



## The Determinants of Intent to Whistle-blowing: Organizational Commitment, Personal Cost of Reporting, and Legal Protection

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### ARTICLE INFO

#### Article History:

Submitted February 10<sup>th</sup>, 2022

Revised May 17<sup>th</sup>, 2022

Accepted May 24<sup>th</sup>, 2022

Published June 27<sup>th</sup>, 2022

#### Keywords:

*Intention to do Whistle-blowing;  
Organizational Commitment;  
Personal Cost of Reporting; Legal  
Protection*

### ABSTRACT

**Purpose :** This research aims to empirically prove the intention to whistle-blowing influenced by organizational commitment, personal cost of reporting, and legal protection. The population studied was all employees who worked at the People's Credit Bank (BPR) in Riau Province.

**Method :** Sampling technique using purposive sampling method so that the quantity of samples as many as 27 People's Credit Banks in Riau Province with 135 respondents to be sampled in accordance with the criteria set, but 90 questionnaires received and that can be processed. The study used quantitative data with primary data. The study used questionnaires with Likert scale measurements. Data analysis used is inferential data analysis using SEM with the help of WarpPLS software version 6.

**Findings :** The results showed that the higher the commitment of the organization, the higher the intention of a person to do whistle-blowing. The study concluded that the organization's commitment and high legal protections are able to increase the intention of employees to whistle-blowing. But the personal cost of reporting has not been able to show a negative influence on whistle-blowing intentions, due to the perception of personal costs of employees if reporting fraud there will be attention and protection from the organization's management.

**Novelty :** This study is different from previous research because it focuses more on discussing three factors of whistleblowing intentions, including organizational commitment, personal costs of reporting, and legal protection using the theory of prosocial-organizational behavior and theory of planned behavior (TPB) in the scope of employees working at Rural Banks. (BPR) Riau Province.

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### INTRODUCTION

Institutions or companies are not separated from the possibility of fraud. Types of fraud itself include misuse of assets / wealth of countries and companies, fraud in financial statements, and corruption. The survey results showed that the most detrimental fraud in Indonesia was corrupted with a percentage of 69.9% or chosen by 167 respondents out of 239 respondents (ACFE, 2020). According to fraud triangle theory, fraud usually occurs due to pressure, opportunity, and justification (Creesy, 1986). Fraud is a deviant behavior to gain profit by justifying all means. Fraud that occurs needs to be disclosed, and the potential for fraud must be prevented so as not to harm many people.

Among the efforts made by the Government of Indonesia in combating fraud, especially corruption, is the establishment of the Corruption Eradication Commission (KPK). But there are other ways that prove effective in uncovering fraud called whistle-blowing (Safitri & Silalahi, 2019). Whistle-blowing is reported by both active and inactive members of an organization about misconduct, unlawful or immoral acts to events inside and outside the organisation (Khan, 2009). The whistle-blowing party is called a whistleblower. A whistleblower is a person/employee in an enterprise who reports to the public or to a ruling official regarding alleged acts of fraud, unlawful endeavor or misconduct that befell in authorities departments, public organizations, personal organizations, or cor-

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porations (Susmanschi, 2011). To do whistle-blowing, of course, there must be intention and awareness from the whistleblower in combating fraud. Intention is a strong desire or belief to do something that comes from within a person. Intention will affect behavior because before doing the intentional behavior must appear first to encourage a person to do the behavior. Without intention, this behavior will not happen.

According Johnson (2003), someone from the internal organization will usually face an ethical dilemma in determining whether to "blow the whistle" or hide it. Courage and conviction are so necessary in committing acts of whistle-blowing that some whistleblowers receive heroic praise. But some argue that whistleblowers are traitors who violate organizational loyalty norms, and others see whistleblowers as heroic protectors of values that are considered more important than loyalty to organizations (Rothschild & Miethe, 1999). Whistleblowers can act in the enforcement of justice when disclosing corporate fraud (Miceli & Near, 1985). Such differences in views often put would-be whistleblowers in the worry of determining attitudes that can ultimately distort the intention of committing whistle-blowing.

