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**Master's Thesis of Public Administration**

**A Study on Whistleblowing  
Intention among Civil Servant in  
Ministry of State Secretariat of  
Republic Indonesia:**

**Applying the Theory of Planned Behavior**

**인도네시아 내무부 공무원의  
내부고발 의도에 대한 연구**

**August 2016**

**Graduate School of Public Administration  
Seoul National University  
Global Public Administration Major**

**Lia Aprianti Wiratna**



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# **A Study on Whistleblowing Intention among Civil Servant in Ministry of State Secretariat of Republic Indonesia: Applying the Theory of Planned Behavior**

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## **ABSTRACT**

# **A Study on Whistleblowing Intention among Civil Servant in Ministry of State Secretariat of Republic Indonesia: Applying the Theory of Planned Behavior**

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Whistleblowing becomes important within public organization in Indonesia, especially its growing importance in the pursuit of transparency and accountability to support bureaucracy reform. The purpose of this study is to examine the predictors of civil servant intentions to do whistleblowing. By applying the theory of planned behavior as theoretical framework, such as the effects of attitudes, subjective norms, and perceived behavioral control on whistleblowing intentions that were examined among civil servant in Ministry of State Secretariat. Data were collected from 219 employees. By employing multiple regression analysis, the result indicated that two independent variables, the attitude and subjective norm, are significantly related to whistleblowing intention. On the other hand, there is no significant relationship between perceived behavioral control and whistleblowing intention. Further, demographic factors, such as gender, age, marital, level of education, tenure and position as the control variables that have given slight

effect to explain the likelihood of whistleblowing intentions. The implications of theory and practice derived from the findings are discussed.

**Key Words:** Whistleblowing Intention, Theory of Planned Behavior, Civil Servants in Ministry of State Secretariat.

**Student ID:** 2014-23743

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# **CHAPTER I**

## **INTRODUCTION**

### **1.1. Background of the Study**

Bureaucracy reform in Indonesia becomes main agenda and it has been declared as apriority to achieve good governance. Until 2014, nine bureaucratic reform programs have been implemented in public sector. One of main focus in acceleration of bureaucratic reform programs are directed to minimize various basic bureaucratic problems.

One of them is the improvement of state apparatus accountability and integrity systems through the integrity zone, namely extending the wealth report, code of ethics enforcement, conflict of interest handling, whistle blower system, post-employment policy, and the tracking of questionable account transactions.

Further, in July 2003, Presidential Instruction No. 3/2003 about National Policy and Strategy of e-Government Development is one of a policy to support this reform. By introducing and implementing e-Government, Government of Indonesia (GOI) expects that improving the transparency, as well as to control and ensure accountability towards implementation of good governance will be achieved.

According to Transparency International (TI), transparency ensures that all elements in public organization such as public officials, civil servants,

bureaucrat, they act visibly and understandably, thus the society or general public will know what they do regarding their activity in the government. It is the greatest way to prevent the wrongdoing such as fraud or corruption within government organization, and also to help increasing trust in the people and institutions. Moreover, corruption perception index of Transparency International's report 2014, Indonesia got a score of 34, up from last year, 32. Country or territory score indicates the perceived level of public sector corruption on a scale of 0 (highly corrupt) to 100 (very clean). Indonesia was ranked 107 out of the 174 countries examined. It is showing that Indonesia is still combating the corruption.

However, as it is shown in this figure, the number of wrongdoing report from citizens in Indonesia has been accepted by The Corruption Eradication Commission (KPK). It shows that in 2014, the number of report has increased. This is also one of evident of public awareness regarding the number of corruption that has occurred in public sector.

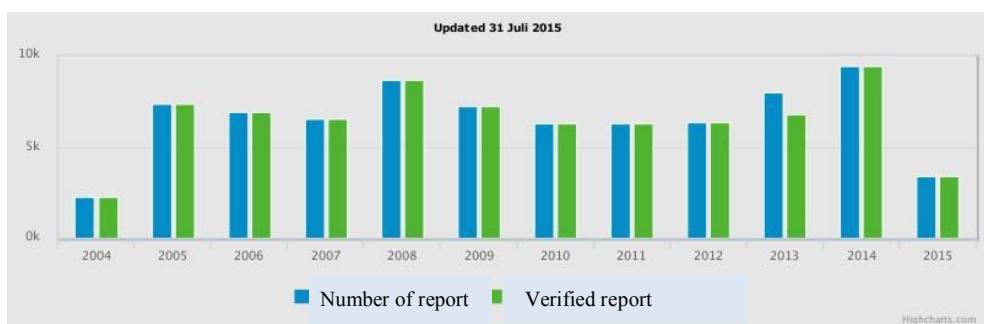


Figure 1. The Number of Wrongdoing Report

Source: Corruption Eradication Commission, 2015

GOI believed that reporting facility like whistleblowing system will help the government to combat the wrongdoing such as fraud or corruption.

Thus, based on this fact, GOI decided to implement whistleblowing system within government organizations. However, unlike in major develop countries, whistleblowing is not that popular yet in Indonesia, especially in government institutions. There are many factors that have influenced the intention of government employee to blow the whistle. Next figure is the statistic of report from one of ministries in Indonesia that has whistleblowing system. This graphic shows the reporting status from the user, in this case we called whistleblower.

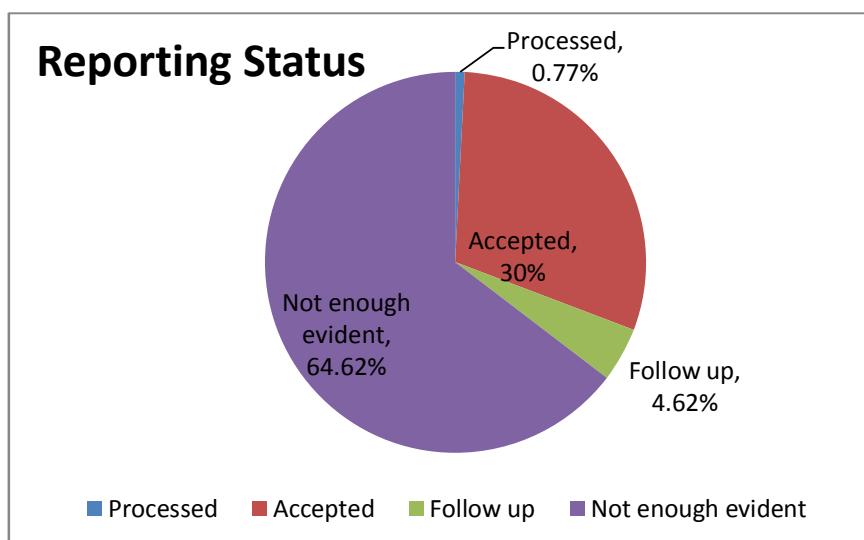


Figure 2. Graphic of Reporting Status

Source: Ministry of Administrative and Bureaucratic Reform, 2015

From this data, the number of cases that has processed is very low. The main reason is because the procedure to report the wrongdoing is very complicated and they should have strong evident.

In advanced, it is very interesting to study the factors that influent the whistleblowing intention within civil servant in Indonesia. There are also

many researches in the previous study of whistleblowing intentions whom addressed several implicated factors. Park & Blenkinsopp (2009) devised individual factors, which consist of the attitude toward whistleblowing, the subjective norm, and the perceived behavioral norm. However, these individual factors are not the only factors which affect the whistleblowing intention. There is a possibility that the intention will change in a changing situation. In short, situational factors also influence intention.

Further, the Theory of Planned Behavior (TPB) by Ajzen (1991) is the theoretical framework that has been widely used in many researches to examine the whistleblowing intention. This theory proposes a model which can measure how human actions are guided. It predicts the occurrence of a particular behavior, provide that behavior is intentional. There are three variables; attitudes toward the behavior, the subjective norm, and the perceived behavioral control in this theory. Therefore, this theory can be used to predict the intention to perform a behavior. Thus, this theory becomes an effective theoretical framework to predict the intention of ethical behavior (e.g. Schultz et al., 1993; Park & Blenkinsopp, 2009; Jung Lee, Cerreto and Jihyun Lee, 2010; Cortina & Magley, 2003, Keenan, 2000; Rothwell & Baldwin, 2006; Brennan & Kelly, 2007).

## **1.2. Statement of the Problem**

Although the interest in whistleblowing continues to increase, little is known about why some employees, who observe wrongdoing, report it, while

others do not report it. Many studies have tried to grasp the significant variables to account the process of decision making of whistleblowing. However, they have largely explored certain factors in the specific situation or environment and this has led to a lack of theoretical development in this area. Miceli and Near (1988) stated that there was no general or comprehensive theory on why some employees intend to report illegal or wrongdoing behavior in an organization, while others do not report it. Further, it is not easy to blow the whistle because whistleblower will face hard situation such as dismissal and also accusation contributed in fraud or wrongdoing activities.

Similar case happen in Indonesia, whistleblowers have important role to reveal wrongdoing or corruption practice that has been happened in public sector. Without their report, whistleblowing cannot effectively combating the corruption. However, there are numbers of whistleblower in Indonesia that has been published by media. Moreover, low law protection, reward, behavior and also intention of civil servants are the main issue of the reason on this phenomenon.

There is view number of the study has been done by previous researcher regarding intention of civil servant to do whistleblowing, most of them tried to analyze what kind factor has influencing intention on the whistleblowing by employing the theory of planned behavior (Ajzen, 1991), an effective theoretical framework to predict the intent of ethical behavior or using another factor that may affect whistleblowing such as law protection, culture and individual behavior as mentioned before. Thus, in this study will

focus on exploring individual intention of civil servant to do whistleblowing. By employs three determinants in the theory of planned behavior. It will further determine other specific issues that may affect the relationship of the main variable in the study.

