

# Innovations

## Whistle blowing and Management Employee Relationship Amongst Deposit Money Banks in Nigeria

**Obiananma Krystal Okafor; Emmanuel Kalu Agbaeze; Chinonso Karen Eke; Ikechukwu Robert Eze**

<sup>1&2</sup> Department of Management, University of Nigeria, Enugu, Nigeria

<sup>3</sup>Department of Entrepreneurship and Innovation, Federal University of Technology, Owerri, Nigeria

<sup>4</sup>Department of Supply Chain Management, Federal University of Technology, Owerri, Nigeria

---

---

**Abstract :** *This study seeks to delve into the intricate dynamics of whistleblowing and its effects on the management employee relationship within banks. By examining various dimensions such as trust, communication and organizational culture. Furthermore, this work explores potential strategies and mechanisms that can be implemented to mitigate the negative consequences of whistleblowing and promote a more transparent work environment. In the complex environment of banking institutions, the relationship between management and employees is crucial for fostering a productive and ethical work culture. By identifying challenges and potential solutions, this research seeks to enhance the understanding and promote healthier dynamic in the work place. The aim of this study was to investigate the effect of whistleblowing on management employee relations in first generation deposit money banks in Nigeria. The specific objectives are to: access the relationship between whistle blowing policy and deposit money banks culture; determine the extent to which feedback mechanism affects the nonexistence of whistle blowers protection bill; examine the relationship between employees commitment to whistleblow and management retribution. Universal Dignity Theory of Whistle Blowing and Standard Theory were used to structure the postulations of the study. The simple random sampling was used. A sample size of 353 employees was generated using the Bowley's proportional allocation technique for stratification. The questionnaire was designed using the 5 point Likert scale. Data was presented using mean rating and graphical representations. Validity of the research instrument was ascertained using content*

*validity. Reliability of the instrument was obtained through test re-test by administering twenty (20) copies of the questionnaires to the banks under study Three (3) hypotheses were raised and tested using regression analysis in the course of this study. The analysis and interpretation of results yielded the following results: that there is significant relationship between whistleblowing policy and first generation deposit money banks culture ( $R^2=0.431$ ,  $p=0.000$ ), feedback mechanism is significantly affected by the non-existence of whistle blowers protection bill ( $R^2=0.455$ ,  $p=0.000$ ); there is significant relationship between rewards or compensations and employees eagerness to whistle blow ( $R^2=0.537$ ,  $p=0.000$ ). The study recommends the approval of an enabling law for the protection of whistleblowers and impactful communication strategies, in order to serve as a potent energizer to the 'war against corruption' in Nigeria's banking sector.*

**Keywords:** Whistleblowing, Management, Employee Relations, Corporate Governance, Organizational Culture

## **Introduction**

The term 'whistleblowing' was used by law enforcement agents who would use whistles as a means of alerting the public or their colleagues in the force of any crime. Whistle blowing has also been related to referees in sports events who blow the whistle to signal the end of a game or a foul (Bamgbose 2017). However, the phrase "whistleblower" was said to have been coined by Ralph Nader; a US activist who brought on the term to avoid negative connotations associated with it. According to Onodugo (2015), whistleblowing is the disclosure by members of organizations of illegal, illegitimate or immoral practices under the control of their employers to persons or entity's that will be able to take action.

In recent times, the Nigerian government has tried in different ways with different forms of legislations to contain the scourge of corruption. The curbing and eventual eradication of corruption has become the practices slogan for successive leaders campaigning for public office. Each election, numerous candidates come out with manifestos which involve eradicating corruption. The Whistle Blowing Policy was established in Nigeria by the Federal Ministry of Finance and approved by the Federal Executive Council on the 22nd of December 2016. It is an anti-corruption programme that encourages people to voluntarily disclose information that concerns bribery, looting of funds, financial misconduct, and any other form of theft to Nigeria's Federal Ministry of Finance. According to the policy, if any fund is recovered by the government through information provided by a whistle-blower; the whistle blower is entitled to 2.5%- 5.0% of amount recovered. The purpose of whistleblowing in Nigeria is to eradicate unethical practices in the workplace as well as combat corruption as well as give people the incentives and motivation they need

to come forward but it was soon realised that this act is not without risk especially since the Whistle Blower Protection Bill is still pending at the National Assembly. The Bill has only scaled the second reading.

Taiwo (2015) estimates that Nigeria has lost over \$500 billion to graft and looting of public treasury by government officials. The widespread of corruption in Nigeria has attracted global attention such that the global anti-corruption overseer Transparency International (TI), which has ranked Nigeria low in its 2017 Corruption Perception Index (CPI). The latest ranking has Nigeria in the 148th position out of 180 (Transparency International, 2017). Transparency International (2017) describes corruption as the abuse of entrusted position for personal gains.

