

# Whistleblowing mechanism: what factors make it effective?

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## Article History:

Received: 19/11/2024

Revised: 12/07/2025

Accepted: 14/07/2025

Published: 14/07/2025

## Keywords:

Accountability,  
transpiration,  
whistleblowing

**Abstract:** Fraud cases have become a serious and global problem that has a wide impact on various sectors, including the government sector. Fraudulent practices in public institutions not only harm the state financially but also weaken public trust in government institutions. One of the preventive efforts that is now widely developed is the implementation of the Whistleblowing mechanism, namely a reporting system that allows individuals to report unethical or illegal actions without fear of retaliation. This study aims to analyze the effectiveness of the implementation of the Whistleblowing mechanism in the Klungkung Regency Government using the whistleblowing Triangle approach, which includes three main elements: opportunity, pressure, and rationalization. This study uses a qualitative method with data collection techniques through in-depth interviews with related officials, field observations, and analysis of internal policy documents. Data were analyzed using NVivo software to identify key themes and emerging patterns. The results of the study indicate that although the whistleblowing system has been formally established, its effectiveness is still hampered by low motivation of reporters, lack of protection for reporters, and minimal trust in the available mechanisms. This study recommends improving the reporting system, strengthening regulations for protecting whistleblowers, and internalizing integrity values to strengthen transparency and accountability in the public sector, especially in the Klungkung Regency Government.

## 1. Introduction

Fraud cases have become a serious concern worldwide. This phenomenon is not limited to a particular country or industry. The Association of Certified Fraud Examiners (ACFE) report (2014-2024) shows an increasing trend in cases in the last decade (ACFE, 2022, 2024; ACFE Indonesia, 2016). If not handled immediately, fraud can damage the reputation of large companies or harm the wider community. This encourages organizations to improve their internal control systems. Currently, almost all developed countries in the world use a Whistleblowing mechanism as part of their internal control system (Pramo & Aruzzi, 2023).

The implementation of a whistleblowing mechanism can be considered a concrete step in building an effective internal control system to minimize the risk of fraud. An individual tends to show a greater

intention to commit fraud when there is no whistleblowing system (Triantoro et al., 2020). In various studies that have been conducted, including ACFE reporting are the media that most often reveal fraud cases with most reporters coming from within the organization. As a consequence, organizations need to provide sufficient support to ensure that the Whistleblowing mechanism can run effectively and safely, which in turn can prevent unethical actions and increase transparency and trust in organizational members. Following (Ilham Nurhidayat & Kusumasari, 2016), consider several key aspects that must be met so that the whistleblowing mechanism can run more effectively and systematically, namely 1) a strong ethical culture within the organization; 2) a clear whistleblowing policy; 3) legal protection for reporters; 4) an organizational structure that supports whistleblowing; and 5) clear reporting processes and procedures. In Indonesia, fraud cases often occur in the form of criminal acts of corruption where the type of organization that is most often harmed is government organizations (ACFE Global, 2020).

The whistleblowing mechanism has become an important part of efforts to uncover corrupt practices in the public sector. However, (Pramono & Aruzzi, 2023) stated that the implementation of whistleblowing in government agencies in Indonesia is only for procedural completeness. Not a few government agencies do not have internal provisions that are in line with international best practices, some are even not supported by provisions at all. This fact is in line with the results of the Transparency International measurement (2023), where Indonesia's corruption perception index (CPI) score decreased from 40 in 2019 to 34 in 2023. There are still many corruption cases that have not been revealed and handled properly, causing the perception of corruption in the public eye to remain high. ACFE Indonesia Chapter (2020) noted that most corruption cases detected through reporting media had relatively small losses, namely under IDR 10 million. Meanwhile, only a small number of cases that had a large loss category were reported, namely between IDR 5 billion and IDR 10 billion or more. Following and (Ilham Nurhidayat & Kusumasari, 2016) also highlighted that the whistleblowing reports received were not or had not been supported by strong evidence, making it difficult for the authorities to follow up on the reports.