Whistleblowers often face backlash from various parties who attack it and it is fitting that the law gives appreciation and protection to whistleblowers (Abdullah & Hasma, 2017). The existence of reporting from whistleblowers proved to be very effective in uncovering fraud compared to other methods such as internal auditing, internal control and external audit (Sweeney, 2008). Understanding the effectiveness of whistle-blowing then triggers various organizations to start proactive in detecting fraud by implementing a whistle-blowing system hotline through various means of communication such as through telephone complaints or internet networks (Safitri & Silalahi, 2019). The existence of a whistle-blowing system not only acts to report fraud that occurs, but can also be used as a surveillance system. Whistle-blowing systems can be used as a tool to detect behavioral irregularities and other discrimination that does not conform to the ethical standards used in organizations. So that if implemented fully, this whistle-blowing system can also be a supervisor in the organization.

Some cases of fraud that have occurred in the banking world, especially in the People's Credit Bank (BPR) such as the case of misappropriation of funds, namely by making false records of financial reporting books for personal gain by commissioners at PT BPR Multi Artha Mas Sejahtera (Fauzia, 2018). A similar case also occurred in Riau, where a teller at BPR Dana Amanah was proven to break into customer accounts by falsifying withdrawal slips including customer signatures, then disbursing the funds for personal gain (Novia, 2019). From the above case the role of whistle-blowing is needed. If there is whistle-blowing then the availability of an early detection mechanism for the possibility of problems due to fraud, in addition to providing an opportunity to deal with the problem of violations internally first, before it expands into a public violation problem.

Given the importance of the role of whistle-blowing in disclosing fraud, it is necessary to examine the underlying determinants of the intention to report fraud or misuse of assets. The first factor that allegedly influences whistle-blowing intention is organizational commitment. Prosocial organizational behavior theory asserts that the whistleblowing actions of an employee show the employee's commitment to protect his organization from the threat of unethical or illegal things. Commitment to the organization is an attitude that reflects an employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and the success and continuous progress and commitment that arises is not only passive loyal, but also involve an active relationship with the work organization that has the goal of giving all efforts for the success of the organization concerned (Abdullah & Hasma, 2017). The results of research from Bagustianto & Nurkholis (2015), Bernawati & Napitupulu (2018), and Safitri & Silalahi (2019) prove that organizational commitment has an influence on intention to do whistle-blowing. In contrast to the findings of Aliyah (2015), Abdullah & Hasma (2017), Laksono & Sukirman (2019), and Indriani et al. (2019) which show that organizational commitment is not able to influence the intention to do whistle-blowing.

The second factor that is suspected to influence the intention to do whistle-blowing is the personal cost of reporting. Personal cost is an employee's view of the risk of revenge or retaliation from members of the organization, which can reduce the employee's interest in reporting violations. Employees' intention to report violations is lower because high personal cost levels cause whistleblowers to be better off silent because they consider responses from people within the organization who oppose reporting actions. Especially if the guarantee of legal protection regarding whistle-blowing has not been firm. This may also be because the employee is less aware of the broader issues of social responsibility associated with whistle-blowing. Hariyani & Putra (2018) prove that the higher a person's personal cost will increase the intention of doing whistle-blowing. Indriani et al. (2019) and Aliyah (2015) the results of the study showed that the lower a person's personal cost will increase the intention of doing whistle-blowing. But contrary to the results of research Abdullah & Hasma (2017) and Rizkianti & Purwati (2020) prove the intention of doing whistle-blowing is not influenced by personal costs.

Furthermore, legal protection is the third factor that allegedly affects the intention to do whistle-blowing. Not many people are willing to take the risk to report a criminal offense if he, his family and his property are not protected from threats that may arise due to the reporting done. Likewise with witnesses, if they do not get adequate protection will not provide information in accordance with the facts experienced, seen and felt. Whistleblowers often face backlash from those who feel themselves attacked, so it is appropriate for the law to give awards and protection to whistleblowers. Rizkianti & Purwati (2020), Umar et al. (2021), and Sihombing & Kurniawan (2021) the results of their research prove that the higher the legal protection against whistleblowers, the more intentions to

do whistle-blowing. But in contrast to the results of research Kuswanto et al. (2016) which showed protection has no influence on the intention of doing whistle-blowing.