### **1.3. Purpose Statement**

The primary objective of this study is to investigate the predictors of civil servant intentions to do whistleblowing such the effects of attitudes, subjective norms, and perceived behavioral control on whistleblowing intentions were examined among civil servant in Indonesia.

The following guiding questions were used from the review of related literature and the completion of this research: Do the attitudes toward the behavior, subjective norm and perceived behavioral control affect intention of civil servant to do whistleblowing?.

Further, if an employee's intention to blow the whistle is accurately predicted, it will be beneficial for an organization in its development of an ethical system or training programs to possibly change an employee's behavior.

### **1.4. Significance of the Study**

The results of this study are significant to academic, the policymakers and also to government agency, the finding of this research will give contribution to academic field regarding the effect of the three determinants in

theory of planned behavior (attitude, subjective norm, and perceived behavioral control) may represent a parsimonious theoretical framework for predicting intention of civil servant to do whistleblowing in Indonesia.

Further, it also will provide recommendation for the policymaker and government agency to developing the whistleblowing system in Indonesia as an instrument or tool to preventing and combating the wrongdoing and fraud or corruption in public sectors.

## **1.5. Research Method**

The research method of previous research used a quantitative paradigm and adopting the survey method as the method for collecting data. This study obtains data from primary sources. Data will be taken from civil servants who work in Ministry of State Secretariat. Primary data will be obtained directly from the respondents by means of questionnaires.

In this study will using a construct that contain the theory of planned behavior models of Ajzen (1991) and developed by Park and Blenkinsopp (2009). Whistleblowing intention as the dependent variable and the factors that influence whistleblowing intention in this study: an attitude, subjective norm, and perceived behavioral control will become the independent variable.

Technique data analysis will be conduct using multiple regressions for testing the hypothesis. The populations in this study are all civil servants who work in Ministry of State Secretariat. The sampling technique will use purposive random sampling method. The sample selection in this study is

based on the objectives and research issues. In this study, samples will be taking from the employee with the minimum criteria under graduate education and work experience at least one year. Thus, it is expected to have sufficient knowledge, understanding of the working conditions, and have perception and comprehensive consideration of whistleblowing intention.

## **1.6. Structure of the Study**

This paper contains five chapters. First chapter includes introduction of this study. Second chapter, the extant research related literature to this study. Third chapter is about conceptual framework and research methodology. Fourth chapter present data analysis and interpretation and the last, Chapter five includes discussion and conclusion.

# **CHAPTER II**

## **LITERATURE REVIEW**

### **2.1. Whistleblowing**

This section will describe the definition whistleblowing from the relevant literature on whistleblowing. According to Near & Miceli (1985), “whistleblowing is a disclosure by organization members who are either still active or already work full time regarding the behavior is illegal or immoral, or other unlawful practices committed by members of the organization who are able to perform corrective action”. Whistleblowing is essentially a conscious disclosure and not because of the motivation that there is a benefit from the actions or also as motivated by self-indulgence (Bowie, 1982).

Four component parts belong to definition of whistleblowing according Johnson (2003), first there is a person performance through the intention of making information public; the information is conveyed to parties outside the institutions who makes it public and a part of the public record; for the information has to do with possible or real nontrivial wrongdoing or fraud in the institutions and the last is the person exploring the agency is not a journalist or ordinary citizen, although a member or former member of the institutions.

Further, whistleblowing is no simple issue. Its implications are felt from the micro to the macro levels of our institutions; from the coalface of frontline human resource management and organizational justice, to the complex politics of modern regulation aimed at ensuring integrity and responsibility in the behavior of particular institutions and industries, to the high politics of accountability and corruption affecting entire governments.

Transparency International mentioned whistleblowing as an effective tool to prevent and detect corruption and other malpractice. Currently whistleblowing has been widely applied in various organizations and countries around the world. Whistleblowing can be used to quickly identify and correct abuse of authority. It also increases efficiency, improves employee morale, avoid lawsuits, and avoid the negative image (Miceli & Near, 1992). Moreover, whistleblowing is an important public policy issue for many reasons. As systems of governance become more complex, they rely on the evolution of identifiable ‘integrity systems’ for the purposes of keeping institutions and their officeholders honest and accountable (Dobel 1999; Spigelman 2004; Uhr 2005; Brown et al 2005).

Furthermore, it must be participation from a person who knew and expose the wrongdoing inside the organization as we call whistleblower. According Bok (2003), a whistleblower as an individual who makes revelations meant to call attention to omission, abuses, or dangers that threaten the public interest. Thus, whistleblowing can be viewed as a form of dissent, but whereas dissent can arise from all forms of disagreement (e.g.,

religious, political, etc.). Bok argues that whistleblowing has the “narrower aim of casting light on negligence or abuse, or of alerting the public to a risk.” Some analysts view whistleblowers as courageous employees who should, in certain cases at least, be praised for their heroic actions. Others, however, see whistleblowers as traitors, as well as snitches and spies (Brenkert, 2010).

Another research shown that someone who decided to become a whistleblower, usually they have different personal motivation or interest (Kaptein, 2011). This decision has influenced by individual factor and also organizational contexts. As individual factor, they should think about cost and benefit (Miceli dan Near, 1985), age, marital status, level of education (Miceli and Near, 1992) from what they have done to reporting wrongdoing in the organization.

Further, Miceli & Near (1992) have shown that organizational contexts has influenced significantly regarding decision to whistleblowing rather than individual factor. Its organizational contexts such as ethical culture (Kaptein, 2011, ethical climate (Victor & Cullen, 1998; Rothwell & Baldwin, 2007; Chung et al., 2004), size of organization (Miceli & Near, 1992). Thus, for those people have tolerated some wrongdoing things, it could harm the organization, further it also widely could bring negative effect to society. However, act to whistleblowing behavior more costly to organization as happened in the US (Miceli & Near, 1992).

Miceli and Near (1988) mentioned whistleblowers could be parties internal to organization, for example employees and internal auditors whilst

the external whistleblower resembles the bystander intervention normally a person of higher authority within the industry. In terms of the channel, a whistleblower engages in a decision making process to decide whether to give the information to parties internal or external to the organization. Kaplan et al. (2012) describe this option as selecting the whistleblowing channel.

Based on existing studies showed a number of factors impact on the decision to whistleblowing externally as opposed to internally. A whistleblower may choose, external channel, rather than internal channel were used when observers felt that the public or co-workers were harmed by wrongdoing involved theft by relatively low-level workers and when there were relatively few other observers (Dworkin and Baucus 1998; Miceli et al. 1991). Studies have also demonstrated that it is rarely a direct choice of ‘either/or’, most external whistleblowers have tried first to report wrongdoing internally, but without success, and tend to view going outside the organization as a last resort (Rothschild and Miethe, 1999). Thus, the belief of whistleblower regarding which channel they will use, it does not matter. At the end the intention to reporting the wrongdoing will relief to combating the corruption in their institution (Destriana and Prastiwi, 2014)

## **2.2. The Theory Planned Behavior**

Theory of Planned Behavior (TPB) is a theory within the field of social psychology. It is a well-known theory and often applied to explain various behavioral situations. The main focus of this theory is intention. TPB is an

extended theory of reasoned action by the incorporation of an additional construct, namely, perceived behavioral control. This theory asserts that intention to behave is determined by attitudes toward the behavior, subjective norm, and perceived behavioral control. TPB has been widely applied to diverse disciplines such as health, leisure choice, psychology, and information technology (Ajzen, 1987; Ajzen & Driver, 1992; Taylor & Todd, 1995). Further, there are many studies have investigated the factors that affect the whistleblowing intention, and a considerable amount of literature has been published on that topic (e.g. Park & Blenkinsopp, 2009; Schultz et al., 1993; Cortina & Magley, 2003, Near & Miceli, 1985; Miceli & Near, 1988; Keenan, 2000; Brennan & Kelly, 2007; Rothwell & Baldwin, 2006).

Research conducted by Park and Blenkinsopp (2008), whistleblowing as planned behavior using the theory of planned behavior framework of Ajzen (1991) to predicting behavior intention of South Korean police officers to do whistleblowing and the result showed that the three determinants in theory of planned behavior (attitude, subjective norm and perceived behavior) is valid as a general theory to explaining whistleblowing intentions.

Other researches using TPB to understanding employee intentions to support organizational change (Jimmieson, Peach, and White, 2008). This study found that employee perceptions of attitude, subjective norm, and perceived behavioral control were predictors of their self-ratings of intentions to engage in change supportive behaviors. Thus, researcher recommend to next study for using TPB to understanding employee responses to change.

Further, Jung Lee, Cerreto and Jihyun Lee (2010) used the TPB to investigate teachers' decisions regarding use of educational technology, from the result found that all predictors of intentions (attitude, subjective norm, and perceived behavioral control) have significantly encourage positive behavior of teacher to use educational technology such as power point and other software could increase the quality of education.

Various studies regarding TPB as framework to determine intention on some behavior and also to explain the linkage with other factor such as relation knowledge and behavior (Wallace, 2002; Helweg-Larsen and Collin, 1997; Ananth and Koopman, 2003) from those studies found that knowledge has been consistently show to be noninfluential or not significantly in predicting behavior, in other word many knowledge item have no clear behavior implications (Ajzen, 2013).

Behavioral intention in this theory refers to one's willingness to carry out a particular behavior, and it is proposed to be an antecedent of a behavior. Ajzen (1991) defines attitude toward a behavior as the degree to which the person has a favorable or unfavorable evaluation of the behavior in question. Subjective norms are the influence of social pressure that is perceived by the individual, and it is a function of beliefs namely normative beliefs. Finally, perceived behavioral control reflects the perceived ability to execute a target behavior (Ajzen, 1987). Furthermore, this study also employed the TPB to predict whistleblowing intentions within civil servant in Ministry of State Secretariat.