The implementation of Whistleblowing does not guarantee that an agency can avoid fraud (Gunanawan et al., 2020). According to (Schultz & Harutyunyan, 2015), the failure to implement the whistleblowing mechanism is often caused by the lack of intention of the reporter to do so, such as revenge motives or the desire to gain personal gain. In addition, legal protection for reporters is still not firm enough and the follow-up procedures for complaints have not been clearly defined. According to (Near & Miceli, 2016), as a process, whistleblowing not only involves the whistleblower and the whistleblowing action, but also the party receiving the report and the organization that is the object of the report. Many studies have identified factors that impact whistleblowing intentions and behavior such as individual, organizational, and situational factors (Ankamah, 2019; L. Gao & Brink, 2017; Latan et al., 2018; Zakaria, 2015). However, there are still few studies that explain how managers and organizations manage whistleblowing effectively. As has been done by (Ilham Nurhidayat & Kusumasari, 2016; Near & Miceli, 2016; Smaili, 2023), but only through a literature review. Based on this, this study will carefully investigate the effectiveness of the whistleblowing mechanism in the context of the organization receiving the report and provide recommendations that are by real conditions (Putra & Wardhani, 2024). The Klungkung Regency Government is one of the agencies that has implemented the Whistleblowing mechanism as a medium for disclosing fraud cases. However, since the issuance of Klungkung Regent Regulation Number 85 of 2019 concerning the Complaint Handling System for Alleged Corruption Crimes, not a single employee has reported to internal parties. On the other hand, the results of the BPK RI audit of the Klungkung Regency Government found that there were still indications of fraudulent acts that resulted in regional losses, as presented in the following table.

**Table 1.** Findings of the Audit Results of the Republic of Indonesia Audit Board for 2020-2024 on the Klungkung Regency Government

Year	Audit Description	Findings Description
2020	Audit Result of LKPD FY 2019	<ol style="list-style-type: none"> <li>1. There was a discrepancy in the accountability of grant funds with the usage arrangement in the NPHD, used for the purchase of a mini combine harvester (rice harvesting machine) amounting to IDR 88,000,000.00</li> <li>2. There was a discrepancy in the accountability of grant funds with the usage arrangement in the NPHD, used for the procurement of a Mitsubishi L300 Pick Up vehicle amounting to IDR 208,000,000.00</li> </ol>
2021	Audit Result of LKPD FY 2020	<ol style="list-style-type: none"> <li>1. There was a shortage in the volume of the construction/improvement project of Tanglad – Wates road amounting to IDR 87,289,163.97</li> </ol>
2023	Audit Result of LKPD FY 2022	<ol style="list-style-type: none"> <li>1. There was an overpayment for the Free Student Transport Service on holidays amounting to IDR 14,681,877.00</li> <li>2. There were volume shortages, price discrepancy in unit pricing, and specification mismatches in works across 4 (four) regional agencies amounting to IDR 494,443,577.71</li> </ol>
2024	Audit Result of LKPD FY 2023	<ol style="list-style-type: none"> <li>1. There were volume shortages, specification mismatches, and inaccurate payment of unit prices across 5 (five) regional agencies amounting to IDR 918,087,674.31</li> </ol>

This shows that even though the whistleblowing mechanism has been implemented, employees are not motivated to report fraud. As a result, the violations that occur cannot be immediately handled by the organization. According to (Komite Nasional Kebijakan Governance (KNKG), 2018), the effectiveness of the whistleblowing system can be seen from the number of frauds that have been successfully detected and also the follow-up time for incoming reports is relatively shorter compared to other methods. Organizational leaders have the opportunity to resolve problems internally before they spread to the public space which can affect the organization's reputation.

