# Bukti korespondensi dengan editor jurnal BTP (Business Theory and Practice)



## **Business: Theory and Practice B**



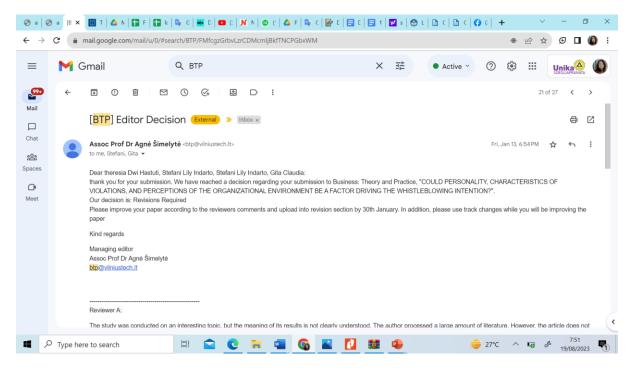
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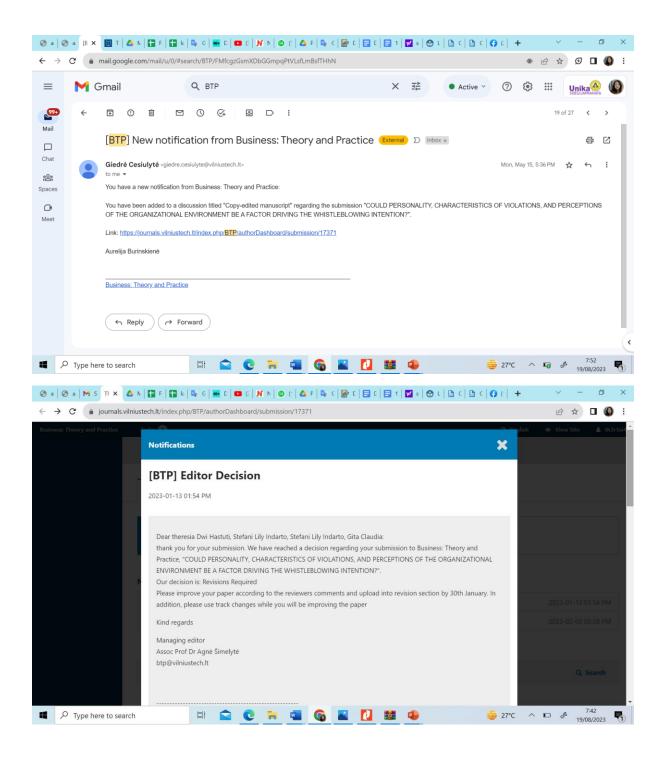
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## **REVIEWER A**

## 1. Terkait dengan simpulan dari peneliti utk poin 1-4

This paper aims to analyze the influence of personality, perceived organizational environment, and characteristics of violations on the intention to become a whistleblower in educational institutions. The results of a survey conducted by the Institute of Business Ethics in 2007 found that one in four employees were aware of a violation, but 52% of those who were aware of the violation remained silent and did nothing. Silence and reluctance to report fraud can be overcome through the implementation of an effective, transparent and responsible violation whistleblowing system.

#### 1. Literature review

#### 1.1. Theory of Planned Behavior (TPB)

Ajzen (1991) states that the theory of planned behavior (TPB) as a theory that explains that individual behavior arises because of the individual's intention to behave. Indiyidual intentions are caused by several individual internal and external factors. TPB is a development of the theory of reasoned action (TRA) which was developed in 1980. This theory is used to predict the intentions of <u>individuals</u> involved in behaving at a certain time and place. This theory is intended to explain all behaviors in which people have the <u>ability</u> to exercise self-control. The key compogent of this theory is behavioral intention. Zhang (2018) states that for 30 years, through refinement and development. TPB is an integrated framework that binds and absorbs various concepts of human behavior in various fields. Human behavior is guided by three kinds of judggent behavioral beliefs, normative beliefs, and control beliefs. Behavioral beliefs describe beliefs describe the normative expectations of others. Control beliefs explain the factors that can facilitate or hinder the <u>perfor-</u> mance of behaviour (Bosnjak et al., 2020). In the context of a whistleblower in the education sector, the intention to become a whistleblower is largely determined by each individual employee. Morals and ethics taught in higher education are values that are upheld by every lecturer.