Based on the phenomena and backgrounds outlined above and the existence of inconsistent research results, it is important to re-examine the factors that influence the intention to whistle-blowing. This study aims to test three factors of intent to whistle-blowing on the scope of employees working at the People's Credit Bank (BPR) of Riau Province, including organizational commitment, personal cost of reporting, and legal protection. It is important to understand the determinants that can affect employees' intentions to whistle-blowing so that organizations can design the most effective whistle-blowing policies and systems. And this requires the participation of whistleblowers to the effectiveness of the whistle-blowing system because the system will be useless if no one uses it to report fraud.

The theories used in the study are prosocial organizational behavior and theory of planned behavior (TPB). Prosocial organizational behavior is the behavior of members of an organization toward an individual, group, or organization aimed at improving the well-being of that individual, group, or organization (Brief & Motowidlo, 1986). Brief & Motowidlo (1986) states whistle-blowing as one of 13 forms of prosocial organizational behavior. In line with the opinion of Dozier & Miceli (1985) which states that the act of whistle-blowing can be viewed as prosocial behavior because in general, such behavior will provide benefits to others or organizations as well as beneficial to the whistleblower himself.

Theory of Planned Behavior (TPB) describes the relationship between attitudes and behaviors developed by Ajzen (1991). TPB proves that intentions are more accurate in predicting real behavior and can be a pathway that connects attitudes and real behaviors. According to Ajzen (1991), intentions are assumed to detect motivating factors that influence a behavior, which is indicated by how hard an individual plan to prove the behavior. TPB has three concepts that encourage the intention of individual behavior, including attitude towards behavior, subjective norm, and perceived behavioral control.

Organizational commitment as a relative power of personal identification and involvement in a specific organization that can be characterized by way of three associated factors: first, sturdy self assurance and acceptance of organizational desires and values; second, the willingness to exert enough effort on behalf of the organization; and third, a sturdy want to keep membership in the organization (Mowday & Steers, 1979). Employees who have a high commitment and loyalty to their organization will tend to show positive attitudes and behaviors, have the soul to defend their organization, strive to improve achievements at work, and have a strong belief in realizing their organizational goals. Employees who have a high organizational commitment in him will tend to arise a sense of belonging that he will not hesitate to do whistle-blowing because he believes the action will protect the organization from destruction. This supports the theory of prosocial organization behavior asserting that the whistle-blowing actions of an employee demonstrate the employee's commitment to protect his organization from the threat of unethical or illegal things (Abdullah & Hasma, 2017). The results of research by Bagustianto & Nurkholis (2015), Bernawati & Napatipulu (2018), and Safitri & Silalahi (2019) found that the organization's commitment had a significant and positive effect on the intention to whistle-blowing. The findings supporting the organization's commitment influence the intention of doing whistle-blowing are evidenced by.

#### **H<sub>1</sub>: Organizational commitment has a positive influence on the intention to do whistle-blowing**

The personal cost of reporting is an employee's perception of the risk of retaliation or sanctions from members of the organization, which can reduce an employee's intention to report a violation (Schultz-Jr et al., 1993). Members of the organization may come from management, superiors, or co-workers. The risk of retaliation that may occur in the form of intangibles, such as unfair performance assessments, difficulty salary increases, termination of employment contracts, or being transferred to unexpected positions. In addition, other possible retaliatory measures are actions taken by organizations to undermine the complaint process, whistle-blower isolation, and defamation, complicating or shaming whistle-blowers, not being included in meetings, elimination of additional income, and other forms of discrimination or interference. If a person has a high perception of the personal cost of reporting, the lower the intention of the person to do whistle-blowing. This may be because employees feel whistle-blowing is necessary, but they cannot do so due to the magnitude of the risk or retaliation that will be borne and the difficulty of finding a future job for the same job. Especially if the legal guarantees regarding whistle-blowing have not been firmer. In addition, it could also be because the employee is less aware of the issues regarding broader social responsibility related to whistle-blowing. The findings of Laksono & Sukirman, (2019), Indriani et al. (2019) and Aliyah (2015) show that the personal cost of reporting has a negative influence on the intention to whistle-blowing.