According (Gunawan et al., 2020), stated that the implementation of a whistleblowing system does not guarantee that an agency can avoid fraud. This statement is supported by the results of research by (Pramono & Aruzzi, 2023), which found that the implementation of a whistleblowing system in government agencies in Indonesia was only for the completeness of procedures. Not a few government agencies do not have internal provisions that are in line with international best practices, some are even not supported by provisions at all. Meanwhile, according to (Schultz & Harutyunyan, 2015), the failure to implement a whistleblowing system is often caused by the lack of intention of the reporter to do so, such as motives for revenge or the desire to gain personal gain. In addition, legal protection for whistleblowers is still not clear enough and follow-up procedures for complaints are not clearly defined.

Many studies have examined the antecedents of whistleblowing and suggested several factors that impact whistleblowers' intentions and behaviors to report fraud (Latan et al., 2018; Triantoro et al., 2020; Wahyudi et al., 2019). The perpetrators of corruption can also come from various levels of the organization, from top management to lower-level employees. Whistleblowing intentions were significantly lower when the perpetrators of fraud were upper-level management than when the perpetrators of fraud were coworkers (J. Gao et al., 2015). Understanding factors at the individual level has been the main focus of previous studies, so it is necessary to look further and expand the scope of research in the organizational context. As stated by (Near & Miceli, 2016) that as a process, whistleblowing not only

involves the whistleblower and the act of whistleblowing, but also the party receiving the report and the organization that is the object of the report.

Research by (Smaili, 2023), have provided an overview for managers and organizations in managing whistleblowing effectively through a review of existing literature. Unlike the three studies, researchers will specifically investigate the effectiveness of the whistleblowing mechanism and provide more appropriate recommendations according to real conditions. Based on the suggestions made by (Latan et al., 2018), researchers use the components of the whistleblowing triangle, namely opportunity, pressure, and rationalization to see how the whistleblowing mechanism can run effectively. The whistleblowing triangle framework can be used by management to provide a more effective whistleblowing mechanism and ultimately help companies in making decisions (Luthfi et al., 2025).

The concept of the whistleblowing triangle was first introduced by (Ankamah, 2019) adopting the Fraud Triangle components integrated with factors influencing behavioral intentions based on the Theory of Planned Behavior (TBP) (Wahyudi et al., 2019) to model the whistleblowing intentions of corporate accountants. Similar studies have also been conducted by (Ramezani et al., 2021; Triantoro et al., 2020) but differ in terms of research objects and methods used. Furthermore, (Smaili, 2023) call it the 'Whistleblowing Triangle' which is used to categorize whistleblowers into 4 (four) conceptual types, namely protective, skeptical, role-determined, and self-interested. This study examines how each type of whistleblower chooses both external and internal whistleblowing channels. Research examining the components of the whistleblowing triangle was then developed by presenting empirical evidence on whistleblowing intentions in Indonesia by (Latan et al., 2018).

The fraud triangle concept was previously used by (Dell et al., 2018) to develop an understanding from a whistleblower perspective of how the Anonymous Reporting Channel (ARC) can improve fraud detection. The results showed that ARC is effective in detecting fraud. The rationalization factor explains that in this case ARC can influence the attitude of whistleblowers towards reporting fraud by creating a positive ethical climate. Furthermore, based on the opportunity factor, with the presence of ARC, whistleblowers feel safer reporting fraud without fear of negative consequences. Meanwhile, the pressure factor explains that ARC can reduce the pressure to commit fraud by creating a corporate culture that does not tolerate fraudulent acts.

To the best of the researcher's knowledge, no one has explored in depth the implications of the whistleblowing triangle in increasing the effectiveness of the whistleblowing mechanism, thus opening up interesting opportunities to conduct relevant research and offering insights into how the process of reporting violations can be more effective in the context of government organizations (Njoku, 2021). To gain a more comprehensive understanding, researchers will involve employee perceptions of the whistleblowing mechanism, policies and procedures related to the whistleblowing mechanism that have been implemented, the work environment, the use of information technology, and the challenges and obstacles faced in implementing the whistleblowing mechanism.