1.2. Pro Social Organizational Behavioral Theory

In the educational environment, a whistleblowing system, is needed to ensure the quality of higher education management. The whistleblowing system also serves as feedback for managers on the condition of tertiary management from an internal and external perspective. In addition, it also serves as the basis for evaluating the process of transparency and accountability as well as institutional accountability.

### 1.3. Whistleblowing action

Whistleblowing is disclosure by members of the organization (previous or current) to the authorities regarding illegal, immoral, inappropriate practices that can harm the organization (Gao, 2017; Zalmi et al., 2019). Organizations need to prepare a whistleblowing system mechanism in their institutions because fraud cases are increasing. The leadership's commitment to initiating a whistleblowing system in the organization needs to be carried out to implement an honest, integrated and transparent financial management and financial reporting system

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#### 1.4. Hypotesis development

The emergence of whistleblowing is motivated by the existence of four elements, namely (1). People who report (whistleblowers), (2) violations or actions that are not in accordance with ethics (3) other parties who receive complaints or reports (4). Reporting mechanisms (Scherbarth & Behringer, 2021). Whistleblowing is the process of reporting violations, illegal acts, or immoral acts commited by members of the organization against parties within the organization or other parties outside the organization (Gao, 2017; Zalmi et al., 2019). Being a whistleblower is a trisk due to physical and psychological threats, either

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### 2. Research method

### 2.1. Population and sample

The population in this study were all accounting and management lecturers in the Semarang City, Central Java. The sample is a representative part of the population. Samples were taken with a specific focus on accounting and management lecturers, this is related to the understanding and knowledge of whistleblowers. The selection of this sample relates to the concept of the theory of planned behavior that all elements of the TPB model must focus on the objects belonging to the same levels. That is, the research must consider the specific attitude, specific subjective norms and their corresponding impact on specific behayior (Zhang, 2018). This study used purposive sampling to obtain research respondents. Based on the purposive sampling process, there were 100 lecturers from 14 universities in Semarang who were willing to become research respondents. This research data is primary data obtained by distributing closed questionnaires with a google form model to the respondents. Data Analysis used quantitative analysis with SPSS multiple regression testing. Completely the tests were carried out including data validity tests, data

### 3. Hasil yang menunjukkan /mendukung novelty

violation status and intention to become a whistleblower. This is due to moderate whistleblower intentions, and the lecturers choose to find another way to resolve violation cases by relying on the mechanism of good university governance. Sihombing and Kurniawan (2021); Septianty and Sholihin (2013) state whistleblowers think that organizations are not likely to give sanctions or punishments for leaders who commit violations or frauds. In addition, the possibility of whistleblowers getting consequences in the form of ostracism to dismissal is also a factor causing low whistleblowing intentions.

The seriousness of the violation (serious) has a beta value of 1.432 with a significance value of 0.000, meaning that the seriousness of the violation has a positive effect on whistleblowing intentions. The seriousness level of fraud has a significant effect on the intention to do whistleblowing. This type of serious fraud will result in considerable loss to the organization. Brief and Motowidlo (1986b), Curtis (2006) states that the seriousness of an offense is similar to one of the moral intensity models. The seriousness of the violation can be defined as the possible impact of the violation, both financial and non-financial. Violations that occur in educational institutions are mostly related to violations of academic ethics and social ethics. Lecturer performance rules that are binding in terms of teaching, research and community service often encourage lecturers to commit academic violations. The impact of this violation can be widespread. This is what encourages lecturers to become whistleblowers.

