

Psychological and Organizational Factors Influencing Fraud Reporting in Organizations: A Systematic Literature Review

Rr. Feni Aryanti¹, Nida Hasanati²

Universitas Muhammadiyah Malang, Indonesia

Email: feni.nurman@gmail.com

ARTICLE INFO	ABSTRACT
<p>Keywords: whistleblowing, organizational culture, fraud reporting, moral responsibility, Machiavellianism.</p>	<p>Whistleblowing is a crucial mechanism for maintaining organizational integrity by exposing unethical or illegal activities such as fraud, data manipulation, and policy violations. This study systematically reviews the psychological and organizational factors influencing whistleblowing behavior. Key psychological factors include moral responsibility, risk perception, self-control, and Machiavellianism, which can either encourage or deter individuals from reporting unethical conduct. Organizational factors such as culture, institutional support, and whistleblower protection policies significantly shape reporting intentions. Demographic and social factors, including age and proximity to fraudsters, also play a critical role. The review highlights that gaps exist in understanding how religious values, organizational structures, and protection mechanisms impact whistleblowing behavior. Addressing these gaps, this review provides recommendations for future research, emphasizing the need for robust organizational policies and support systems to foster transparency and accountability. By answering key research questions and identifying overlooked aspects, this review contributes to the theoretical and practical understanding of whistleblowing, offering insights for organizations across various sectors to encourage effective fraud reporting.</p>

INTRODUCTION

Whistleblowing is a critical act that involves disclosing unethical or illegal behavior within an organization, such as fraud, data manipulation, or policy violations. While this act of reporting fraud has the potential to maintain organizational integrity and protect the public interest, individuals are often faced with complex moral dilemmas when deciding whether to report. These decisions are influenced by a variety of psychological and organizational factors that interact in the social context of the organization (Collaboration*† et al., 2023; Memon et al., 2021; Zickfeld et al., 2023).

From a psychological perspective, individuals who have a strong sense of moral responsibility, high self-confidence, and strong moral identification tend to be more proactive in reporting cheating. However, fear of reprisals, potential social sanctions, and uncertainty regarding protection for whistleblowers can hinder the intention to report. Factors such as (Collaboration*† et al., 2023; Memon et al., 2021; Zickfeld et al., 2023) *Machiavellianism*—which is characterized by manipulation, distrust, and exploitation of others—can also be factors that hinder reporting, as individuals with these traits tend to be more tolerant of misconduct (Verissimo et al., 2022).

In addition to psychological factors, organizational culture plays an important role in shaping fraud reporting behavior. Organizations that have a culture of openness, support *whistleblowing* behavior, and provide clear protections for whistleblowers tend to have higher reporting rates. Research shows that psychological and hierarchical proximity to cheaters also has a significant effect on the decision to report. Psychological proximity tends to reduce reporting intentions, while hierarchical proximity can increase courage to act (Memon et al., 2021; Ruch & Stahlmann, 2023).

Several other studies have also highlighted the importance of demographic factors such as age in influencing fraud reporting. Studies show that trust and social cognition vary among age groups, with younger or older individuals may have different perceptions of risk and trust in the context of cheating (Baumann et al., 2024).

In the context of *whistleblowing*, the study of the influence of self-control, motivation, and perception on the opportunity to cheat is becoming increasingly relevant. Research shows that individuals with high self-control, but in an environment that provides opportunities to cheat, are more likely to commit offenses. In addition, the identification of individuals with the norms and moral values of the organization directly influences the decision to report fraud (Anvari et al., 2019; Lin et al., 2022).

The phenomenon of *whistleblowing* in organizations is becoming increasingly important because of the impact generated by fraudulent reporting acts, both ethically and economically. Fraud in an organization can damage a company's reputation, cause huge financial losses, and damage stakeholder trust. Given that many cases of fraud can only be revealed through reporting from within the organization, *whistleblowing* behavior plays a crucial role in maintaining the integrity of the institution.

However, this behavior is very complex because it involves a variety of psychological and organizational factors that interact with each other. Individuals who dare to report violations are often faced with major risks, including threats to careers, personal safety, and social relationships in the workplace. Studies have shown that an environment that provides an opportunity to commit fraud, without adequate protection for whistleblowers, increases the risk of ethical violations. Therefore, understanding these dynamics is essential for organizations to create policies that can protect whistleblowers and prevent fraud in the first place (Batolas et al., 2023).

