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Blowing the Truth: Strengths and Weaknesses in Creating Whistleblowing System for Higher Education Institutions

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Abstract—**Wrongdoing that occurs if it is not prevented and controlled by the system created by the organization will increasingly have a bad impact. In order to control the occurrence of wrongdoing, it is necessary to design a whistleblowing system which is expected to be able to prevent and even minimize wrongdoing behavior. It takes various relevant requirements and conditions for the creation and development of a whistleblowing system in higher education institutions. To maximize the whistleblowing function, the right organizational pattern and well-prepared system components are needed. There are various weaknesses and advantages of creating a system in higher education institutions that can be a valuable input for developing a whistleblowing system. Good corporate governance, senior management commitment, policy effectiveness, awareness of member organizations are important components that must be formed in creating an effective whistleblowing system.**

Keywords- good corporate governance; higher education; organization culture; whistleblowing system; wrongdoing

I. INTRODUCTION

Whistleblowing generally describes the process through which corporate wrongdoing can be exposed, where exposure should set the stage for managing and minimizing such wrongdoings. The range of activities that may constitute corporate wrongdoing include, but are not limited to: corruption, bribery, receiving and giving gifts and entertainment, kickbacks, extortion, nepotism, favoritism, cronyism, money laundering, improper use of insider information, insider trading, conflicts of interest, fraud, discrimination, aggressive accounting, sexual harassment, workplace safety, product safety, and environmental pollution [1].

Whistleblowing can be done via internal and external channels. If an alleged wrongdoing is reported to internal authorities, such as, persons in positions of authority within an organization, audit committees, or anonymous channels, it is referred to as internal whistleblowing. If an alleged wrongdoing is reported to outside authorities, such as, regulatory bodies, news media, or public interest groups, it is referred to as external whistleblowing. There is some consensus that whistle-blowers may prefer to blow the whistle through available internal channels. However, most employees may be too scared to blow the whistle internally for fear of victimization, retaliation, reprisal or even dismissal. Effective control of corporate wrongdoing within today's workplace calls for clear, structured, accepted, and well-managed procedures to facilitate whistleblowing. A managerial perspective must therefore, be adopted to systematically establish and support whistleblowing [2].

Despite the potential of whistleblowing as a process for managing corporate wrongdoing, its effectiveness has often been brought into question by opponents due to several reasons. the practice of whistleblowing is consistent with responsible management principles because it is crucial for detecting and preventing irresponsible management. As a consequence, responsible managers (notably, all managers and not only those holding sustainability or ethics-related roles) can act as both whistleblowers and their supporters. Vice versa, whistleblowing could trigger more responsible management and organizations [3].

Whistleblowing systems as internal company instruments for prevention and detection of compliance violations are increasingly recommended both in academic and practical literature. Design specifications developed for whistleblowing systems should take into account the risk of people within the organization blowing the whistle. The goal to be achieved is to analyze the design specifications developed in scientific studies, which are built to find answers about whether the whistleblowing system is effective? How have the risks faced by the complainant been calculated? How is a comprehensive literature database checked and initiated?

II. Literature Review

A. Definition of internal whistleblower

Near and Miceli [1] describe whistleblowing as a four step process: First, a triggering event occurs, involving questionable, unethical, or illegal activities, and this leads an employee to consider blowing the whistle. Second, the employee engages in decision making, assessing the activity and whether it involves wrongdoing, gathering additional information, and discussing the situation with others. Third, the employee exercises their voice by blowing the whistle; alternatively, the employee could exit the organization, or remain silent out of loyalty or neglect. Fourth, organization members react to, and possibly retaliate against the whistleblower.

The essence of the violation reporting system is that staff know firsthand the violations that have occurred and are brave enough to face the possibility of being threatened with expulsion from the organization if it turns out that a lot of management is involved. Therefore, effective whistleblowing is the key component in any strategy to challenge inappropriate behavior in an organization. Whistleblowing is an instrument to support good governance and the manifestation of a more open organizational culture [4]. Whistleblowing that is successful, in terms of a healthy organizational culture, is when a report is raised internally and when the problem is properly investigated it is found that there are violations that are significant enough to harm the organization and need to be addressed immediately.