#### **H<sub>2</sub>: Personal cost of reporting has a significant and negative effect on the intention to whistle-blowing**

Whistleblowers play a very important role in exposing fraud. To increase the intention of whistle-blowing, it takes a violation reporting system and adequate protection for whistleblowers (Rizkianti & Purwati, 2020). Whistleblowers are very risky to intimidation and threats and even tend to be targeted criminalization as perpetrators of crimes that qualify as criminals of defamation and unpleasant acts, so that they are eventually prosecuted and punished, when in fact they are the key to combating fraud. Legal protection for whistle-blowers is very important given the role of a whistleblower can make it easier to uncover criminal acts that have occurred. Whistleblower



protection system, including physical and non-physical protection. The instrument of protection against whistleblowers is regulated in UNCAC (United Nation Convention Against Corruption), Law Number 31 of 2014 on The Protection of Witnesses and Victims of Revision of Law Number 13 of 2006, Law on Combating Criminal Acts of Corruption Number 20 of 2001, Supreme Court Circular Letter Number 04 of 2011 on Treatment for Whistleblower and Witnesses of Perpetrators Who Cooperate in Certain Criminal Cases. The higher the legal protection against whistleblowers, the more intentional whistle-blowing by whistleblowers. In line with the research Effendi & Nuraini (2019), Rizkianti & Purwati (2020) and Pramugalih et al. (2020) prove that legal protection positively affects the intention of doing whistle-blowing.

### H<sub>3</sub>: Legal protection has a significant and positive effect on the intention to whistle-blowing

## RESEARCH METHODS

This study is a quantitative study that uses values or scores on respondents' answers to statements in questionnaires using primary data sources. The study's primary data were collected by researchers derived from respondents' answers to questionnaires given. The population in this study was all employees who worked at the People's Credit Bank (BPR) in Riau Province. Sampling techniques using purposive sampling methods with characteristics include: People's Credit Bank (BPR) in Riau Province, which has a whistle-blowing system, questionnaires distributed to section heads, internal auditors, accounting, and employees who work at People's Credit Bank (BPR) in Riau Province, and have at least two years of work experience. Based on the characteristics that have been determined, it was obtained by 27 People's Credit Banks (BPR) in Riau Province with 135 respondents to be sampled in this study. But 90 questionnaires were received, meaning 90 responses were respondents in the study.

The dependent variable in this study is the intention to do whistle-blowing. While the independent variables used are organizational commitment, personal cost of reporting and legal protection. Operational definitions and

**Table 1.** Operational Definition of Research Variables

N	Variables	Definitions	Indicators
1	Intention to do whistle-blowing (IMW)	A person's intention to commit an act of whistle-blowing is an act that an individual may take to report violations both internally and externally (Miceli & Near, 1985).	a. Intent to commit acts of whistle-blowing b. The wish to attempt to commit acts of whistle-blowing c. Plans to carry out whistle-blowing actions d. Hard work to do internal whistle-blowing e. Efforts to conduct external whistle-blowing if internal whistle-blowing is not possible. Bagustianto & Nurkholis (2015).
2	Organizational Commitment (KO)	Organizational commitment is defined as the relative strength of the identification of individuals with and involvement in a particular organization (Mowday & Steers, 1979) quoted from Porter & Smith (1970).	a. Strong belief and acceptance of the organization's goals and values b. Willingness to exert sufficient effort on behalf of the organization c. Strong wish to keep membership in the organization Mowday & Steers (1979) and Bagustianto & Nurkholis (2015).
3	Personal Cost of Reporting (PCOR)	Personal cost of reporting is the employee's view of the danger of retaliation or sanctions from participants of the organization, which can limit the employee's intention to report wrongdoing. (Schultz-Jr et al., 1993).	a. Cases related to misuse of assets b. Cases related to corruption c. Cases related to financial statement fraud. (Setyawati et al., 2015).
4	Legal Protection (PH)	Legal protection is an effort to provide assistance and fulfill the right to bring a sense of security to witnesses and victims (Soekanto, 1984).	a. There is a respect for human dignity and dignity b. Protection of personal, family, and property security, and free from threats c. There is a fair defense and legal protection d. Protection of laws that are not discriminatory e. There is legal certainty (Effendi & Nuraini, 2019).