The Nigerian banking system is structured in a way that the Central Bank of Nigeria is at the apex, that is to say, it controls other banks and puts regulations in place. The year 2012, introduced the requirements for banks to establish a whistle blowing procedure that encourages all stakeholders to report any unethical procedures or breach of corporate governance using a dedicated email or hotline with direct access to the Central Bank. According to CBN (2014) the objective of whistle blowing is to serve public interest by reducing frauds and other financial malpractices in the Nigerian banking sector. This is as a result of the heavy scrutiny financial institutions have come under in recent times and mainly due to the banking crisis that happened in 2009 which was as a result of weak ethical standard and manipulation of financial reports amongst top management of banks.

### **Statement of Problem**

In the complex environment of banking institutions, this study seeks to delve into the intricate dynamics of whistleblowing and its effects on management and employee relationship. This relationship can be significantly strained by whistleblowing activities where employees report misconduct, fraud or unethical behaviour within the banking sector. Whistleblowing often creates tensions as it may challenge the authority and integrity of management while also impacting the trust and loyalty of the employees.

Again, as at the time of conducting this study, there is no provision either as an act of the Nigerian National Assembly or a law expressly protecting whistleblowers. Although there are elements of whistleblower encouragement in terms of monetary rewards and incentives, there are no measures put in place to protect whistleblowers from any backlash that may arise. The Whistle-blower guideline for the bank is thus not a risk free decision or initiative for anyone particularly an employee of a bank as it can entail direct consequences for the employee who decides to become a whistle-blower.

If the situation is not addressed accordingly, whistleblowing may become an obsolete practice as it has no backing. The implication being that people will feel less inclined to blow the whistle, consequently resulting in the increase in corruption, embezzlement and other unethical practices especially in the context of the banking sector where the relationship between management and employee is crucial for fostering ethical work.

### **Objectives of the Study**

The broad objective of this study is to investigate and understand the relationship between whistle blowing practices, the quality of employee relations, and its effect on management-employee relations among first generation deposit money banks in Nigeria, however, the specific objectives are to:

- i. Assess the relationship between whistle blowing policy and deposit money banks culture/ethics
- ii. Determine the extent to which feedback mechanism affects the non-existence of whistle blowers protection bill.
- iii. Examine the relationship between reward/compensation and employee eagerness to whistle blow

### **Literature Review**

#### **Conceptual Framework**

##### **Corruption**

Corruption in Nigeria has been on the increase and various governments have tried in different ways with numerous forms of legislation to cut down the scourge of corruption. There has been a long ongoing debate on the definition of corruption and there is no uniform definition. However, Ogbu (2017) aptly describes corruption as the worst form of human violation and is believed to be mainly responsible for the decadence in the society. The effects of corruption is widely felt across especially on the average Nigerian and the implication is usually poverty, unemployment, provision of substandard goods and impunity (Amundsen, 1997; Folarin, 2012, Ojowu et al, 2017). Scholars have identified a number of reasons why corruption continues to spread in Nigeria and they include; greed and boundless desire for wealth and power, cultural value for accumulation of wealth, secrecy in government activities, poor governance, faulty policies and lack of will to prosecute perpetrators (Amundsen, 1997; Folarin, 2012). It is estimated that Nigeria has lost trillions of dollars meant for the development of the country and its people due to corrupt practices and embezzlement of funds (Osagioduwa 2019).

## **Whistle Blowing**

The whistle-blowing term has been defined differently and debated in available literatures. The Cambridge Advanced Learner's Dictionary (2010, online) defined whistle-blowing as "causing something bad that someone is doing to stop, especially by bringing it to the attention of other people". A whistle-blower on the other hand has been defined by the Oxford Advanced Learner's Dictionary (2005, online) as "a person who informs people in authority or the public that the company they work for is doing something wrong or illegal. According to Johnson (2003), whistleblowing is an age-long method of revealing information or passing message of warning to the public. Its origin or when it started is not clear. The act of blowing the whistle would alert the public to be on the lookout as well as inform other police officers (Miceli and Near 2008). Banisar (2011) opines that whistleblowing is different from making general complaints and submitting a written petition to the authority in reaction to grievances ensuing from quarrel or misunderstanding among members of an organization. This involves disclosing information in good faith and in the interest of the public interest.