B. Whistleblowing Model

Managerial responses can include correcting the wrongdoing, ignoring the report, or even retaliating against the whistle-blower. Positive managerial responses can signal to employees that management accepts the whistleblowing behavior in the organization and is prepared to curb the wrongdoing. Negative managerial responses in the form of victimization and/or no action can serve as a disincentive to whistleblowing. In such a context, it is apparent that the effectiveness of whistleblowing in addressing corporate wrongdoing can be limited. To maximize the potential of whistleblowing, it becomes important to answer the question: How can organizations manage whistleblowing to effectively address corporate wrongdoing in today's business environment?

Several models of whistleblowing addressing deferent ethical dilemmas in organization have been constructed [5]; [6]; [7]; [8]; [9]; [10]. For constructed whistleblowing models should take the perspective of responder. Individual processes information and make behavioral choice. The need mode must recognize the process varies with the ethical philosophy of respondent. The Whistleblowing model must also recognize the both individual and situational factors, such as co-worker and managerial influence, this conditions will be affect choice for to be whistleblower [11].

Research of the influence of response to wrongdoing should also include measures of complicity among others in organization [11]; [12], including organization management and trust in those to whom the individual could go for assistance in stopped wrongdoing. The perceived effectiveness of anonymity mechanisms merits investigations as an influence of response choice [13].

Several studies were conducted to analyze the involvement of organizational personnel on wrong actions and their impact on the effect of responses to wrong actions. It should also include measures of involvement, among others, within the organization [11]; [12] including organizational management policies and levels of involvement. belief in a system set up to maintain correct behavior. The perceived effectiveness of the anonymity mechanism deserves to be analyzed also to determine the effectiveness of reporting and response to reporting by companies [13].

Academic dishonesty is a commonly occurring phenomenon faced by higher education institutions globally [14]; [15]; [16] and found that academic dishonesty was rife at university campuses. Leadership is an in dispensable element of institutions and organizations from past to present. Leadership styles, continue to change and innovate. The concept of whistleblowing, on the other hand, is an approach that benefits for organizations and societies and deals with the correction of these situations by revealing mistakes.

III. Preparing Whistleblowing System

Building a whistleblowing system in the campus world is a need that arises from the awareness of higher education management and the government, especially the education department. noble values that must be maintained in higher education such as transparency, honesty, commitment, professionalism, justice, truth was very relevant to the implementation of the whistleblowing system in higher education. As an institution that is given the responsibility to provide education and knowledge for future generations, the implementation of the whistleblowing system is a study that can maintain the institution to be good, fair and maintain the values of truth and justice. its application can also be a real example of the embodiment of values to students.

A. Preparing Person to Whistlebowing System

In general, the creation of a whistleblowing model must consider the influence of the large organizational structure on responses to errors, behavior in the organization and reactions from outside the organizational context [11].

Near, Rehg, Van Scotter, and Miceli [17] explained that the effectiveness of the whistleblowing process will have an impact in the future. Whistleblowing in an organization involves mistakes that disrupt the organization and society, stopping the wrong actions will benefit the organization. The response of organizational members to wrongdoing has an effect on long-term performance. It can be

concluded that the acceptance of individual members of the organization and the determination of the organization against wrongdoing greatly affect the outcome in the future.
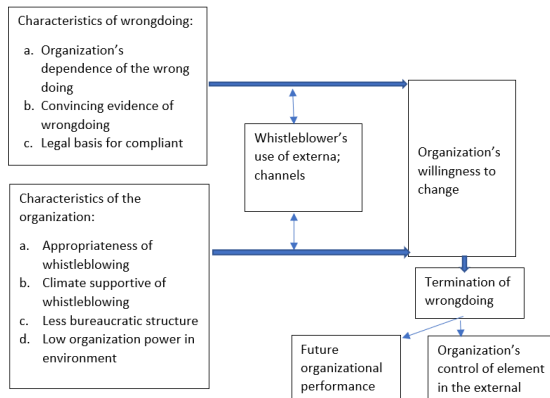

