Test of Complicity Theory: Is External Whistleblowing A Strategic Outcome of Negative I/O Psychology?

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Abstract

Expressed as the announcement and revealing of unethical behaviors, the whistleblowing action is carried out only because of the ethical necessities according to the complicity theory. However, the revealing of unethical behaviors could become fact completely as a result of ethical achievements and as well in consequence of the personal attitudes such as exhaustion, grudge and hatred. The most concrete example for this is the individuals who escaped from criminal organizations and then became confessors. It is obvious that these persons left their organizations and became confessors not because of ethical reasons but because of exhaustion and pressure. A similar case exists in business life as well. Therefore, the complicity theory is tested in the study and it is looked for an answer to the question of "Is the external whistleblowing action realized only due to an ethical necessity or whether it becomes fact with the triggering of the negative I/O psychology?". Related to this, it was conducted a survey to 91 people working in the same public institution, and their whistleblowing attitudes and negative I/O psychologies were examined. In the result of the analyses performed with correlation, multiple regression, One Way ANOVA and Independent Sample tests, a significant relationship was found between the external whistleblowing attitudes and negative I/O psychologies; and the complicity theory in the literature was rejected in terms of external whistleblowing.

Keywords: Whistleblowing; External Whistleblowing; Negative I/O Psychology; Complicity Theory.

1. Introduction

Whistleblowing is one of today's most frequently discussed concepts. Having the meanings of "giving a whistle" and "revealing" and associated directly with ethical achievements, this concept has three elements: individuals, organization and government. Individual is the person who carries out the action and affected by its results; i.e. the whistleblower. Organization is the organism where the whistleblowing action took part, and it is affected directly by the results of the said action. And government is the inspector and the finisher of the whistleblowing action.

So, why is whistleblowing discussed? The literature answers this question as "whether it is a moral necessity or betraying?". Just as promoted by the complicity theory, the whistleblowing is an attitudinal behavior that should be carried out according to ethical achievements, while the external whistleblowing action is perceived as espionage. However, the less evident structure of the superior-subordinate relationship in public institutions and hence not sole individual to be responsible for the evaluation of the notifications force employees to external whistleblowing. Then, why is espionage discussed in this regard? Because, if desired, the external whistleblowing can turn into a weapon that can be used by employees deliberately to harm the organization or organization administrators. And when it is considered about why an employee targets his/her organization or administrator, the I/O Psychology offers us more valid reasons. In a bad organizational climate, employees with intense job stress and emotional exhaustion break their connection with the organization with the thoughts of leaving of employment in their minds and the communication between employees and the organization is interrupted. The spiritual and economic difficulties resulting from the termination of organizational commitment can easily transform employees into individuals that can use whistleblowing as a weapon.

A. Statement of Problem

Is external whistleblowing action performed only due to an ethical necessity or can it also occur with the triggering of negative I/O psychologies of the employees?

B. Objectives of the Study

Those below are the main and sub objectives of the study:

Main Objectives: Testing the idea of "whistleblowing action is based completely on an ethical necessity" promoted by the complicity theory.

Sub Objectives:

- Finding the effect of negative I/O psychologies on the attitudes of realizing external whistleblowing action of employees.

- Determining the effects of the factors such as age, monthly income and gender on the employees' tendency to external whistleblowing.

2. Conceptual Framework of Whistleblowing

Ahern and McDonald (2002) describe the whistleblowing action as an individual who is an employee or a former employee of an institution to convey the cases of "bribery, nepotism, theft, personal and institutional conflict of interests, deliberate misinformation, discrimination, sexual harassment, inappropriate use of authority, waste of resources and corruptions against the institution (De Graaf, 2010) to another authority inside or outside the organization.