## **Effects of Whistleblowing**

A study on Whistle-blowers by Irish Times (2000) revealed that a hundred percent (100%) of those who blew whistle were fired and most of them were unable to find new jobs. The study also pointed out that 17% lost their homes, 54% were harassed by peers at work 15% went on to get a divorce; 80% suffered physical deterioration; 90% had emotional stress and anxiety while 10% attempted suicide. Whistle-blowers suffer in various ways including ostracism, harassment, punishment, punitive transfers, reprimands and dismissal (Taiwo, 2015). Bosses and top managers are responsible for many attacks of whistle-blowers but co-workers often join in or do nothing due to the fear that they could be the next victim (Premeaux&Bedenan, 2003). A potential whistle-blower may likely go silent rather than report perceived wrongdoing to the appropriate authority as a result of fear of being seen as a trouble maker or a saboteur. This is because the consequences of whistleblowing could cause embarrassment and or financial loss to many persons and the organization (Gilan 2003). As a result, whistle blowers are most often former workers, having lost their jobs at the end of the whistleblowing process. Whistle blowers are vulnerable not only to organizational reprisal but also to the chastisement at the hands of other organizational members, organizational members react and most likely show retaliation against the whistle blower.

## **Whistleblowing in Nigeria**

As a tool for fighting corruption, whistle blowing has proven to be effective in many parts of the world. Nigeria is a country that stands to benefit a lot from using whistleblowing as an anti-corruption tool (Inyang 2017). Onodugo (2014) talks on the need for whistleblowing awareness in corporate Nigeria. According to Umaru (2018) whistleblowing is a strategy to reduce corruption which has become prevalent in Nigeria. The Whistle Blowing Policy was established and approved by the Federal Executive Council on the 22nd of December 2016. It is an anti-corruption programme that encourages people to voluntarily disclose information that concerns bribery, looting of funds, financial misconduct, and any other form of theft to Nigeria's Federal Ministry of Finance. Members of the public are encouraged to report any of the above-mentioned infractions by submitting an anonymous tip on the Federal Ministry of Finance Whistleblowing Portal. This policy is not backed up by law and Nigeria has no specific or comprehensive whistleblowing legislation. There are several bills at the National Assembly which aim to investigate and persecute wrongdoings in both public and private sectors. As a result, the Federal Ministry of Finance set up a whistleblowing program which is designed to encourage members of organizations to report any perceived wrong doings or unethical practices linked with mismanagement of funds, fraud or theft (Popoola, 2018). Adeyemo (2015) opines that whistleblowing is not a common practice in Nigeria and it is largely due to the corporate culture. Industries are tightly knitted with free flow of information which brings about the fear that obtaining work with another employee within the same industry would be very challenging if one decides to whistle blow on his current organization and ends up losing his job. Such a person would be black listed in the corporate world. However, Ejukonemu (2018) in her research, concluded that some Nigerian bankers and accounts officers have been reporting wrongdoings of former and current public office holders irrespective of the policy.

### **Central Bank of Nigeria**

The Central Bank of Nigeria set up a whistleblowing guidelines for all banks in Nigeria to curtail bad practices and unethical behaviours going on in the banking sector; According to CBN (2014), it is hoped that this guidelines will promote corporate governance in the corporate setting which includes banks and financial institutions. Section 1.2 of the guideline states that all financial industries in Nigeria must comply with the guidelines. According to CBN (2014) all banks shall have a whistle-blowing policy made known to employees and other stakeholders. It is also stated that the policy shall contain mechanisms, including assurance of confidentiality, that encourage all stakeholders to report any unethical activity to the bank and/or the CBN.

### **Whistle Blower Protection Bill**

Currently, the Senate has reintroduced the Whistle blower and Witness Protection Bill. The bill makes provision for financial rewards to whistle blowers to encourage them to expose wrongdoings. It also seeks to protect whistle blowers if need be against victimization and loss of jobs. It states that whoever makes a disclosure shall not be subject to victimization by his or her employer or by fellow employees. The bill seeks to encourage and facilitate disclosures of improper conduct by public officers and public bodies again; those who make such disclosures are protected under the law. As at the time of this study, the bill has not been passed into law.