## 2. Literature Review

Whistleblowing is a concept that plays an important role in creating a clean, accountable, and transparent organizational climate. In the context of public and private organizational governance, whistleblowing is understood as a voluntary action taken by individuals within the organization to report violations of the law, irregularities, or unethical actions to the authorities and those who can take corrective action (Near & Miceli, 2016). This definition emphasizes that whistleblowers play a role as moral

agents who act not only based on personal interests but also because of an awareness of ethical and social responsibilities. Whistleblowing is not just a reporting process, but reflects the dynamics of the relationship between individuals, organizations, and the applicable legal system. Therefore, a comprehensive understanding of the factors that influence the effectiveness of the whistleblowing mechanism is essential for organizations to build an effective and sustainable reporting system.

To understand the complexity of whistleblower decisions in reporting violations, (Smaili, 2023) developed the concept of the whistleblowing Triangle, which consists of three main components: pressure, opportunity, and rationalization. This model is an adaptation of the Fraud Triangle that was previously used in audit and financial ethics studies. The first component, pressure, includes personal or situational motives that drive individuals to report. This pressure can be in the form of moral encouragement, disagreement with organizational values, or personal experiences of injustice. Several studies have shown that ethical pressure and professional responsibility have a positive correlation with the intention to report violations (Fumarola, 2021)

The second component is opportunity, which refers to the availability of reporting channels and protection for reporters. If the organization provides a safe, anonymous, and easily accessible whistleblowing mechanism, the likelihood of reporting increases. According to (Styer et al., 2021), trust in the effectiveness of the reporting system and perceptions of protection from retaliation are major determinants of employees' decisions to report fraud. Therefore, transparency of procedures and assurance of confidentiality are important elements in creating an organizational environment conducive to reporting (Defitri et al., 2020).

The third component, rationalization, is a cognitive process in which individuals justify the act of whistleblowing as something legitimate and right. This rationalization can be influenced by personal values, organizational culture, and perceptions of the social benefits of reporting. In an organizational culture that supports ethics and integrity, rationalizations for reporting actions are more easily formed, conversely, in a repressive or intimidating environment, individuals tend to internalize the inner conflict that causes them to choose to remain silent (L. Gao & Brink, 2017).

The implications of this framework suggest that the success of a whistleblowing system is not only determined by the availability of formal channels, but also by the psychological and structural context in which individuals make reporting decisions. This study also emphasizes the importance of building an inclusive organizational culture that is open to internal criticism as a prerequisite for the successful implementation of a whistleblowing mechanism. Thus, the approach to whistleblowing cannot be partial, but must consider individual, organizational, and systemic factors as a whole.

### 3. Research Methods

This study uses a qualitative approach with a case study method. This approach was chosen because it provides researchers with the freedom to explore and understand the phenomenon in depth, especially regarding the effectiveness of the whistleblowing mechanism analyzed through the whistleblowing triangle framework. Case studies are considered appropriate because they can capture complex dynamics in a particular context and allow exploration of causal relationships between elements in the framework, namely pressure, opportunity, and rationalization. The focus of the research is directed at the Klungkung Regency Government, as the subject of the study represents a public institution with an internal reporting system that continues to be strengthened. Klungkung, as the only island regency in Bali Province, has unique geographical characteristics, especially in access to information and communication, which also influence the effectiveness of the whistleblowing system in the area.

This study involved all State Civil Apparatus (ASN) within the Klungkung Regency Government as the target population, with an emphasis on those who have the potential to become whistleblowers. In addition to structural challenges, cultural factors such as interpersonal relationships, loyalty to superiors, and local work culture are also important variables in the tendency of employees to submit reports. Based on the Integrity Assessment Survey (SPI) data released by the Corruption Eradication Commission (KPK) in the 2021–2023 period, it can be seen that although Klungkung Regency has shown a high commitment to preventing corruption, there has been a decline in the SPI score, indicating the need for evaluation and strengthening of existing reporting mechanisms.

