



Internal Control and Civil Servant Discipline: Evidence from the Department of Livestock and Plantation in Central Papua Province

Parsini^{1)*}, Mika Malissa²⁾, and Kristian Hoegh Pride Lambe³⁾

Master of Management Department, Universitas Kristen Indonesia Paulus, Makassar

E-mail: parsini729@gmail.com

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Abstract

This study examines the implementation of internal supervision, the level of Civil Servant (ASN) discipline, and the supporting and inhibiting factors influencing internal supervision in improving ASN discipline at the Department of Livestock and Plantation of Central Papua Province, Indonesia. A descriptive qualitative approach was employed, with data collected through semi-structured interviews, observation, and documentation. Eight informants were purposively selected based on their positions, experience, and involvement in supervision and personnel management. Data were analyzed through data reduction, data display, and conclusion drawing and verification. The findings indicate that internal supervision is implemented hierarchically through direct and administrative supervision, including attendance monitoring, working-hour control, task evaluation, official assignments, activity reports, documentation, coaching, and corrective actions. ASN discipline is generally adequate but remains suboptimal and uneven, as evidenced by tardiness, unexplained absences, delays in task completion, and administrative irregularities. Internal supervision contributes positively to disciplinary improvement, although its effectiveness is constrained by geographical conditions, field assignments, limited transportation and communication networks, uneven disciplinary awareness, and inconsistent follow-up. The study highlights the need for integrated, consistent, data- and performance-based supervision supported by continuous coaching and fair disciplinary enforcement.

Keywords: *Internal Supervision; Civil Servant Discipline; Public Sector; Employee Discipline; Central Papua Province.*

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✉ Corresponding author : Parsini

Email Address : parsini729@gmail.com

1. INTRODUCTION

Civil servants (Aparatur Sipil Negara/ASN) play a strategic role in ensuring the continuity of public administration and the delivery of public services. Their professionalism, accountability, and compliance with organizational and regulatory requirements are therefore essential to effective government administration. In Indonesia, civil servant discipline is formally regulated through Government Regulation No. 94 of 2021 concerning Civil Servant Discipline, which establishes obligations, prohibitions, disciplinary sanctions, the authority of officials responsible for imposing sanctions, and administrative mechanisms for civil servants who receive disciplinary sanctions. The regulation emphasizes discipline as an important instrument for maintaining orderly task implementation and supporting professional, accountable, and performance-oriented civil service management (Government of Indonesia, 2021).

Despite the existence of a comprehensive regulatory framework, disciplinary violations among civil servants remain an important administrative and managerial issue. Recent administrative appeal data demonstrate that absenteeism continues to constitute a substantial proportion of disciplinary cases. In 2024, the State Civil Apparatus Advisory Board (Badan Pertimbangan Aparatur Sipil Negara/BPASN) examined 173 disciplinary appeal cases, of which 66 involved absence from work. In 2025, 157 cases were examined, with 68 cases involving absence from work. In the majority of these cases, the original decisions of the personnel management officials were upheld, indicating that disciplinary violations continue to require serious attention within the public sector (Ministry of Administrative and Bureaucratic Reform, 2026). Similarly, in one administrative appeal session in February 2025, 20 of 22 ASN disciplinary cases resulted in dismissal, with the cases involving, among others, unexplained absence from work, integrity violations, abuse of authority, and other disciplinary and ethical violations (National Civil Service Agency, 2025).

These conditions indicate that disciplinary regulations alone are insufficient to ensure consistent employee compliance. Effective internal supervision is required to translate formal disciplinary standards into everyday organizational behavior. Internal

supervision involves monitoring employee compliance, evaluating task implementation, identifying deviations, providing corrective guidance, and ensuring appropriate follow-up. In this sense, supervision should not be understood merely as a mechanism for detecting violations after they occur, but also as a managerial process for preventing deviations and strengthening employee responsibility.

