Feature Films, Documentaries, Books, and Articles about Whistleblowing

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Feature Films

Consumer Health

Damaged Care (2002)

From movies.yahoo.com: Laura Dern stars as Linda Peeno in this true story of one woman’s war against the negligence of medical insurance companies. Peeno, a doctor, finds herself monitoring the work of her fellow healthcare professionals, who have been told by their superiors to cut corners in their treatment of patients. As this begins to take its toll on her, she finds that she can no longer sit back as patients are given insufficient care.

Erin Brockovich (2000)

From www.imdb.com: Erin Brockovich is an unemployed single mother, desperate to find a job, but is having no luck. This losing streak even extends to a failed lawsuit against a doctor….With no alternative, she successfully browbeats her lawyer to give her a job in compensation for the loss. While no one takes her seriously…that soon changes when she begins to investigate a suspicious real estate case involving the Pacific Gas & Electric Company. [She] discovers that the company is trying quietly to buy land that was contaminated by hexavalent chromium, a deadly toxic waste that the company is improperly and illegally dumping and, in turn, poisoning the residents in the area. As she digs deeper, Erin finds herself leading point in a series of
events that would involve her law firm in one of the biggest class action lawsuits in American history.

The Insider (1999)

*From [www.imdb.com](http://www.imdb.com):* 60 Minutes producer Lowell Bergman sniffs a story when a former research biologist for Brown & Williamson, Jeff Wigand, won't talk to him. When the company leans hard on Wigand to honor a confidentiality agreement, he gets his back up. Trusting Bergman and despite a crumbling marriage, he goes on camera for a Mike Wallace interview and risks arrest for contempt of court. Westinghouse is negotiating to buy CBS, so CBS attorneys advise CBS News to shelve the interview and avoid a lawsuit. 60 Minutes and CBS News bosses cave, Wigand's hung out to dry, Bergman is compromised, and the CEOs of Big Tobacco may get away with perjury. Can the truth will out?

A Civil Action (1998)

*From [movies.yahoo.com](http://movies.yahoo.com):* Jan Schlichtmann, a lawyer with a desire to achieve financial and material success without losing his belief in the justice system, agrees to take on two powerful corporations (Beatrice Foods and W.R. Grace) when members of eight families in the Boston industrial suburb of Woburn are stricken with leukemia due to toxic poisoning in their tap water. Instead of being a quick-win case, it becomes a financial black hole into which Schlichtmann pours $2.5 million as he fights for years against the bottomless coffers of the corporate world. Though he eventually negotiates an $8,000,000 settlement from W.R. Grace, he falls into a personal state of financial ruin in the process.

*Industry Safety*

Silkwood (1983)

*From [www.imdb.com](http://www.imdb.com):* Fairly accurate recounting of the story of Karen Silkwood, the Oklahoma nuclear-plant worker who blew the whistle on dangerous practices at the Kerr-McGee plant and who died under circumstances which are still under debate.

The China Syndrome (1979)

The film is a fictional account that anticipated the Three Mile Island nuclear power plant accident by a few months. *From [www.imdb.com](http://www.imdb.com):* While doing a series of reports on alternative energy sources, opportunistic reporter Kimberly Wells witnesses an accident at a nuclear power plant. Wells is determined to publicize the incident but soon finds herself entangled in a sinister conspiracy to keep the full impact of the incident a secret.

*Working Conditions*

North Country (2005)

*From [www.imdb.com](http://www.imdb.com):* A semi-fictionalized account of a long legal battle of group of women miners who endured a hostile work environment and numerous and continuous insults and unwanted touching when they became the first women to go work at the Eveleth Mines in Minnesota.
Corruption

The Whistleblower (2010)

From [http://www.ropeofsilicon.com/article/movie-review-the-whistleblower-2010](http://www.ropeofsilicon.com/article/movie-review-the-whistleblower-2010): Set in 1999, it follows the true story of Kathy Bolkovac (Weisz) as she trades in her position as a Nebraska police officer for a job as a peacekeeper working for the United Nations in Sarajevo. Her decision was primarily money-based, but once she gets there she soon lands a position as the head of the U.N.’s Gender Office and stumbles onto a sex trafficking scandal involving members of the U.N., fellow peacekeepers, local police and just about every other authority in the region. Kathy is forced to work through opposing factors, such as the fact most of the guilty have diplomatic immunity and the girls that are being treated as "whores of war" are too afraid to speak out.….This is a film primarily focusing on the ill-treatment of women and the growing rate of human trafficking.

