

Whistleblowers Heroes or Disloyal Employees

Umar Lawal Aliyu

Department of Business Administration

LIGS University Hawaii, USA

lawalacademy@gmail.com

Abstract:

The paper is meant to examine whether whistleblowers are Heroes or Disloyal Employees. Whistleblowing is when a worker or workers pass information regards to an act of misconduct or wrongdoing. In the light of above, it can also be called “blowing the whistle or making a disclosure”. The lawlessness, criminality, misconduct or wrongdoing will be something unethical they noticed at work. The whistleblower may an internal employee or an external person who exposes an unethical wrongdoing information or activity within a private, public, or government organization.

The research work intends to identify, investigate and examine whether whistleblowers are Heroes or Disloyal Employees. In the course of carrying out this research work, questionnaire method of research was employed and collected data’s were tabulated, then simple percentage method was used.

The study is a self-conducted research using both primary and secondary data’s on how Recruitment and Selection process can impact an organization performance. The research also tried to find out whether whistleblowing encourages a culture where wrongdoing can be addressed quickly and potentially harm is arrested or halted.

This academic study highlights some of the positive and negative effects of whistleblowing on company, or government Organization by using LALUCO Nigeria Limited Zaria as a study. The employees of LALUCO Nigeria Limited Zaria were selected at random and interviewed. A self-administrated questionnaire were administered to the employees in order to obtain primary data and data were in the course of the research work analyzed by using both statistical analysis methods like Tables and simple percentage method to ascertain whether Whistleblowers are Heroes or Disloyal Employees.

Thus, the results obtained at the end of the research work indicated that whistleblowers are Heroes and loyal Employees.

Keywords:

Company, Disloyal, Employees, Employer, Government, Heroes, Loyal Employees, Organization, Whistleblower, Whistleblowing

I. INTRODUCTION

1.1 BACKGROUND OF THE RESEARCH WORK

Whistleblowing is act of transmitting or exposing an unfavourable situation discovered in the organization to be illicit, unsafe and wrong doing to either internal or external authorities.

The researcher will want to know whether the following below:

- i). Whistleblowers are heroes or
- ii). Disloyal employees

1.2 RESEARCH HYPOTHESIS

In the course of this study the hypotheses below are considered:

- Ho1a: Whistleblowers are heroes
- Ho1b: Whistleblowers are not heroes
- Ho2a: Whistleblowers are disloyal employees
- Ho2b: Whistleblowers are not disloyal employees

1.3 OBJECTIVE OF THE STUDY

Research objectives describe concisely what the research is trying to achieve. It summarizes the accomplishments a researcher wishes to achieve through the project and provides direction to the study.

The broad objective of this study is to examine the impact of whistleblowing in organizations and examine whether whistleblowing is important or not. Specifically, the study seeks to:

- i. Whether whistleblowing ethical or unethical
- ii. The advantages and disadvantages of whistleblowing
- iii. Examine impact of whistleblowing
- iv. The above objective or goal the research shall not be influenced by personal feelings, interpretations, or prejudice; it shall be based on fact, unbiased objective and opinion.

1.4 SCOPE AND LIMITATIONS OF THE STUDY

This study focuses on whether whistleblowers are Heroes or Disloyal Employees. The researcher tried to find out the various impact or effects of whistleblowing in an organization. The tried to find out the types, importance and impact of whistleblowing by using the staff of Luluco Nigeria Limited Zaria in order to ascertain whether its impact will be negatively or positively to Luluco Nigeria Limited Zaria.

The researcher faced problems such as time constraint, financial constraint and effect of covid 19. Just like the pandemic disrupted a lot of activities of academic, industry and government it also affected this research. The researcher faced constraints of unwillingness of respondent to keep partaking on the research due to covid 19 pandemic.

II. LITERATURE REVIEW

2.1 CONCEPT OF WHISTLEBLOWING

Whistleblowing is when a person or group of people draws the attention of the public or the attention of an authority to wrongdoing misconduct, illicit or an unethical activity happening within the private or public organisations.

The concept of whistleblowing gained more and more concern in the 1970s and has since then been drawing more and more attention across several disciplines from business, law, medicine, agriculture etc. In fact, the concept of whistleblowing lies within disclosure and notification of unlawful or unethical act or behaviour such as fraud, forgery, illicit acts or behaviours, misconduct etc. in an private or public organization.