Recent empirical studies support the importance of internal supervision in promoting employee discipline. Safira et al. (2025), through a qualitative study of civil servants at the Bojonegoro Regency Water Resources Public Works Office, found that internal supervision contributed to improvements in employee discipline through monitoring, evaluation, and corrective measures, although disciplinary problems related to attendance remained. Quantitative evidence also indicates a significant relationship between internal supervision and employee discipline. Maksum and Jauhari (2025), for example, found that internal supervision had a significant effect on employee discipline among personnel at the Jombang Regency Education Office. Similarly, Makkulasse et al. (2024) demonstrated that internal supervision had a positive and significant effect on work discipline among employees of Bhayangkara Hospital in Jayapura, Papua. These findings collectively establish internal supervision as an important organizational mechanism for strengthening employee discipline.

However, the existing literature also reveals an important limitation. Much of the empirical evidence emphasizes the relationship or effect of supervision on discipline, particularly through quantitative measurements of employee attendance and compliance. Such approaches are useful for demonstrating whether supervision is associated with discipline, but they provide less insight into how supervision is actually implemented, how supervisors respond to disciplinary deviations, how corrective actions are followed up, and why improvements in discipline may not always be sustained. This distinction is particularly important in public organizations where employee tasks are not always performed within conventional office settings.

The challenge becomes more pronounced in field-oriented government organizations. In such settings, physical presence at the office may not provide a complete representation of employee discipline because some employees are required

to conduct field activities, official assignments, technical inspections, or other duties outside the office. A recent study in Mappi, South Papua, illustrates this issue (Heriyani et al., 2025). found that fingerprint attendance and internal control significantly contributed to employee discipline, but also highlighted contextual limitations because field assignments could make conventional fingerprint-based attendance difficult to apply consistently. This finding suggests that employee discipline in field-intensive public organizations requires a broader assessment framework that considers not only attendance but also official assignments, task completion, administrative compliance, reporting, and work outputs.

This issue is particularly relevant to the Department of Livestock and Plantation of Central Papua Province. The characteristics of agricultural and livestock administration require employees to perform both administrative and field-based functions. The geographical conditions of Central Papua, the broad operational area, field assignments, transportation limitations, communication and network constraints, and differences in employee access to organizational resources create specific challenges for implementing consistent supervision. Under such conditions, conventional attendance-based monitoring may be insufficient to determine whether an employee is actually performing his or her responsibilities. Supervision must therefore be capable of distinguishing between legitimate field assignments and disciplinary deviations while maintaining objective and documented standards of accountability.

The present study addresses this contextual and conceptual issue by examining internal supervision as an organizational process rather than merely as a statistical predictor of employee discipline. The study focuses on how supervision is implemented hierarchically through organizational leadership and direct supervisors, how attendance and work activities are monitored, how official assignments and administrative records are managed, and how coaching and corrective actions are implemented. This perspective is important because effective supervision does not end with identifying a violation. Its effectiveness also depends on the consistency of evaluation, documentation, communication, coaching, corrective action, and follow-up.

The study further responds to a gap in the existing literature concerning the measurement and interpretation of ASN discipline in field-intensive public organizations. Previous studies have demonstrated the importance of supervision for employee discipline, but relatively limited attention has been given to how discipline should be interpreted when employees have substantial field responsibilities and operate under geographical and infrastructural constraints. The present study therefore advances the discussion by proposing a more contextualized understanding of discipline that incorporates time discipline, administrative discipline, task execution, official assignments, documented work activities, and work results, rather than treating physical attendance as the sole indicator of disciplinary compliance.

The urgency of this research lies in the need to ensure that internal supervision remains effective under conditions in which conventional office-based monitoring is not always adequate. The continued occurrence of disciplinary violations at the national level, combined with the operational characteristics of field-oriented government agencies, demonstrates the need for supervision mechanisms that are not only corrective but also preventive, continuous, documented, and context-sensitive. In the context of Central Papua, understanding these mechanisms is particularly important because geographical constraints, field assignments, transportation limitations, and communication infrastructure can influence how supervision is implemented and how employee discipline is interpreted. Accordingly, this study is important for identifying practical approaches through which internal supervision can strengthen ASN discipline while maintaining fairness, accountability, and alignment between employee presence, assigned duties, administrative compliance, and actual work performance.