Fair Game (2010)

From [movies.yahoo.com](http://movies.yahoo.com): As a covert officer in the CIA’s Counter-Proliferation Division, Valerie Plame leads an investigation into the existence of weapons of mass destruction in Iraq. Valerie’s husband, diplomat Joe Wilson, is drawn into the investigation to substantiate an alleged sale of enriched uranium from Niger. But when the administration ignores his findings and uses the issue to support the call to war, Joe writes a New York Times editorial outlining his conclusions and ignites a firestorm of controversy.

The Informant! (2009)

From [www.imdb.com](http://www.imdb.com): Mark Whitacre has worked for lysine developing company ADM for many years and has even found his way into upper management. But nothing has prepared him for the job he is about to undertake—being a spy for the FBI. Unwillingly pressured into working as an informant against the illegal price-fixing activities of his company, Whitacre gradually adopts the idea that he’s a true secret agent. But as his incessant lies keep piling up, his world begins crashing down around him.

The Firm (1993) (Based on a novel by John Grisham)

From [www.imdb.com](http://www.imdb.com): Mitch McDeere is a young man with a promising future in Law. About to sit his Bar exam, he is approached by ‘The Firm’ and made an offer he doesn’t refuse. Seduced by the money and gifts showered on him, he is totally oblivious to the more sinister side of his company. Then, two Associates are murdered. The FBI contact him, asking him for information and suddenly his life is ruined. He has a choice—work with the FBI, or stay with the Firm. Either way he will lose his life as he knows it. Mitch figures the only way out is to follow his own plan...

Wall Street (1987)

From [movies.yahoo.com](http://movies.yahoo.com): [T]his morality tale set on Wall Street…stars Charlie Sheen as Bud Fox, an ambitious rookie stockbroker from a blue-collar background who is mesmerized by Gordon Gekko (Michael Douglas), a Mephistophelean superbroker who specializes in corporate takeovers. Despite his initial resistance to Bud’s entreaties, Gekko finally takes on the eager beaver as his protégé, schooling him in the kind of slash-and-burn maneuvers that have taken Gekko to the top. This style is far more attractive to Fox than the more prosaic but principled approach to investing preached by veteran Lou Mannheim (Hal Holbrook). And, at first, it's
impossible to dispute his preference; as Bud's life moves into the fast lane….But when Gekko demands that Bud not only break the law but directly undermine his union-leader father, Carl (Martin Sheen)….he realizes that the cost of success might be more than he's willing to pay.

Serpico (1973)

From www.imdb.com: Serpico is a cop in the early 1970s. Unlike all his colleagues, he refuses a share of the money that the cops routinely extort from local criminals. Nobody wants to work with Serpico, and he's in constant danger of being placed in life threatening positions by his 'partners'. Nothing seems to get done even when he goes to the highest of authorities. Despite the dangers he finds himself in, he still refuses to 'go with the flow', in the hope that one day, the truth will be known.

Documentaries

The Most Dangerous Man in America: Daniel Ellsberg and the Pentagon Papers (2009)

From movies.yahoo.com: Daniel Ellsberg, a high-level Pentagon official and Vietnam War strategist, concludes that the war is based on decades of lies and leaks 7,000 pages of top secret documents to The New York Times, making headlines around the world. Hailed as a hero, vilified as a traitor, and ostracized by even his closest colleagues, Ellsberg risks life in prison to stop a war he helped plan. This story of one man's profound change of heart is also a piercing look at the world of government secrecy as revealed by the ultimate insider. Marked by a landmark battle between America's greatest newspapers and its president—that goes to the Supreme Court—this political thriller unravels a saga that leads directly to Watergate, Nixon's resignation, and the end of the Vietnam War.