### **2.2.1. Intention**

Since the dependent construct of this study is whistleblowing intention rather than actual whistleblowing action, the issue of behavioural intention needs to be understood. According to Ajzen's (1991), theory of planned behaviour, "behavioural intention is a good predictor of actual behaviour" (Chiu, 2003). A behavioural intention is the subjective probability that an individual assigns to the likelihood that a given behavioural alternative will be chosen (Ajzen, 1991; Hunt & Vitell, 1986).

As mentioned before the three factors that affect the whistleblowing intention are; the individual's attitude, subjective norm and finally, perceived behavioural control, with all these elements, the dependent variable of this study, whistleblowing intention, is referred to as "the individual's probability of actually engaging in whistleblowing behaviour" (Chiu, 2002).

Moreover, theory of planned behavior (TPB) suggest that a person's behavior is determined by his/her intention to perform the behavior and that this intention is, in turn, a function of his/her attitudes toward the behavior and his/her subjective norm. The best predictor of behavior is intention. Intention is the cognitive representation of a person's readiness to perform a given behavior, and it is considered to be the immediate antecedent of behavior (Ajzen, 1985; Ajzen, 1991).

Recent past studies that has found significant relationship between intention and behaviors are numerous (George 2002; Venkatesh, Morris, Davis, & Davis, 2003; Venkatesh, 2000; Ajzen, 1985; Ajzen, 1991; Eagly, & Chaiken, 1993).

Regarding previous studies the intention can be measured using three ways, namely: desire, behavior intention and self-prediction (Shepperd, Hartwick, & Warshaw, 1988; Warshaw & Davis, 1985; Bagozzi, 1992). Thus the three perspectives only can be effective measured if they combined together and created the synergy to predict the specific behavior accurately.

Furthermore, other study found that intentions can be conceived of as goal states in the expectancy value tradition that are the result of a conscious process that takes time, requires some deliberation, and focuses on consequences (Loewenstein, Weber, Hsee, & Welch, 2001).

### **2.2.2. Attitudes toward the Behavior**

Attitudes are informed by beliefs needed to engage in the behavior (Ajzen, 1991), It is define as individual's positive or negative feeling associated with performing a specific behavior. An individual will hold a favorable attitude toward a given behavior if he/she believes that the performance of the behavior will lead to mostly positive outcomes. Attitudes toward the behavior are the sum of the individual's

beliefs of the behavioral consequences and their evaluation of those consequences.

Further, attitudes develop reasonably from the beliefs people hold about the object of the attitude. Mostly, the form of beliefs is about an object by associating it with certain attributes, such as with other objects, characteristics, or events. Thus, the case of attitudes toward the behavior, each belief links the behavior to a certain outcome, or to some other attribute such as the cost incurred by performing the behavior. Moreover, the affective component refers to a person's feelings toward and evaluation of some target; cognition comprises knowledge, opinions, beliefs, and thoughts about the target; and conation refers to behavioral intentions and behavior (Ajzen & Fishbein, 1975).

According to the theory, attitudes are then a function of beliefs (the cognitive element), and the evaluation of the outcome of these beliefs (the affective component) (Ajzen & Fishbein, 1975; 1980). Important to note, however, is the assumption that a person is bound to possess a large number of beliefs linked to any given behavior, but only a limited number of these automatically come to mind whenever positively or negatively assessing the outcome. As follows, the strong believe that favor behaviors desirable consequences and it formed unfavorable attitudes toward the behaviors that associate with mostly undesirable consequences. (Fishbein and Ajzen, 1975).

Several past studies had found significant direct relationship between attitude and internet purchasing (Celik, 2008; George, 2002, 2004; Chai and Pavlou, 2004). Celik (2008) found that attitude is significantly related to internet banking intention while Chai and Pavlou (2004) establish that attitude is a significant predictor of electronic commerce intention in two countries, Greece and USA. Empirically, the concept of attitudes toward the behavior has been shown to have a positive relationship with whistleblowing intentions (Park and Blenkinsopp, 2009)

### **2.2.3. Subjective Norm**

Subjective norm is the perceived social pressure to engage or not to engage in a behavior. It is assumed that subjective norm is determined by the total set of accessible normative belief concerning the expectations of important referents (Ajzen, 1991). Further, the construct of subjective norm is assumed to have two components that work in conjunction: beliefs about how significant others want them to act (normative beliefs) and the positive or negative judgment towards acting in accordance with this normative belief (motivation to comply) (Ajzen, 2006).

Normative belief represent the perceptions of what important others think one should do. Thus, family, friends, colleague, coworker and supervisor could be important referents for someone to perform a

specific behavior. Moreover, motivation to comply is the perceptions of what others actually do and also the belief of the expectations from people that someone will perform specific behavior. Farther, normative beliefs affecting to whistleblowing can be based on what other organizational members such as colleagues and supervisors would expect and whereas descriptive normative beliefs can be based on what similar others do. Beyond giving information about what others do, descriptive norms inform us what is likely to be an effective and adaptive action.

The normative perspective has been included in existing whistleblowing research mainly by the focus on organizational climate for whistleblowing which has been found to be related to both whistleblowing intentions and actual reporting (Mesmer-Magnus and Viswesvaran 2005). Rothwell and Baldwin (2007) looked at whistleblowing in the police, ethical climate and five forms of misconduct. Team climate was measured with Victor and Cullen's (1988) typology of ethical climates and consists of 'self-interest, company profit or efficiency, friendship or team interest, social responsibility, personal morality, rules or standard operating procedures, and law and professional code'. In this research, the results indicate that a friendship or team climate (a type of perceived norms) generally explains the willingness to report wrongdoing at work, but not actual whistleblowing frequency.

Further, Terry & Hogg (1996) argued about the result of meta-analysis, that has been provided by Armitage and Conner (2001) used 185 studies, showed the average subjective norm-intention relationship was the weakest link of the TPB. They argued in this study the subjective norm is an insufficient construct to capture the impact of social influence on behavior. Therefore, they suggested that subjective norm would have a reasonably strong relationship with intention when appropriately measured with multiple-item scales.

#### **2.2.4. Perceived Behavioral Control**

According to Ajzen (1991), perceived behavioral control plays an important part in the theory of planned behavior. It refers to people's perceptions of their ability to perform a given behavior. Importantly, perceived behavioral control is consistent with an emphasis on factors that are directly linked to a particular behavior, perceived behavioral control refers to people's perception of the ease or difficulty of performing the behavior of interest.

Although, locus of control is a generalized expectancy that remains stable across situations and forms of action, perceived behavioral control can, and usually does, vary across situations and actions. Moreover, perceived behavioral control is a function of the strength of salient beliefs about control factors combined with the perceived power of each factor in helping or impeding performance

(Fishbein and Ajzen, 2010). For example, an observer of wrongdoing may believe that information about the correct procedure for internal reporting is readily available to him, and that this makes reporting somewhat easier. At the same time, he may be convinced that blowing the whistle requires him to present the evidence in an assertive manner and that this makes reporting difficult. Descriptions of actual whistleblowing cases have shown that the existence and awareness of reporting procedures is not necessarily associated with an effective whistleblowing experience (e.g., one that stops wrongdoing) or whistleblower protection (Monsen, 2008).

Various variables have been included that measure characteristics thought to reflect control or power in the whistleblowing situation, such as tenure, age, job level, pay grade and supervisor status (Miceli et al. 2008; Skivenes and Trygstad, 2010). When relationships between these variables and intended or actual whistleblowing are found to be significant, they suggest that whistleblowers are more powerful than those who did not blow the whistle (Miceli et al. 2008). For example, Mesmer-Magnus and Viswesvaran (2005) found that job level was positively related to both intended and actual whistleblowing. These findings are replicated in recent research: Bjorkelo and colleagues found that respondents holding a leadership position or who were union or Health, Safety and Environment (HSE) representatives were more likely to report wrongdoing at work (Bjorkelo et al. 2011).

In Norway, for instance, all organizations must have HSE representatives and employ HSE reporting systems to report general mistakes or deviation from established standards of operation (Bull, Riise and Moen 2002). Similarly, Rothwell and Baldwin (2007) found that supervisory status was a consistent predictor of both willingness and frequency of whistleblowing. With respect to age and tenure, Stansbury and Victor (2009) found that young and short tenured employees were less likely to have blown the whistle. From a reasoned action perspective this makes sense, because employees' job level and similar variables should be related to their control beliefs as well as reflect their actual behavioral control.

TPB also includes a direct link between perceived behavioral control and behavioral achievement. Drawing an analogy to the expectancy-value model of attitude, it is assumed that perceived behavioral control is determined by the total set of accessible control belief, i.e., beliefs about the presence of factors that may facilitate or impede performance of the behavior. To the extent that it is an accurate reflection that perceived behavioral control can, together with intention, be used to predict behavior.

However, as it mentioned before the importance of perceived behavioral control evidently varies depending on the situational context of the study. In some cases, the behavior in question may be relatively straightforward and the possibility of real or perceived barriers to action

may be insignificant or non-existent. Thus, the more self-confident and in control of the situation a person feels, the higher the level of perceived behavioral control, which decreases the influence of perceived behavioral control as a predictor of intention and behavior. Likewise, the less confident and in control a person feels, the lower the level of perceived behavioral control and the more predictive power the construct gains.

# **CHAPTER III**

## **CONCEPTUAL FRAMEWORK AND RESEARCH METODOLOGY**

This chapter discusses both the conceptual framework and research methodology of this study. The conceptualization, operational and measurements are described. The research design, population, sample, instrument used to collect the data and including methods implemented to this study is discussed.