Based on this background, the study seeks to answer the following research questions:

1. How is internal supervision implemented to improve ASN discipline at the Department of Livestock and Plantation of Central Papua Province?
2. What is the level and manifestation of ASN discipline at the Department of Livestock and Plantation of Central Papua Province?

3. What supporting and inhibiting factors influence the implementation of internal supervision in improving ASN discipline at the Department of Livestock and Plantation of Central Papua Province?

2. LITERATURE REVIEW

2.1 Internal Supervision

Internal supervision refers to a managerial process through which organizational leaders monitor activities, assess employee performance against established standards, identify deviations, and implement corrective actions. In public organizations, supervision is not limited to detecting violations but also functions as a mechanism for guidance, evaluation, prevention, and organizational improvement. The thesis conceptualizes internal supervision through clear instructions, monitoring intensity, performance evaluation, follow-up actions, consistency, and employee coaching.

Effective supervision should therefore be continuous and objective. In the context of the Department of Livestock and Plantation of Central Papua Province, internal supervision is implemented hierarchically through organizational leaders and direct supervisors. It includes attendance monitoring, working-hour supervision, task evaluation, administrative monitoring, official assignments, activity reports, and employee coaching. Recent empirical evidence also indicates that internal supervision contributes positively to employee discipline in public-sector organizations (Makkulasse et al., 2024; Safira et al., 2025).

2.2 Civil Servant Discipline

Civil servant discipline represents employees' willingness and ability to comply with applicable obligations, regulations, and organizational standards. Under Government Regulation No. 94 of 2021, civil servant discipline concerns compliance with obligations and avoidance of prohibitions established by laws and regulations (Government of Indonesia, 2021). Thus, discipline extends beyond attendance and punctuality to include compliance with work procedures, responsibility for assigned duties, ethical conduct, and proper use of government resources. The thesis similarly

identifies attendance, compliance with work regulations and SOPs, responsibility, work ethics, organizational commitment, and proper use of government facilities as important dimensions of ASN discipline.

Importantly, the findings of the present study indicate that ASN discipline should not be assessed solely through physical presence in the office. For field-oriented public organizations, discipline also needs to consider official assignments, task completion, administrative compliance, activity reports, and work results.

2.3 Internal Supervision and ASN Discipline

Internal supervision is closely related to employee discipline because systematic monitoring increases compliance, reinforces responsibility, detects deviations at an early stage, and strengthens organizational accountability. The thesis identifies five main mechanisms through which supervision contributes to discipline: improving compliance with regulations, encouraging work responsibility, preventing deviations, strengthening a positive work culture, and reinforcing accountability.

Recent empirical studies support this relationship. Makkulasse et al. (2024) found that internal supervision had a positive and significant effect on work discipline, while Maksum and Jauhari (2025) similarly reported a significant effect of internal supervision on employee discipline. Safira et al. (2025), using a qualitative approach, further showed that monitoring, evaluation, and corrective actions can improve civil servant discipline, although disciplinary problems may persist.

However, the present study extends this perspective by emphasizing how supervision operates in a field-oriented and geographically challenging public organization. The thesis shows that disciplinary improvement may occur after reprimands, evaluation, and coaching, but such changes may not be sustained when supervision and follow-up are inconsistent. Therefore, effective supervision should integrate attendance, official assignments, administrative records, activity reports, technology, and work outcomes rather than relying exclusively on physical attendance.

3. RESEARCH METHODS

This study employed a descriptive qualitative research design to obtain an in-depth understanding of how internal supervision is implemented and how it contributes to civil servant (ASN) discipline at the Department of Livestock and Plantation of Central Papua Province. A qualitative approach was considered appropriate because the study focused on organizational processes, experiences, practices, and contextual factors rather than statistical measurement (Sugiyono, 2020). The research specifically examined the implementation of internal supervision, the manifestation of ASN discipline, the perceived contribution of supervision to disciplinary improvement, and the factors supporting or constraining the supervision process. The study therefore emphasized the meaning and dynamics of organizational practices as experienced and described by relevant participants.