The person performing the action of whistleblowing is called whistleblower in the literature. Whistleblowers are the persons who are alarmed when witnessing to or informed about a scandal, danger, misappropriation and corruption. It is thought that there is a close relationship between the moral structure and the tendency to whistleblowing of these persons. The reason for this connection is the "conscience" concept in individuals. Ethical achievements are an important determinant for the whistleblowing action. Forsyth (1992) divides these achievements as "relativity" and "idealism". Relativity refers not to always comply with the applicable rules of ethics. In this philosophy, assessment of the situation is more prominent than strict rules. And idealism is the permanent obedience to the applicable code of ethics. The results of ethical achievements as well as the types of ethical achievement had by employees are important. When whistleblower adopted idealism is an idealist thinking of his/her organization in some mentalities, he/she is a spy that betrays his/her organization in some other mentalities.

Sweeney (2008) states that around 50 percent of misappropriations and corruptions in organizations were revealed under favor of whistleblowing. However, according the research performed by Ernst and Young Consulting Company in 2003, especially those who are working in Europe hesitate in disclose the actions subject to whistleblowing which they saw and knew. The main reasons that discourage the company's employees from the idea of whistleblowing are the cases of discrimination and psychological harassment (Vinten, 1992).

Whistleblowing can lead to negative consequences both for the individuals who perform it and for the relevant institutions. Miceli and Near (1992) conveyed one of these consequences as the loss or gap of authority. Another result is other employees in the organizational climate to develop bad perception against the organization and so the emergence of intention to leave. And the most important positive consequence of the whistleblowing action is the revealing or prevention of the case of denunciation (unethical activities, cheating, fraud, smuggling, profiteering).

2.1 External Disclosure as Whistleblowing Behavior

External whistleblowing is employees to report the ethical problems they encountered in the organization to authorities outside the company (Çiğdem, 2013:98). The events such as the explosion of Challenger 73 seconds after its launch and Roger Boisjoly's disclosure, the US scandal of Enron experienced in 2002, the FBI agent Rowley's confession, Cynthia Cooper's revealing for accounting, Wigand's confession in the cigarette company where he worked in 1993, Watergate scandal and Karen Silkwood's disclosure in the plutonium production facility are the most important examples for the external whistleblowing. Despite the existence of so renowned examples, they can be considered exceptional due to the fact that external whistleblowing was a hard act to be performed by the employees of an organization. The main reason for this is the possible organizational impacts on the whistleblower after the action of disclosure. Gerçek (2005) expressed these impacts as the retaliation of manager who wants to take revenge, the scanning of the inadequate positions of the whistleblower, threats, removal from colleagues, deliberately charging in heavy works, to sue against the evidences of the whistleblower and dismissal.

Wiehen (2007) refers that the employees performed the whistleblowing action firstly within the organization, but they had resorted to external whistleblowing when the organizational climate cannot stop the action subject to the denunciation. This whistleblowing process starts with employee to perform the whistleblowing action to submit information and documents to police and prosecutor. Without resorting to internal whistleblowing, the

external whistleblowing action is not right organizationally and ethically. The question whether employees intervene due to pressure of conscience or not must be answered here. Although sharing with media is also a form of external whistleblowing, its main purpose and rationale are far from whistleblowing. Information flow to media must be within the knowledge of public authorities and any prior knowledge flow is considered as "information leakage".

2.2 Theories of Whistleblowing

There are two whistleblowing theories in the literature which are "Standard Theory" and "Complicity Theory". Standard theory is based on the cost benefit analysis. In the standard theory, the whistleblower should take also oneself into account while making case analysis. There are three paradoxes regarding this theory which are Burden, Harm and Failure (Davis, 2003:547). According to the "Burden" paradox, the whistleblowers act in cases of risk threatening them as well. And according to the "Harm" paradox, the whistleblower act only in cases of serious and significant hazards. And "Failure", the third paradox, is related to the second one, and according to this paradox, the whistleblowers can rarely prevent serious and significant hazards.

The complicity theory was offered by Davis (2003) as an alternative to the standard theory. In this theory, whistleblower has an obligation to perform the whistleblowing action to express his/her loyalty to the organization as a whole (Uys and Senekal, 2009:43).