Figure 1. Individual variables that affect the outcome of whistleblowing

B. Preparing The Organization

The model of response to wrongdoing in organizations can be described from the process of individuals who have an awareness of mistakes. This awareness makes considerations within the individual bring up considerations about the seriousness of the wrongdoing and the motivation to correct it responses to wrongdoing are also influenced by organizational culture which influences individuals in responding to wrongdoing. The culture formed in the organization can be strengthened or weakened by the existence of a system that is processed according to individual conditions which includes the values embedded in the individual, the structure of influence of the individual and the reward system created within the organization. individual processing of various factors of awareness, consideration, organizational culture will create various alternative responses, which will be the outcome [18].

C. The Use of Information Technology

Information technology can develop a more secure whistleblowing system. this is due to the safeguarding of the system. The protection of whistleblowers can be done better. whistleblower confidentiality, the nature of the reporting made, the process of receiving complaints and processing the system can be designed with various controls placed on a computerized system. authority and processing lines and traffic can be better maintained and controlled. Figure 2 shows the management process and whistleblowing flow that involves various components in information technology. The system has mainly three modules, object detection module, user module and administration module [4].
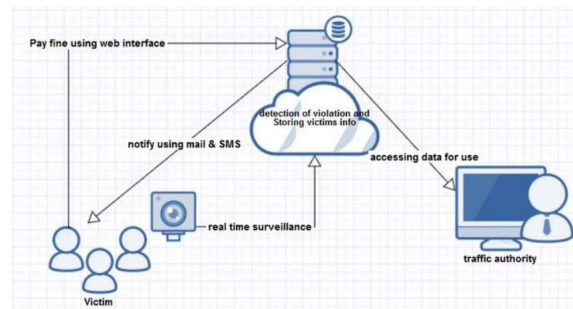

Figure 2. System architecture of whistleblowing
Source: Vaniyak et.akl (2021)

The complete flow of reporting and processing of the whistleblowing system can be seen in Figure 3 as follows:

Figure 3. The complete flow of reporting and processing of the whistleblowing system
Source: www.ir-bri.com

Dr Fatima as quoted in tribun com on whistleblowing-vital-in-higher-education, said that social integrity in higher education institutions should be upheld by everyone. There should be a proper mechanism in place at the institutional level to ensure accountability. This quote is related to what is concluded by WAPC (2015) An effective whistleblower protection and anti-retaliation system requires senior leadership commitment and accountability and making anti-retaliation and prevention a proactive rather than defensive aspect of the organization. Most needed elements are not intuitive, but require specific policies, accountabilities, and programs. Key elements, as summarized in the following sections, include: 1. Leadership commitment, 2. An organizational culture that is truly committed to preventing violations and encouraging improvement and fair resolution of issues, 3. Independent, protected resolution systems for allegations of retaliation, 4. Specific training to teach workers their rights and about available internal and external protection programs, and for managers to learn these along with related skills, behaviors, and

obligations to act, 5. Monitoring and measurements which measure the effort and effectiveness of inputs to a speak-up and non-retaliation culture, and 6. Independent auditing to determine if the program is actually working [19].

D. The Weaknesses and Strengths of the Whistleblowing System

Various explanations regarding the whistleblowing system in educational institutions describe the various needs and preparation of the main components to be effective and have a good impact on the organization and the people in it. A system that is implemented cannot be separated from strengths and weaknesses. The following is an overview of these strengths and weaknesses.