### **3.1. Conceptual Framework**

Having looked at the theoretical foundations and the related literature review in the previous chapter, the following conceptual framework was developed.

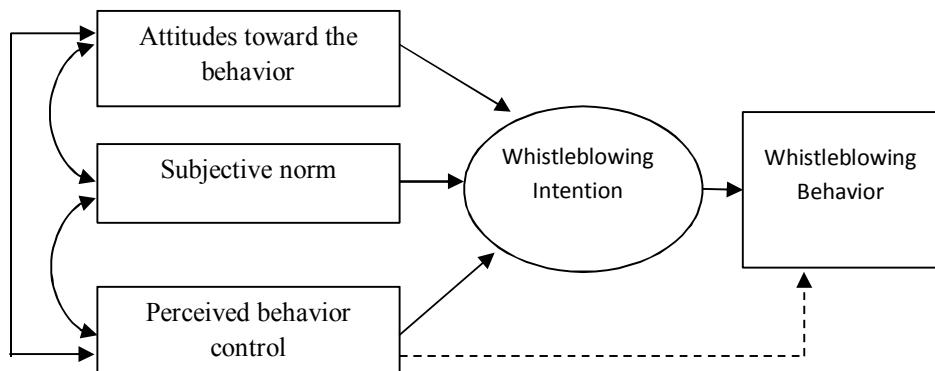


Figure 3. Theory of Planned Behavior

Based on theory of planned behavior (Ajzen, 1991), this framework purpose that the three determinants are attitude, subjective norm, and perceived behavioral control could be good predictor on civil servant intention to do whistleblowing.

### **3.1.1. Conceptualization and Operationalization**

According Grover (19993), conceptualization is a process of defining the agreed meaning of the terms used in a study and operationalization refers to the process of figuring out how to measure the concepts. The concepts used in the operationalization process were derived from previously tested survey instruments to take advantages of those already tested in previous research studies as per literature review. Most of the constructs were operationalized by either modifying those that have already been validated from previous instruments or by creating new ones based on the statements in the literature review as common practice used by previous researchers.

The three determinants factor (attitude, subjective norm, and perceived behavioral control) influence the intentions are from fundamental of the theory of planned behavior (Ajzen, 1991). Similar with previous study Park & Blenkinsopp, 2009; Schultz et al., 1993; Cortina & Magley, 2003; Near & Miceli, 1985; Miceli & Near, 1988; Keenan, 2000; Brennan & Kelly, 2007; Rothwell & Baldwin, 2006, it

tried to investigate the factors that affect the whistleblowing intention.

This table shows the variable and operationalization in this study.

Table 1. Variable and Operationalization

Variable	Operationalization	References
Attitudes toward the Behavior	An individual's positive or negative feeling associated with performing a specific behavior. An individual will hold a favorable attitude toward a given behavior if he/she believes that the performance of the behavior will lead to mostly positive outcomes.	Ajzen (1991)
Subjective Norm	This refers to the belief about whether significant others think he or she will perform the behavior. It relates to a person's perception of the social environment surrounding the behavior.	Ajzen (1991)
Perceived Behavioral Control	This refers to the individual's perception of the extent to which performance of the behavior is easy or difficult. It increases when individuals perceive they have more resources and confidence	Ajzen (1991), Ajzen (1985), Hartwick & Barki (1994), Lee & Kozar, (2005)
Intention	This refer to the cognitive representation of a person's readiness to perform a given behavior, and it is considered to be the immediate antecedent of behavior	Ajzen (1991)

### 3.1.2. Variables

In this study, the dependent variable is the whistleblowing intention of civil servant in Ministry of State Secretariat and the independent variables are attitudes toward the behavior, subjective

norm and perceived behavioral control. Thus, control variable such as gender, age, level of education, marital status, tenure and job position in this study was analyzed to look at elements involved in the multiple regression. The control variables had been proposed by Miceli and Near (1992) to be potential influences on whistleblowing decisions (Barnett, et al., 1996; Barton, 1995; Miceli, et al., 2008).

### **3.1.3. Measurements**

Developing a measure utilizing the theory of planned behavior is highly dependent upon the topic being considered. Measures were assessed all main components of the theory: attitudes toward behavior, subjective norms, perceived behavioral control, and intention. Typical measures in this study was followed a Likert-style format and range in length from a few succinct questions to much longer and more comprehensive surveys (Ajzen, 1991). Questionnaire in this study was used questionnaire from previous research on whistleblowing as planned behavior, survey of South Korean police officers (Park & Blenkinsopp, 2009). Further, the questionnaire was translated to Bahasa (Indonesian language) by the researcher. The purpose of this process is to help the respondent to understand the content of questionnaire.

## **3.2. Research Methodology**

### **3.2.1. Research Design**

In this study, a quantitative approach was followed. Thus, the data for the use of this study was collected by conducting surveys and also secondary sources of information which is from books, journals on human behavior, and previous researches. The data obtained was analyzed descriptively and statistically. Descriptive analysis was performed basically to describe the study variables, and aims to explain the distribution of respondents, while the statistical analysis used to perform hypothesis testing. In this study, the hypotheses are:

H1: A positive attitudes toward whistleblowing will significantly predict the intention to blow the whistle;

H2: Subjective norm will significantly influence whistleblowing intention;

H3: Perceived behavioral control will significantly predict the intention to blow the whistle.

### **3.2.2. Target Population and Sampling Size**

The populations in this study are civil servants who work in Ministry of State Secretariat. From the sample target, 259 employees were selected under several requirements such as the minimum criterion of level education is under graduate and work experience at least one year experience.

### **3.2.3. Data Collection Procedures**

The researcher was used questionnaires to collect data. The purposes of questionnaires and secondary sources of information collect from journals on human behavior, and previous researches. In these procedures the researcher collected data about the three determinants in the theory of planned behavior (attitude, subjective norm and perceived behavioral control) as the independent variable whistleblowing intention as the dependent variables.

The research was conducted over a two month period. The questionnaires were provided paper based. Thus, the survey is designed to keep the anonymous of the respondents. Its purpose to have questionnaires returned to an impartial third party to reduce fears that employees may have about their bosses trying to find out what they said.

Further, to have permission regarding data collection, the researcher was sent a requesting letter to conduct the research in the Ministry of State Secretariat. Moreover, the questionnaires were distributed by human resource department that has responsibility to assistance the researcher to collect the data. Thus, the questionnaires was scanned and sent to the researcher to support the analysis process.

However, it is necessary to always control periodically and communicate with the person has in charge in this study to ensure the

progress of collecting data. This procedure was very important to prevent and correct errors or serious bias such as misunderstanding from respondents in interpreting the questionnaire.

### **3.2.4. Data Analysis Procedures**

After collecting the data through different techniques, the researcher was organized and prepared the various data depending on the sources of information. Therefore, the validity and reliability of the questionnaire was confirmed before the analysis. Further, the correlation between variable was analyzed and multiple regression was done to achieve the purpose of this study. Moreover, data was analyzed quantitatively using SPSS software. Tables and charts were also used to ensure easily understanding of the analysis.

# **CHAPTER IV**

## **ANALYSIS AND RESULT**

This chapter presents an analysis of the data collected and the study findings. Data analysis was undertaken in three steps; data preparation, data analysis and reporting as recommended by Malhotra (2010). After field work, the data was prepared by checking the questionnaires, editing, coding, transcribing and cleaning the data. The data was analyzed using Statistical Package for Social Sciences (SPSS).

### **4.1. Sample**

From 259 employees of the total sample size and the questionnaires were distributed to the respondents, only 225 employees returned the questionnaires. Thus, among the 225 questionnaire, 6 had incomplete demographic data or several missing variables, therefore they were excluded from the final analysis. However, there is only 219 questionnaires can be used in this study.

## **4.2. Respondents Demography**

A brief demographics profile of respondents in this study is provided in this section. The demographic profiles were obtained using analysis of the frequencies of respondents in each of the demographic categories: gender, age, marital status, education level, number of years with the institution (work experience) and job position.

### **A. Gender**

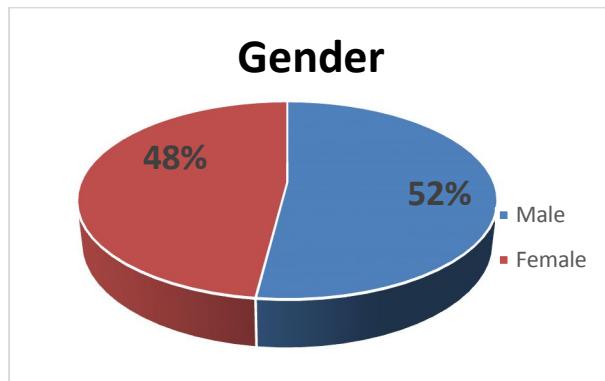


Figure 4. Graphic of Gender

Source: Primary Data, 2015

The sample consisted of 219 respondents who were all employees within same the ministry. Firstly, gender distribution from the sample. Figure 4 illustrate that of the 219 respondents who participated in the survey, we found that 52% is male and 48% is female. It shows that in this study male more dominated than female, however issue of gender is not a main problem in this organization.