It virtually almost agreed that whistleblowing typically emancipates as a result of failure of organizational ethics norms, values and even accountability and it will be also ideally good for the blower to note that whistleblowing has pros and cons so the he must adhere to some certain steps before blowing the whistle.

2.2 WHISTLEBLOWING POLICY

Whistleblowers are protected by law. Whistleblowers are protected in most countries all over the world. For example in United States they are protected by the whistleblower Protection Act of 1989 and the Whistleblower Protection Enhancement Act of 2012.

See Federal Government of the United States' whistleblower awareness poster below:

According to hrzone.com Whistleblowers often face reprisals from their employer, who may suffer reputational damage as a result of the whistle being blown, or from colleagues who may have been involved in the illicit activities. In some cases reprisals become so severe that they turn into persecution. In some cases reprisals come from legal channels, particularly if the whistle has been blown for illegitimate reasons.



Whistleblowing

A "whistleblower" discloses information he or she reasonably believes evidences:

- A violation of any law, rule or regulation
- Gross mismanagement
- A gross waste of funds
- An abuse of authority
- A substantial and specific danger to public health
- A substantial and specific danger to public safety

The Office of Special Counsel (OSC) provides a secure channel through which current and former federal employees and applicants for federal employment may make confidential disclosures. OSC evaluates the disclosures to determine whether there is a substantial likelihood that one of the categories listed above has been disclosed. If such a determination is made, OSC has the authority to require the head of the agency to investigate the matter.

To make a disclosure contact:

**U.S. OFFICE OF SPECIAL COUNSEL
1730 M STREET, N.W., SUITE 218
WASHINGTON, DC 20036-4505**

PHONE: (202) 254-3640* TOLL FREE: 1-800-572-2249*
*Hearing and Speech Disabled: Federal Relay Service 1-800-877-8339

WWW.OSC.GOV

OS-1208

The Public Interest Disclosure Act 1998 in United Kingdom gives virtually legal protection of any person that blows the whistle. Previously disclosures had to be in the public interest, but new legislation enacted in late June 2013 changed this so that disclosures had to be in ‘good faith.’

2.3 TYPES OF WHISTLEBLOWING

i). Internal whistleblowing: This is when a person from or inside the organization reports a wrongdoing. Thus, this is a situation where a person from or inside the organization reports a wrongdoing or misconduct on his fellow employee, subordinate or superior within their company through any available means of communication mechanisms such as hotlines etc.

ii). External whistleblowing: This is when a person from outside the organization reports a wrongdoing or misconduct. In these cases, this is a situation where a person from outside the organization reports a wrongdoing or misconduct of employees, subordinate, superior or employer of a company through any available means of communication mechanisms such as hotlines etc.

Here, the whistle blowers are completely outsiders and not members of the organization who report misconduct through available means of communication mechanisms like lawyers, law enforcement agents, law enforcement agencies, watchdog agencies, or other local, state, or federal agencies or even through the media,

iii). Mix whistleblowing (MWB): According to a Professor of Management (LIGS University USA and SMC University Switzerland) Umar Lawal Aliyu, he OPINED that there is a **THIRD TYPE OF WHISTLEBLOWING** which is **THE MIX WHISTLEBLOWING**.

According the Professor of Management, most researchers pay attention to only internal and external types of whistleblowing and forgetting the third type of whistleblowing. According to him most researchers do not pay attention to when both internal and external employees connive together to blow the whistle. According to the Professor of Management (LIGS University USA and SMC University Switzerland) Umar Lawal Aliyu, there are several times that both the internal (workers of the organization) and external (not workers of the organization) connive together to expose a perpetrated crime. According to the Professor, when this occurs then it is to be referred to as Mix whistleblowing (MWB)

It is in the light of above that Umar Lawal Aliyu introduced the third type of whistleblowing referred to as Mix Whistleblowing (MWB).

This is when a person from both inside and outside the organization reports a fraud, forgery, illicit act, behaviour, misconduct or wrongdoing to inside or outside people or entities **OR** through any available means of communication mechanisms such as hotlines etc.

In these cases, depending on the information's severity and nature, whistleblowers which comprise of both inside and outside employees may report the misconduct to lawyers, the media, law enforcement or watchdog agencies, or other local, state, or federal agencies.

