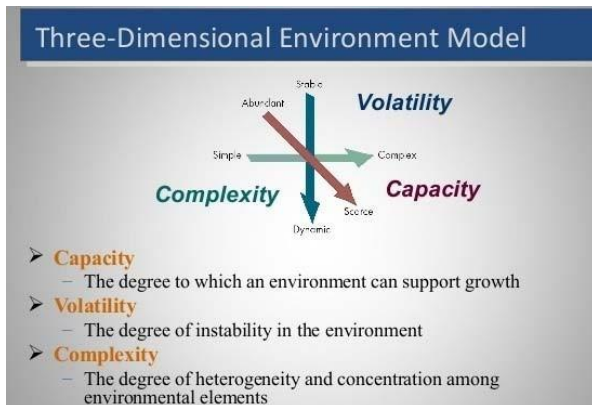
Health, safety and environment practices are implemented through the adoption of five principal processes:

- Rapid risk analysis, which analyses the impact of a significant default situation resulting in release of hazardous materials and is used for obtaining applicable environmental clearances;
- Environmental impact assessment
- Hazard identification ("HAZID") studies, which analyses the equipment layout and enables hazardous area classification to assess and address associated operational hazards;
- Hazard and operability ("HAZOP") studies, which involve the investigation of the design of facilities to identify design limitation for potential operational hazards and problems; and



The application of Health, Safety and Environmental accountability from each employee enforced through frontline supervision, incorporating safe work practices as standard operating procedures, and the philosophy that safety is an equal part of the business process. Regular training should be carried out to provide and update knowledge of the employees on various project activities and related safety issues.

CONCLUSION



The factor structure of the safety climate at any Industry comprises of three factors: managers' concern for safety; workers' response to safety; conflict between production and safety, which correspond to those found in different studies in Manufacturing/Service sector. Whilst safety climate did not predict accident involvement at the plant, workers' response to safety and conflict between production and safety significantly predicted unsafe behaviour.

Organizational Behaviour is the application of knowledge about how peoples, individuals, and groups act and react in an organization, in order to reach and accomplish the highest quality of performances, and dominant results. One way for an organization to become more innovative is to capitalize on its own employee's to innovate. All organizations and groups experience the direct relationship between job satisfaction, and performance. In order to maximize the performance of those within a system, it is of significant importance to develop an optimal interpersonal chemistry. There is more evidence that the teaching and implementation of soft skills should get higher emphasis in education and organization training process, but it should only complement hard skills, not substitute for it. However, social, mobile, analytics and robotic technology as well as artificial intelligence (AI) can impact a range of jobs only to focus on work that is more uniquely “human” or “judgement work”.

The great management challenge of the next few decades will be understanding how to get the best out of both humans & machines and understanding the ins and outs of who manages whom.

Key Words: Motivation, Culture, Change, System, Regulatory, Radical, Leadership, Safety, Environment, Artificial Intelligence.

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A graduate in Mining, B. Sc. (Mining Eng) in 1964 & M. Tech (mining Eng.) in 1984 from Indian School of Mines, Dhanbad.

Worked in the Directorate General of Mines Safety (DGMS), GOI from 1966 & retired as Deputy Director General of Mines Safety in June 2000.

Was awarded Gold Medal by Mining, Geological & Metallurgical Institute (MGMI) in 2000 for the contribution in successful operations of Powered Support Operated Long Wall (PSLW) Method at shallow depth of cover by induced caving.

Was appointed in 2003 as consultant in a Joint Project of the U.S. Department of Labour & Ministry of Labour, GOI, on "COAL MINE SAFETY AND HEALTH PROJECT" and completed reports on Health and Safety Management Plans of 5 Indian Coal Mines.

Is presently attached to PABSTA Engineers India Limited, Kolkata as Advisor & Consultant Mining & allied Industries.

He has more than 40 publications in International & National Level Seminars/Conferences.

Er. A. K. Ghosh – Managing Director

Er. Ashoke Kumar Ghosh, Managing Director is an Engineering Graduate and First Generation Entrepreneur. He started PABSTA Engineers India Ltd, Kolkata, West Bengal in Service Sector for different Industries & initiated Business in the field of Electrical Safety for Mines which spread over the period to reach a Multidisciplinary Engineering Services.

Er. A K Ghosh is an Electrical Engineer from Birla Institute Technology, Ranchi (a Deemed University). He is a FIE & Chartered Engineer. He initiated PABSTA's backward integration journey from Electrical Services and further spread into Petrochemicals, Steel, Railways, Mineral Mining, Cement, Power, Tea & General Industries He created several new world class Service facilities involving diverse technologies that have raised PEIL's recognition at PAN India level. Turnover went to 41 times within 10 years from where commencement of journey. He is envisaging doubling these capacities within 5 years from now.

He is a member of various Institutions & a visiting faculty in different industries/schools for sharing knowledge.

PABSTA Engineers India Ltd. is an ISO-9001: 2008 and OHSAS: 180001-2007 certified company. It also provides training to their staff and workers to upgrade their skill. The company is heading for ISO 17020 & ZED accreditation very shortly.