## B. Age

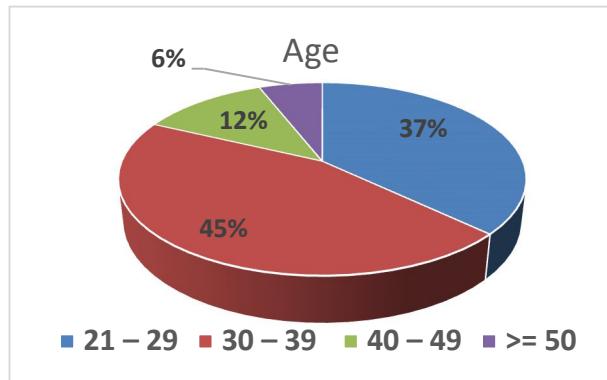


Figure 5. Graphic of Age

Source: Primary Data, 2015

The participants of this survey consist of different age range, where 37% on the 21- 29 years old group, 45% on the 30 – 39 years old group, 12% on 40 – 49 years old group and 6% on over 50 years old group. Thus, most of respondents categorized into peak of productive age. The peak productivity potential occurs in ages 35-44 years (Skirbekk, 2008). As mentioned in the some research, it said that commonly, a population of productive aging contributes to economic growth and social development (Iva, et al., 2012). Therefore, implication in this study is the characteristic of this age would be influenced the level of intention regarding discloser of wrongdoing or corruption.

### C. Marital

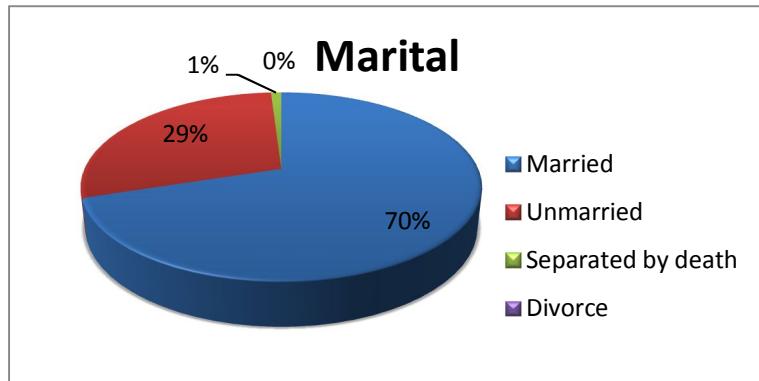


Figure 6. Graphic of Marital

Source: Primary Data, 2015

Marital status of respondents as it shows on figure 70% have married, 29% have unmarried, 1% has separates by death and there is no divorce status.

### D. Level of Education

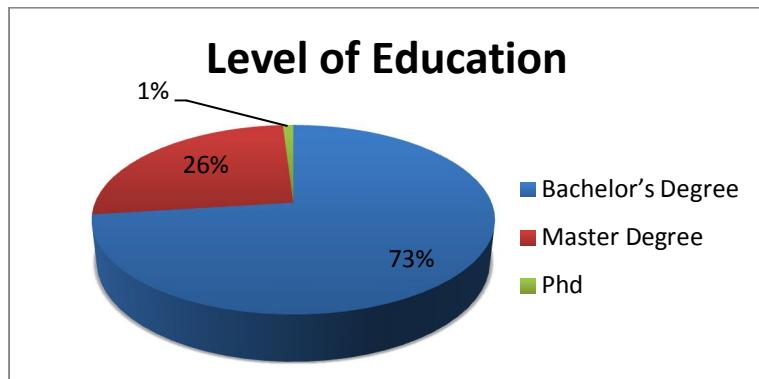


Figure 7. Graphic of Level of Education

Source: Primary Data, 2015

Given the sample size, respondents also classified based on their level of education. It was observed that most of the respondents have

bachelor degree at 73% and 26% have master degree and 1% have Phd. By looking from level of education, most of the respondents have high education. It means that education in Ministry of State Secretariat is one of important factor to supporting their performance in office.

#### E. Work Experience



Figure 8. Graphic of Work Experience

Source: Primary Data, 2015

Figure 8 above shows the work experience (job tenure) distribution of sample. From the 219 respondents, 35% have 1 – 5 year experiences, 46% have 6 – 10 year experiences, 4% have 11 – 15 year experiences, 15% have over than 15 year working experiences. Based on data, almost half of respondents have more than 5 year's tenure. Thus, it is expected that the respondents have enough knowledge about their organization.

## F. Position in Office

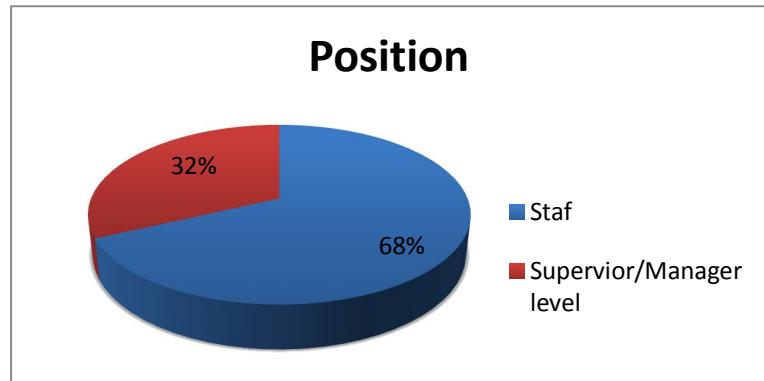


Figure 9. Graphic of Position

Source: Primary Data, 2015

Figure 9 above shows the position at the office. It consists of two levels. 32% have position as supervisor or manager level and 68% from staff level. Every level of position, they have difference of authority and it is expected that they will use it for combating the wrongdoing or corruption by becoming whistleblower if they observe this phenomena. In addition, it is without exception for staff level to do so.

### 4.3. Reliability Analysis

In this study, Cronbach's alpha was used to test reliability. Reliability is defined as the possibility of being able to obtain identical measured value when measurement is repeated for identical concepts. Further, a reliable measured item means that in the case of repeated measurement of an identical subject, an identical or similar result should be found (Saunders et al., 2009). As it mentioned in chapter three, questionnaire was used in this study is from previous research on whistleblowing as planned behavior, survey of South Korean police officers (Park & Blenkinsopp, 2009).

Moreover, in order to verify the reliability of each variable, the analysis was performed and the result as it shows in this table.

**Table 2. Verification of Reliability**

Variable Independent	Dimension	Item	Cronbach's Alpha	
Attitudes towards the behavior (X1)	Attitude Beliefs about the consequences	5	0.845	0.886
	Attitude Evaluation of consequences	5	0.792	
Subjective norm(X2)	Subjective norm-normative beliefs	5	0.874	0.892
	Subjective norm-motivation to comply	5	0.804	
Perceived behavior control (X3)	Perceived behavior control-belief in control factor	4	0.815	0.898
	Perceived behavior control-evaluation of control factors	4	0.813	
Variable Dependent				
Intention (Y)	Whistleblowing intention	6	0.668	

Source: Primary Data, 2015

Overall, the reliability of measuring tool is considered to be high when all Cronbach's Alpha coefficient values above 0.6. (Nunnally, 1967; Yong, Hua, & Mei, 2007). Thus, the result for dependent variable is 0.668, which is considered to be acceptable. Further, the value of Cronbach's Alpha for attitudes toward the behavior, subjective norm and perceived behavior control as the independent variable showed the value 0.886; 0.892 and 0.898 respectively. Instrument for each variable can be accepted with high reliability.

#### **4.4. Validity Analysis**

Validity measurement also performed by employing the Kaiser-Meyer-Olkin (KMO) statistical test. KMO & Bartlett's Test of Sphericity is a measure of sampling adequacy that is recommended to check the case to variable ratio for the analysis being conducted. In most academic and business studies, KMO & Bartlett's test play an important role for accepting the sample adequacy. While the KMO ranges from 0 to 1, the world-over accepted index is over 0.6. Also, the Bartlett's Test of Sphericity relates to the significance of the study and thereby shows the validity and suitability of the responses collected to the problem being addressed through the study. Moreover, the Bartlett's Test of Sphericity must be less than 0.05 and the result also significant with value 0.000. Thus, the value of Kaiser-Mayer-Olkin (KMO) is 0.628 for whistleblowing intention as dependent variable and for dependent variables are 0.794; 0.799 and 0.830. Overall, the results are bigger than 0.5, therefore the instrument is valid. Furthermore, the result from the Kaiser-

Meyer-Olkin (KMO) statistical test was shown that all variables in this study have validity and it is allowed to continue to next analysis.

**Table 3. The Result of Kaiser-Meyer-Olkin (KMO) Test**

Variable	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity		
		Approx. Chi-Square	df	Sig.
Whistleblowing Intention	0.628	337.147	15	.000
Attitudes toward Behavior	0.794	1179.007	45	.000
Subjective Norm	0.799	1429.760	45	.000
Perceived Behavioral Control	0.830	1023.618	28	.000

Source: Primary Data, 2015

#### 4.5. Normality Analysis

In order to test the data distribution, the Kolmogorov-Smirnov was performed. According to Field (2005), the Kolmogorov-Smirnov test is used to investigate the normality assumption of data. If the test is non-significant ( $p > 0.05$ ) then it tells us that the distribution is probably normal and when test is significant ( $p < 0.05$ ) then the distribution in question might be non-normal. Therefore, from Table 4 it was deduced that the results of the Kolmogorov-Smirnov test shows value 0.436 ( $p > 0.05$ ), the data was normally distributed.

Table 4. the Kolmogorov-Smirnov Test

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		219
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.85898454
Most Extreme Differences	Absolute	.059
	Positive	.051
	Negative	-.059
Kolmogorov-Smirnov Z		.870
Asymp. Sig. (2-tailed)		.436

a. Test distribution is Normal.

b. Calculated from data.

Source: Primary Data, 2015

## 4.6. Correlation Analysis

The results of the correlation analysis indicate whistleblowing intentions were significantly related to two determinants of planned behavior (X1 and X2), excluding a relation of whistleblowing intention and perceived behavioral control. From the result, it can be inferred that the more favorable the subjective norm (X2) were, the stronger the respondents' intentions to blow the whistle were ( $r = 0.491$ , correlation coefficient significant to 1% level). Further, the attitudes toward the behavior (X1) to support the respondent's whistle blowing, ( $r = 0.482$ ) intentions were. Surprisingly, there is no correlation between perceived behavioral control (X3) ( $r = -0.103$ ) and

intentions to blow the whistle. In this correlation, the control variables were added.