### Conclusions

the intention to report serious violations increased in <u>educational</u> institutions. Lecturer performance rules that are binding in terms of teaching, research and community service often encourage lecturers to commit academic <u>yiolations</u>. Various results of this study support the planned behavior theory. Individual behavior arises because of the individual's intention to behave. Individual intentions are caused by several individual internal and external factors.

The limitation of this research is the number of <u>samples</u> which is limited only to accounting and management lecturers. Subsequent research can add to the scope that is still relevant in educational institutions, namely students and education staff. In addition, the next researcher can add other variables such as attitudes towards fraud, opportunities to commit fraud, and rationalization of <u>fraud</u> and legal protection.

This research contributes to higher education management to create a conducive climate for the creation of corporate values and a commitment to truth. Organizations can provide legal protection for employeeswho want to convey the truth, so that organizations can minimize fraud.

### Acknowledgements

We would like to thank the Center for the Study and Deyelopment of Accounting, Faculty of Economics and Business, <u>Soegijapranata</u> Catholic University, which has given us the opportunity to submit proposals and fund our proposals so that we can complete our research.

### Funding

#### **REVIEWER B**

 Does the author make suitable reference to other work in the same area of research? YES. But it is necassery to add new literature sources

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## Is the methodology suitable to support the research? Description of methodology must be expanded

the surrounding community of a manipulation that oc- curs in their company (Nugrahesthy et al., 2019). Whistleblowing reporting is considered more impactful when it is done to respond to "frauds" than to report through some other methods, for example internal audit, external audit, and internal control system (Fathiyah et al., 2019). The existing internal control system in the company is one aspect that will affect employee confidence. They believe that ethics and policies are created to make the organization run effectively and efficiently. Employees also believe that their welfare will be guaranteed because there is protection for company assets. Employees also feel safe because their rights are well protected, and in turn this will encourage confidence in the institution. This belief will increase the willingness of employees to report incidents that are detrimental to the institution. In another study, Nawawi and Salin (2016) found that the internal control system has an effect on reporting fraud. This is made to avoid mistakes and fraud in the institutional environment because they can control each other (Koshabi, 2017). Based on this explanation, the hypothesis is formulated as follows:

H6: Perception of the internal control system has a positive effect on whistleblowing intentions.

The status of the person who commits fraud or acts against the law affects the tendency of whistleblowers to report violations. Fraud perpetrated by higher organizational members, such as top management, is not easily stopped through dismissal (Ceva & Bocchiola, 2020). This is in accordance with the opinion of Brief and Motowidle (1986) who believe that organizational members whoare beneficiaries of violations or organizational members who become victims of fraud will give their reactions to no: the seriousness of the violation has a positive greater fect on the whistleblowing intentions.

#### 2. Research method

#### 2.1. Population and sample

The population in this study were all accounting and management lecturers in the Semarang City, Central Java. The sample is a representative part of the population. Samples were taken with a specific focus on accounting and management lecturers, this is related to the understanding and knowledge of whistleblowers. The selection of this sample relates to the concept of the theory of planned behavior that all elements of the TPB model must focus on the objects belonging to the same levels. That is, the research must consider the specific attitude, specific subjective norms and their corresponding impact on specific behayior (Zhang, 2018). This study used purposive sampling to obtain research respondents. Based on the purposive sampling process, there were 100 lecturers from 14 universities in Semarang who were willing to become research respondents. This research data is primary data obtained by distributing closed questionnaires with a google form model to the respondents. Data Analysis used quantitative analysis with SPSS multiple regression testing. Completely the tests were carried out including data validity tests, data reliability tests, classical assumption tests, model fit tests, coefficients of determination, and hypothesis testing. The multiple regression formula can be written as follows:

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cators. A person's belief about whether they can control the events that affect them is a determining factor for someone to be a whistleblower. This means that the individual's intention to report violations is not affected when reporting costs are low or high. Based on the results of descriptive statistics (Table 2), the lecturers have a perception of reporting costs moderate. The lecturer stated that the risk of becoming a whistleblower in an educational institution is not a reason to discourage them from disclosing violations, but indeed the intention to become a whistleblower is also not big. Sanctions or punishments received by perpetrators can be a factor in the occurrence of whistleblowing (Mulfag & Serly, 2019). In addition, the perception of reporting costs is an important factor that drives the intention to do whistleblowing (Gupta & Chaudhary, 2017).