Davis (1996) expressed that the complicity theory has two distinct features compared to the standard theory. The first one of these is morals. The morals approach automatically prevents the harm paradox of the standard theory. Second advantage is that complicity invokes a more demanding obligation than the ability to prevent harm does. The main difference between the two theories is standard theory to defend that the whistleblowing action was permissible on moral grounds but it was not a necessity among the moral values, while complicity theory defends that the whistleblowing action was completely an ethical necessity. Brewer and Selden (1998) promoted this theory with the judgment of "public officials denouncing the internal corruptions protect public welfare above all" they propounded after a research they made.

3. Conceptual Framework of I/O Psychology

The I/O psychology was researched firstly in the department of Industrial Psychology of American Psychology Association in the USA. Muchinsky (1990) referred Walter Dill Scott, Hugo Münsterberg and Frederick W. Taylor as the pioneering researchers of the I/O Psychology. With his work named "The Psychology of Advertising" Scott and with "Psychology and Industrial Efficiency" Münsterberg created the background studies of the I/O psychology. And with his work named "Principles of Scientific Management", Taylor (1911) carried out the examination on employee behaviors in industrial management and steered the perceptions of I/O psychology in our day.

When the international literature is reviewed, it is seen that the British Psychological Society defined I/O psychology in general. According to this definition, the I/O psychology is the application of the science of psychology to employees (Lewis and Zibarras, 2013: 3). Considering the I/O psychology from a wider perspective, Tınar (1996) defined I/O psychology as a discipline that examines the fields causing to psychic problems in work life, researches the reasons of problems, their multilateral effects and solutions, aims at providing a healthy and productive harmony between work life and employees, and strives for the production of knowledge in this direction. Based on these definitions, the I/O psychology can be defined as "a discipline that researches and examines the organizational attitudes that create positive and negative effects in organizations, and aims at optimization of the organizational climate with the studies it performed on organizational behavior as a whole, and creation of the appropriate work psychology for accomplishing the purposes of organizations with positive management approach by providing the development of job performance."

3.1 Negative I/O Psychology

Every individual starts a job in a neutral attitude. However, these persons cannot isolate themselves from the effects of organizational climate and fluctuations occur in their psychological attitudes. These fluctuations may be positive but they are usually in negative direction. Particularly in response to the negative effects of organizational climate, employees have job stress, experience burnout syndrome and have intention to leave of employment. These create the negative outcomes of the I/O psychology.

3.1.1 Job Stress

Jamal (1990) defined stress as the reactions and feelings of employees against the situations threatening them in the organization. And according to Lewis (1993), stress is the internal and external factors that force the limits of compliance (compliance threshold) for individuals. The compliance threshold is the examination on the Type A and Type B personalities exposed to stress. Type A people are in a race against time, compete and are not affected by stress. And Type B people are calm, do not rush; and they do not have internal and external motivations to provide competition. The main difference between the two personality types is Type A people to feel severe stress, while Type B people think that relief would provide more efficiency and feel too little stress. Therefore, the negative I/O psychology of Type A people is more intense than Type B.

Hart and Cooper (2002) defend four main hypotheses on stress. The first hypothesis; stress is work-related and it is associated with bad feelings of people resulting from their works. In the second hypothesis, people have stress feelings generally because of positive influence, motivation and overall feeling of happiness. In the third hypothesis, stress is the sole variable. And in the forth hypothesis, factors such as disturbances in the work environment, job dissatisfaction, extreme lack of motivation, and absenteeism are the results of stress.

All of the physical, psychological, social, spiritual, situational and work-related factors causing to stress play active role on the changes in I/O psychologies of employees. Especially the subjective, behavioral, emotional, physiological and organizational reactions of employees are the main factors of the negative I/O psychology. Stress can also be examined in positive I/O psychology, as analyzed in negative I/O psychology. Stress is natural to some extent, although it is a factor that threatens physiological and psychological health of people and damages the organization from time to time. The important point is the level of stress. While the appropriate level of stress is the key to performance and efficiency in the organization, the continuity of stress is the source of psychic problems. Developing reactions in response to the effects of stress on individuals are divided as individual and organizational. Common results of individual stress are alcohol and tobacco use, tendency to violence, depression, problems in family life, sleep disorder, heart diseases, ache in body and diabetes. And its organizational consequences are fall in employee performance, abnormal increase in turnover rate and absenteeism.

