

Seeing the Unethical Pro-organizational Behaviors from the "Facebook Data Leakage Incident"

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ABSTRACT: *Unethical pro-organizational behavior is a research hotspot in management for several years, and it also has an impact on the industry. The invisibility of unethical pro-organizational behaviors often makes managers unable to recognize their risks or often turn a blind eye to them. Its contagious nature makes the behavior “learn” and spread quickly within the organization. Once the incident occurs, its high harm often Give the company a fatal blow. It can be seen that the concealment, contagiousness and high-risk nature of unethical pro-organizational behaviors are interlocking and mutually influential, thus pushing enterprises to dangerous situations. This article starts from the Facebook data leakage incident, clarifies the definition, harm and measures to reduce the harmfulness of unethical pro-organizational behaviors, which is of great significance to the management of the business community.*

KEY WORD: *The unethical pro-organizational behaviors ; Social learning theory*

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I. Introduction And Literature Review

In March 2018, the US "New York Times" and the British "Guardian" and other media also issued a document saying that because Facebook has not fulfilled its duty to protect user privacy, resulting in 50 million Facebook (post upgraded to 87 million, the same below The user's personal data was leaked and used to provide data collection, analysis and strategic communication services for US election candidates. Once the news was reported, it immediately triggered a strong reaction from the society. The United States and the United States and other countries set off a wave of unloading Facebook. Facebook's reputation has been badly damaged, and its share price has plummeted. It may even face a \$2 trillion fine.

In this incident, it was not only the weak protection data of Facebook, but the Facebook company discovered that the data was leaked but concealed from the public as early as 2015, making the user's data maliciously used in more than two years. In the political arena, all these users are completely unaware of it. In addition, another protagonist and initiator of the incident, Cambridge Analytical, arbitrarily changed the use of the data without the authorization of Facebook, and refused to implement Facebook's request to delete the relevant data. After the outbreak, it was also hit by the public. Unlike management studies that have focused on anti-ethical behaviors (such as absenteeism, destruction of machines, and theft of corporate property), Facebook has concealed data breaches in order to maintain the company's reputation. Cambridge Analytics is for companies to The rapid development and improvement of performance have deceived Facebook and the public. Their behavior of violating social morality for organizational interests is called unethical pro-organizational behaviors in management.

II. The reason we should reasearch the unethical pro-organizational behaviors

The reason why we should be vigilant about the non-ethical behavior of pro-organization in the enterprise is because it has three interlocking and joint features:

2.1 unethical pro-organizational behaviors has strong concealment.

If unethical behavior is stopped in time, the harm can be minimized. However, unethical pro-organizational behaviors is different from ordinary unethical behavior, and it is also very concealed. The pro-organizational characteristics of unethical pro-organizational behaviors often mislead company managers and employees—they believe that engaging in non-ethical behaviors is beneficial to the interests of the company and should be forgiven. The current research finds that this phenomenon is because these employees have produced moral evasion, and moral evasion has a strong positive impact on the non-ethical behavior of employees' pro-organization. Therefore, in this case, the parties often lose the correct judgment and go further and further on the wrong road.

2.2 unethical pro-organizational behaviors is highly contagious.

Existing research has found that unethical pro-organizational behaviors is highly contagious. Shu Xiaocun's research on the study of non-ethical behavioral contagion effects in organizations found that colleagues' non-ethical behaviors have a significant positive impact on individual non-ethical behaviors, and the contagious effects of unethical pro-organizational behaviors are greater than those of anti-organizational non-ethical behaviors. Contagion effect. This feature can be explained by Bandura's social learning theory, which holds that observers can learn behavior by observing the behavior of the demonstrator, that is, "learning through demonstration." When employees find that their colleagues engage in unethical pro-organizational behaviors and are not stopped and punished in time, they will "learn" the behavior. As the window-breaking effect thinks: if the unfavorable phenomena in the environment are allowed to exist, it will induce people to follow suit and even intensify. Therefore, if the non-ethical behavior of pro-organization within the enterprise is not detected and stopped in time, it is likely to spread rapidly and form a large-scale "collapse".

2.3 unethical pro-organizational behaviors is extremely harmful.

unethical pro-organizational behaviors seeks organizational development at the expense of the public and customers' rights, which will inevitably lead to the loss of trust between the public and customers to the enterprise. It can be seen that the pro-organizational non-ethical behavior is only short-term, in the long run, Once the behavior is exposed, the company will face enormous pressure from public opinion and affect the reputation and interests of the company. From the historical experience, the more serious the non-ethical behavior of a company's employees engaged in pro-organization, the more counter-attacks after the incident was exposed, and many companies that have engaged in pro-institutional non-ethical behaviors such as Enron and Sanlu Group are finally devastated. Even bankrupt.