Based on the result, it shows that only two determinants of the theory of planned behavior have strong relation with whistleblowing intention. Thus, demographic variables as control variables do not seem to have strong in affecting the independent variables to whistleblowing intention ( $r < 0.2$ ).

In order to examine the roles of the three determinants of theory of planned behavior, regression analysis was conducted using whistleblowing intentions as the dependent variables. Table 6 shows the results of multiple regressions of whistleblowing intentions.

**Table 5. the Result of Correlation Analysis**

Control Variables		Mean	S.D.	Y	X1	X2	X3	Gender	Age	Marital	Level of Education	Tenure	Position
-none-	Whistleblowing Intention	21.86	3.424	1.000									
	Attitudes toward the Behavior (X1)	42.93	5.168	.465**	1.000								
	Subjective Norm (X2)	39.08	6.306	.488**	.506**	1.000							
	Perceived Behavioral Control (X3)	24.84	6.850	-.114	-.140	-.270	1.000						
	Gender	1.48	.501	.006	-.068	-.083	.190	1.000					
	Age	1.88	.854	.026	-.134	-.117	-.126	-.188	1.000				
	Marital	1.31	.472	-.082	.043	-.065	.161	.211	-.319	1.000			
	Level of Education	1.27	.457	.056	.127	.058	-.153	-.035	.178	-.071	1.000		
	Tenure	1.99	.991	-.038	-.102	-.128	-.098	-.065	.731	-.249	.178	1.000	
	Position	1.32	.469	-.001	.103	.012	-.052	-.020	.200	-.077	.333	.293	1.000
Gender & Age & Marital & Level of Education & Tenure & Position	Whistleblowing Intention	21.86	3.424	1.000									
	Attitudes toward the Behavior (X1)	42.93	5.168	.482**	1.000								
	Subjective Norm (X2)	39.08	6.306	.491**	.492**	1.000							
	Perceived Behavioral Control (X3)	24.84	6.850	-.103	-.133	-.264	1.000						

\*\*. Correlation is significant at the 0.01 level (2-tailed).

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2015

## **4.7. Multiple Regression Analysis**

Based on the result of multiple regressions, that has been conducted by using two models. First model was tested without control variables, only two independent variables of the theory of planned behavior indicated the result that they ( $X_1$  and  $X_2$ ;  $p=0.000$ ) have significant value to whistleblowing intention (higher significant F-statistic ( $p$ -value  $< 0.05$ ), therefore the first and second hypothesis was supported. However, the third variable ( $X_3$ :  $p=0.725$ ) did not turn out to be significant ( $p$ -value  $> 0.05$ ). Further, in comparing the contribution of each independent variable, the beta ( $\beta$ ) values under standardized coefficients indicate that attitude ( $X_1$ ;  $\beta= 0.194$ ) and subjective norm ( $X_2$ ;  $\beta= 0.188$ ) makes the highest contribution to explain the whistleblowing intentions. The  $\beta$  value for perceived behavioral control ( $X_3$ ;  $\beta= 0.010$ ) is the lowest which means it contributed the least to the prediction.

In the second model, control variables in this case is the demographic data was added to the first model. As it shows in table 8, there is slightly difference of the result. The control variables do not strongly influence the three determinants in TPB. Thus, the result indicates that the three independent variables accounted for 33.1% of the variance in whistleblowing intention among civil servants. Attitudes toward the behavior ( $\beta= 0.215$ ,  $t= 4.836$ ,  $p > 0.000$ ) and Subjective norm ( $\beta = 0.188$ ,  $t = 5.078$ ,  $p > 0.000$ ) were found to be significantly and positively associated with whistleblowing intention. Same like the first model for the first and second hypothesis also was supported.

However, perceived behavioral control was found not to be significantly associated with whistleblowing intention ( $\beta = .015$ ,  $t = 0.492$ ,  $p = 0.623$ ). Hypothesis three was not supported or accepted by the result of the regression analysis. Thus, explanation regarding the finding, will be discussed more details.

**Table 6. Multiple Regression Analysis Result**

		Model 1			Model 2		
		B	t	Sig.	B	t	Sig.
<b>Independent Variables</b>	<b>Attitudes toward the Behavior (X1)</b>	.194	4.444	.000	.215	4.836	.000
	<b>Subjective Norm (X2)</b>	.188	5.089	.000	.188	5.078	.000
	<b>Perceived Behavioral Control (X3)</b>	.010	.352	.725	.015	.492	.623
<b>Control Variables</b>	<b>Gender</b>				.637	1.562	.120
	<b>Age</b>				.743	2.132	.034
	<b>Marital</b>				-.469	-1.055	.293
	<b>Level of Education</b>				.215	-.037	.971
	<b>Tenure</b>				.188	-1.029	.305
	<b>Position</b>				.015	-.801	.424
<b>R<sup>2</sup></b>		0.303			0.331		
<b>Adjusted R<sup>2</sup></b>		0.293			0.302		
<b>F</b>		31.130			11.480		
<b>N</b>		219			219		

Source: Primary Data, 2015

## **4.8. Whistleblowing Intention**

Whistleblowing intention has a role as dependent variable. In this study the channel of whistleblowing act was not separated like the previous research. However, from the result, it showed in Table 7 that the intention of respondent to reporting the wrongdoing or corruption have high value, it means that most of respondent has positive intent to blow the whistle, thus using reporting channel inside of the organization has the highest value with mean 4.10 and standard deviation 0.82, it can be interpreted that civil servant in Ministry of state secretariat more comfortable if the case processed within internal organization. Thus, they prepare to ignore the public channel such as newspaper and television channel.

Moreover, based on the result of correlation and multiple regression analysis, the whistleblowing intention can be predicted from their attitudes toward the behavior and subjective norm.

**Table 7. Whistleblowing Intentions: Mean and Std. Deviation**

Items	Mean	Std. Deviation
Report the wrongdoing/corruption to the appropriate authorities outside of the organization	3.62	0.892
Use reporting channels outside of the organization	3.75	0.865
Inform the public of it (such as newspaper, new channel, etc.)	2.59	1.06
Use reporting channels inside of the organization	4.10	0.821
Let upper level of management know about it	3.91	0.939
Tell my supervisor about it	3.89	1.00
Overall average	3.68	

Source: Primary Data, 2015

## **4.9. Attitudes toward the Behavior**

As mentioned in the literature review that attitude toward the behavior is the sum of the individual's beliefs of the behavioral consequences and their evaluation of those consequences. Table 8 shows the attitudes toward the behavior, the responses to each statement given under the first question were multiplied by each evaluation of the five consequences respectively, and summed for the mean of the sample. Therefore, the result shows that respondent's attitude highly came from the belief of moral obligation. It has higher mean value of the belief of consequences at 4.41 (SD=0.666). However, for the evaluation of the consequence, controlling the corruption has the priority for their attitudes toward the behavior at 4.36 (SD=0.664).

The overall means of the items of outcomes as well as their belief and evaluation were higher than 3.00 on averages, indicating that the respondents agree whistleblowing has positive effects and that they were important. Thus, the results from correlation and multiple analyses also indicated that attitudes toward the behavior have correlation and significantly related to whistleblowing intention.

The tendency of an attitude toward the behavior that has positive value will support the intention to be whistleblowing. The respondents mostly have beliefs that they have the intention to do whistleblowing because of moral obligation to protect the organization.

**Table 8. Attitudes toward the Behavior: Means and Std. Deviation**

Items	Beliefs about the consequences (AB)		Evaluation of the consequence (AE)		AB x AE
	Mean	Std. Deviation	Mean	Std. Deviation	Mean
Prevention of harm to the organization	4.37	0.744	4.22	0.753	18.42
Control of corruption	4.32	0.736	4.36	0.664	18.82
In the Public interest	4.32	0.728	4.25	0.770	18.36
One's duty as a public employee	4.26	0.709	4.14	0.768	17.63
Morally appropriate	4.41	0.666	4.29	0.810	18.89
Overall average	4.33		4.25		18.43
Sum of Mean (ABxAE)					92.14

Source: Primary Data, 2015

#### 4.10. Subjective Norm

Table 9 presents the analysis on the second determinant of Ajzen's theory. The norm belief of approval or disapproval of the referents, which the respondents believe, was multiplied by the respondent's motivation to comply with the referents demand and summed to produce an average of subjective norms. Mean of the normative belief is 4.17 ( $SD=0.843$ ) for members of one's family, highest than other referents, and the lowest 3.56 ( $SD=0.958$ ) for neighbors. The mean of the respondents' motivations in the second question was the same like first question for members of one's family, with value of mean at 4.30 ( $SD=0.795$ ) compared with 3.49 ( $SD=0.978$ ) for neighbors.

Moreover, the results from correlation and multiple analyses also indicated that subjective norm has correlation and significantly related to whistleblowing intention. As mentioned before that the subjective norms construct had the strongest relationship with whistleblowing intention of the three independent variables.