Source: The Processed Primary Data (2022)

**Table 2.** Descriptive Statistical Testing Results

	N	Minimum	Maximum	Mean	Std. Deviation
Intention to do whistle-blowing	90	16.00	25.00	22.1778	2.79477
Organizational Commitment	90	44.00	75.00	53.2111	4.06546
Personal Cost of Reporting	90	12.00	30.00	26.3444	4.18440
Legal Protection	90	14.00	25.00	21.8000	3.03981
Valid N (listwise)	90				

Source : The Processed Primary Data (2022)

variable measurements described in Table 1.

The variable measurements in this study used the Likert scale with five alternative answers namely (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. Data analysis is used inferential data analysis using Structural Equation Modeling (SEM) with the help of WarpPLS version 6 software, which starts measuring the model (outer model), model structure (inner model) and hypothesis testing.

## RESULTS AND DISCUSSIONS

Based on the results of Table 2 it can be seen that the mean value for the whistle-blowing intention variable is 22.1778 and the standard deviation value is 2.79477. The mean value of the organizational commitment variable is 53.2111 and the standard deviation value is 4.06546. Then the personal cost of reporting variable has a mean value of 26.3444 and the standard deviation value of 4.18440. Finally, the legal protection variable has a mean value of 21.8000 and a standard deviation value of 3.03981. This means that the mean value is greater than the standard deviation value, thus indicating that the result is quite good. This is because the standard deviation is a very high, reflecting deviation, so the dissemination of data shows normal results and does not cause bias.

This research has passed the outer model testing, which has three criteria, including convergent validity, discriminant validity, and composite reliability. Convergent validity testing uses WarpPLS where the outer model's value between the indicator and the variable initially does not meet convergent validity because there are indicators that have a loading factor value below 0.60 on the organizational commitment variable. So that the modification of the model is done by removing an indicator that has a loading factor value below 0.60 and re-testing. After modifying the validity test all questions in this study, 31 question items, 5 question items on the organizational commitment variable were eliminated and 26 other question items were declared valid because they had loading values above 0.50-0.60. This elimination will not change the indicator on the variable, because other questionable items have already described the research variable indicator. The results of the modified model show that all loading factors already have values above 0.50, so the indicators for all variables are no longer eliminated.

Another measurement of convergent validity is to look at the value of AVE (Average Variance Extracted). The criteria that must be met are the square root value of AVE > 0.50. Based on Table 3 and Table 4, all variables have met convergent validity. The intention to whistle-blowing, organizational commitment, personal cost of reporting and legal protection each has an AVE value of > 0.50 with P-Value already exceeding other construct values.

Furthermore, Discriminant validity refers to the degree of mismatch between attributes that are not measured by measuring instruments and theoretical concepts about the variable. Discriminant validity of reflective measurement models can be calculated based on the cross loading values of each latent variable. If the correlation between

**Table 3.** Average Variance Extracted (AVE)

	WI	OC	PCOR	LP
Intention to do whistle-blowing	0.895	0.570	0.508	0.595
Organizational Commitment	0.570	0.726	0.450	0.571
Personal Cost of Reporting	0.508	0.450	0.736	0.526
Legal Protection	0.595	0.571	0.526	0.865

Source : The Processed Primary Data (2022)

**Table 4.** P-Values For Correlations AVE

	WI	OC	PCOR	LP
Intention to do whistle-blowing	1.000	<0.001	<0.001	<0.001
Organizational Commitment	<0.001	1.000	<0.001	<0.001
Personal Cost of Reporting	<0.001	<0.001	1.000	<0.001
Legal Protection	<0.001	<0.001	<0.001	1.000

Source : The Processed Primary Data (2022)

**Table 5.** Outer / Measurement Model

Construct	Composite Reliability	Cronbach Alpha
Intention to do whistle-blowing	0.952	0.936
Organizational Commitment	0.917	0.708
Personal Cost of Reporting	0.876	0.815
Legal Protection	0.937	0.915

Source : The Processed Primary Data (2022)

the structure and the measurement items (respectively) of the indicator is greater than that of the other structures, this indicates that the underlying structure predicts the indicator better than the other structures. The discriminant validity test shows the cross loading value of each indicator is higher than the cross loading value of each latent variable.