The need to review the existing literature is becoming increasingly relevant due to the cross-disciplinary nature of *whistleblowing* behavior, involving psychological, social, and organizational dimensions. With the emergence of various models and theories about fraud reporting, including social psychology models that integrate factors such as social identification, self-control, and Machiavellianism, it is important to conduct systematic reviews to unify the scattered findings. It helps not only to understand the motivations behind reporting cheating, but also the factors that inhibit such behavior, such as fear of retaliation and perception of opportunities to violate.

In addition, the literature also identifies the importance of demographic factors such as age, which influence how individuals respond to risks and make moral decisions regarding fraud reporting. Research also shows that moral and religious values can influence fraud reporting decisions, where individuals with high moral or religiosity commitments tend to be more proactive in reporting ethical violations.

This literature review is significant because many organizations still face challenges in designing policies that support and protect whistleblowers, as well as creating an organizational culture that is proactive in preventing ethical violations. Studies that combine psychological and organizational perspectives can help shed light on the factors that organizations need to consider encouraging effective reporting behaviors. In an increasingly globally connected world, fraud reporting can also have an impact on an international level, so comprehensive literature on the subject can make a valuable contribution to a wide range of disciplines and professional practice. The main objective of this *Systematic Literature Review* (SLR) is to comprehensively understand the psychological and organizational factors that influence *whistleblowing* behavior in organizations. In this case, these SLRs have some specific purposes that can be described as follows:

Identifying the Psychological and Organizational Factors Influencing *Whistleblowing*: This review aimed to identify and clarify psychological factors, such as moral responsibility, risk perception, self-control, and *Machiavellianism*, that influence individuals in making decisions to report fraud. In addition, this review will also explore organizational factors, such as organizational culture, institutional support, and whistleblower protection policies, that can facilitate or hinder fraud reporting.

Exploring the Role of Demographic and Social Factors: Previous research has shown that factors such as age, trust, and social-hierarchical proximity to fraudsters play an important role in reporting decisions. This SLR will explore how these demographic and social factors affect *whistleblowing* behavior, as well as how organizations can manage these dynamics to drive effective reporting.

Answering Key Research Questions: This SLR aims to answer the following research questions: What are some of the psychological factors that most influence the decision to report workplace fraud? How does the organizational environment, such as company culture and institutional support, affect whistleblowing intent? Are there any demographic factors that influence a person's tendency to report cheating? How does the interaction

between psychological and organizational factors shape cheating reporting behavior? Are there gaps or gaps in the existing literature regarding *whistleblowing behavior*, especially in the specific context of organizations in various sectors?

Identifying Gaps in the Literature: One of the important objectives of this SLR is to identify gaps in the existing literature regarding fraud reporting. This review will evaluate the extent to which previous research has examined the relationship between psychological, social and organisational factors and *whistleblowing* behaviour, as well as what aspects have not received adequate attention. For example, how the involvement of religious moral values affects *whistleblowing* or how differences in organizational structure impact fraud reporting decisions. (Lin et al., 2022; Memon et al., 2021)

Providing Recommendations for Future Research: Based on the gaps identified, the SLR also aims to provide recommendations for future research that can deepen the understanding of the factors that affect *whistleblowing*. For example, further exploration of how protection against whistleblowers can be improved, or how organizations can design more effective policies to encourage transparent reporting behavior. (Anvari et al., 2019) . By answering these questions and identifying gaps in the literature, these SLRs will not only make a theoretical, but also practical contribution for organizations looking to improve a culture of transparency and accountability in the workplace.