Research data was collected through primary and secondary sources. Primary sources were obtained through semi-structured and in-depth interviews, direct observations in the field, and informal interactions. Interviews were conducted face-to-face, but it is also possible to use media such as telephones or instant messaging applications if necessary (Brandão, 2015). Meanwhile, observations were carried out using the observer-as-participant approach, where the researcher is in the research context without interfering directly, in order to gain a natural understanding of the social interactions that occur (Bogdan, 2007). In addition, researchers also conducted document analysis of policies, regulations, supervisory reports, and online content related to the implementation of whistleblowing.

Research informants were selected using purposive sampling techniques, considering specific criteria according to analysis needs. The main informants consisted of the Regional Inspector of Klungkung Regency, Special Assistant Inspector (Irbansus), internal auditors, and ASN who have the potential to be whistleblowers, especially from strategic fields such as finance, personnel, and procurement of goods/services, both in the mainland of Klungkung and the Nusa Penida islands.

For the data analysis process, this study used an interactive model from Miles, Huberman, and Saldaña (2014), which involved four main stages: (1) data collection through interviews, observations, and documentation; (2) data condensation, namely simplification and categorization of information using NVivo 12.0 Plus software; (3) presentation of data in the form of narratives and thematic visualizations; and (4) drawing conclusions and verifying results, which were carried out reflectively to answer the formulation of the problem and achieve the overall research objectives (Brandão, 2015).

## 4. Results and Discussion

### Employee perceptions of whistleblowing mechanisms

Whistleblowing is an important mechanism in detecting and preventing unethical or illegal behavior in an organization. This system provides a safe channel for employees to report violations without fear of retaliation, while also encouraging a culture of transparency and accountability. With this mechanism, organizations can maintain integrity, protect their reputation, and ensure compliance with applicable laws and regulations. In addition, effective whistleblowing also contributes to the formation of a positive work culture, where employees feel valued and dare to report deviations that occur.

However, the results of interviews with the Regional Inspector of Klungkung Regency indicate that the internal whistleblowing mechanism has not been running optimally. Although there are reports of violations received, most of them come from external reporting systems such as SPAN-Lapor, a national platform provided by the central government to receive complaints from the public and employees regarding public services. In addition, several cases are also referred by law enforcement officers such as the prosecutor's office and the police. This shows that the internal reporting mechanism specifically designed for ASN has not been utilized optimally, so a comprehensive evaluation is needed to improve its effectiveness.

One of the main causes of low employee participation in internal whistleblowing mechanisms is the fear of the consequences that must be faced after reporting. Employees are worried that reporting can harm their work relationships, especially if the violation is committed by a close colleague or superior. Although policies related to whistleblowing have regulated protection for reporters, implementation in the field does not always run in accordance with existing provisions. There are still concerns about the potential impact of reporting, especially in a work environment that has strong social and hierarchical relationships.

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### **Employee Perceptions from the Challenge Side**

In terms of challenges, employees stated that although the whistleblowing procedure is easy to understand, many employees are still hesitant to report violations because they are worried about the negative impacts, both in terms of social and career. There is a fear of being ostracized by colleagues or even facing obstacles in their careers. This is exacerbated if the violation is committed by a superior, where employees feel that their reports may be ignored or not followed up seriously. This situation shows that although protection for whistleblowers has been regulated, the belief that this protection will be implemented is still low among employees.

Despite these challenges, there are efforts in several work units to build a work culture that supports ethical reporting. Employees at BKPSDM said that they always try to get used to proper behavior and maintain good communication between colleagues and superiors. When there are minor violations, they are often resolved internally, but if there are more serious violations, they express a willingness to report them. This shows that in some parts of the organization, a work culture that supports whistleblowing is starting to form, despite concerns about the impact of reporting on work relationships and careers.

Employees' expectations of the current whistleblowing mechanism are that the system can run more effectively and have a positive impact on the organization. With a more integrated mechanism and stronger protection for reporters, they hope to be able to work with more focus on strategic matters without having to worry about violations that are not reported or handled properly.

