

ABSTRACT

This study aims to examine the effect of paternalistic leadership on whistleblowing intention, with subordinate cynicism as a mediating variable. Whistleblowing is a crucial mechanism for exposing organizational misconduct, yet employees' reluctance to report violations remains a significant challenge. Paternalistic leadership, which combines authority, benevolence, and morality, may influence the level of subordinate cynicism, which in turn affects their intention to engage in whistleblowing. This study employs a survey method involving 226 lecturers and educational staff from Perguruan Tinggi Keagamaan Islam Negeri (PTKIN) in Indonesia. Data were analyzed using the Partial Least Square-Structural Equation Modeling (PLS-SEM) approach. The findings reveal that paternalistic leadership negatively affects subordinate cynicism, while subordinate cynicism negatively influences whistleblowing intention. However, paternalistic leadership does not have a direct effect on whistleblowing intention. Mediation analysis confirms that subordinate cynicism significantly mediates the relationship between paternalistic leadership and whistleblowing intention. These findings suggest that to enhance whistleblowing practices in PTKIN, organizational leaders should adopt leadership approaches that reduce subordinate cynicism and foster a culture of transparency and accountability.

Keywords: *Paternalistic Leadership, Subordinate Cynicism, Whistleblowing, PTKIN, PLS-SEM*