METHOD

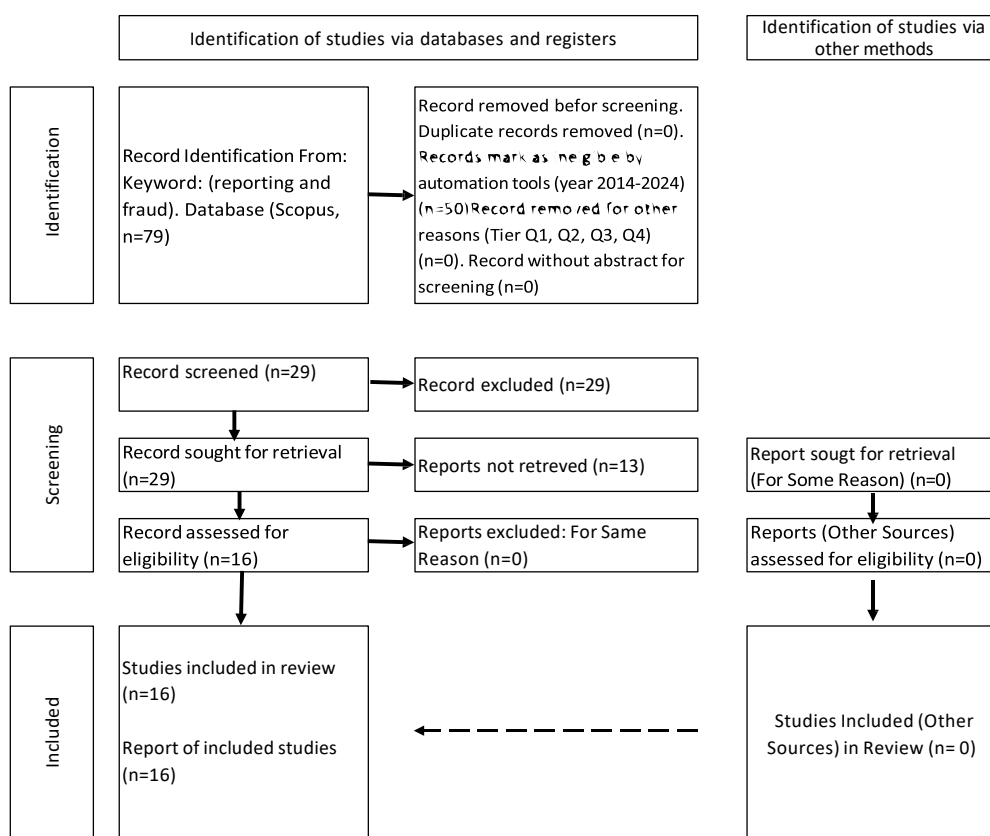
The stages in compiling a systematic review are carried out by following the review planning, starting with identifying by formulating clear and specific research questions to investigate its benefits and development. Establish inclusion and exclusion criteria, data sources, search strategies, and analysis methods. These criteria determine which studies to include or exclude from the review based on relevance and quality. The inclusion criteria are to determine the research published in a certain time frame; research relevant to the research question and determine international articles. Exclusion criteria are articles that are not published in *peer-reviewed* journals (e.g., conference reports, editorials); studies that are not relevant to the research question; articles that are not available in full text; studies with inadequate or unclear methodologies. Furthermore, selection, quality assessment, extraction, and synthesis are carried out. It ends with the preparation of reports.

Review planning begins by asking systemic review questions with the formulation of SPIDER (*Sample, Phenomenon of Interest, Design, Evaluation, Research Type*). The research question in this systemic review is how psychological and organizational factors affect fraud reporting; how research gaps in the existing literature relate to reporting fraud in organizations; and how a framework or model integrates these two factors, as well as offering recommendations for organizations in creating an environment that supports *whistleblowing*. Next, the author determines the search term and designs the appropriate search protocol. The author then creates a comprehensive search list based on the terms taken. The words used for the search are *peer reporting; fraud; social*. These two words are used as keywords in the search *database* using the *Watase UAKE* application, which is an *online system* designed to conduct research collaboration between researchers. This application refers to the Scopus journal.

The *Watase UAKE application* can identify duplicate articles, starting with obtaining 1,662 Scopus indexed articles. Filtering by adding *keywords young adult and emerging adult*, 216 articles were obtained at Q1, Q2, Q3, Q4 levels. Sorted again by looking at the title and abstract. Journals that pass with appropriate titles and abstracts will be re-checked in their entirety. After a selection of 216 journals found, there were only 21 articles that discussed *self-regulation* in early adulthood and had Q1, Q2, and Q3 levels.

The graph of the journal selection flow can be seen in Figure 1. The limitations of this systemic review are: (1) the journal discusses *peer reporting; fraud*. (2) journals used in English indexed by Scopus, (5) types of experimental research or interventions; and correlation, (6) research conducted in the last five years, namely from 2019 to 2024. Journals that meet the criteria will be included in the discussion. Meanwhile, journals that are not included in the criteria include: (1) journals that do not discuss *reporting/whistleblowing* (3) journals that are written not in English, (4) journals that do not list forms, processes, or flows.