### Employee Perceptions of the Work Environment

The results of an interview with one of the implementing staff in the treasury division of the Klungkung Regency Human Resources Development and Personnel Agency (BKPSDM) showed that the whistleblowing mechanism has not been considered an important element in daily work practices. The informant stated that the reporting system has not been very influential because its purpose is only as a facilitation medium for employees who want to report fraud, while in practice, violations are considered rare due to the fund disbursement mechanism which has been considered quite transparent and accountable. This indicates that employee understanding of whistleblowing is still limited, and the existing system is not fully known or utilized by internal circles.

Furthermore, although some employees are aware of the existence of reporting media such as SPAN Lapor and Klungkung Mesadu, they do not have a deep understanding of the terms or specific procedures of the whistleblowing mechanism. Some violations that occur are considered insignificant and do not have a major impact on organizational losses, so employees do not feel compelled to report them. In addition, the lack of awareness of the importance of reporting internal violations indicates a low internalization of the values of integrity and organizational ethics. In this context, socialization of the objectives, benefits, and reporting procedures is very crucial to increase the effectiveness of the whistleblowing mechanism.

Informants provided input that in order to increase the utilization of the reporting system, local governments need to actively socialize through various media, especially official government social media. In addition, reporting procedures must be designed to be simpler and less confusing, so that they can be easily accessed by all employees. Clarity of procedures and guarantees of confidentiality will increase employee trust and interest in using this system.

In terms of the technical implementation of tasks, financial employees said that although the fund disbursement mechanism is procedural and accountable, there are obstacles in accessing the realization of activities in regional apparatuses. Disbursement employees are only responsible for documents, while the implementation of activities cannot be monitored directly. When there is an audit from the BPK or BPKP, there is often a discrepancy between the implementation of activities and existing documents. This raises the potential for regional losses. Therefore, according to informants, the internal reporting system should be able to accommodate situations like this, so that employees can report potential deviations even though they are not directly involved in the implementation of activities.

In addition, support from leaders is an important factor that drives the implementation of reporting. Employees feel that their leaders have demonstrated commitment through direct supervision and consistency between policies and practices. The presence of leaders who are active and open to reporting violations greatly helps build trust. However, challenges remain, especially in cases of financial violations that are structured and involve many parties. In this situation, reporting becomes more complicated due to the emergence of conflicts of interest and social risks for the reporter.

Overall, these interviews show that employee perceptions of the whistleblowing mechanism are still influenced by a lack of understanding, concerns about personal risks, and a weak organizational culture that supports openness. To strengthen the effectiveness of the whistleblowing system, commit-

ment from leaders, simplification of procedures, strengthening of whistleblower protection, and ongoing socialization are needed so that this system truly becomes part of the work culture that encourages transparency and accountability in the Klungkung Regency Government environment.

### **The Influence of Work Environment on Reporting of Fraud**

The work environment plays an important role in encouraging or inhibiting the reporting of fraud (whistleblowing). Based on the results of interviews with several implementing staff at the Klungkung Regency Human Resources Development and Personnel Agency (BKPSDM), it was revealed that work environment factors, such as relationships between employees, transparency of procedures, and leadership support, greatly influence the courage and willingness of employees to report violations.

Implementing staff in the field of employee discipline and performance, for example, explained that the existence of internal reporting channels such as whistleblowing does provide a preventive effect. Employees become more vigilant because they feel that their behavior is being monitored by various parties who can report violations at any time. However, the whistleblowing mechanism at BKPSDM is currently not yet integrated with the employee performance and discipline monitoring system, so that supervision often runs separately. In addition, although the whistleblowing procedure is easy to understand, concerns regarding the social and career impacts after reporting are the main barriers for employees to report violations. This shows that a work environment that supports reporting requires not only a clear system, but also guaranteed protection for the reporter.

