

which, we may be voluntary or self-committed towards loyalty.

Sometimes we may also see “Misguided loyalty” where we emotionally follow a leader or a group, without rational evaluation. **For e.g.** People engaging in violence, Trade-unions engaging in strikes, and destruction of public property.

Loyalty should not be “blind”. If the organization is doing something wrong or against the standards of professional conduct, then the employee has the right to deny participating in such decision. It is not just a “Mechanical-obedience” to superiors or organization.

3.8.4 Professionalism and Loyalty

Every profession has its own “**ethical standards**” of what is **right** or **wrong**. The loyalty must be based on Professional ethics, i.e. good standards of one’s profession. When the organization acts against these ethics, loyalty is not desirable. Professional Duties of Engineers focuses on the following,

- Public interest
- Public safety
- Quality
- Maintaining honesty, integrity
- Not indulging in corrupt practices, bribes, kickbacks etc.

There are various conflicts which may emerge within the organisation. These conflicts can be solved using professional ethics. There are various types of conflicts and issues in the organization, namely:

3.9 CONFLICTS AND ISSUES IN THE ORGANIZATION AND THEIR CONTROL

3.9.1 Conflicts of Interest

“Conflicts of interests are such situations where professionals have their own interests, which it pursued will not let them fulfill the interest of the company or the employer.” Conflict of interests are inevitable. A professional engineer may always find himself in such a situation where his own personal interest and company’s interest are against each other. If an engineer working in a particular company has a share or stake in profit/investment in the competitor’s company, then it is Conflict of Interest.

Reasons for Conflict of Interest

According to **Gregory Kavka**, there is a phenomenon of “**Pre-dominant Egoism**”, i.e., many actions

performed by Engineers in the service of society or organization in which they are working involves mixed motives, i.e., they have multiple intentions. It is a combination of self-concern as well as concern for others. Professionals have both the needs:-

- Needs of the organization & society
- Their own personal needs.

Sometimes they are not able to create a balance between the two, resulting in conflict of interest.

Conflict of interest may also result in some other illegal practices by professionals, like :

- (i) **Insider Information** : Using company’s secret to fulfill one’s own interest or helping friends & relatives. It creates unfair market advantage and leads to conflict of interest.
- (ii) **Industrial Espionage** : It is a practice of obtaining secret from rivals for economic and market benefits. It is illegal, but it has some forms which are considered legal - like hiring rivals employees, purchasing the rival company, buying the rival company’s product to get the information.
- (iii) **Price Fixing** : It is an agreement among competitor companies to raise, fix or otherwise maintain the price of their good and services, at which it will be sold. Though it is not necessary that all the competitors will be involved in this.

3.9.2 Issues

(i) Gifts & Bribes

Gifts may be part of accepted practice, from suppliers, bidders or clients. They may be a token of appreciation or relationship. But gifts become bribes when it affects the professional judgement of an Engineer. Bribe can be simply defined as “**anything of value given with the intention of extracting a favorable action from an individual.**” These are made in secret. Bribes are illegal & immoral. Token gifts are not bribes, if they are normal or customary in nature. Gifts can be acceptable as long as :

- It is not a cash gift.
- It is part of usual business/customary.
- It is not expensive in value.
- It is not given as a bribe or pay-off, i.e., in return of some desired favor.
- It does not violate any laws & regulations.

Engineers must distinguish between gifts and bribes. Bribes should be discouraged by strong regulations, disciplinary codes and punishments.