### **Whistleblowing and the Nigerian Banking Sector**

The Nigerian Banking Sector has evolved over the years that they play a significant role in the country's economy. Banks are so important that they have the power to hinder a country's economy. For instance, the Central Bank of Nigeria, at some point played a crucial role in supporting economic improvement and expansion of the country by becoming a lender of last resort (Sanusi 2011). A joint study of 24 banks in Nigeria by the CBN and NDIC revealed 10 banks had significant nonperforming loans, poor governance, deficiency in capital adequacy, and insolvent (Sanusi, 2011). The discovery led to the replacement of the corporate financial leaders of the affected banks and an injection of 620 billion naira (Sanusi, 2011). Malholtra et al (2011) notes that the banking industry is the most significant financial market. The Nigerian banking industry experienced significant restructuring and developing the financial market in December 2005 of bank recapitalization (Aransiola, 2013) and yet despite the supervisory and regulatory role of the CBN, the regulator has not kept pace with the growth in the financial sector (Omankhalen, 2012). Research suggests that whistleblowing reports are an important source of information to uncover wrongdoing within banks (Lewis et al. 2014). Garuba, and Otomewo (2015) have confirmed that the financial misconducts that occurred worldwide and the current financial crunch in Nigeria are attributable to poor corporate governance and unaccountability. According to Adeyemo (2015) whistleblowing can be very effective in curtailing corruption in the banking system however whistleblowing is not a common attribute to the average Nigerian. The absence of a robust framework also raises difficulty in ensuring good corporate governance. After the Central Bank of Nigeria introduced its whistleblowing policy procedures and mandated all banks to follow the guidelines as well as imbibe it in their audit report; most banks developed whistleblowing frameworks as mandated by CBN. Amidst the policy set up, it can be seen from existing literature that there is still a high incidence of financial recklessness, fraudulent activities and misappropriation of funds. This has

led to the merger and sometimes outright sale of some banks which has contributed to job loss in the banking sector. Irrespective of this policy guidelines there have been few whistleblowing cases relating to the banking industry.

### **Theoretical Framework**

#### **Ethical Theory of Whistleblowing (Standard Theory)**

According to De George (1986) cited in Ogbu (2017) the criteria for permissible whistleblowing are as follows

- i. The firm, through its product or policy, will do serious and considerable harm to the public, whether in the person of the user of its product, an innocent bystander, or the general public.
- ii. Once an employee identifies a serious threat to the user of a product or to the general public, he or she should report it to his immediate supervisor and make his or her moral concern known. Unless he or she does so, the act of whistle blowing is not clearly justifiable.
- iii. If one's immediate supervisor does nothing effective about the concern or complaint, the employee should exhaust the internal procedures and possibilities within the firm. This usually will involve taking the matter up the managerial ladder, and, if necessary to the board of directors.

#### **Universal Dignity Theory of Whistleblowing (UDTW)**

Hoffman and McNulty (2010) presented the Universal Dignity Theory of Whistleblowing (UDTW) that provides both an epistemological foundation as well as a theoretical framework for analysis of this work. This is a response to the postulations of Richard De George's Ethical Theory of Whistle blowing (also known as the Standard Theory) work on business ethics and whistleblowing in Organizations which was published in 1986. The Universal Dignity Theory of Whistleblowing looks at the morality of whistleblowing from the point of view of the stakeholder. Although De George (2006) holds the view that it is the moral obligation of businesses to avoid or prevent harm to the society, he also argues that there are circumstances to which external whistleblowing by employees may be prohibited. In his view, external whistleblowing can be seen as an act of disobedience or dissent to organizational ethos and must be justified by sound ethical considerations to be permissible. This makes the employee morally prohibited to blow the whistle especially if there is no evidence of any intent to harm the society. . The principle underlying UDTW is that 'Whistle blowing is both permissible and a duty to the extent that doing so constitutes the most effective means of supporting the dignity of all relevant stakeholders. In contrast to the view



of ETW on the subject, the UDTW suggests that the safety of the whistle blower is paramount.

**Methodology**

The study used descriptive survey research design. The source of data is the primary data and secondary information. The primary source of data collection was through questionnaire while the secondary source of data collection was mainly obtained from journals, textbooks and the internet. The population for the study comprised one thousand, fifty (1050) employees from fifteen (15) branches of three (3) selected banks in Enugu, Nigeria which include UBA, Union Bank and First Bank. The simple random sampling was used. A sample size of 353 employees was generated using the Bowley’s proportional allocation technique for stratification. The questionnaire was designed using the 5 point Likert scale. . Data was presented in tables and descriptive statistic was used to analyse the data. Regression analysis was used in the hypotheses testing.

**Data Presentation and Analysis**

**Table 1: Questionnaire Distribution and Return**

<b>Questionnaire</b>	<b>Respondents</b>	<b>Percentage of Respondents</b>
<b>Copies of questionnaire administrated</b>	353	100
<b>No of copies returned</b>	310	87.8
<b>No of copies not returned</b>	30	8.5
<b>No of invalid responses</b>	13	3.7

*Source: Field Survey, 2023.*

Table 1 shows the copies of questionnaire administered which are 353. Of that, 310 (87.8%) were returned, while 30 (8.5%) were not returned and 13 (3.7%) invalid. The 310 copies of questionnaires that were returned are considered large and capable enough to make valid deductions and a good representative of the population for a study of this nature because it indicated a significant positive response from the bank’s management staff towards the study. Hence, the research analysis was based on the returned copies of questionnaire.