Weaknesses of the whistleblowing system:
1. It is difficult for whistleblowers in education to come forward, but the benefits often outweigh the risks. When institutions abuse their positions, they have a direct and negative impact on the lives of students. whistleblowers in education have been responsible for stopping: Physical and sexual abuse, Failure to provide adequate special education, dan mismanagement of school funds. (https://tribune.com.pk/story/2345741/whistleblowing-vital-in-higher-education)
2. No mechanism exists in education institutions to provide such support to whistle-blowers (tribun.com), The law only protects a limited range of higher profile issues, but there are concern about educational standards particular to the sector [20].
3. The fear of retaliation contributes to an unwillingness to report academic dishonesty [21].
4. Inappropriate whistleblowing channels. To create an effective whistleblowing program, company should make sure that the reporting channels are accessible to the widest range of employees possible. (https://blog.complylog.com/whistleblowing/effectiveness-of-whistleblowing/)
5. Inappropriate response by senior management. Leadership buy-in is important for any whistleblowing policy. Low or high report numbers, a very low or high number of reports indicates there is not enough awareness about the program or the institution has not adequately communicated what can and cannot be reported. (https://blog.complylog.com/whistleblowing/effectiveness-of-whistleblowing/

Strengths of the whistleblowing system:
1. Whistleblowing in Higher Education Institutions (HEIs) is vital to protect public interest, curb unethical practices at various levels, improve the overall standards of higher education and create

the best learning environment for the students and teachers. (https://whistleblowerlaw.com/workplace-whistleblowing)
6. whistleblowing was the apparatus to reach the end goal of SDG compliance. (https://tribune.com.pk/story/2345741/whistleblowing-vital-in-higher-education)
2. The best protection in educational sector is to the benefit of employer and employee, is to establish codes on whistleblowing to include concerns on educational standards [20].

Establish a whistleblowing program
A whistleblowing program starts with a clear management statement of commitment. The elements provided in the checklist are consistent with quality outcomes and fundamental for a compliant and secure whistleblowing program. There are many things that need to be prepared to organize a whistleblowing program [19]; [22];[23]:
1. Good corporate governance
   a. Good governance referred, here is a management condition that has a committee that checks the report framework, there is an independent group to receive and review reports.
   b. Appropriate systems and tools, including using the TOR web browser for encryption security, secure web traffic and file loading, technical assistance and issue services, reporting based on emerging system issues separate from the reporting channel.
   c. Complaint management includes Information provided to external parties, independent and impartial, protecting identity and maintaining trust, ensuring all cases have been investigated, conducting investigations effectively and adopting changes to ensure effective reporting of violations.
   d. Clear statement on relevant roles and responsibilities and accountabilities.
2. Senior Management Commitment
   There is a clear statement from senior management about the organization's commitment to follow up on mistakes, there is a code of seconds to become company values, there is a reporting mechanism relevant to the code of ethics, anonymity can be protected.
3. Policy effectiveness
   There are two requirements to make the policy effective: the Code of Conduct and policy are owned by employees and Clear guidance on conduct or behavior that should and should not be reported using the process.

4. Awareness

   All employees have sufficient information to be able to effectively report wrongdoing and provide regular updates and feedback to promote the initiative and advise of changes. The policy is clear on wrongdoing and the processes.

5. Engagement

   It comprises the policy and systems clearly spell out the respect afforded to people (Protections from victimization, assistance available to a person accused of wrongdoing, once the investigation has commenced and clear communication to all parties participating in an investigation about each step)

IV. CONCLUSION

Higher education as an institution that maintains and educates the younger generation who will become the nation's successors and future leaders, is responsible for providing the values of a good life. In terms of assessing improper behavior, how they should respond to it, how to uphold the truth is also one of the values that universities must instill in their students. The whistleblowing system is one of the models that can be applied in schools as a system for upholding truth and justice, transparency and maintaining correct business practices. If the whistleblowing system can be applied and conditioned according to its function, this will become one of the advantages of higher education not only in correct business practices but also in instilling good values for the entire academic community.

Creating a violation reporting program requires commitment from various components within the organization. There are many things that need to be prepared to organize a whistleblowing program: (1) Good corporate governance (2) Senior Management Commitment (3) Policy effectiveness (4) Awareness of all parties from management, organization members and whistleblowing system guards (5) Involvement of all parties (6) Protection of whistleblowers (7) Whistleblowing program socialization and clear communication to all participating parties

Various obstacles faced, shortcomings and advantages in implementing the system are things that need to be observed by universities when implementing the whistleblowing system. The advantages possessed can help achieve good university governance.

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