Lastly, the composite reliability test described in Table 5. Based on the results of Table 5 measurements, the composite reliability value of each indicator has a value greater than 0.7 so that all indicators in the estimated model are eligible for discriminant reliability. On cronbach's alpha the recommended value is above 0.6 and in the table above indicates that cronbach's alpha value for all indicators is above 0.6.

The next step is a structural testing (inner model) by looking at the R-Square for each endogenous latent variable as the predictive strength of the structural model. The R-Square value for the Whistle-blowing Intention variable is 0.509. These results show that 50.9% of Whistle-blowing Intention variables are influenced by variables of organizational commitment, personal cost of reporting and legal protection. While 49.1% is the rest likely influenced by other variables not studied in the study. Then a structural evaluation (inner model) that includes tests of fit model, path coefficient, and R-square. In the fit model test there were three test indices, including Average Path Coefficient (APC), Average R-Square (ARS) and Average Variance Factor (AVIF) with APC and ARS criteria accepted with p-value conditions: 0.05 and AVIF smaller than  $\leq 3.3$ .

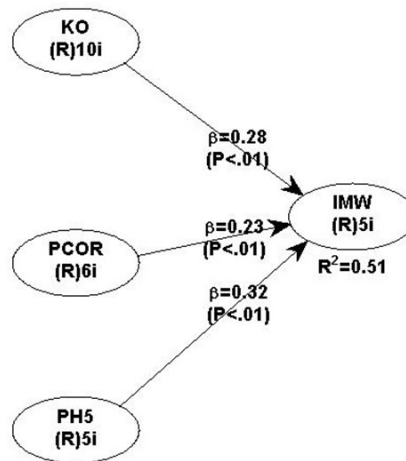
In Table 6 it can be seen that the APC has an index of 0.279 with a p-value of 0.001, ARS has an index of 0.509 with a p-value of  $< 0.001$ . Based on the criteria, APC already meets the criteria because it has a p-value of  $0.001 < 0.05$ . Similarly, the p-value of ARS is p-value  $< 0.001 < 0.05$ . The AVIF and AFVIF values that must be  $< 5$  have been met because based on the data AVIF has a value of 1.893 and the AFVIF value is good with a value of 1.752. For the output result on the SPR with a value of 1.000 has been in accordance with the criteria that is  $> 0.7$  so that of all values in the relationship between latent variables free from the Simpson Paradox. The RSCR result has a value of 1.000 has met the criteria  $> 0.9$  so it has been accepted and indicates that the latent variable does not have a negative R-Squared. The SSR value has a value of 1.000 has matched the criteria  $> 0.7$  and shows 100% of the relationships in the latent variables presented in this model are free from statistical suppression. The latter NL-BCDR values having a value of 1.000 have also met the criteria which are  $> 0.7$  and indicates that the directionality between latent variables is weak. Thus the conclusion that can be drawn is that the inner model is acceptable.

Hypothesis testing is used to prove the correctness of a research conjecture or research hypothesis. The basis of hypothesis testing is the value contained in the coefficient path used to test structural models. If the construct has a strong relationship if the coefficient path value  $> 0.01$  and to prove the hypothesis used criteria in the p-value  $\leq 0.05$  then it can be said to have a significant effect. In hypothesis testing using WarpPLS begins with drawing a model. Here is an image showing the results of workplace analysis that describes the model of structural equations seen in Figure 1.