The internal locus of control (ILC) has a beta value of -0.212 with a significance value of 0.151. This shows that the internal locus of control has no effect on whistleblowing. Favasuli (2012) states that the indicators used to measure the internal locus of control are decision-making abilities, the ability to change important things in life, the level of confidence in the future, the ability to solve financial problems, and the role of self in controlling daily finances. Table 2 shows that the locus of control is in the high range, this shows that the lecturers have high selfconfidence to be able to control the events around them, so they feels there is no need to report violations, because they can control them. If they get a good and appropriate opportunity and time and are confident in an individual's assessment of how much he agrees or disagrees with a certain behavior/action, then they will do whistleblowing. Organizational commitment (Com) has a beta value of

-0.081 with a significance value of 0.353. This means that organizational commitment does not affect the whistleblowing intention. A whistleblower must have a conscience and courage. Conscience indicates an awareness of the potential for fraud and the ability to avoid pitfalls, whereas courage indicates a desire and willingness to reveal what is not right within the organization. Unfortunately, the results of this study indicate that individual involvement in the organization, strong beliefs and individual acceptance of the goals and values of the organization does not affect the whistleblowing intention. Employees feel they cannot find personal benefits for their whistleblowing actions, and it could also be because employees think that selfish actions should not be in the organizational environment (Sihombing & Kurniawan, 2021; Ahmad et al., 2014; Aliyah, 2015; Mesmer-Magnus & Viswesvaran, 2005).

Organizational climate (climate) has a beta 0.492 with a significance value of 0.001, meaning that the organizational climate variable has a positive effect on the intention to tion as an institution that maintains the values of integrity, provides a climate that is conducive to carrying out the right values. A member of the organization will tend to do whistleblowing because ethical decision-making is based on the interests of the organization. Research from several institutions, such as the Organization for Economic Co-operation and Development (OECD), the Associa-tion of Certified Fraud Examiners (ACFE) and the Global Economic Crime Survey (GECS) concluded that one of the most effective ways to prevent and combat all types of fraud such as corruption and fraud in financial statements is through a whistleblowing system.

Organizational support (support) has a beta of -0.195 with a significance value of 0.218. This shows that organizational support has no effect on whistleblowing intention. This shows that organizational support has no effect on whistleblowing intention. Organizational support has no effect on whistleblowing intention. Organizational support in this research refers to the welfare protection for lecturers who intend to become whistleblowers. This kind of support is needed to make the whistleblower feel safe and protected. In this study, organizational support is in a moderate position. This can be a factor that makes lecturers who intend to become whistleblowers undo the intention. Lecturers do not want to become whistleblowers since there is no protection for their well-being.

The perception about internal control system (IC) has beta-0.121 with a significance value of 0.112. This means that the perception of internal control system has no effect on whistleblowing intention. A satisfactory internal control system does lead the organization to be more concerned with control, but if it is associated with the value of being a whistleblower, this will not necessarily increase because the intention to become a whistleblower is very dependent on everyone. Individuals are not always formed from the value of organization. The campus in general carries out controlled activities well to maintain the quality of learning. The control mechanism ensures that the behavior of lecturers and students is in accordance with the ethics they hold, so there is no need fora whistleblower. Nawawi and Salin (2016), Scheetz et al. (2021); Istiyawati, and Rahayu (2015) found that the internal control system had no effect on the intention to become awhistleblower. If there are no influence is found between the variables studied, this may be due to variations in the relationship of variables from independent variables to in-tervening variables (Widhiarso, 2010).