3.1.2 Job Burnout

The concept of job burnout was presented by Freudenberger (1974) for the first time in the literature. Freudenberger (1974) expressed job burnout as "failure, decay, loss of energy as a result of overloading, and state of exhaustion in internal resources of an individual resulting from uncovered desires". And Cherniss (1980) described this concept as empoyee's response of disheartening from job in the face of job stress and dissatisfaction. The accepted definition was made by Maslach and Jackson (1981). Accordingly, job burnout is expressed as depersonalization of individuals to people they met up as a part of their job, feeling exhausted emotionally, decrease in personal success and increase in feeling of inadequacy.

Job burnout has three sub-dimensions (Truzzi et al. 2012: 405). These are; Emotional Exhaustion; that occurs with the lack of energy in the result of excessive psychological and emotional demands and the thought of emotional resources of individual had finished. Depersonalization shows itself with employees to behave to people they gave service as if they are objects, but rather humans. Reduced Personal Accomplishment is employees to reach a negative conclusion as a result of evaluating themselves, and decrease of their feelings of success and adequacy in their jobs and relationships with colleagues.

Job burnout can easily be distinguished by the organization management and the employee himself. The indications of burnout syndrome are divided into three. The first is physical indications, psychological indications are the second and the third is behavioral indications. Chronic fatigue, head ache, tension-cardiac problems, diseases like ulcer are the physical indications in an exhausted employee. And mental attitudes such as impairment of concentration, depression, nervousness and unrest express the psychological indications. Behavioral indications are actions such as increase in smoking and alcohol use, steering away from work, restlessness, coming to work late and isolation oneself from job. Employees who suffer from burnout syndrome start to use spiritual dominance substances such as cigarette, alcohol and drugs, or increase their use and become addicted to these substances. The use of these substances results in absenteeism, intention to leave of employment and decrease in performance and quality.

3.1.3 Turnover Intention

There three types of turnover intention in organizations. These are coming to work late, absenteeism and intention to leave of employment. According to Lee (1997), leave of employment is the termination person's official membership in an organization (Hart and Cooper, 2002).

There are basically two main approaches to leave of employment. These are the approach of Mobley et al. and the approach of Hulin et al.. Mobley et al. focused on job satisfaction. According to Mobley et al. (1977), as the job satisfaction decreases, so the intention to leave of employment increases. However, emerging of intention to leave does not set employee in motion directly, but firstly it is necessary to question whether this idea is rational or not. Hulin et al. (1985) performed attitudinal analysis in the organization in macro terms and reported that job satisfaction determined intention to leave directly.

Leave of employment means the resignation of an employee after a short or long term work. Although it is defended that this action developed more in employees without strong communication ties within the organization, in I/O psychology, the intention of leave may develop also as a result of effective communication among employees.

4. Relationship Between Whistleblowing and Negative I/O Psychology

A study was not found in the literature where whistleblowing and negative I/O psychology were associated directly. And when it was sought for studies on the concepts of whistleblowing and stress, motivation and intention to leave independently of the negative I/O psychology; any study performed on the relations between whistleblowing and burnout syndrome and between whistleblowing and intention to leave were not found either. And as for the stress; McDonald and Ahern (2002) researched the stress-related effects of whistleblowing on nurses in their work they performed in the West Australia, and determined that whistleblowing resulted in stress. However, this study could not reflect the extent of the stress' effect on the whistleblowing action either. In this respect, the study performed both tests the "complicity theory" and adds a different dimension to studies to be carried out by examining the I/O psychology and whistleblowing attitudes.