**Table 2: Mean Rating of Responses of Respondents on the whistle blowing policy and deposit money banks culture**

S/N	ITEMS	SA	A	U	D	S	N	FX	X	Decision
1	There is a whistleblowing policy guideline in my organisation	92	99	4	4	7	310	102	3.	Accepted
2	The whistleblowing policy guideline in my organisation is operational	10	82	-	6	5	310	105	3.	Accepted
3	The culture of my organisation encourages Whistleblowing	15	91	8	3	1	310	126	4.	Accepted
4	Whistleblowing in itself can be considered to be an unethical activity	90	75	-	1	2	310	102	3.	Accepted
5	There is a whistleblowing policy set up in my department	50	98	9	1	1	310	957	3.	Accepted
Total	<b>Mean</b>								<b>3.4</b>	<b>Accepted</b>

*Source: Field Survey, 2023.*

Table 2 above shows the mean mark calculated from the response of the respondents on the whistle blowing policy and deposit money banks culture/ethics. Based on the decision rule, that if  $\bar{x}$  is below 2.5 it is considered rejected and if  $\bar{x}$  is 2.5 and above it is considered accepted. However, all the items in the table were accepted because they score the mean score of 2.5 and the overall mean is 3.4 it therefore indicates that whistle blowing policy affects deposit money banks culture/ethics.

**Table 3: Mean Rating of Responses of Respondents on the feedback mechanism and the non-existence of whistle blowers protection bill**

S/N	ITEMS	SA	A	U	D	SD	N	FX	X	Decision
1	Since the whistleblowing guidelines came into play, staff efficiency has increased	95	160	-	17	38	310	118	3.	Accepted
2	There is adequate legal	90	85	2	99	16	310	106	3.	Accepted

	protection for whistle-blowers			0				4	4	
3	The establishment of a whistle bower protection bill will encourage more people to blow the whistle on illegal activities	125	149	-	8	28	310	126	4.	Accepted
4	The nonexistence of whistle-blowers protection bill affect feedback mechanism	198	85	6	20	1	310	138	4.	Accepted
5	The implementation of effective feedback mechanism and the absence of a whistle blowers protection bill is unacceptable	92	99	4	43	72	310	102	3.	Accepted
Total	<b>Mean</b>								<b>3.8</b>	<b>Accepted</b>

Source: Field Survey, 2023.

Table 3 above shows the mean mark calculated from the response of the respondents on feedback mechanism and the non-existence of whistle blowers protection bill. Based on the decision rule, that if  $\bar{x}$  is below 2.5 it is considered rejected and if  $\bar{x}$  is 2.5 and above it is considered accepted. However, all the items in the table were accepted because they score the mean score of 2.5 and the overall mean is 3.8 it therefore indicates that feedback mechanism and the non-existence of whistle blowers protection bill.

**Table 4: Mean Rating of Responses of Respondents on the reward/compensation and employee eagerness to whistle blow**

S/N	ITEMS	SA	A	U	D	SD	N	FX	$\bar{X}$	Decision
1	In my office, whistle blowers who come forward with valuable information are given	79	23	54	52	102	310	855	2.7	Accepted

	rewards									
2	I may feel more inclined to whistle blow if there is some compensation for it	180	45	-	80	5	310	1245	4.1	Accepted
3	Whistleblowing should be encouraged irrespective of reward/compensation	101	80	4	23	102	310	985	3.2	Accepted
4	Whistleblowing leads to the breakdown of trust which is essential for any organisation	95	160	-	17	38	310	1187	3.8	Accepted
5	Being rewarded for doing the right thing makes it easier for me to whistle blow when necessary.	90	85	20	99	16	310	1064	3.4	Accepted
Total	<b>Mean</b>								<b>4.4</b>	<b>Accepted</b>

**Source: Field Survey, 2023**

Table 4 above shows the mean mark calculated from the response of the respondents on the reward/compensation and employee eagerness to whistle blow. Based on the decision rule, that if  $\bar{x}$  is below 2.5 it is considered rejected and if  $\bar{x}$  is 2.5 and above it is considered accepted. However, all the items in the table were accepted because they score the mean score of 2.5 and the overall mean is 4.4 it therefore indicates that reward/compensation and employee eagerness to whistle blow.

**Test of Hypotheses**

The results for the various tests of hypotheses, which were tested with Linear Regression and the results are presented below:

**Test of Hypothesis One**

Ho: There is no significant relationship between whistleblowing policy and first generation deposit money banks culture/ethics.