Sicko (2007)

From movies.yahoo.com: Acclaimed filmmaker Michael Moore sets out to investigate the American healthcare system. Sticking to his tried-and-true one-man approach, Moore sheds light on the complicated medical affairs of individuals and local communities.

Enron: The Smartest Guys in the Room (2005)

From movies.yahoo.com: The inside story of one of history's greatest business scandals, in which top executives of America's 7th largest company walked away with over one billion dollars while investors and employees lost everything. Based on the best-selling book The Smartest Guys in the Room…and featuring insider accounts and incendiary corporate audio and videotapes, Gibney [Film Director] reveals the almost unimaginable personal excesses of the Enron hierarchy and the utter moral vacuum that posed as corporate philosophy. The film comes to a harrowing denouement as we hear Enron traders' own voices as they wring hundreds of millions of dollars in profits out of the California energy crisis.


From www.imdb.com: [F]ilm-maker Michael Moore provides deep and though-provoking insights on the American security system, the level of paranoia, fear, uncertainty, false values and patriotism, which all combined together to set a stage for George W. Bush to launch a war on Iraq instead of focusing on getting the real culprit(s) behind the terrorist attacks of September
11, 2001….Archived film footage, candid interviews with politicians, and an overall waste of public funds for a war that was initiated on false pretension to wit: a weapon of mass distraction—to take the focus away from the real enemy and get Americans glued to their TV sets to watch innocent Iraqis and Afghans getting killed.

The 20th Century with Mike Wallace: The Perils of Whistleblowing (1996)

*From The New York Times*: This documentary…goes behind-the-scenes into the dangers of uncovering hidden secrets and going public with them. Narrated by series host and CBS News correspondent Mike Wallace, this episode focuses on the case of Jeffrey Wigand, a former cigarette company employee who revealed the facts about…nicotine. After Wigand went public with his accusations, his family was threatened, his marriage faltered, his name was ruined, and he was publicly humiliated. 20th Century with Mike Wallace investigates how cases like this are not so rare, interviewing some former company officials who talk about how far they go to keep company secrets confidential.

Nice Guys Finish Last (1994) (Titus Films)

Interviews of people who blew the whistle on the pharmaceutical industry, the Hanford nuclear facility in Washington, a corrupt police official, Morton Thiokol (the Challenger space shuttle disaster), and the oil companies managing the Alaska pipeline. Despite laws meant to protect whistleblowers, none of the people interviewed fared well after alerting external authorities to problems. A cautionary tale for potential whistleblowers.

Roger & Me (1989)

*From www.imdb.com*: A documentary about the closure of General Motors' plant at Flint, Michigan, which resulted in the loss of 30,000 jobs. Details the attempts of filmmaker Michael Moore to get an interview with GM CEO Roger Smith.

Books


*From Cornell University Press web site*: [A] chilling account of the world of people who have come forward to protest organizational malfeasance in government agencies and in the private sector. The conventional story—high-minded individual fights soulless organization, is persecuted, yet triumphs in the end—is seductive and pervasive. In speaking with whistleblowers and their families, lawyers, and therapists, Alford discovers that the reality of whistleblowing is grim. Few whistleblowers succeed in effecting change; even fewer are regarded as heroes or martyrs….According to Alford, the organization as an institution is dedicated to the destruction of the moral individualist. Frequently, he claims, the organization succeeds, which means that the whistleblowers are broken, unable to reconcile their actions and beliefs with the responses they receive from others. In addition to being mistreated by organizations, whistleblowers often do not receive support from their families and communities….Alford argues that few whistleblowers recover from their experience, and that, even then, they live in a world very different from the one they knew before their confrontation with the organization.