5. Materials and Methods

5.1. Hypotheses
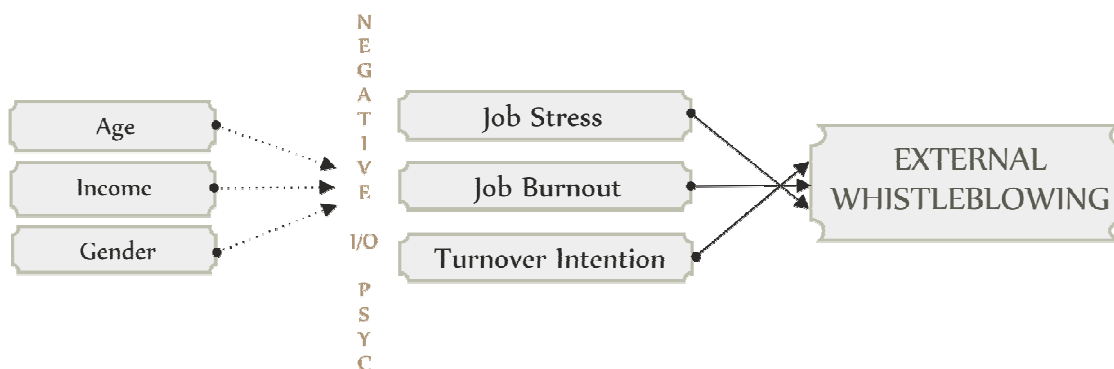
Predictive Model of Study with Factors of Negative I/O Psychology and External Whistleblowing
Figure 1. Theoretical Framework

H_{1a}: There is a significant relationship between the negative I/O psychology and the external whistleblowing.

H_{1b}: As the negative trend increases in the I/O psychology, so the external whistleblowing increases.

H_{1c}: Tendency of external whistleblowing varies by the age of employees.

H_{1d}: Tendency of external whistleblowing varies by the monthly incomes of employees.

H_{1e}: Tendency of external whistleblowing varies by the gender of employees.

5.2 Research Design, Sample Size and Sampling Design

The design of the research will be descriptive and correlational. As is the case with all psychological researches, the population of this study is the sample itself. Due to I/O psychology researches need a homogeneous sample exposed to the same organizational climate, the study was performed on 91 people, including 50 male and 41 female employees at a public institution in Turkey. The reason for the study sample was composed of public servants is employees working in such institutions to be more prone to external whistleblowing due to superior-subordinate relationship to be less obvious and the existence of more than one responsible to evaluate the denunciation.

5.3 Data Collection Tools

The data to be used in the study were obtained from the I/O psychology and whistleblowing surveys conducted at the same time through the face to face method to all employees at the public institution. The 9-item scale developed by Park et al. (2005) was used as the whistleblowing scale in the survey. In the negative I/O psychology scale, Matteson's scale of job stress was used for the measurement of stress, Maslach's Burnout Inventory was used for the measurement of burnout, and the scale of intention to leave prepared by Fichman, Jenkins and Klesh was used for the measurement of intention to leave.

The data obtained from the study were prepared for analysis properly and were not shared by any agencies and institutions including the institution where the research was conducted.

5.4 Verification of Results

SPSS Version 20 was used in the analysis of the data obtained in the research. Correlation test was used for the relationship analysis, multiple regression was used for the impact analysis, and One Way ANOVA and Independent Samples tests were used for the discriminant analysis of the data obtained from the SPSS program.

5.5 Results of Research

According to Table 1, 54.9% of those who attended to research are male and 45.1% are female. Considering these rates, it can be expressed that the study population was balanced. When age distribution of the sample is analyzed, it is seen that 37.4% were in the age range of 41-50, while 20.9% were in the age range of 51-60. The age distribution of the sample is appropriate in terms of the importance of the research. When education levels are examined, it is seen that the most intense mass is high school graduate. And when monthly income distribution is analyzed, one of the keys to satisfaction of employees, it is seen that a part of 63.7% received a salary between 760-1150. This rate is an amount that can be considered good in the country and the location where the research was conducted. Accordingly, a salary related dissatisfaction cannot exist. Duration of experience is perhaps the demographic situation that interest most the whistleblowing. 79.1% of the employees in this research have job experiences of 4 years and more. This shows that the employees knew the organizational climate and the hierarchic structure of the organization very well, and they could present their attitudes in whistleblowing action independently from the factors such as awkwardness and inexperience.