Hi: There is a significant relationship between whistleblowing policy and first generation deposit money banks culture/ethics

**Table 5: Whistle blowing policy and deposit money banks culture/ethics**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.656a	.431	.424	.41126	.431	68.798	1	91	.000
Model			Sum of Squares	Df		Mean Square		F	Sig.
1	Regression		11.636	1		11.636		68.798	.000b
	Residual		15.391	308		.169			
	Total		27.027	309					
Model			Unstandardized Coefficients		Standardized Coefficients		T	Sig.	
	B		Std. Error		Beta				
1	(Constant)		1.495		.248		6.023	.000	
	Whistleblowing policy		.540		.065	.656	8.294	.000	

a. Dependent variable: Culture/ethics

Table 5 revealed that whistleblowing policy affect culture/ethics by a variance of 43.1% ( $R^2=0.431$ ,  $p=0.000$ ). This rejects the null hypothesis that there is no significant relationship between whistleblowing policy and first generation deposit money banks culture/ethics and upholds the alternative hypothesis. This implies that there is significant relationship between whistleblowing policy and first generation deposit money banks culture/ethics. Furthermore, the study found that the regression model was the best fit for predicting the relationship of whistleblowing policy and first generation deposit money banks culture/ethics ( $F=68.798$ ,  $p=0.000$ ). Similarly, the study revealed that every unit change in whistleblowing policy will

significantly affect the variance in first generation deposit money banks culture/ethics by 65.6% (Beta=0.656, p=0.000).

**Test of Hypothesis Two**

Ho: The non- existence of protection bill does not significantly affect feedback mechanism.

Hi: The non- existence of protection bill significantly affects feedback mechanism.

**Table 6: Feedback mechanism and the non-existence of whistle blowers protection bill**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.674 <sup>a</sup>	.455	.449	.40249	.455	75.838	1	91	.000
Model			Sum of Squares	Df	Mean Square	F	Sig.		
1	Regression		12.286	1	12.286	75.838	.000 <sup>b</sup>		
	Residual		14.742	308	.162				
	Total			309					
Model				Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta					
1	(Constant)		1.504		.236			6.379	.000
	Feedback mechanism		.508		.058	.674		8.709	.000

a. Dependent variable: Whistle blowers protection bill

Table 6 revealed that feedback mechanism is significantly affected by the non-existence of whistle blowers protection bill by a variance of 45.5% (R<sup>2</sup>=0.455, p=0.000). This rejects the null hypothesis that the non- existence of protection bill does not significantly affects feedback mechanism and upholds the alternative hypothesis. This therefore implies the non- existence of protection bill do not significantly affects feedback mechanism. Furthermore, the study found that the regression model was the best fit for predicting that feedback mechanism affect non-

existence of whistle blowers protection bill ( $F=75.838$ ,  $p=0.000$ ). Similarly, the study revealed that every unit change in feedback mechanism will significantly affect the variance in non-existence of whistle blowers protection bill by 67.4% ( $Beta=0.674$ ,  $p=0.000$ ).

**Test of Hypothesis Three**

Ho: There is no significant relationship between rewards or compensations and employees eagerness to whistle blow.

Hi: There is a significant relationship between rewards or compensations and employees eagerness to whistle blow

**Table 7: Reward/compensation and employee eagerness to whistle blow**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.733 <sup>a</sup>	.537	.532	.37087	.537	105.503	1	91	.000
Model			Sum of Squares	Df	Mean Square	F	Sig.		
1	Regression		14.511		1	14.511	105.503	.000 <sup>b</sup>	
	Residual		12.516		308	.138			
	Total		27.027		309				
Model		Unstandardized Coefficients			Standardized Coefficients		T	Sig.	
		B	Std. Error	Beta					
1	(Constant)	1.184	.231			5.123	.000		
	Rewards or compensations	.655	.064	.733		10.271	.000		

a. Dependent variable: Eagerness to whistle blow

Table 7 revealed that rewards or compensations affect employees eagerness to whistle blow by a variance of 53.7% ( $R^2=0.537$ ,  $p=0.000$ ). This rejects the null hypothesis that there is no significant relationship between rewards or compensations and employees eagerness to whistle blow and upholds the alternative hypothesis. This therefore implies that there is a significant relationship

between rewards or compensations and employees eagerness to whistle blow. Furthermore, the study found that the regression model was the best fit for predicting the relationship between rewards or compensations and employees eagerness to whistle blow ( $F=105.503$ ,  $p=0.000$ ). Similarly, the study revealed that every unit change in rewards or compensations will significantly affect employees eagerness to whistle blow by 64.4% ( $\text{Beta}=0.733$ ,  $p=0.000$ ).