*From Publishers Weekly*: In Cooper's thorough and efficient narrative about the fantastic collapse of telecommunications giant WorldCom, there are two distinct themes: her insider's view of the corporation's widespread wrongdoing and the life experiences that led Cooper to becoming a courageous whistleblower. Cooper, former vice president of WorldCom's internal audit department, is most successful with the former. She brings us into the boardrooms, the backrooms and, somehow, into the heads of key players as some struggled with and others embraced the deceptions that would bring WorldCom down. Less engaging are Cooper's autobiographical anecdotes...[which often] paint the author as a goody two-shoes. Cooper is better and trumps other WorldCom accounts with a perspective available only from a business-smart insider with a conscience.


*Editorial review posted on Amazon.com*: How can employees...best respond to organizational misconduct without getting burned? [T]his book examines whistle-blowing...and its individual and organizational consequences. Early chapters define whistleblowing, identifying its major forms, and describing the problems with studying whistleblowers. The book then turns to the social and psychological attributes of whistleblowers, the situational factors, and the organizational characteristics that increase or decrease the likelihood of its occurrence. Subsequent chapters examine the individual and organizational consequences of whistleblowing, the legal rights and safeguards for whistleblowers, and particular case histories. The book concludes with a summary of strategic choices and practical advice for persons who are considering whether and how to report organizational misconduct.


*Editorial review posted on Amazon.com*: [A]n exposé written by a senior executive of one of the world's largest pharmaceutical companies. *The Whistleblower* is at once an unmasking of how corporations take care of malcontents and a gripping story of one man's fight to maintain his family and his sanity...[T]he book details the illegal, even criminal business practices the author witnessed...as well as his crusade to legalize the reimportation of drugs. It also explains how in this post-Enron world whistleblowers can't simply be fired, and what the author's corporation did to coerce and silence him.


*Editorial review posted on Amazon.com*: A project by the Center for Public Integrity, Citizen Muckraking contains inspiring stories about ordinary people who started asking basic questions about things in their communities that somehow just didn't seem right. They wrote letters, attended hearings, obtained government documents, asked direct questions of public officials—all things that full-time, professional investigative reporters do day in and day out—and their questions actually brought about change....This book outlines some basic techniques that you or any other citizen can use to obtain information about the toxic-waste dump in your neighborhood; the city-council zoning decision that seems to benefit one of the council
members personally; the reason your utility rates have been going up; why some property-tax assessments increase yearly but others don’t.

**Articles**


*From abstract:* This essay explains the concept of a choiceless choice in whistle-blower narratives. The author seeks to understand the whistle-blower, one who speaks out against illegal or unethical practices in the organization where he or she works. Because the author spent most of his time listening to whistle-blowers talk with each other, the essay is a narrative analysis: an account of the structure of stories of whistle-blowers.

**Bather, Andrea and Martin Kelly (2006),** “A Dialectic Analysis of the Whistleblowing Phenomenon,” *Australian Accounting Review, 16 (38), 59-65.*

*From author abstract:* Although whistleblowers are often portrayed as courageous individuals deserving of respect, the act of whistleblowing can be viewed as a disloyal act which may bring much harm to the whistleblower’s colleagues….[A]lthough some whistleblowers have provided a great service to society, the world would be best served if the need for external whistleblowing were obviated by appropriate management practices.


*From author abstract:* Seven dimensions of organizational culture that influence the employee reflection process that ultimately leads to whistleblowing behavior are presented. These include 1) vigilance, 2) engagement, 3) credibility, 4) accountability, 5) empowerment, 6) courage, and 7) options. Key considerations within each dimension are discussed and a compliance framework is used to identify strategies for encouraging a culture that supports employee communication, questioning, and reporting of illegal, unethical, and illegitimate practices within organizations.


*From abstract:* Attempts to link public service motivation (PSM), or the theory which predicts that individuals predisposed to public norms and emotions act in the public interest, to prosocial behaviors….Analysis of data from the United States Merit System Protection Board; How whistle blowers often act in the public interest even if it runs counter to their own self-interest.