2.4 WHY DO MOST EMPLOYEES FEEL RELUCTANT TO BLOW THE WHISTLE

Most employees feel reluctant to blow the whistle because they get victimized or unfairly treated in most cases.

For example, in 2018, a British Airways who blew the whistle on religious discrimination brought further action for being penalized.

It will be good to also note that in most cases, whistleblowers are afraid to expose the wrongdoing. This is for the fact that reason is they may be made to look or feel stupid, unimportant, or socially isolated for speaking up. They are made to look or feel stupid, unimportant, or socially isolated for breaking open the can of worms!

Therefore, Potential whistleblowers fear reprisals such as backlash from colleagues, being called a snitch or a tell-tale, not being believed or, on the other hand, being passed over for future opportunities within the company or even dismissed. For these reasons, people often feel more comfortable raising concerns anonymously.

A research by an organization shows below why most employees feel reluctant to blow the whistle:

- 33% those that blew the whistle at work were dismissed
- 22% those that blew the whistle at work unjustly victimised or faced disciplinary action
- 37% of owners of organization or employers denied there was a problem
- In conclusion only 10% of whistleblowers cases were resolved by employers
- Thus, from the above statistics you will see clearly the reason why most employees feel reluctant to blow the whistle.

Many whistleblowers have been victimised for blowing the whistle but thanks to the whistleblowing act policy that have raised the confidence of whistleblowers in recent times by giving them right to protection under the whistleblowing policy act.

2.5 STEPS TO TAKE BEFORE YOU BLOW THE WHISTLE

a). Be sure that your case is valid: Be sure the case is valid and is something effective, legally binding or able to withstand objection.

b). Make sure you have evidence. The evidence you will must make an argument, to take a stance or prove a hypothesis. The evidence should be as follows:

- Have evidence that is appropriate to what you are presenting in all aspects.

- Have evidence that you are very sure supports your argument or claims in all aspects.
- Be ready to stand and defend your evidence with arguments that supports your claim.
- Be ready to provide an appropriate and quantitative amount of evidence the will support your argument or claim.

c). File a complaint in court

d). Be patient and prepare for a long haul

e). Make sure you go through approved channels. For example, most organizations have ways reports are filed and to whom. See: Lynne Callister.

f). Some whistleblowers start feeling so relevant and pomposity after blowing the whistle to the extent they start feeling that they are investigators. It is therefore good that you know that as a whistleblower you are just an ordinary mere witness and not an investigator

g). Report the right thing and not grievances or false reports. See: Lynne Callister.

h). Do not hesitate to escalate the problem if no action is taken or if somebody or group of people are covering-up the problem.

i). Have it at the back of your mind that there is a law designed to protect you. See: The Whistleblower Protection Act of 1989.

j). Be prepared to face the worst because those reported

2.6 ADVANTAGES AND DISADVANTAGES OF WHISTLEBLOWING

a). Advantages:

i). Exposing unethical acts or fraudulent activity

ii). You have legal protection because you are protected under the False Claim Act

iii). You May Get a Financial Reward

2). Disadvantages:

i). Your Career Could Suffer

ii). Your relationship with co-workers may suffer

iii). It causes a lot of unwanted attention to both the whistleblower and the organization

2.7 IS WHISTLEBLOWING ETHICAL OR UNETHICAL

Whistleblowing has become a more accepted practice all over the world because it prevents something bad from occurring. Whistleblowing is ethical because it addresses wrongdoing and allows for justice to be achieved.

2.8 ARE WHISTLEBLOWERS HEROES OR DISLOYAL EMPLOYEES

Moberg, 1997; Hersh, 2002) sees whistleblowers to be either heroes or disloyal employees but this research feels it is far ahead from that because it involves a conflict between employee loyalty and protection of public interest. Therefore, in the event that the lives and property of people at large or the society is at stake, then to blow the whistle will be the MOST ULTIMATE thing to do.

In recent times, there is a changing trend in how people see or have perception on whistleblowers from troublemakers to heroes and loyal employees.

Interviews, based on a FBI whistleblower case, were conducted with 8 employees by Fortune 200 Company and it showed a quantitative analysis that whistleblowers are heroes and loyal employees.

The researcher feels that Whistle-blowing is not only permissible but expected when a company or organization is harming society.