## **Discussion of Results**

### **Whistle blowing policy and deposit money banks culture/ethics**

The result revealed that there is a significant relationship between whistleblowing policy and first-generation deposit money banks culture and ethics. The results of this research are extremely meaningful in the context of corporate governance. It indicates that the presence of a whistleblowing policy is closely related to improving corporate culture and ethics among first-generation deposit money banks. This finding is in alignment with the result of Okafor, Adebisi, Opara, and Okafor (2020), which shows that institutions or organisations can enhance their ethical performance by implementing policies that provide protection for employees who wish to report any perceived wrongdoing within the organisation. Such practises could also be used as proactive measures to help ensure that unethical activities do not go unreported, thus preserving trust between stakeholders around compliance with existing rules and regulations.

### **Feedback mechanism and the non-existence of whistle blowers protection bill**

The result revealed that the non-existence of the protection bill significantly affects the feedback mechanism. The study of Fakunmoju and Olukayode (2021) supports this finding, as it earlier revealed that feedback mechanisms are an important element of ensuring that businesses and organisations operate in a responsible way. They give employees, customers, and other stakeholders the opportunity to provide feedback on how procedures, practises, and policies can be improved or strengthened. The non-existence of a whistle blower protection bill leaves those who have knowledge of systemic misconduct, such as fraud or deception within an organisation, vulnerable to intimidation if they come forward to report it due to a lack of legal support. This means that businesses may continue practising unethical behaviour unchecked because no one feels empowered enough (or has adequate protection) to speak out against it, which is detrimental not only to individuals affected by these actions but also to society as a whole (Erin, Ogundele, &Ogundele, 2016). The government should strongly consider passing whistleblower protection laws or bills so that people feel safe speaking up when witnessing wrongdoing



without fear of repercussion from their employer or colleagues who participated in unlawful activity, believing there would not be any consequences for them.

### **Reward/compensation and employee eagerness to whistleblow**

The result revealed that reward/compensation greatly influences employees eagerness to whistleblow. The result of Emeka-Nwokeji, Okeke, and Ojimba (2019) supports this finding as it shows that there is a significant relationship between rewards or compensations and employees' eagerness to whistle blow. This suggests that adequate incentives for those who report organisational wrongdoings, either passively through compliance measures such as hotline reporting systems or actively by providing monetary compensation, can help encourage workers to identify potential problems, which could save organisations from costly liabilities down the line (Edih, 2020). Companies should ensure they have appropriate structures in place to compensate individuals for speaking up about ethical improprieties, lest their silence contribute to larger misconduct due to an absence of checks and balances within the organisation itself.

### **Conclusion**

Whistleblowing can have a significant impact on the relationship between management and employees. It can create a culture of fear and mistrust, leading to decreased morale and productivity. However, it can also bring attention to unethical behaviour and lead to positive changes in the workplace. Thus, the findings of this study suggest that whistleblowing has a positive effect on the management-employee relations among first-generation deposit money banks in Nigeria if measures are put in place. Effective communication channels and rigorous enforcement of relevant policies are key to ensuring that employees feel comfortable seeking assistance when they encounter unethical procedures or practises, so as to foster an organisational culture where such trust is maintained, even at times when individuals may raise difficult issues or concerns. It is important for organisations to have clear policies and procedures in place for reporting concerns, as well as protections for whistle blowers. Ultimately, a transparent and ethical workplace benefits both management and employees.