*From author abstract:* This article reports on a survey of employee attitudes toward the legal protection of whistleblowers….Among the most significant findings of the survey are: (1) Recognition by employees of a hierarchy of proper whistleblowing outlets: internal first, law
enforcement agencies second, and news media last. (2) Less employee support for legal protection for whistleblowers who report unethical activities than for those who report illegal conduct. (3) Very strong overall employee support for legal protection of whistleblowers, even among managerial and supervisory employees. (4) A belief among employees that a fear of being fired deters whistleblowing....From a public policy perspective, the survey results provide support for increasing the legal protection of whistleblowers. On the other hand, any such increase in whistleblower protection should consider the importance of employee loyalty and managerial discretion.


From abstract: Examines the approaches of the United States Congress, state legislature, the courts and arbitrators towards media whistleblowers. Legal protection for whistleblowers; Hypotheses about the selection of the media by whistleblowers.


From author abstract: The archives of three bureaus of integrity are analyzed in order to study the reasons for reporting integrity and law violations within public organizations. Peer reporting accounts for only a small percentage of cases; most investigations originate from routine and continuous institutional controls. What are the reasons peers choose to report or not report? A sense of justice is most important, followed by self-protection and protection of the wrongdoer. The most important reason against coming forward is the reporter’s fear of negative consequences. One surprising rationale for not reporting is that an individual feels responsible for the wrongdoer’s punishment.


From author abstract: We conduct quantitative and qualitative analysis of 33 cases of internal and external whistleblowers wrongfully fired for reporting wrongdoing. Our results show external whistleblowers have less tenure with the organization, greater evidence of wrongdoing, and they tend to be more effective in changing organizational practices. External whistleblowers also experience more extensive retaliation than internal whistleblowers, and patterns of retaliation by management against the whistleblower vary depending on whether the whistleblower reports internally or externally.


From author abstract: Corporate crime and organisational deviance raise complex legal issues. An initial problem lies simply in identifying when such wrongdoing has occurred. Here, whistleblowers can perform a valuable service. However, publicized cases suggest that they often pay dearly for their candour, encountering unfair sanctions at work. In Britain, the Public Interest Disclosure Act 1998 seeks to protect ‘good-faith’ whistle-blowers from employer reprisals. In the wake of this legislation, the authors examine whistleblowing from a socio-legal perspective, asking what motivates whistleblowers, how do institutions respond to them, can
legislation adequately protect them, and what effects will PIDA have on whistleblowing, employment practices, the culture of the workplace and, ultimately, society.

[Note: The introductory discussion about whistleblowers’ positive and negative motivations is especially worthwhile.]


*From author abstract:* Neither the corporate view of whistle blowers as tattle-tales and traitors, nor the more sympathetic understanding of them as tragic heroes battling corrupt or abused systems, captures what is at stake in whistle blowing at its most distinctive. The courage, determination and sacrifice of the most ardent whistle blowers suggests that they only begin to be appreciated when they are seen as the saints of secular culture. Although some whistle blowers may be attempting to deflect attention from their own deficiencies and others may be disgruntled employees, the most serious instances involve a level of moral sensitivity that approaches religious proportions that are baffling for a culture that has dispensed with sainthood.


*From author abstract:* In this article, we integrate the power, justice, and prosocial literature on whistle-blowing with the attribution and emotion literature to develop a social information processing model. This model illustrates how individuals' attributions and responsibility judgments for wrongdoing, as well as their cost-benefit analyses of acting, influence their emotions and decisions to blow the whistle. In addition, we demonstrate how wrongdoers can use impression management tactics to manipulate whistle-blowing decisions.