Figure 1. PRISMA Graph for Selection Flow
(Generate From Watase Uake Tools, based on Prisma Reporting)



RESULTS AND DISCUSSION

In this *Systematic Literature Review*, there are a number of studies that have been selected for further analysis based on their relevance to the topic of *whistleblowing* in organizations, especially those related to psychological and organizational factors. Here is a breakdown of the characteristics of the included studies: Number and Type of Studies Included. Number of studies: A total of 16 studies have been included in this review, with a range of methodologies and analytical approaches relating to *whistleblowing*. Type of Study: These studies are mostly quantitative-based empirical studies, with some of them using a qualitative approach to explore the factors that influence fraud reporting in organizations. Some studies used an experimental design to test *whistleblowing* behavior, while others used surveys and interview methods to collect data from the study subjects.

The studies included in this review come from a wide range of countries, reflecting cross-cultural views on fraud reporting. The countries of origin of this study include:

1. United States
Several studies from the U.S. explore *whistleblowing behaviour* in the context of American organizational culture, focusing on the dynamics of reporting in the financial and health sectors. (Memon et al., 2021a; M. Yang & Chen, 2023)
2. China
Research from China examines how organizational structures in companies in the country influence the decision to report fraud, especially in the context of a more collectivist culture. (Sun & Chen, 2022; Zickfeld et al., 2023)
3. English
The study from the UK provides insight into factors such as self-control and moral rationalization in cheating behaviour in the workplace. Several other European countries, including Germany and the Netherlands, also contributed to research focused on reporting behavior in the environment of multinational organizations. (Veríssimo et al., 2022b; L. Yang et al., 2024) (Anvari et al., 2019b; Batolas et al., 2023b)

These studies focused on a variety of populations relevant to the topic of *whistleblowing*, including:

1. Employees of the Organization
Most studies involved employees from various industry sectors, such as finance, healthcare, and education. The study explores how employees at different levels of the hierarchy respond to and participate in fraud reporting. (Memon et al., 2021; M. Yang & Chen, 2023b)
2. Student
Several studies examine academic cheating behavior, which can be attributed to *whistleblowing* behavior, in which medical students and other students are the subjects of research. (Verissimo et al., 2022)
3. Managers and Professionals
Several studies examine managerial decisions in encouraging or discouraging reporting behavior, as well as how leadership influences organizational culture regarding *whistleblowing* (Anvari et al., 2019; Memon et al., 2021) .
4. Quantitative Methodology
The majority of studies use a quantitative approach, where data is collected through surveys and questionnaires to analyze factors such as personality, self-control, and risk perception of whistleblowing decisions (Sun & Chen, 2022; M. Yang & Chen, 2023) . This methodology allows researchers to directly measure the relationship between psychological variables and reporting behaviors.

Some studies use in-depth interviews and case studies to understand how individuals rationalize their decisions to report or not report cheating. This method provides deeper insights into the social and organizational contexts that influence reporting. Experimental studies were also used to test how situational manipulation, such as social support and threats of revenge, affected reporting behavior. This experimental research provides information on how individuals respond in simulated situations that mimic real-world circumstances in the workplace. (Anvari et al., 2019; Batolas et al., 2023) (Chapkovski et al., 2021 Zickfeld et al., 2023)

The main findings of the selected literature related to *whistleblowing* in organizations can be categorized based on several main themes, namely:

1. Psychological Factors
Describes factors related to individual characteristics, such as risk perception, moral responsibility, self-control, and personality (*Machiavellianism*), that influence the decision to report cheating.
2. Organizational Factors
This includes organizational culture, employer support, whistleblower protection policies, and reporting opportunities.
3. Demographic Factors
Analyze the influence of age, education level, and social-hierarchical proximity on reporting decisions.
4. Psychological and Organizational Interactions
How the interaction between individual psychological factors and the organizational environment creates complex reporting dynamics.

From the literature that has been analyzed, several main themes have emerged related to the factors that affect *whistleblowing behavior* in organizations. These factors include the psychological aspects of the individual, the condition of the organization, as well as demographic variables such as age and hierarchy. Each finding provides important insights that complement each other, although there are some differences in the perspectives and research methodologies used.