**Table 6.** Model Fit and Quality Indices

	Index	P-Value	Criteria	Decisions
Average path coefficient (APC)	0.279	0.001	$P < 0.05$	Accepted
Average r-square (ARS)	0.509	$< 0.01$	$P < 0.05$	Accepted
Average adjusted R-Square (AARS)	0.492	$< 0.001$	$P < 0.05$	Accepted
Average block variance inflation factor (AVIF)	1.893 Good if $< 3.3$		$< 5$	Accepted
Average full collinearity (AFVIF)	1.752 Good if $< 3.3$		$< 5$	Accepted
Sympson's paradox ratio (SPR)	1.000		$> 0.7$	Accepted
R-squared contribution ratio (RSCR)	1.000		$> 0.9$	Accepted
Statistical suppression ratio (SSR)	1.000		$> 0.7$	Accepted
Nonlinier bivariate causality direction ratio (NL-BCDR)	1.000		$> 0.7$	Accepted

Source : The Processed Primary Data (2022)



**Figure 1.** Structural Equation Model

Source : The Processed Primary Data (2022)

**Table 7.** Hypothesis Testing Results

Hipotesis	Uji Hipotesis	Path Coefficient	P-Value	Effect Size	Decisions
H <sub>1</sub>	KO → IMW	0,278	0.003	0,175	Accepted
H <sub>2</sub>	PCOR → IMW	0,234	0.010	0,128	Rejected
H <sub>3</sub>	PH → IMW	0,324	<0.001	0,207	Accepted

Source : The Processed Primary Data (2022)

Furthermore, hypothesis testing can be seen from the path coefficient and p-value values. The results of workplace data processing through path coefficient and p-value can be seen in Table 7 of the research results of direct effects and indirect effects that have been obtained based on data processing. From Table 7 it can be concluded that the organizational commitment variable has a positive and significant influence on the intention to whistle-blowing where the p-value (0.003) is less than the value of its significance (0.05). Then the personal cost of reporting variable shows a positive and significant influence on the intention to whistle-blowing where the p-value (0.010) is less than the significant value (0.05). However, contrary to the hypothesis that the personal cost of reporting has a negative effect on the intention to whistle-blowing. Finally, the legal protection variable has a positive and significant influence on the intention to whistle-blowing where the p-value (<0.001) is less than the value of its significance (0.05).

### The effect of organizational commitment on the intention to do whistle-blowing

The results showed that the organization's commitment had a positive and significant influence on the intention to whistle-blowing employees of the People's Credit Bank (BPR) of Riau Province. This shows that the greater the commitment of personnel to his organization, the greater in him there will be a feel of belonging to the organization so that he will no longer hesitate to do whistle-blowing due to the fact he believes the action will defend the organization from destruction. This shows that employees who work at the People's Credit Bank (BPR) in Riau Province strive for the success of the organization proven the organization's commitment to increase whistle-blowing intentions. They believe that violations will hinder the progress and success of the organization, and if it is not reported and disclosed, the organization's performance will decline. Therefore, employees choose to whistle-blowing. These results are in line with the concept of prosocial organizational behavior and the concept of organizational commitment which explains that the act of whistle-blowing is a positive social behavior that can grant advantages to the organization in the shape of defending the organization from the risks of fraud (Bagustianto & Nurkholis, 2015). These findings are consistent with the results of Bagustianto & Nurkholis (2015), Bernawati & Napitupulu (2018), and Safitri & Silalahi (2019) research.

### The Effect of Personal Cost of Reporting on Whistle-blowing Intentions

The results of this study showed that the personal cost of reporting had no effect on the intention to whistle-blowing employees of the People's Credit Bank (BPR) of Riau Province. This is due to the positive direction of research and contradicts the hypothesis built that shows the personal cost of reporting has a negative effect on the intention to whistle-blowing. The findings support the Theory of Planned Behavior (TPB), whereby personal cost is a subjective norm that refers to the perception of how much social pressure is perceived as a result of whistle-blowing. A person tends to commit acts of whistle-blowing, when social pressure in the form of threats / revenge faced is not great (Rizkianti & Purwati, 2020). However, personal costs may be based on subjective assessments