The perception of violation status (status) has a t-test value of -0.108 with a significant value of 0.707. The results of testing the violator's status variable on the intention to become a whistleblower indicate that the violator's status has no significant effect. Violation status values are in the high range, lecturers think that in educational insti-

• Do the discussion and conclusions accurately reflect on the findings? Conclusions should include limitations and future perspectives on possible research. Theoretical and managerial impliacations

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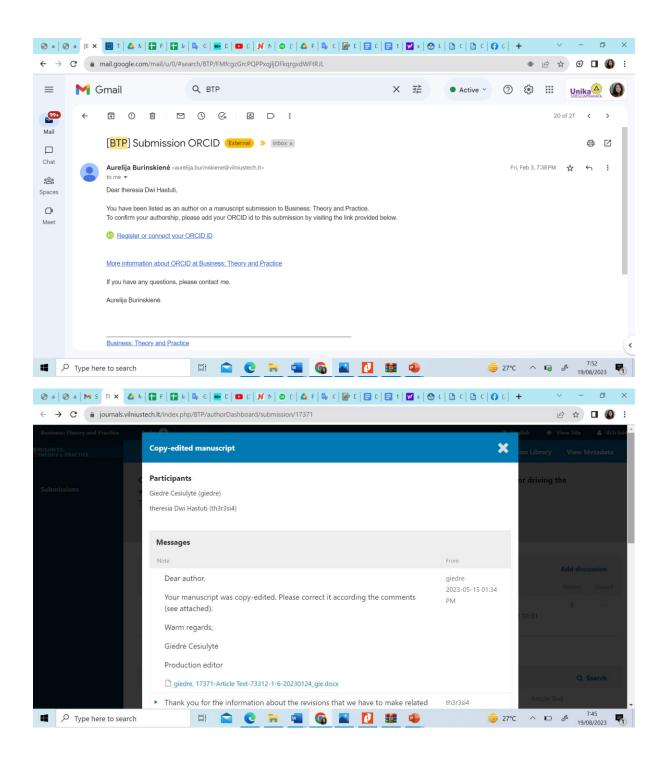
We would like to thank the Center for the Study and Development of Accounting, Faculty of Economics and Business, <u>Soegijapranata</u> Catholic University, which has given us the opportunity to submit proposals and fund our proposals so that we can complete our research.

#### Funding

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#### Conclusions

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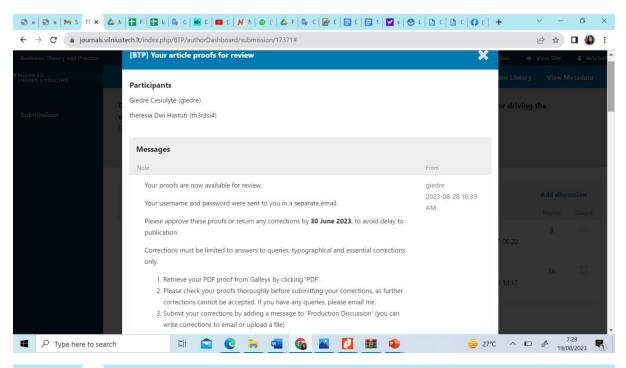