*From author abstract:* This paper analyzes the number of procedural and substantive tension points with which a conscientious whistleblower struggles. Included in the former are such questions as (1) Am I properly depicting the seriousness of the problem? (2) Have I secured the information properly, analyzed it appropriately, and presented it fairly? (3) Are my motives appropriate? (4) Have I tried fully enough to have the problem corrected within the organization? (5) Should I blow the whistle while still a member of the organization or after having left it? (6) Should I keep anonymity? (7) How ethical is it to assume the role of a judge? (8) How ethical is it to set in motion an act which will likely be very costly to many people? Substantive tension points include such questions as: (1) How fully am I living up to my moral obligations to my organization and my colleagues? (2) Am I appropriately upholding the ethical standards of my profession? (3) How adversely will my action affect my family and other primary groups? (4) Am I being true to myself? (5) How will my action affect the health of such basic values as freedom of expression, independent judgment, courage, fairness, cooperativeness, and loyalty?

From author abstract: The article is based on a survey of committed whistleblowers. His analysis was not confined to particularly well-publicized cases of whistleblowing or to a single list kept by a particular individual. Instead, six groups of people were contacted who were identified as whistleblowers. Respondents who were employees of the United States government were extremely dissatisfied with the performance of the Merit Systems Protection Board and the Office of Special Counsel. Indeed, the three groups rated as the least helpful by the respondents are all executive branch organizations of the United States government whose official responsibilities include handling complaints of waste, fraud, and abuse. This research confirms that the committed whistleblower faces protracted legal battles, often waged at considerable personal expense.

[Note: Although the survey is somewhat dated, the article summarizes one of the few studies of government employee whistleblowers.]


From author abstract: Whistleblowing has been defined often and in differing ways in the literature. This paper has as its main purposes to clarify the meaning of whistleblowing and to speak for a narrow interpretation of it. A restrictive, general purpose definition is provided which contains six necessary elements: act of disclosure, actor, disclosure subject, target, disclosure recipient, and outcome. Whistleblowing is characterised as a dissenting act of public accusation against an organisation which necessitates being disloyal to that organisation. The definition differs from others in many ways but especially by its emphasis on dissent, by being based on the ethical dilemma of conflicting loyalties, and by the strict way that dilemma is formulated in terms of confidentiality and proprietary rights over information. These features result in a definition in which motive has no part, and which requires a free choice decision to make disclosure to an external party.


From author abstract: A revised definition and interactionist model of whistleblowing are presented. The model builds on the new definition as well as theories and research regarding whistleblowing and related concepts. This model is more comprehensive than previous models of the process of decision-making and response alternatives in the face of observed wrongdoing.


From author abstract: Discussions of whistleblowing and employee loyalty usually assume either that the concept of loyalty is irrelevant to the issue or, more commonly, that whistleblowing involves a moral choice in which the loyalty that an employee owes an employer comes to be pitted against the employee’s responsibility to serve public interest. I argue that both these views are mistaken and propose a third view, which sees whistleblowing as entirely compatible with employee loyalty.
In the introduction of employment protection rights for whistleblowers has implications for the way in which trust and loyalty should be viewed at the workplace. In particular, it is argued that the very existence of legislative provisions in the United Kingdom reinforces the notion that whistleblowing should not be regarded as either deviant or disloyal behaviour. Thus, the internal reporting of concerns can be seen as an act of trust and loyalty in drawing the employer’s attention to wrongdoing. Equally, external whistleblowing may result from a worker’s belief that he or she also has a loyalty to the wider society. Given that the interests of employees do not necessarily coincide with those of their employer and that whistleblowers sometimes suffer reprisals, the author concludes that it is inappropriate to impose a contractual duty to report concerns. Instead, employers should endeavour to promote a culture of openness and create confidence in the mechanisms they provide for whistleblowing.


From author abstract: The ethical debate on whistleblowing concerns centrally the conflict between the right to political free speech and the duty of loyalty to the organization where one works. This is the moral dilemma of whistleblowing. Political free speech is justified because it is a central part of liberal democracy, whereas loyalty can be motivated as a way of showing consideration for one’s associates. The political philosophy of John Rawls is applied to this dilemma, and it is shown that the requirement of loyalty, in the sense that is needed to create the moral dilemma of whistleblowing, is inconsistent with that theory. In this sense, there is no moral dilemma of whistleblowing. This position has been labeled extreme in that it says that whistleblowing is always morally permitted…[T]he mere rejection of loyalty will not lead to an extreme position; harms can still be taken into account. Furthermore, it is argued that the best way is, in this as in most other political circumstances, to weigh harms is provided by the free speech argument from democracy.