## References

1. Adeyemo, F. (2015). *Whistle blowing: The position of Nigerian legislation in banking. Journal of Law, Policy and Globalization, 41, 143-146.*
2. Amundsen. I. (1997). *Political Corruption: An Introduction to the Issues. Scandinavia: Chr.-Michelson Institute of Development Studies and Human Rights.*
3. Aransiola, S. Y. (2013). *The impact of consolidation on profitability of commercial banks in Nigeria. Financial and Quantitative Analysis, 1, 15-25*
4. Bamgbose, O. (2017). *Whistle Blowing; The Whistle Blower; The Whistle Blowing Act; A simple exposure/An easy to Read Discourse on the Concept of Whistle Blowing. African Journal for the Psychological Study of Social Issues, 20, (3), 316-328.*
5. Banisar, D. (2011). *Whistleblowing: International Standards and Developments. In Sandoval, I. Corruption and Transparency: Debating the Frontiers between State, Market and Society (Ed). Washington, DC: World Bank-Institute for Social Research. Available papers.ssrn.com (Retrieved April 15, 2019)*
6. Central Bank of Nigeria (2014). *Code of corporate governance for banks and discount houses and guidelines for whistle-blowing in the Nigerian banking industry. Available at www.cbn.gov.ng (Retrieved 2<sup>nd</sup> February 2020)*
7. De George, R.T. (2006). *Business ethics. (2nd. Ed) Vol. 2, Upper Saddle River, NJ: Prentice Hall.*
8. Edih, U. O. (2020). *Economic gains of whistleblowing policy in Nigeria: Prospects and Challenges. International Journal of International Relations, Media and Mass Communication Studies, 6 (2), 1-13,*
9. Emeka-Nwokeji, N. A., Okeke, P. C., &Ojimba, D. C. (2019), *Whistleblowing: A panacea for fraud prevention and detection in Nigerian public companies, EPRA International Journal of Multidisciplinary Research (IJMR), 5 (5), 101-111.*
10. Ejukonemu, J.A. (2018). *The Anti-Corruption Fights: Perescoping the Whistle Blower Policy in Nigeria. Journal of International Relations and Diplomacy, 6 (2), 122-128.*
11. Erin, O., Ogundele, I., &Ogundele, O. (2016) *Whistleblowing and Quality of Financial Reporting in the Nigeria Banking Sector, 3rd International Conference on African Development Issues (CU-ICADI 2016).*
12. Fakunmoju, S., &Olukayode, F. (2021). *Effect of Fraud Management Practices on Non-Financial Performance of Selected Deposit Money Banks in Lagos State, Nigeria. The Journal of Accounting and Management. 11 (1) 145-153.*

13. Garuba, A., & Otomewo, G. (2015). *Corporate Governance in the Nigerian Banking Industry: Issues and Challenges*. *Afr. Res. Rev.*, 9(2), 104
14. Hoffman, W. M & McNulty, R. E (2010). *A Business Ethics Theory of Whistle blowing: Responding to the \$1 trillion question*. New York: Transaction Publishers
15. Inyang, I. (2017). *Why EFCC will continue to lose cases – Fayose*. Available [dailypost.ng](http://dailypost.ng) (Retrieved May 11 2019)
16. Kehinde H. F & Fawole T.S (2017). *Effective Whistle-blowing Mechanisms in the Public Sector*. *International Journal of Academic Research in Business and Social Sciences*. 7(12) 859-872
17. Miceli, M. P., Near, J. P., & Dworkin, T. M. (2008). *Whistle-blowing in organizations*. Psychology Press
18. Ogbu, S.U. (2017). *Whistle Blowing Policy as a Mechanizm for Energising the “War Against Corruption” in Nigeria*. *International Journal of International Relations, Media and Mass Communication Studies*, Vol. 3 (4) 16-32.
19. Ogundele, E. I., & Ogundele, O. (2016). *Whistle-Blowing and quality of financial reporting in the Nigeria banking sector*. 3rd International Conference on African Development Issues (CU-ICADI 2016) (103-107). Ogun: Covenant University Press
20. Ojowu, O., Bulus, H., & Omonona, B. (2017). *Nigeria poverty assessment*. Abuja: World Bank.
21. Omankhalen, A. (2012). *The financial sector reforms and their effect on the Nigeria*. *Economy Trans disciplinarily Cognition*, 15(2), 45-57.
22. Onodugo, V.A. (2014). *Whistle-Blowing: Inspiring Chartered Accountants*. *The Nigerian Accountant*, 48(4), 28– 31
23. Osagioduwa, L., O. (2019). *Treasury single account effectiveness on corruption control and public organizations efficient administration in Nigeria*. *International Journal of Management Studies and Social Science Research*. 1(5), 1-19
24. Premeaux, S. F., & Bedeian, A. G. (2003). *Breaking the silence the moderating effects of self-monitoring in predicting speaking up in the work place*. *Journal of Management Studies*, 40, 1537-1562.
25. *Premium Times* (2019) *Senate Reintroduces Whistle blower and Witness Protection Bill*. Available [www.premiumtimesng.com](http://www.premiumtimesng.com) (Retrieved March 21, 2020)
26. Sanusi, L. S. (2011). *The impact of the global financial crisis on the Nigerian capital market and the reforms*. 7th Annual Pearl Awards and Public Lectures. Muson Centre, Onikan. Available [www.cbn.gov.ng](http://www.cbn.gov.ng) (Retrieved January 10 2020)
27. Taiwo, S.F. (2015). *Effects of whistleblowing practices on organizational performance in the Nigerian Public Sector: Empirical facts from selected local government in Lagos and Ogun State*. *Journal of Marketing and Management*. 6(1), 41-61.

28. Umaru, D. U (2018) *Anticorruption Strategies Used In Fighting Corruption in Nigeria: The Case of Whistleblowing Policy. African Journal of Management.* 3 (4), 1-14