In the financial sector, the influence of the work environment on fraud reporting appears more complex. Treasury staff acknowledged that although the fund disbursement mechanism has been running transparently and accountably, there are still moral challenges related to verifying activities carried out by regional apparatuses. Staff feel they have a moral responsibility to ensure that activities are in accordance with the provisions, even though their duties are limited to document verification. In addition, financial staff stated that violations involving funds are often structured and involve many parties, making reporting more difficult. In situations like this, common interests often make reporting considered unreasonable, especially if the violation could reveal fraud committed by many people in the organization.

A work environment that supports reporting fraud is greatly influenced by transparency, open communication, and the commitment of leaders to follow up on reports of violations. Support from leaders and management is acknowledged to exist, especially in terms of supervising the implementation of tasks and ensuring that the commitments made match the decisions taken. However, even though this support exists, the courage to report fraud still depends on the level of employee trust that their reports will be followed up seriously, without any negative consequences for their careers or social relationships at work.

Thus, a work environment that encourages reporting fraud must create a balance between providing an easily accessible reporting system and providing protection for the reporter. Without full support from the leadership and a well-integrated system, reporting fraud will remain a challenge in the organization, especially in cases of violations involving many parties or certain interests. The work environment plays an important role in supporting or inhibiting reporting of fraud in the organization. From the results of interviews with employees who work at the UPT Nusa Penida Tourism Management: "The work culture here is quite conducive, in general colleagues support each other. However, for the problem of violations, many still feel hesitant or afraid of the possible consequences. I think there needs to be further effort to create a truly safe atmosphere for anyone who wants to report actions that violate ethics or applicable provisions"

Through interviews, it was discovered that although the reporting mechanism in Klungkung Regency has the potential to prevent violations, there are still several obstacles that can hinder its effectiveness. One of the problems expressed was the large number of separate and unintegrated reporting channels, which can make the reporting process inefficient. This situation causes the information collected to be spread across various channels, so that report handling cannot be carried out optimally.

The employee also emphasized that technology can be a solution to create a more convenient and secure reporting system. A simple and easy-to-use online reporting system can help employees report violations without having to worry about revealing their identity or facing negative social consequences. With an anonymous system, employees can be more honest in conveying their concerns or fraud that they encounter at work. However, technical constraints such as unstable internet connections in remote areas such as Nusa Penida are a challenge in themselves. Poor internet access often makes it difficult for employees to use the online reporting system, so they have to look for other alternatives such as physical complaint boxes placed in strategic locations.

In addition to technological factors, leadership support is also considered important in influencing the success of reporting fraud. Informants feel that the leadership at their workplace generally provides support when there is a problem that needs to be reported. However, there are times when the reported problem is considered trivial or not urgent so that it does not receive enough attention. This shows that although the leadership may have good intentions in responding to reports, the seriousness in following up on reports is crucial in encouraging openness in the workplace.

Work culture also plays a big role in determining whether fraud reporting will be carried out. In the Nusa Penida Tourism Management Unit, the work culture is generally quite supportive, with coworkers helping each other. However, in terms of reporting violations, many employees still feel hesitant or afraid of the possible consequences. Therefore, to create an environment that truly supports reporting fraud, further efforts are needed to build a safe and conducive atmosphere for employees. Employees must feel that they can report without fear of retaliation or stigmatization.

## **Analysis of the Effectiveness of the Whistleblowing System in the Klungkung Regency Government**

Based on the research results, it was found that there are four main indicators of the effectiveness of the whistleblowing system that has been implemented in the Klungkung Regency Government. The first indicator is the system's ability to detect violations. Through the application of the principles of accountability and transparency, this system has been quite effective in early detection of potential fraud. The second indicator is the receipt of complaints, where two types of reporting media are available, namely directly (face-to-face) and indirectly (via an online platform or suggestion box). The third indicator is the follow-up of complaints, indicating that the reports received have been followed up properly, both in the short term (problem solving) and the long term (increasing employee compliance). The fourth indicator is the resolution of complaints, where leadership support and a responsive system have provided a resolution to incoming reports.