Table 1. Demographic Profile of Respondents (N=91) Background Information

Gender	Percent %	Frequency
Male	54.9 %	50
Female	45.1 %	41
Age Group		
Younger than 21	6.6 %	6
21-30	8.8 %	8
31-40	24.2 %	22
41-50	37.4 %	34
51-60	20.9 %	19
Older than 60	2.2 %	2
Highest Degree		
Primary Education	3.3 %	3
High School	40.7 %	37
Associate Degree	17.6 %	16
Undergraduate	36.3 %	33
Post Graduate	2.2 %	2
Doctorate	0 %	-
Income Level		
Less than 380$	2.2 %	2
Between 380$ - 760$	18.7 %	17
Between 760$ - 1150$	63.7 %	58
Between 1150$ - 1520$	7.7 %	7
Between 1520$- 1900$	2.2 %	2
1900$ and more	5.5 %	5
Job Experience		
Less than 1	6.6 %	6
Between 1-2 years	1.1 %	1
Between 2-3 years	6.6 %	6
Between 3-4 years	6.6 %	6
4 years and more	79.1 %	72

Table 2. Reliability Statistics

Cronbach's Alpha	N of Items
0.857	24

Table 3. Correlation Analysis

		External Whistleblowing
Negative I/O Psychology	Pearson Correlation	0.489
	Sig. (2-tailed)	0.000

Alpha coefficients (Cronbach's alpha) used for testing the reliability of the scales implemented in the research take part in the Table 2. The alpha coefficient was calculated as 0.857 in the result of the reliability analysis performed in the package program. This value shows that the scale has high internal consistency. The correlation analysis between negative I/O Psychology and external whistleblowing is seen in Table 3. Accordingly an intermediate (r=0,489) and significant relationship was determined between the two variables.

Table **4.** ANOVA

	Sum of Squares	Mean Square	F	Sig.
Regression	7395.720	6	46.745	0.000
Residual	5642.968	214		
Total	13038.688	220		

Table 5. Regression Analyses for the Effect of Negative I/O Psychology on External Whistleblowing

	B	t	Sig.	R	R^2	Adjusted R^2
Constant	7.237	2.116	0.037			
Job Stress	0.283	2.420	0.018			
Job Burnout	0.137	2.042	0.044	0.516	0.266	0.241
Turnover Intention	0.575	2.773	0.007			

It is seen that the statistical significance values of F are less than 0.05 (p<0.05) in the ANOVA table taking part in Table 4. In addition, it is understood that the regression model to be established is statistically significant as well (Sig.=0,000). The results of the regression analysis between the two variables are seen in Table 5. Accordingly, the dependent variable of the research explains 26% of the change in external whistleblowing attitude, and the independent variable explains the negative I/O Psychology perception. According to the data in Table 5, the value that is received by external whistleblowing can be formulated as follows;

"External Whistleblowing = 7.237 + (0.283 x Job Stress) + (0.137 x Job Burnout) + (0.575 x Turnover Intention)"

Table 6. One-Way Analysis Intended for H_{1c} Hypothesis

	N	Mean	Std. Deviation	Std. Error	F	Sig.
Younger than 21	6	29.0000	7.34847	3.00000		
21-30	8	23.6250	2.50357	0.88515		
31-40	22	24.1818	6.64499	1.41672		
41-50	34	21.1471	5.70025	0.97759	2.548	0.034
51-60	19	21.1053	5.34265	1.22569		
Older than 60	2	22.0000	1.41421	1.00000		
Total	91	22.6264	6.01230	0.63026		