**Table 9. Subjective Norm: Means and Std. Deviation**

Items	Normative Belief (SNB)		Motivation to comply (SNM)		SNB x SNM
	Mean	Std. Deviation	Mean	Std. Deviation	
Immediate supervisor	3.66	0.941	4.06	0.970	14.88
Coworkers	3.74	0.893	4.12	0.821	15.42
Members of one's family	4.17	0.843	4.30	0.795	17.91
Friends	3.94	0.838	4.04	0.795	15.89
Neighbors	3.56	0.958	3.49	0.978	12.43
Overall aveage	3.81		4.00		15.26
Sum of Mean (SNBxSNM)					76.53

Source: Primary Data, 2015

#### **4.11. Perceived Behavioral Control**

As shown in Table 10 overall, the result of the belief of control factors seem has lower effect because some of the items have value under 3.0, such as belief that organization will ignore their report and it will not combating the wrongdoing with value of mean at 2.81 (SD=1.12). Therefore, the mean of “Difficulties to be faced in the process of reporting” was the highest 3.33

(SD=1.09) among the four items of the belief of control factors. The perceived behavioral control was calculated by multiplying each control factor by the perceived power of each control factor, summed the results across four control factors, and averaged them.

Further, based on the correlation and multiple regression analysis, there were no significant between the perceived behavioral control and whistleblowing intention. From this results, there are several implications such as, it could be an anomaly unique to the behavior of reporting the wrongdoing, or could even be related to the survey instrument itself. It is also possible there are moderating variables not present in the study that may be affecting model fit, or even crossover effects.

**Table 10. Perceived behavioral control: Means and Std. Deviation**

Items	Belief in control factor (PBCB)		Evaluation of control (PBCE)		PBCBx PBCE
	Mean	Std. Deviation	Mean	Std. Deviation	Mean
The organizations hindering reporting (or ignoring it)	2.93	1.08	3.05	1.11	8.96
Difficulties to be faced in the process of reporting	3.33	1.09	3.31	1.10	11.00
Reporting likely to be ineffective in ending wrongdoing	2.81	1.12	2.95	1.19	8.28
Retaliation by the organization	3.26	1.11	3.20	1.12	10.44
Overall aveage	3.08		3.13		9.64
Sum of Mean (SNBxSNM)					38.68

Source: Primary Data, 2015

# **CHAPTER V**

## **DISCUSSION AND CONCLUSION**

### **5.1. Discussion**

The purpose of this study was to examine the factors that influencing the intention of civil servant in Ministry of State Secretariat to reporting a wrongdoing or corruption by tested the three determines in the theory planned behavior. This study examined the relationship between attitudes toward the behavior, subjective norm, perceived behavioral control and whistleblowing intention, thus demographic factors (age, gender, marital, tenure, level of education and position in their work) as control variable was explored in order to see more clearly how these variables are related. The major findings regarding the theory of planned behavior variables are discussed, followed by the framework model and the findings associated with the demographic factors is not significantly associated with the Theory of Planned Behavior.

As previously discussed in the Chapter 2, Ajzen's (1991) Theory of Planned Behavior uses attitudes, subjective norms and perceived behavioral control to predict "intention" with relatively high accuracy. Ajzen's (1988) Theory of Planned Behavior can be broken down into three conceptually-independent antecedents leading to behavioral intention: Attitude toward the

Behavior, Subjective Norms and Perceived Behavioral Control (Ajzen, 1991).

Attitude toward the behavior measures the degree a person has a negative or positive evaluation toward his/her performance of the behavior. Subjective Norms refer to what individuals believe other key people in their lives think about whether or not the individual should perform the behavior or what these key individuals are doing themselves. The perceived opinions of these key people help determine whether a person will actually perform the behavior. Perceived Behavioral Control refers to people's perceptions of whether or not they can perform that specific behavior and how easy it is to perform.

The Theory of Planned Behavior model assumes that salient beliefs are the antecedents to Attitude toward the behavior, Subjective Norms and Perceived Behavioral Control. In Ajzen's (1990) model, Behavioral Beliefs and evaluation of those consequences lead to the Attitude toward whistleblowing; normative beliefs and motivation to comply are lead to Subjective Norms; and Control Beliefs and evaluation of control lead to Perceived Behavioral Control.

Firstly, finding regarding relationship between independent variables and dependent in theory of planned behavior will be discussed. As mentioned by previous researches (Park & Blenkinsopp, 2009). It stated that there is significant relationship between the three determinants of planned behavior and the intention of whistleblowing. However, based on the result of

correlation analysis, it was found the two determinants (attitude toward whistleblowing and subjective norms) significantly correlated to whistleblowing intention. This result is consistent with prior studies (Celik, 2008; George, 2002, 2004; Chai and Pavlou, 2004). In the study by Celik (2008) found that attitude is significantly related to internet banking intention.

Although, most of previous research's found that subjective norm was not significantly related to intention (Armitage and Conner, 2001; Sheppard et al., 1988; and Van den Putte's 1991), however the result of this study showed the subjective norms construct had the strongest correlation with behavioral intent of the three independent variables (subjective norm, attitude toward whistleblowing and perceived behavioral control).

Further, it is very surprisingly the perceived behavioral control was not to be significantly correlated to whistleblowing intention and also with the two determinants. Even though, the demographic factors had controlled, the result slightly affected. Thus, current finding is contradicted with the previous research that mostly they found proximity relationship between perceived behavioral control and behavioral intention (e.g. Park & Blenkinsopp, 2009; Schultz et al., 1993; Cortina & Magley, 2003, Near & Miceli, 1985; Troung, 2009; Notani's,1998). This case could be happen when perceived behavioral control alone was not enough to motivate civil servant to report the

wrongdoing. Thus, wise (1995) concluded that one's decision to whistle-blow may vary according to that individual's beliefs, situations and surroundings.

Second, the result for hypothesis 1 and 2 are confirmed based on the multiple regression analysis by using two models, the first model executed without adding the demographic as control variables. It was found that attitude toward whistleblowing and subjective norm to be positive predictors of whistleblowing intention and statistically significant at varying strengths.

Likely, in the correlation analysis there is an interesting finding compared to previously published research. As detailed in the literature review, Armitage and Conner (2001) reviewed 185 studies involving the theory of planned behavior, and found the subjective norm construct to be the weakest predictor of intention (Armitage & Conner, 2001). Similarly, in Godin and Kok's (1996) meta-analysis of 56 studies involving the Theory of Planned Behavior and health-related research, Attitude toward the Act and Perceived Behavioral Control were found to be the most significant predictors. Notani's (1998) meta-analysis found Perceived Behavioral Control to be the strongest predictor. Thus, because there are limited studies involving the theory of planned behavior and whistleblowing intention in Indonesia, it is difficult to assess whether the strong subjective norm influence is unique in term of predicting the intent to blow the whistle or a pattern found in other whistleblowing intention cases.

However, particular research in Indonesia found that culture in Indonesia could explain this finding, because most of people's belief that family, friends, colleague, coworker and supervisor could be important referents for someone to perform a specific behavior. Moreover, motivation to comply is the perceptions of what others actually do and also the belief of the expectations from people that someone will perform specific behavior. Thus, normative beliefs affecting to whistleblowing can be based on what other organizational members such as colleagues and supervisors would expect and whereas descriptive normative beliefs can be based on what similar others do (arif awaludin, 2011).

Third, the finding for the third hypothesis was not associated significantly to predict the behavioral intent. It was similar to the result of correlation analysis. Moreover, as it was expected as much, as theory dictates that the perceived behavioral control construct only becomes significant when the intention to behave may not be, or is not perceived to be, within the control sphere of the individual (Conner & Armitage, 1998; Ajzen, 1991).

Hence, once again individual's beliefs, situations and surroundings may affect the result. This made sense, since GOI still develop the whistleblower protection act, that specifically and explicitly regulate the whistleblower protection and also mostly the whistleblowers will be ended in the jail because they also involved as a person received the money or being a part of the case

(arif awaludin, 2011). To summarize, the perceived behavioral control found in this study contradicts some of the previous research, particularly with finding of Park & Blenkinsopp (2009).

Furthermore, demographic factors were controlled in this study and slightly influence the result. This finding is also contradicted with previous research. For instance, work experience in this study was not significantly influenced the behavioral intent. Previous studies like Mesmer-Magnus & Viswesvaran, 2005; Miceli & Near, 1988; Sims & Keenan, 1998, that found adequate work experience is essential in determining an individual's decision to whistle-blow. An experienced individual will generally be expected to have more knowledge about organizational operations, as well as stronger commitment and more loyalty to their organization than an inexperienced individual (Morrow & McElroy, 1987; Sims & Keenan, 1998). However, the relationship between work experience and whistleblowing intention proved that respondents with more working experience are unlikely to have an intention to whistle-blow on wrongdoing.

Finally, based on the results, attitude of employees appear to have tendency to become whistleblower. If organizations are serious about implementing whistleblowing as one of the internal control mechanism, employee's willingness to whistle-blow plays an important role in ensuring the success of this internal control mechanism. Thus, organizations should

consider designing and providing a well-structured and comprehensive program to increase the awareness of their employees to participate in combating the wrongdoing such as corruption. Thus, the ethics training could be provided to solidify employees' duty to report wrongdoing or encourage whistleblowing (Applebaum, et al., 2006; Baker, 2008; Near & Miceli, 1994). This program may help individuals to make ethical decision when faced with ethical challenges (Kolb, et al., 2004; Trevino, 2007; Weaver, et al., 2005).

## **5.2. Conclusion**

The precision of the theory of planned behavior by Ajzen (1991) has been widely proved by previous researcher (Park & Blenkinsopp, 2009) and become general framework to predicting behavioral intention. It is very surprisingly for the result of this study showed that one of determinant in TPB which is the perceived behavioral control has not correlated to whistleblowing intention among civil servant in Ministry of State Secretariat. Thus, the result of multiple regressions also showed similar result that the perceived behavioral control was not significantly predicting the intention, although the demographic factors were controlled. However, the two determinants (attitude toward whistleblowing and subjective norms) significantly correlated and become predictor for whistleblowing intention.