Psychological Factors

Psychological factors play a central role in an individual's decision to report fraud in an organization. Moral perception, personality, and the ability to make moral rationalizations are important predictors of *whistleblowing* behavior. Studies examining the relationship between morality and fraud reporting, such as those conducted by Yang & Chen (2023), highlight that individuals with strong moral responsibility are more likely to report fraud (M. Yang & Chen, 2023)

However, psychological factors such as *Machiavellianism* show a negative impact on reporting. Individuals with *Machiavellian* personalities are more likely to tolerate cheating and avoid reporting. These findings are important because they show that not all individuals have the same moral drive to report cheating, and personality traits can be a significant obstacle to the reporting process. (Verissimo et al., 2022)

Some studies have also shown that the perception of social risks, such as fear of revenge or personal consequences, is a major barrier for whistleblowers. This fear is especially relevant in situations where there is no clear guarantee of protection for the complainant, as found in studies on workplace bullying. (Ruch & Stahlmann, 2023)

Organizational Factors

The organizational environment plays a key role in facilitating or inhibiting reporting behavior. Clear organizational policies, management support, and protection for whistleblowers are critical in increasing fraud reporting intentions. Research by Memon et al. (2021) shows that companies that have strong internal *Corporate Social Responsibility* (CSR) policies are more successful in encouraging ethical behavior and reporting. (Memon et al., 2021b)

Strong institutional support is also seen in the findings of various experimental studies, where individuals tend to be more daring to report when they are confident of corporate protection (. Conversely, organizational cultures that ignore ethics or even encourage bullying behavior, such as bullying, can inhibit reporting behavior, as found in the Ruch & Stahlmann study (2020) (Chapkovski et al., 2021) .

These studies demonstrate the importance of the role of organizations in creating a culture that supports fraud reporting. In this context, the findings from the literature suggest that organizations must establish policies and structures that encourage reporting, including secure reporting systems and legal protections for whistleblowers.

Demographic Factors

One important finding from the literature is that demographic factors, especially age, can influence reporting behavior. A study by Sun et al. (2023) found that age influences how individuals assess risk and make moral decisions regarding reporting older individuals tend to be more cautious in reporting fraud, while younger individuals may have different belief patterns in authority or social risk. (L. Yang et al., 2024b).

In addition, some studies show that hierarchical proximity to fraudsters also influences the decision to report. A meta-analysis study conducted by Zickfeld et al. (2023) showed that individuals who had a closer hierarchical relationship with the perpetrator were more likely to report, while psychological proximity tended to decrease reporting intention This suggests that structural factors within organizations are also important to take into account in understanding reporting dynamics. (Batolas et al., 2023)

Interaction between Psychological and Organizational Factors

The findings of various studies show that cheating reporting behavior is not only influenced by psychological or organizational factors separately, but through complex interactions between the two. For example, emotional involvement in moral commitments or *pledges* can improve reporting, but only when supported by an organizational structure that supports whistleblower protection. This shows that without organizational support, individual moral motivation alone is not enough to encourage effective fraud reporting. ()

The study by Farid Anvari (2024) also affirms that social identification with groups within an organization can hinder or facilitate reporting, depending on the extent to which the group supports or rejects ethical values. This shows that (Anvari et al., 2019) *whistleblowing behavior* is highly contextual and influenced by social dynamics and forces between groups within the organization.

Research Gaps in Whistleblowing Studies

Limitations in Cross-Cultural Studies

Much of the research on *whistleblowing* comes from Western countries, such as the United States and the United Kingdom, focusing on a more individualistic organizational culture. Meanwhile, research from countries with collectivist cultures, such as China and other Asian countries, is still limited. Social and cultural factors in collectivist societies are likely to play an important role in individual decisions to report fraud This gap identifies the need for more cross-cultural studies that compare how social and cultural dynamics affect fraud reporting behaviour across different countries and cultural contexts. (Anvari et al., 2019; Sun & Chen, 2022).

Lack of Focus on Dark Personality Factors

Personality traits such as *Machiavellianism* that tend to inhibit *whistleblowing behavior* have only been identified in a few studies. However, other dark personality traits, such as psychopathy and narcissism, have not been widely studied in the context (Veríssimo et al., 2022) of *whistleblowing*. Given that individuals with these traits are less likely to care about social norms and are more involved in unethical behavior, there is a need for further research examining the impact of dark personalities on the decision to report or withhold information about fraud in organizations.