From author abstract: We consider the licensing of and codes of ethics that affect the accountant not in public accounting, the potential for an accountant not in public accounting encountering an ethical conflict situation, and the moral responsibility of such accountant when faced with an ethical dilemma. We review an approach suggested by the National Association of Accountants for dealing with an ethical conflict situation including…whistleblowing. We propose another approach…in which both internal and external whistleblowing are possible alternatives for use by management accountants in an ethical conflict situation. Finally, we consider the implications of our analysis for management accounting. While most of the analysis centers on management accountants, we note the likely applicability of the analysis to accountants in the public sector.

*From author abstract:* When successful and ethical managers are alerted to possible organizational wrongdoing, they take corrective action before the problems become crises. However, recent research…indicates that many organizations fail to implement evidence-based practices…in many aspects of human resource management.…[W]e draw from years of research on whistle-blowing by social scientists and legal scholars and offer concrete suggestions to managers who are interested in encouraging internal reporting of problems requiring attention, and to observers of questionable activity who are considering reporting it. We also identify ways that research suggests policy-makers can have a more positive influence.


*From abstract:* Examined the trade-offs facing the potential whistle-blower who decides to remain unidentified, using survey data from 8,587 federal employees. Propositions derived from a model of bystander intervention…were investigated, with consideration of 3 decision points: whether the observer of organizational wrongdoing should blow the whistle, whether the whistle-blower should act anonymously, and whether the whistle-blower should report the wrong-doing through internal channels or to someone outside the organization. Results suggest a compounding of the last 2 decisions; that the choice of channels represents 1 of 4 distinct strategies. Whistle-blowers may be anonymous or identified with either external or internal channels, but the conditions under which they do so vary. The whistle-blower who chooses to use an anonymous external channel faces a series of interrelated and complex decisions.


*From author abstract:* Whistle-blowing is often assumed to benefit society at large—whether from the view of 60 Minutes or from that of the members of the nearly 40 state legislatures that have passed statutes to protect whistle-blowers. Yet empirical research on conditions that lead whistle-blowers to be effective in getting organizational wrongdoing stopped is woefully absent. Encouraging whistle-blowing is inappropriate unless a person knows something about those variables that increase the likelihood that whistle-blowing will be effective. We present a model
of effective whistle-blowing, from which we derive a set of propositions, based on theory and preliminary research in the area.


From author abstract: We analyzed data from a survey of employees of a large military base in order to assess possible differences in the whistle-blowing process due to type of wrongdoing observed. Employees who observed perceived wrongdoing involving mismanagement, sexual harassment, or unspecified legal violations were significantly more likely to report it than were employees who observed stealing, waste, safety problems, or discrimination. Further, type of wrongdoing was significantly related to reasons given by employees who observed wrongdoing but did not report it, across all forms of wrongdoing. However, the primary reason that observers did not report it was that they thought nothing could be done to rectify the situation. Finally, type of wrongdoing was significantly related to the cost of the wrongdoing, the quality of the evidence about the wrongdoing, and the comprehensiveness of retaliation against the whistle-blower. These findings suggest that type of wrongdoing makes a difference in the whistle-blowing process, and it should be examined in future research.


From author abstract: Two nursing staff members who worked in a psychiatric hospital convicted of large-scale wrongdoing were interviewed. Data were analyzed using a modified grounded theory approach. Analysis of the interviews demonstrated that they did not decide to whistleblow when they were suspicious or had an awareness of wrongdoing. They continued to work, driven by appreciation, affection, and a sense of duty. Their decision to whistleblow was ultimately motivated by firm conviction. Shortly after whistleblowing, wavering emotions were observed, consisting of a guilty conscience, fear of retribution, and pride, which subsequently transformed to stable emotions containing a sense of relief and regret for delayed action. It is necessary for nurses to recognize that their professional responsibility is primarily to patients, not to organizations. Nurses should also have professional judgment about appropriate allegiance and actions.