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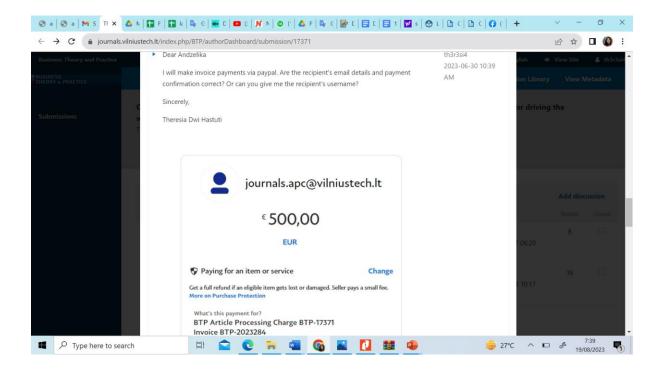
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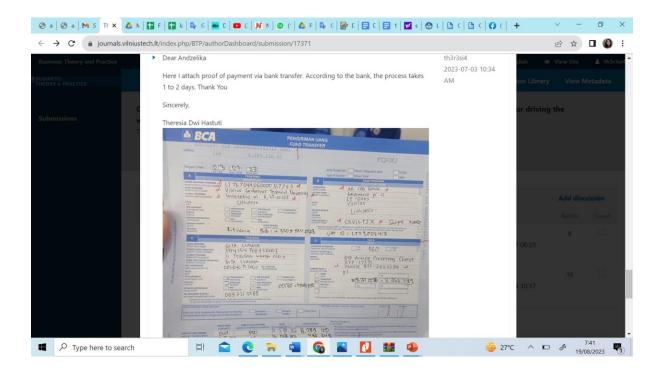
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	VAT at the standard Lithuanian VAT rate of 21%. We will need the following payer details: Payer name: (name of institution or person) Payer address: Sincerely, Andželika Pakalkiene		or driving the	
	<ul> <li>Dear Andzelika</li> </ul>	th3r3si4 2023-06-29 11:43	Add discussion	
	Payer Name: Theresia Dwi Hastuti	AM	Replices Closed	
	Payer Addres: Jl. Karangrejo Selatan VI no 28 RT 04 RW 08 Tinjomoyo Banyumanik Jawa Tengah Indonesia		8 🗍	
	Sincerely, Theresia Dwi Hastuti		16 🗆 10:17	
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ness: Theory and Practice	Dear Author, Please find an invoice attached. If everything is correct or something is missing,	ruta 2023-06-29 12:21	glish © View Si	te 🛔 thi w Metadata
imissions y	please ind an involce attached. If everydning is correct of sometting is missing, please inform us about it. Also, let us know when the payment is done. Best regards, Andželika Pakalkienė Truta, Invoice_BTP-2023284.pdf	PM	or driving the	
	<ul> <li>Dear Andzelika</li> <li>Regarding the invoice above, can I make a payment by credit card or paypal? thanks</li> <li>Sincerely,</li> <li>Theresia Dwi Hastuti</li> </ul>	th3r3si4 2023-06-30 08:02 AM	Add Repli	
	Dear Author, Bank transfer is possible for payment. I think that paypal is also suitable.	ruta 2023-06-30 08:54	8 7 06:20	
	Let us know when the payment is done and send us a confirmation. Best regards, Andželika Pakalkienė	AM	16 ∔ 10:17	



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	Dear Author, Yes correct.	ruta 2023-06-30 10:50 AM	ion Library		
	Best regards, Andželika Pakalkienė		or driving the		
	<ul> <li>Dear Andzelika</li> <li>Sorry for the delay in payment because Indonesia is on holiday from June 28 to July 2, 2023.</li> <li>I have tried to make payments via credit card and paypal but it always doesn't work. The</li> </ul>	th3r3si4 2023-07-02 03:56 AM			
	bank will be operational again on tomorrow Monday, so I will make payments July 3, 2023. I hope that is understandable. Thank You				
	Sincerely, Theresia Dwi Hastuti		06:20		
	Dear Theresia Dwi Hastuti, Everything is fine and we are waiting for your payment.	ruta 2023-07-03 10:09 AM	10:17		



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Business: Theory and Practice	Dear Theresia Dwi Hastuti, Thank you for letting us know. As soon as your payment is received, I will contact you. Best regards,	glish I View Site Librasid
	Andželika Pakalkiene Dear Andzelika th3r3si4 Has our payment been received? 2023-07-24 10:04 Has our payment been received? AM Sincerely, Theresia Dwi Hastuti	Add discussion Realies Closed
	Dear Theresia Dwi Hastuti, ruta 2023-07-24 10:17 We have received your payment. AM	8
	Andželika Pakalkienė Add Message	16 : 10:17
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