where the perception or expectation of personal costs between employees may differ depending on each assessment. Employees who lose their jobs or get disrupted after reporting wrongdoing may think of reporting as a costly and punishable act. Therefore, the act of whistle-blowing will be a function of the perception (expectation) of the individual that the possibility of whistle-blowing action will result in outcomes such as management's attention to complaints, attempted termination of violations, and no retaliation. Perception of the personal cost of reporting an individual if reporting fraud, there will be attention and protection from the management of the organization such as the absence of dismissal of employment relations or no revenge from the reported party will increase the intention of the individual to commit whistle-blowing. In addition, the justification of research results has a positive effect on the intention to conduct whistle-blowing, namely the object of research is the scope of banking that has a whistle-blowing system with respondents who have experience, education or training in finance or audit so that respondents are familiar with fraud and how to handle it. Bagustianto & Nurkholis (2015), Abdullah & Hasma (2017), Rizkianti & Purwati (2020) found that personal costs did not affect the intention to whistle-blowing. In contrast to research in Indriani et al. (2019) and Aliyah (2015) whose results show that the lower a person's personal cost will increase the intention to whistle-blowing. This may be due to the perception of a person or an employee there will be retaliation, or threats from members of the organization.

### **The Effect of Legal Protection Against Whistle-blowing Intentions**

The results of this study found that legal protection had a significant and positive effect on the intention to whistle-blowing employees of the People's Credit Bank (BPR) of Riau Province. This shows that the higher the legal protection obtained by a person, the higher the intention to whistle-blowing. Whistleblowers have an important role in disclosing fraud practices. To increase the intention to whistle-blowing, an adequate guarantee of legal protection is needed for whistleblowers. This is a very important aspect for whistleblowers related to security in reporting all forms of fraud and free from fear of future consequences. The legal protections afforded to whistleblowers must be fully realized. The courage of the complainant to disclose the crime that occurred is not an easy thing because it must be faced with various risks. Therefore, legal protection must be implemented by law enforcement officials to provide a sense of security both physically and mentally from threats, disturbances, terror, and violence from any party or even exempt from legal entanglement in accordance with the United Nations Convention Against Corruption is an instrument of international law on protection Law against whistleblowers. In line with the results of research Effendi & Nuraini (2019) which shows that the higher the protection of the law can create courage in a person in whistle-blowing. The results of this study are also supported by the findings of Umar et al. (2021) and Rizkianti & Purwati (2020) which prove that legal protection has a significant and positive effect on the intention to whistle-blowing.

### **CONCLUSIONS**

The purpose of this study is to examine and prove empirically determinants that affect employees' intentions to whistle-blowing. In this study, researchers used variable organizational commitment, personal cost of reporting and legal protection in determining the intentions to whistle-blowing. The results of this study showed that the greater the commitment of employee organizations to the People's Credit Bank (BPR) in Riau Province, the more intentions to do whistle-blowing. The results of the second hypothesis are surprised that personal costs have no effect on the interest in whistle-blowing. This could be because the object of research is the banking world that already has a whistle-blowing system with respondents who have education, experience or training in finance or audit so that they are familiar with fraud and know how to handle it, So that the perception of personal cost of an employee will be retaliated against or threatened if there is reporting from members of the organization, can be minimized. Furthermore, the results of this study also prove the higher the legal protection obtained by employees, the higher the intention to do whistle-blowing. The limitation of this study is that it is difficult to conduct interview methods directly due to the occurrence of the Covid-19 pandemic so respondents requested that questionnaires be abandoned and or sent online. Based on these limitations, the next suggestion to researchers is that data collection techniques not only use questionnaires, but interviews in order to get the expected quality of data. In addition, it can expand and enlarge the number of research samples so that it can represent BPR in Indonesia. Then from the value of R-square obtained 50.9%, so that 49.1%, which is, the result is likely influenced by using different variables not studied in this find out about. Researchers can next conduct research development that leads to the exploration of other factors that influence the intention to do whistle-blowing.

The implications of this study are expected to be considered, especially at the People's Credit Bank (BPR) in Riau Province in developing and improving the existing whistle-blowing system by considering factors that affect employee intentions to whistle-blowing. Whistle-blowing systems are not just reporting violations, but can be used as surveillance systems in organizations. Efforts to increase whistle-blowing intentions can be carried out, among others, by implementing ethics training, thorough socialization of fraud and its impact, the benefits of whistle-blowing, the procedures for implementing a good whistle-blowing system and the protection of whistleblowers, both in terms of law and organizations. Through these efforts, it is expected to raise awareness of the serious impact of fraud on themselves and organizations and increase employees' positive response to whistle-blowing.



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