3.0 METHODOLOGY

3.1 RESEARCH DESIGN

This research work is specifically designed to study the Impact of Recruitment and Selection Process in an Organization using Luluco Nigeria Limited as a study.

The research design is meant to guide the researcher in the use of the best method of collecting data in the course of the study. The research design used in this study is the simple survey approach. The researcher is interested in observing what is happening to the sample subjects without any attempt to manipulate or control them.

3.2 POPULATION OF THE STUDY

The population of the study defines the limit to which research findings are acceptable. The population comprises of all the staff in Luluco Nigeria Limited.

3.3 SAMPLE TECHNIQUES AND SIZE

3.3.1 Sample Techniques: For this research work, the simple percentage method is employed with the help of a Table.

3.3.2 Sample Size: The sample size comprises of the present staff of Luluco Nigeria Limited from all sections of the company so that the researcher can arrive at a result that will be clear from bias in all aspect of the survey.

3.4 METHOD OF DATA COLLECTION

The researcher tried to exploit all possible avenues for a fairly accurate data to be collected in order to avoid fallacious conclusions and get the best reliable and accurate data in the course of this research study. This has mad the researcher to try to exploit and adopt the best and most appropriate techniques and method of data collection needed. The researcher employed both primary and secondary sources of data collection and in the primary sources of data collection the researcher used the questionnaire as an instrument for collecting data.

Meanwhile in the secondary sources of data collection the researcher obtained data from text books and previous write-ups on the study, as well as journals and also on the internet.

4.0 DATA ANALYSIS

4.1 DATA PRESENTATION

The research work employed the use of questionnaire as an instrument to collect data and one hundred (100) copies of questionnaires were distributed to staff of Luluco Nigeria Limited at random but only fifty (50) where duly answered and returned back without any alteration or problem. Thus, the researcher used fifty (50) questionnaires in the course of this research work.

4.2 INTERPRETATION OF DATA

This section provided clear analysis and interpretation of all data collected through questionnaire given to the employees of Luluco Nigeria limited Zaria.

The responses to the questionnaire by the respondents are presented in the form of Tables and 3D Bar charts by using the simple percentage method.

Table 1: Are whistleblowers Heroes Or Disloyal Employees

Decision	No. of respondents	Percentage (%)
Yes	45	90%
No	5	10%
Total	50	100%

Source: Questionnaire Administered To Staff Of Luluco Nigeria Limited: June 2021

3D Bar charts 1: Are whistleblowers Heroes Or Disloyal Employees

Data Analysis And Presentation
Laluco Nigeria Limited



Source: Questionnaire Administered To Staff of Laluco Nigeria Limited: June 2021

4.3 DISCUSSION OF FINDINGS

The result in both table 1 and 3D Bar charts 1 reveals that whistleblowers are Heroes and Loyal Employees.

4.4 IMPLICATION OF THE FINDINGS

The research work has observed that whistleblowers are Heroes and Loyal Employees.

Interviews with the staff of Laluco Nigeria Limited based on the questionnaire presented conducted to 50 employees of the company showed a quantitative analysis by 90% that whistleblowers are heroes and loyal employees.

5.0 CONCLUSION

Today, it is believed that whistleblowers disclose misconduct for the organization integrity. A Forbes article, “Whistleblower: Warrior, Saboteur or Snitch? - Shows that it is very important and legitimate to report misconduct or illicit acts. Concisely, there is a big difference between knowing the truth and telling it and few people stand for the truth against many.

There is a big difference when a person knows the truth and hides it or refuse to say it because only few people can stand up for the truth against the odd. Therefore, all workers should employ the policy of whistleblowing because it will make people adhere or even stop wrongdoing or any illicit act in the work place. This implies that mankind

see evil, feel evil, hear evil and do something about it. The challenge is doing the right thing and to ignore is doing the wrong thing’

Whistleblowers are righteous people who decide that enough is enough so they are heroes!

ACKNOWLEDGEMENT

Sincere thanks are given to the entire management and staff of Luluco Nigeria Limited who have helped the author during the study. My sincere thanks and gratitude also goes to IJR Journal for publishing this research work.