The invisibility of unethical pro-organizational behaviors often makes managers unable to recognize their risks or often turn a blind eye to them. Its contagious nature makes the behavior "learn" and spread quickly within the organization. Once the incident occurs, its high harm often Give the company a fatal blow. It can be seen that the concealment, contagiousness and high-risk nature of unethical pro-organizational behaviors are interlocking and mutually influential, thus pushing enterprises to dangerous situations. Therefore, the non-ethical behavior of pro-organization in the enterprise deserves the vigilance of managers.

III. Managers reduce the risk of employee unethical pro-organizational behaviors

Unethical pro-organizational behaviors is not incurable, and managers can control it from four aspects: leadership, employees, corporate culture and institutions:

3.1 Managers should lead by example and play an exemplary role for employees.

Leadership is the core and soul of the organization. It guides the members of the whole organization. If the leader is the initiator of the unethical pro-organizational behaviors, then the employee is likely to be affected or even imitate the leadership behavior. In addition, due to China's high power distance culture, many employees even choose to "do more than one thing" when they are engaged in unethical pro-organizational behaviors, so that small mistakes lead to great disasters. Therefore, only leaders can first give a good demonstration role to employees by having a deep understanding of the hidden, contagious and harmful nature of unethical pro-organizational behaviors and leading by example.

3.2 Strengthen the moral construction of employees, paying particular attention to improving the moral quality of employees with high competitive pressures.

The study found that the ethical level of employees has a significant negative impact on their unethical pro-organizational behaviors tendencies. It is a good thing for employees to contribute to the organization, but if they do something unethical because of their lack of morality, they become "good things to do bad things." In addition, with the increasingly fierce commercial competition, many companies have adopted a highly competitive pressure management method in order to obtain high profits, and the situation that employees "reduced ethical standards for victory" has occurred frequently. Therefore, managers should actively strengthen the moral construction of employees, paying particular attention to improving the moral literacy of employees with high competitive pressures, and preventing them from engaging in non-ethical behaviors such as exaggerating commodity functions and deceiving consumers in order to achieve high organizational performance.

3.3 Actively create a corporate culture that adheres to industry norms and laws.

"Pengsheng Ma Ma, not support is straight, white sand is in Nirvana, and it is black." Corporate culture that arbitrarily tramples on rules and laws will increase employees' moral evasion tendencies and enhance the contagiousness of unethical pro-organizational behaviors, thus causing disasters for enterprises. Therefore, it is

an important task for managers to focus on cultivating a corporate culture that complies with industry norms and laws.

In 2015, the Volkswagen Group broke out a sensational “mass emission door event” in the world. In order to reduce costs, its employees have installed anti-exhaust emission detection cheating software for 11 million diesel vehicles since 2009, causing pollutants to be discharged into the air. Damage to the health of European and American residents. The incident not only directly led to a significant decline in the reputation of the Volkswagen Group, but also paid expensive car recall fees, maintenance fees and legal compensation fees, and indirectly led many of the company's new car plans to be stranded due to reduced funding. CEO Martin Wender was under pressure. Resign. If the public can adhere to industry norms and laws and do not opportunistically, such incidents can be avoided.

3.4 Establish and improve the internal supervision and punishment system of enterprises.

"A bad system can make a good person a bad person, and a good system can make a bad person a good person." It is also very important to establish and improve the internal supervision and punishment mechanism within the enterprise by simply relying on moral constraints. In 2017, Huawei employee Liang Shanguang reported the real name on the internal employee forum and technical exchange website, saying that a department lie to its own innovation after a foreign open source UI project was finished. After the report was verified, Huawei handled the fraud. Ren Zhengfei, the founder of the staff, also proposed in the document to encourage employees and cadres to tell the truth. He not only praised the reporter Liang Shanguang, but also promoted him to two levels. More importantly, the document clearly stated “Liang Shanguang Deng Taihua (the president of Huawei's wireless product line) protects the unfettered words by injecting a dose of medicine into unethical behavior. The mechanism established by Huawei to encourage the disclosure of internal fraud and protect the rights of whistle-blowers is worthy of learning by the vast number of managers.

IV. Summary

This paper starts from the Facebook data leakage incident, clarifies the definition of unethical pro-organizational behaviors, and elaborates on the concealment, contagiousness and high-harmfulness of unethical pro-organizational behaviors, and their interlocking and mutual influence, thus The mechanism of pushing the enterprise to a dangerous situation, and finally put forward four measures to reduce its harmfulness, which is of great significance to the management of the business community.

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