Lack of Research on Group Dynamics and Social Identification

Although some studies have identified that group dynamics, such as social identification, influence the decision to report cheating, there is still a gap in understanding how group pressure and group loyalty affect (Anvari et al., 2019) *whistleblowing* behavior. A more in-depth study of social interactions within groups and the role of group identity factors is needed to clarify these dynamics, especially in organizations with strong hierarchical structures or where interpersonal relationships influence individual behavior.

Limitations of Research in Certain Sectors

Most of the research on *whistleblowing* focuses on the financial, educational, and health sectors. These sectors are often in focus due to strict regulation and high ethical risks. However, other sectors, such as technology, manufacturing, or the informal sector, are less researched. There are gaps in research that explore fraudulent reporting behavior in industries with lower levels of regulation or more dynamic cultures, where fraudulent practices may be more difficult to identify and report. (Memon et al., 2021; M. Yang & Chen, 2023)

Lack of Exploration on the Role of Technology in Whistleblowing

Today, technology plays an important role in fraud reporting, especially with the existence of digital-based, anonymous reporting systems. However, few studies have specifically examined how technology affects *whistleblowing* behavior and how individuals use these technology systems to report cheating. There is a need for studies that explore the role of technology in facilitating fraud reporting, including how trust in technology influences decisions to report. (Batolas et al., 2023)

Lack of longitudinal research

Most existing studies use *cross-sectional* or experimental designs, which provide a snapshot view of the factors that influence fraud reporting. However, the dynamics of *whistleblowing* behavior can evolve over time, especially as the organizational environment changes. Longitudinal research that tracks changes in reporting behavior over time, as well as how organizational policies or economic conditions affect reporting decisions, is particularly lacking. A longitudinal study will help to better understand the *whistleblowing* process from start to finish and how reporting decisions evolve over a longer period of time. (Memon et al., 2021)

Lack of Research on the Effectiveness of Whistleblower Protection Policies

Although many studies highlight the importance of organizational policies in encouraging *whistleblowing* (Chapkovski et al., 2021; Memon et al., 2021), few have evaluated in depth the effectiveness of such policies in protecting whistleblowers from negative impacts, such as retaliation or marginalization. There is a need for research that focuses more on evaluating whistleblower protection policies, including studies on how whistleblowers feel about the protections they receive and how these policies can be improved to encourage more individuals to report fraud without fear of negative repercussions.

Lack of Research on Gender and Whistleblowing

Another significant gap in the literature is the lack of research that analyzes how gender factors affect *whistleblowing* behavior. Some studies show that women are more likely to report cheating in certain situations, but the literature on this subject is still limited and inconsistent. There is great potential to explore how gender, along with factors such as organizational culture and power dynamics, can influence the decision to report fraud. (Veríssimo et al., 2022b)

Theoretical Implications

The results of *this Systematic Literature Review* (SLR) have made a significant contribution to the development of scientific psychology theories, especially in the areas of social psychology and industrial-

organizational psychology. Through the integration of findings from various studies, this SLR helps expand our understanding of *whistleblowing behavior* by highlighting the psychological and organizational factors that influence an individual's decision to report cheating. Some of the main theoretical implications of these results are:

Theory of Planned Behavior

The Theory of Planned Behavior (TPB) developed by Ajzen (1991) is one of the main theories in explaining individual behavior based on their intentions, which are influenced by attitudes, subjective norms, and perceptions of behavioral control. Based on the results of this SLR, the TPB can be adapted to explain *whistleblowing behavior*, especially related to attitudes towards *whistleblowing*.

Research shows that individuals who have a positive attitude toward reporting, especially those influenced by moral responsibility and trust in the organizational system, are more likely to report fraud. (Memon et al., 2021; M. Yang & Chen, 2023)

The social and cultural norms of the organization play an important role in the decision to report fraud. Studies show that strong social norms, whether in the form of support from colleagues or an open organizational culture, increase reporting intentions. (Batolas et al., 2023; Memon et al., 2021)

Perceptions of behavioral control, such as the availability of anonymous reporting mechanisms or protection policies, are highly influential in the decision to report. This supports the "perceived behavioral control" component of the SDGs, where individuals who feel they have control over their actions are more likely to act. (Chapkovski et al., 2021; Memon et al., 2021)

Social Identity Theory (SIT)

Social Identity Theory (SIT), introduced by Tajfel and Turner (1979), emphasizes how individuals define themselves based on social group membership, which influences interpersonal and intergroup behavior. In the context of *whistleblowing*, this SLR shows that social identification in organizations plays a complex role