From author abstract: This study analyzed determinants of hostility and issue resolution in over 100 cases of whistleblowing in the federal government. Among the determinants investigated were the power of the whistleblower, organizational climate and rewards, and the nature of the whistleblower's claims. The implications of the results for theory and practice are discussed.


From author abstract: Accountants who are aware of unethical acts are encouraged to blow the whistle on the wrongdoing and have been granted whistleblower protection under the Sarbanes-Oxley Act of 2002…[T]his study examines whether differences in materiality of an
issue affect an accounting student's intention to blow the whistle. Further, do differences in materiality or guaranteeing one's job change the intention to whistleblow to an internal or external party? This study finds that accounting students prefer to whistleblow to an internal party, are more likely to whistleblow for situations involving higher materiality levels, and are more likely to whistleblow if they are guaranteed their jobs.


From abstract: This paper explores the possible impact of the recent legal developments on organizational whistleblowing on the autonomy and responsibility of whistleblowers. In the past thirty years numerous pieces of legislation have been passed to offer protection to whistleblowers from retaliation for disclosing organisational wrongdoing. An area that remains uncertain in relation to whistleblowing and its related policies in organisations, is whether these policies actually increase the individualisation of work, allowing employees to behave in accordance with their conscience and in line with societal expectations or whether they are another management tool to control employees and protect organisations from them. The assumptions of whistle-blower protection with regard to moral autonomy are examined in order to clarify the purpose of whistle-blower protection at work. The two extreme positions in the discourse of whistleblowing are that whistle-blowing legislation and policies either aim to enable individual responsibility and moral autonomy at work, or they aim to protect organisations by allowing them to control employees and make them liable for ethics at work.


From author abstract: This article argues that whilst the idea of whistleblowing as a positive duty to do good or to prevent harm may be defendable, legislating that duty is not feasible. We develop our argument by identifying rights and duties involved in whistleblowing as two clusters: one of justice and one of benevolence. Legislative arguments have evolved to cover the justice issues and the tendency exists of extending rights and duties into the realm of benevolence. This article considers the problematic assumptions and implications of whistleblowing as a positive duty, by examining the extent to which the Good Samaritan argument holds with regard to whistleblowing. We argue that three criteria necessary for whistleblowing as a legally enforceable positive duty are not met, namely that we need to be able to (1) specify who should know what, (2) minimize the risk to the whistleblower and (3) adequately deal with mistaken concerns being raised.


From article blurb: New statutory and regulatory changes provide greater rewards to individuals who blow the whistle on fraudulent activities and to organizations that actively encourage an effective ethical culture—important steps at a time when the rate of fraudulent financial activity is likely to increase.


From author abstract: Disaster inquiries regularly contain a sad litany of what went wrong, procedures bypassed and ignored, and undue risks taken. It is clear in many of these cases that
there were individuals in the know, who may have spoken up, but been over-ruled or silenced. Some more persistent individuals decide to speak up external to the organisation, and hence become whistleblowers. Their efforts, although virtually by definition in the public interest, have not always been well received, certainly by their employers, and the agencies to whom they resorted, while pleased to have received their information, have invariably not reciprocated by offering employment protection, or even upholding confidentiality. Disaster case studies are presented involving a variety of industries from the nuclear power to the petroleum, aircraft, space and oil industries. The stresses on the whistleblower are indicated, one being the controversy remaining over their role, with opposition from some business leaders. The law offers first line protection, although experience in the USA suggests that this is insufficient in itself. In the more unified and compact jurisdiction of the UK, new legislation, coupled with political will, seems likely to produce a more effective regime. Organisations need to internalise whistleblowing as part of their natural systems and procedures, and codes of practice assist in this regard, as long as they are more than window-dressing.