Table 7. One-Way Analysis Intended for H_{1d} Hypothesis

	N	Mean	Std. Deviation	Std. Error	F	Sig.
Less than 380$	2	20.5000	0.70711	0.50000		
Between 380$ - 760$	17	23.9412	6.27964	1.52304		
Between 760$ - 1150$	58	22.5000	6.52727	0.85707		
Between 1150$ - 1520$	7	21.4286	4.57738	1.73009	2.548	0.034
Between 1520$- 1900$	2	21.5000	3.53553	2.50000		
1900$ and more	5	22.6000	0.89443	0.40000		
Total	91	22.6264	6.01230	0.63026		

Table 8. Independent Samples Test (H_{1e})

	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variances assumed	24.110	0.000	-4.536	89	0.000	-5.20780	1.14800
Equal variances not assumed			-4.265	55.401	0.000	-5.20780	1.22107

In Table 6 and Table 7, it is seen that the mean of the employees under the age of 21 was 29.0000, and the mean of those who receive a salary between 380-760 was 23.9412. Hereunder, the external whistleblowing attitudes of employees differ significantly by their ages and monthly incomes. When Table 8 is analyzed, it is seen that the external whistleblowing attitudes differ by gender.

6. Conclusion

The purpose of our study with the title of "Test of Complicity Theory: Is External Whistleblowing a Strategic Outcome of Negative I/O Psychology?" is finding the negative I/O psychology effects on the external whistleblowing attitudes of employees and testing the view of "whistleblowing action is based completely on an

ethical necessity" defended by the Complicity theory. With this object in mind, a survey was conducted on 91 people exposed to the same organization climate and the data obtained were analyzed with a package program.

As a result of the analyses performed, a significant relationship was found between external whistleblowing and negative I/O Psychology, and it was determined that 26% of the change in the external whistleblowing attitudes of employees was explained by the negative I/O Psychology. In the light of these results, the Complicity Theory was tested, which was the primary purpose of the study, and this theory was rejected with regards to external whistleblowing.

When the data obtained from the study was analyzed in detail, it was determined that the entire outputs of negative I/O Psychology caused to change on the external whistleblowing. Accordingly, it was seen that 1-unit increase in the job stress of the employees caused to an increase of 28% in their external whistleblowing attitudes, 1-unit increase in their burnout level caused to an increase of 13% in their external whistleblowing attitudes, and 1-unit increase in their intention to leave cause to an increase of 57% in their external whistleblowing attitudes. Considering these values, it cannot be said that the whistleblowing action is done only due to an ethical necessity. As is seen, this action varies also according to the psychological attitudes of employee within the organizational climate. In addition, with the discriminant analyses performed, it was determined that the gender, income level and age of employee also caused to a difference on their whistleblowing attitudes.

When the above results are evaluated, it is seen that human behavior has a learning, affecting, affected and changing structure. Therefore, it is quite difficult to use the theory of generalization. An atmosphere of tension the workplace may increase the stress level of employee, create burnout with the effects of different factors in the long term, and if it cannot be resolved, may turn into the behavior of leaving of employment. Even if this event seems usual from the management perspective, employees' points of view may vary due to every human has different threshold levels. Some employees experience the happiness of getting rid of stress while leaving their jobs, while some others sink into a depressed mood due to their economical dependency while leaving their jobs. Thus, a common attitude cannot be observed in employees during and after the leave of employment. Feelings of grudge and hatred occur in individuals, who have to work due to economic reasons, against the manager administrating the atmosphere. In such cases, whistleblowing arise from and ethical and moral necessity, and turns into a weapon which may damage the organization and the manager, cause to manager lose his job, and damage the image of the organization. Consequently, it can be said that the revenge with a direct external disclosure without applying to internal whistleblowing means damaging the aims and ideals of a large organization for a much smaller target.

This study is important in terms of testing the complicity theory, which is a whistleblowing theory, and presenting that there may be factors except for the ethical structure affecting the whistleblowing action. In addition, due to it is the first study performed on the whistleblowing attitudes in the literature; this study is expected to be an example for the researches to be done in this field.

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