REFERENCES

1. Anatomy of Whistle Blowing: Ralph Nader - Essentials of Business Ethics.
2. Are Whistleblowers Heroes Or Snitches? November 2019 By Jennifer (Jennie) Latson
3. Ethical and Practical Aspects of Whistle Blowing: A. Lewicka-Strzalecka - forthcoming - Business Ethics: From Theory to Practice
4. Intention Without Action? Differences Between Whistleblowing Intention and Behavior on Corruption and Fraud: Sebastian Oelrich - 2021 - Business Ethics, the Environment and Responsibility
5. Joint Effects of Machiavellianism and Ethical Environment on Whistle-Blowing 2013: Derek Dalton & Robin R. Radtke
6. Let the Story Go: The Role of Emotion in the Decision-Making Process of the Reluctant, Vulnerable Witness or Whistle-Blower: 2013 (Review) James Hollings
7. Personal Trust, Public Accountability, and the Justification of Whistleblowing: Emanuela Ceva & Michele Bocchiola - 2019 - Journal of Political Philosophy
8. Prediction of Whistleblowing or Non-Reporting Observation 2013: The Role of Personal and Situational Factors. [REVIEW] P. G. Cassematis & R. Wortley
9. Research On Why Most Whistleblowers Feel Reluctant To Blow The Whistle 2018 By Whistleblowing charity Protect (formerly Public Concern at Work) and legal firm Slater and Gordon.
10. Rewarding Whistleblowers: A Conceptual Problem? Michael Davis - 2012 - International Journal of Applied Philosophy
11. Secrecy, Transparency and Government Whistleblowing 2017: William H. Harwood - 2017
12. The Heroism of Whistleblowers May 2021: <https://blog.richmond.edu/heroes>
13. Whistle Blowing: Richard T. De George - forthcoming - Hoffman, W. Michael/Moore, Jennifer M.(Hg.): Business Ethics. New York
14. Whistleblowers — heroes or traitors?: Individual and collective responsibility for ethical behaviour Volume 26, Issue 2, 2002: Annual Reviews in Control By M.A.Hersh
15. Whistleblowers as Heroes: Fostering “Quiet” Heroism in Place of the Heroic Whistleblower Stereotype (2016): eBook ISBN9781315690100 By A. J. Brown
16. Whistleblowers: Heroes or traitors? By Jane Upset @ Lower City Press-Citizen: <https://www.press-citizen.com/story/opinion/contributors/writers-group/2017/02/28/whistleblowers-heroes-traitors/98494846/>
17. Whistleblowers: Heroes, Villains or Victims? (March 202) USB Alumni | Webinar in association with SU Alumni presented by Liezl Groenewald and Brett Hamilton: Facilitated by the USB Alumni Western Cape Chapter
18. Whistleblowers: Loyal Corporate Employee or Disloyal Employee? January 2008 By Debra Wroge Metropolitan State University, St. Paul, dwroge@comcast.net
19. Whistleblowing: A Critical Philosophical Analysis of the Component Moral Decisions of the Act and Some New Perspectives on its Moral Significance 2014: Patrick O'Sullivan & Ola Ngau
20. Whistleblowing: A concept analysis: Article in Nursing and Health Sciences • December 2019 DOI: 10.1111/nhs.12667
21. 7 Things to Consider Before You Blow the Whistle March 2021 By Lynne Callister

AUTHORS PROFILE

Umar Lawal Aliyu has over 30 year's teaching and non-teaching experience and is a Professor of Management at SMC University Switzerland, taking Master's and PhD students in various fields of studies. He is again a Professor of Management at LIGS University USA. He is also a Mentor at Texila American University Georgetown, Guyana.

In addition, he was a lecturer at University of the People USA where he instructed MBA and PhD students. He has again worked with many educational institutions and companies like Federal College of Education Nigeria, Lawal Aliyu Academy Nigeria, Nagari Hospital Nigeria, Laluco Contractors Limited Nigeria, Laluco Nig Ltd Nigeria, Union Bank Plc Nigeria and he was an Adviser to two (2) Executive Governors of Kaduna state, Nigeria in 2008 and 2015 consecutively.

He possesses a Diploma in Banking, Diploma in Computer Data Processing, Higher National Diploma in Banking and Finance, Post Graduate Diploma in Banking and Finance, Post Graduate Diploma in Criminology and Security Studies, Master's Degree in Banking and Finance and PhD in Management.

He has written 22 books, done 46 publications in both National/International journals and actively done several presentations. He is also an Editor/Reviewer with over 60 National and International journals of different parts of the world.