The factors that influence the effectiveness of the whistleblowing system include policies and procedures, work environment, employee perceptions, and the use of information technology. In terms of policy, there are regulations governing internal complaint mechanisms, supported by clear reporting procedures. In terms of the work environment, although there are social norms that support integrity, there is still an organizational culture that is reluctant to report violations because it is considered

not to bring change. Employee perceptions of the system also show awareness of the importance of whistleblowing, but there are still concerns about the confidentiality of the reporter’s identity. In terms of technology, there is an online reporting platform that facilitates access, but the data security system is still doubted by some employees.

**Table 2.** Determining Factors of Whistleblowing Effectiveness based on the Whistleblowing Triangle

<b>Component</b>	<b>Indicators</b>	<b>Result</b>
Pressure	1. Awareness of the importance of the system 2. Perception of report follow-up	There is employee awareness, but concerns about reporter confidentiality are still high.
Opportunity	1. Availability of reporting channels 2. Ease of access	Reporting media is available in various forms, and data security is still in question.
Rationalization	1. Organizational culture and social norms 2. Leadership support	The work culture of integrity is quite strong, but there is a negative stigma against reporting that has not completely disappeared.

The three primary components of the whistleblowing triangle framework; pressure, opportunity, and rationalization-represent foundational elements in the assessment of the efficacy of the whistleblowing system within the Klungkung Regency Government. Pressure can be defined as the internal motivation of employees to report violations of which they are aware. This motivation can be fostered by the leadership’s demonstration of commitment to integrity and transparency through a prompt response to reports and the establishment of an organizational culture that encourages openness. Furthermore, employee awareness of the significance of whistleblowing is reinforced if leadership follows up on reports seriously and fairly.

The existence of opportunities is contingent upon the availability of facilities and infrastructure that enable employees to report violations. The availability of reporting channels, such as online systems and anonymous hotlines, as well as regulatory support through Regent Regulations, are important elements in creating convenience and a sense of security for reporters. The broadening of opportunities has been demonstrated to increase employee participation in the reporting process. The concept of rationalization pertains to the ethical underpinnings of employee reporting practices, which can be shaped by the prevailing organizational culture and the perceptions regarding the efficacy of the whistleblowing system. A workplace that fosters a culture of integrity and honesty can catalyze for employees to align their actions with a sense of purpose, thereby contributing positively to the organization. When employees perceive whistleblowing as a manifestation of loyalty and professional ethics, they will be inclined to exercise courage in their reporting. The synergistic interaction between these three aspects is pivotal to the success of implementing an effective and sustainable whistleblowing system.

## 5. Conclusion

The efficacy of the whistleblowing system in the Klungkung Regency Government is influenced by several interacting factors, the majority of which have been satisfied. The primary indicators of effectiveness, including early detection, receipt of complaints, follow-up, and the resolution of complaints, have demonstrated consistent operational efficiency. The implementation of a whistleblowing system, facilitated by policy and procedure factors, is supported by the presence of a clear reporting flow. A harmonious work environment and supportive social norms also contribute to the successful implementation of this system. Nevertheless, challenges persist in the form of an organizational culture that

does not support reporting, the emergence of a negative stigma against reporters, and low trust in the confidentiality of the reporter's identity.

Furthermore, the information technology system in place has not been entirely effective in ensuring data security, thereby diminishing employee enthusiasm for reporting through the system. The present study identified discrepancies between its results and those of previous research, suggesting that the implementation of the whistleblowing system continues to exhibit deficiencies that necessitate further investigation. It is recommended that the conceptual approach be expanded in the future by integrating other models, such as the fraud diamond or the fraud pentagon. Furthermore, factors such as employee perceptions, the work environment, supportive policies and procedures, and the use of information technology need to be developed as key indicators in the Whistleblowing Triangle framework. The implementation of a comprehensive whistleblowing system in contemporary organizations is predicated on the presence of several key elements, including positive perceptions, an open work environment, clear policies, and secure and anonymous technology support. The integration of these components is believed to result in a more effective, credible, and adaptive whistleblowing system that aligns with the needs of modern organizations.

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