By controlling the demographic factors (age, gender, marital, tenure, level of education and position in their work) expected to be influencing the

main independent variable. Nevertheless, it was slightly contributed to increase the variance in whistleblowing intention. Such difference in result between this study and other researches could be due to several reasons, however the cultural and environments regarding whistleblowing is probably become one of biggest reasons.

As mentioned before in Indonesia whistleblowing not become popular, especially in government sector. GOI started to introduce and develop all aspects related to whistleblowing. Thus, whistleblower protection act, whistleblowing system by online and the ethics training programs are main focus of GOI to improve the whistleblowing environment. This strategy may increase the awareness of civil servant to participate in combating the wrongdoing such as corruption within government organizations.

Currently, main concern in this study is the behavioral intent and the only issue has been repeatedly pointed out is the control factor of belief to perform the intention to report the wrongdoing. As Ajzen (1991) stated the perceived behavioral control is a psychological construct rather than a measure of actual control, therefore through experience (direct and indirect) the individual's perceived behavioral control will often fairly accurate to actual behavioral control.

Moreover, to engage with positive perception regarding whistleblowing act, GOI should facilitate the employee as whistleblower and distanced the

ethical issues that may give negative perception for the other employee. Thus, the enactment of whistleblower act that will be ensuring the protection of whistleblowers either an insider or an outsider should be provided by GOI. Further, it is not only conducive whistleblowing environment, but more than less the organization support is needed. Furthermore, in this context, a closed and internal approach of whistleblowing that is inspired by each individual public organization can overshadow the ethical issues attached to Indonesian whistleblowing.

### **5.3. Limitations and Future Research**

This study has many limitations. Firstly, the specific sample such as the civil servant has been used in this study, thus it may have limitation regarding the generalization of the findings. Second, this study may have problem regarding data collection with convenience sampling, and the survey method because location of research conducted in home country of researcher, thus indirect supervision has been implemented. Moreover, because the focus of study contains the wrongdoing report, it seems make the respondents answer the questionnaire only just for fulfill their sense of duty toward the organization. In advance, the colleagues or environments surrounding the respondents become one of the reasons that made them response to the survey. Further, there is a possibility may influence the result such as

misunderstanding regarding the content in the questionnaire that may not clear for respondents.

As a whole, the results are informative and encouraging, and the limitation in this study is open to improvement for future research, for example the future researchers can explore another research method to discovery the factors of whistleblowing intention. This research also encourages examination of other factors which may affect the whistleblowing intention among the employee. By using a more representative sample and more vignettes will also improve this research. Thus, a combined-method approach could be applied to strengthen the results such as interview and gain better understanding of the hypothesized relationships. A cross-cultural study would also provide comparative results on whistleblowing intention among civil servant in Asia.

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# **APPENDIX**

## **Questionnaire**

### **A. Demographic Data**

Before proceeding, please provide the following background information.  
Place an “X” in the answer that most closely describes you.

1. Gender : a. Male    b. Female
  
2. Age : a. 21 – 29  
              b. 30 - 39  
              c. 40 – 49  
              d. Over 55
  
3. Marital Status : a. Married  
                      b. Unmarried  
                      c. Separated by death  
                      d. Divorce
  
4. Level of Education : a. Associate degree  
                          b. Bachelor’s Degree  
                          c. Master Degree or Higher
  
5. Indicate your position: .....
  
6. How many years have you works for the Institution?:  
    a. 1 - 5 Years  
    b. 6 - 10 Years  
    c. 11 - 15 Years  
    d. over 15 Years.

## Main Questions

Please answer each of the following questions by circling the number that best describes your opinion. Some of the questions may appear to be similar, but they do address somewhat different issues. Please read each question carefully.

### Instructions

Many questions in this survey make use of rating scales with 5 places; you are to circle the number that best describes your opinion. For example, if you were asked to rate "The Whistleblowing intentions" on such a scale, the 5 places should be interpreted as follows:

I will report the wrongdoing to the appropriate authorities outside of the organization.

Not at all	1	2	3	4	5	Very hard
Not at all	Very little	Neither hard nor easy	Hard	Very hard		

If you think reporting the wrongdoing to the appropriate authorities outside of the organization is hard, then you would circle the number 4.

## A. Whistleblowing intentions questions

1. If you found wrongdoing in your workplace, how hard would you try to do the following?

- a. I would report it to the appropriate authorities outside of the organization

Not at all	1	2	3	4	5	Very hard
------------	---	---	---	---	---	-----------

- b. I would use reporting channels outside of the organization

Not at all	1	2	3	4	5	Very hard
------------	---	---	---	---	---	-----------

- c. I would inform the public of it

Not at all	1	2	3	4	5	Very hard
------------	---	---	---	---	---	-----------

- d. I would use reporting channels inside of the organization

Not at all	1	2	3	4	5	Very hard
------------	---	---	---	---	---	-----------

- e. I would let upper level of management know about it

Not at all	1	2	3	4	5	Very hard
------------	---	---	---	---	---	-----------

- f. I would tell my supervisor about it

Not at all	1	2	3	4	5	Very hard
------------	---	---	---	---	---	-----------

**B. Attitudes toward whistleblowing:**

1. How true do you think the following statements are with regards to an employee's reporting of wrongdoing in an organization?

- a. Reporting a wrongdoing would help prevent serious harm to an organization;

Not True	1	2	3	4	5	Very true
----------	---	---	---	---	---	-----------

- b. Reporting wrongdoing in the organization is helpful in controlling corruption;

Not True	1	2	3	4	5	Very true
----------	---	---	---	---	---	-----------

- c. Whistleblowing enhances the public interest;

Not True	1	2	3	4	5	Very true
----------	---	---	---	---	---	-----------

- d. Reporting wrongdoing in the workplace is a way for an employee to do his or her duty; and

Not True	1	2	3	4	5	Very true
----------	---	---	---	---	---	-----------

- e. Whistle blowing is the moral thing to do.

Not True	1	2	3	4	5	Very true
----------	---	---	---	---	---	-----------

2. If you reported wrongdoing how important do you think the following consequences would be to you?

- a. Prevention of harm to the organization;

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

- b. Control of corruption;

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

- c. Enhancement of public interest;

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

- d. Performing one's duty as a public employee; and

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

- e. Moral satisfaction on one's part.

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

**C. Subjective norm:**

1. How proud of you do you think the following persons would be if you reported wrongdoing in your organization?

a. immediate supervisor,

Not much	1	2	3	4	5	Very much
----------	---	---	---	---	---	-----------

b. coworkers,

Not much	1	2	3	4	5	Very much
----------	---	---	---	---	---	-----------

c. members of one's family,

Not much	1	2	3	4	5	Very much
----------	---	---	---	---	---	-----------

d. friends; and

Not much	1	2	3	4	5	Very much
----------	---	---	---	---	---	-----------

e. neighbors

Not much	1	2	3	4	5	Very much
----------	---	---	---	---	---	-----------

2. How much do you care whether the following persons would approve or disapprove of your reporting of wrongdoing in your organization?

a. immediate supervisor,

Not little	1	2	3	4	5	Very much
------------	---	---	---	---	---	-----------

b. coworkers,

Not little	1	2	3	4	5	Very much
------------	---	---	---	---	---	-----------

c. members of one's family,

Not little	1	2	3	4	5	Very much
------------	---	---	---	---	---	-----------

d. friends; and

Not little	1	2	3	4	5	Very much
------------	---	---	---	---	---	-----------

e. neighbors

Not little	1	2	3	4	5	Very much
------------	---	---	---	---	---	-----------

**D. Perceived behavioral control:**

1. If you report wrongdoing in your organization, how likely do you think the following are?

- a. The organizations will hinder/ignore my reporting every of the way;

Not likely	1	2	3	4	5	Very likely
------------	---	---	---	---	---	-------------

- b. The Difficulties to be faced in the process of my reporting will be too great for me endure;

Not likely	1	2	3	4	5	Very likely
------------	---	---	---	---	---	-------------

- c. My reporting won't make any difference or likely to be ineffective in ending wrongdoing;

Not likely	1	2	3	4	5	Very likely
------------	---	---	---	---	---	-------------

- d. I will be subjected to retaliation from the organization

Not likely	1	2	3	4	5	Very likely
------------	---	---	---	---	---	-------------

2. If you report wrongdoing in your organization, how important do you think the following are to you?

- a. The organizations hindering reporting (or ignoring it);

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

- b. Difficulties to be faced in the process of reporting;

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

- c. Reporting likely to be ineffective in ending wrongdoing;

Not very important	1	2	3	4	5	Very important
--------------------	---	---	---	---	---	----------------

- d. Retaliation by the organization

Not very important	1	2	3	4	5	Very important
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## 국문초록

# 인도네시아 내무부 공무원의 내부고발 의도에 대한 연구

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인도네시아 공공조직 내에서 내부고발의 중요성이 점차 강화되고 있다. 특히 행정개혁의 성공을 위한 투명성과 책임성을 추구라는 측면에서 더욱 강조되고 있다. 이 연구는 공무원의 내부고발 행위에 대한 의도를 측정하는 예측지표를 검토하고 있다. 이론적 연구들은 계획행위이론을 활용한다. 내무부 공무원 간 내부고발 의도에 대한 태도, 주관적 규범, 인지된 행위통제가 연구 대상이며 219 명의 참여자를 대상으로 데이터를 수집하였다. 이를 다중회귀분석을 한 결과, 독립변수 중 태도와 주관적 규범이 내부고발 의도에 대해 통계적으로 유의미한 것으로 나타났다. 통제 변수로 사용된 인구지표 (성별, 연령, 결혼, 교육수준, 임기와 직위 등)는 내부고발 의도의 가능성에 대해 약간의 유의미한 효과를 갖는 것으로 나타났다.

**키워드:** 내부고발 의도, 계획행위이론, 내무부 공무원

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