1. **Loyalty to the Group:** Some studies have found that individuals who are highly identified with their group within the organization are less likely to report cheating committed by group members. Group identification can create a conflict between social responsibility to the organization and loyalty to the group or co-workers. (Anvari et al., 2019; Batolas et al., 2023)
2. **Conflict between Personal and Social Identity:** In some cases, when group norms conflict with personal moral values, individuals may experience identity conflicts that affect reporting decisions. This suggests that *whistleblowing* is not only an act driven by personal moral beliefs, but also by how individuals balance their identities in the context of groups and organizations. (Anvari et al., 2019b; Zickfeld et al., 2023)

This SLR expands the SIT by identifying that social identification within an organization can be an obstacle to *whistleblowing*, especially when group norms conflict with personal moral interests. Further development of SIT can include how these factors influence ethical behavior in an organizational context.

Dark Triad Personality Theory

The Dark Triad Personality, which consists of *Machiavellianism*, narcissism, and psychopathy—is a personality concept that describes negative traits related to manipulation, lack of empathy, and extreme self-orientation. The results of this SLR show that dark personalities have important implications in the context of *whistleblowing behavior* in organizations.

Machiavellianism

Individuals with the trait of *Machiavellianism* are known for their clever manipulation, cynical views, and focus on personal gain. In the context of *whistleblowing*, studies show that they are more tolerant of cheating and tend to avoid reporting cheating, especially if it could cost them personally or professionally. (Veríssimo et al., 2022b) *Machiavellian* personality hinders reporting behavior because individuals with this trait are more focused on personal gain and risk avoidance. They tend to take advantage of the situation to their own advantage and neglect their moral responsibility to the organization. It supports the concept that (Veríssimo et al., 2022) *Machiavellianism* is related to high self-orientation and avoidance of actions that could harm their status or position in the organization.

Narcissism

Individuals with narcissistic traits tend to have an exaggerated view of themselves, feel superior, and need social recognition. While narcissism has not been extensively researched in the context of whistleblowing, the results of several studies suggest that narcissistic individuals may avoid reporting cheating if the act could damage their image or reputation. They are more likely to focus on how the situation affects the other person's view of them rather than on the moral consequences of the cheating itself. (Veríssimo et al., 2022) **Selective Reporting:** Narcissism can lead individuals to only report cheating if it contributes to their personal recognition or gain. For example, if such reporting can improve their status in the organization, they may be more likely to report it. Conversely, if reporting is perceived as a threat to their image or reputation, they may avoid it.

Psychopathy

Psychopathy is characterized by a lack of empathy, impulsivity, and the absence of guilt or remorse. Individuals with psychopathic tendencies may not view reporting cheating as a moral or valuable act. Due to their lack of a sense of social and moral responsibility, they may even support or participate in cheating behavior. (Veríssimo et al., 2022b) **Reporting Avoidance:** Findings suggest that psychopathy correlates with indifference to the ethical or moral consequences of an action, which in turn prevents individuals from reporting fraud in organizations. Psychopathic personalities tend not to care about the long-term consequences or impact on others, so they are often unmotivated to take action against the cheating they witness.

Implications for the Development of Personality Theory

The contribution of this SLR to the development of the *Dark Triad* theory is significant. The studies analyzed showed that dark personality traits not only affect individual involvement in deviant behavior, but also directly inhibit ethical reporting behavior in organizations. This emphasizes the need for organizations to pay more attention to individuals with these personality traits, especially in creating systems that can encourage reporting without relying on personal moral motivations. (Veríssimo et al., 2022b)

This SLR expands on the Dark Triad theory by showing that organizations need to consider dark personality characteristics in their efforts to create an environment that encourages ethical behavior and reporting. Specific interventions, such as anonymous reporting policies or strict legal protections, can help reduce the negative influence of individuals with these traits within the organization.

The results of this SLR provide a range of practical insights that can be implemented in organizational policies and human resource management practices to encourage more effective and ethical whistleblowing behavior. Some practical recommendations that professionals and policymakers can use include:

Building a Strong Culture of Transparency and Ethics

Practical Recommendations

Organizations should focus on creating a culture of transparency where integrity and ethical behavior are top priorities. An organizational culture that supports moral values, such as honesty and fairness, will encourage fraudulent reporting behavior. This can be done through ethics training, open communication, and role models from organizational leaders. (Chapkovski et al., 2021; Memon et al., 2021)

Implementation

Human resources professionals and organizational leaders should actively encourage a work environment that supports reporting by emphasizing the importance of integrity in every operational activity. Ethics and transparency training programs need to be implemented regularly to ensure that every employee understands those values.

Strengthening Whistleblower Protection Policy

Practical Recommendations

The results showed that fear of reprisals and sanctions was a major barrier to reporting behavior. Therefore, organizations need to adopt a strong whistleblower protection policy, which includes assurance that whistleblowers will not face retaliation or other negative repercussions for reporting fraud. (Chapkovski et al., 2021; Ruch & Stahlmann, 2023)

Implementation

The whistleblower protection policy should be clearly published to all employees, include procedures for reporting fraud, a secure reporting channel (including anonymous options), and strict legal protections. This policy must also be communicated consistently, and management needs to affirm their commitment to whistleblower protection through concrete actions.

Creating a Secure and Anonymous Reporting System

Practical Recommendations

Technology can be used to support anonymous reporting of fraud, which minimizes the fear of retaliation and increases employee confidence in the reporting system. (Batolas et al., 2023; Memon et al., 2021)

Implementation

Organizations should provide a secure, technology-based reporting system, such as an online reporting portal that allows employees to report violations without the need to reveal their identities. IT and policy professionals must work together to ensure that the system is secure, accessible, and provides feedback to whistleblowers.

Special Training for Management and Employees on Whistleblowing

Practical Recommendations

Training that focuses on managing and responding to fraud reporting is essential to ensure that all levels of the organization understand the importance of reporting and know how to respond to fraud reports. (Memon et al., 2021)

Implementation

Specific training for managers and HR staff needs to be developed to ensure that they can handle *whistleblowing reports* professionally and ethically. This training should include fair investigative procedures, as well as strategies to ensure whistleblowers are protected and fraud is dealt with effectively.

Addressing Personality Factors in the Recruitment and Training Process

Practical Recommendations

Based on the findings that *Machiavellianism* traits and other dark personalities can hinder fraud reporting, organizations need to consider these personality factors in the employee recruitment and development process. (Veríssimo et al., 2022)

Implementation

The recruitment process can include personality assessments that can identify individuals with a high potential risk of engaging in unethical behavior. Additionally, employee development programs can include training on work ethics and behaviors that create awareness about the negative impact of dark personality traits on the organization.

Promotion of Moral and Religious Values in Reporting

Practical Recommendations

Given the importance of moral and religious values in encouraging *whistleblowing* (Lin et al., 2022; Memon et al., 2021) . Organizations that have cultural or religious diversity can reinforce ethical messages by incorporating moral or religious values as part of the organization's culture.

Implementation

Organizations can integrate religious moral values and ethics into internal policies and communications, for example through cooperation programs with religious communities or an emphasis on social responsibility in CSR (Corporate Social Responsibility) programs.

Periodic Evaluation of Whistleblowing Policies and Systems

Practical Recommendations

Whistleblowing *policies* must continue to be evaluated and improved based on experience, feedback from whistleblowers, and the effectiveness of the resulting reporting. (Chapkovski et al., 2021)

Implementation

Organizations should establish periodic evaluations of existing *whistleblowing* policies and reporting systems. Feedback from employees and the results of reported cases that have been handled can be used to improve policies and increase employee trust in the process.

CONCLUSION

This Systematic Literature Review explores the psychological and organizational factors that influence whistleblowing behavior in organizations, by highlighting the various elements that influence an individual's decision to report cheating. Psychological factors such as moral responsibility, risk perception, and the nature of Machiavellianism play an important role, where individuals with high moral responsibility tend to report cheating, while dark personality traits such as narcissism and psychopathy inhibit reporting. Organizationally, a culture of transparency, clear reporting policies, and protections for whistleblowers have been shown to increase reporting intentions, while fear of reprisals is a major barrier. Demographic factors such as age and social-hierarchical proximity also play a significant role, with individuals who are older or have proximity to the perpetrator tend to be more reluctant to report. The interaction between personal morality and organizational support suggests that a supportive environment, including anonymous reporting systems, can reinforce reporting intentions. Further research is suggested to expand the study to different cultural contexts, explore the influence of technology and other dark personalities, as well as evaluate whistleblowing protection policies and the long-term consequences of whistleblowing.

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