The research was conducted at the Department of Livestock and Plantation of Central Papua Province, Indonesia. The site was purposively selected because the institution is a regional government organization responsible for administrative and technical functions in the livestock and plantation sectors, including activities that require employees to work both inside and outside the office. This characteristic makes the organization particularly relevant for examining internal supervision and ASN discipline because employee discipline cannot always be assessed solely through physical attendance. The research activities covered the preparation of the study, field data collection, data processing, analysis, and preparation of the final report. The interview data were collected in June 2026, with seven of the eight informants interviewed on 23 June 2026 and one informant interviewed on 30 June 2026.

The research population was conceptually defined as ASN working at the Department of Livestock and Plantation of Central Papua Province, particularly those involved in organizational supervision, personnel administration, technical activities, and employee discipline. Because this was a qualitative study, the research did not attempt to statistically represent the entire ASN population. Instead, participants were selected as key informants who possessed relevant knowledge and direct experience regarding internal supervision and employee discipline. This approach allowed the

study to obtain information from different organizational levels and functional perspectives.

The study involved eight informants selected through purposive sampling. Selection was based on their organizational position, work experience, knowledge, and direct involvement in supervising, managing, administering, or implementing ASN activities. The informants represented the head of department, department secretary, heads of technical divisions, section heads, and the personnel administration unit. Their work experience ranged from 15 to 25 years, providing substantial organizational experience relevant to the research topic. The purposive approach was particularly appropriate because the study required participants who could provide information-rich accounts of supervision practices rather than respondents selected merely on the basis of numerical representation.

Primary data were obtained through semi-structured interviews, direct observation, and documentation. Semi-structured interviews were conducted using an interview guide while allowing informants sufficient flexibility to elaborate on their experiences and perspectives. The interviews addressed the implementation of internal supervision, supervisory responsibilities, attendance and task monitoring, disciplinary practices, coaching and sanctions, supporting and inhibiting factors, and strategies for improving supervision. Observation was used to examine employee attendance, work activities, compliance with workplace rules, supervisory practices, and the organizational work environment. Documentation was used to complement the interview and observation data through relevant personnel records, attendance records, supervision reports, standard operating procedures, organizational documents, and other administrative records.

Data analysis followed the interactive qualitative data analysis model of Miles et al. (2021). Analysis was conducted continuously throughout the research process rather than only after all data had been collected. First, the interview, observation, and documentary data were organized and examined in relation to the research questions. The data were then reduced by selecting, focusing, simplifying, and grouping

information relevant to internal supervision, ASN discipline, the contribution of supervision to disciplinary behavior, and supporting and inhibiting factors.

Following data reduction, the relevant findings were organized and displayed according to recurring issues and themes. Statements from different informants were compared to identify similarities, differences, and patterns across organizational levels. Conclusions were subsequently developed through an iterative process of interpretation and verification. This process enabled the researcher to establish whether the emerging findings were consistently supported by interview accounts, observations, and documentary evidence. The approach is consistent with Miles et al.'s (2021) view of qualitative analysis as an iterative process involving data condensation, data display, and conclusion drawing/verification.

To strengthen the credibility of the findings, the study used triangulation across data sources and collection techniques, particularly by comparing information obtained from different organizational positions and by relating interview findings to observations and available administrative documents. This was important because the study examined organizational practices that could be interpreted differently by supervisors, administrative personnel, and technical staff. The comparison of perspectives helped the researcher develop a more comprehensive interpretation of internal supervision and ASN discipline within the research setting.

4. RESULTS AND DISCUSSION

4.1 Overview of the Research Setting

The study was conducted at the **Department of Livestock and Plantation of Central Papua Province, Indonesia**, a regional government organization responsible for implementing governmental affairs in the livestock and plantation sectors. The institution has a strategic role in supporting agricultural development, community empowerment, local economic development, and public services for farmers and livestock communities. Its responsibilities include the formulation and implementation of technical policies, development of livestock and plantation commodities, extension

services, infrastructure development, land and irrigation management, program monitoring and evaluation, personnel administration, and internal supervision.

The organizational structure consists of the Head of Department, Secretariat, technical divisions, subsections, and sections. The Secretariat supports administrative, personnel, planning, financial, and coordination functions, while the technical divisions are responsible for livestock, plantation, and extension-related activities. This structure creates a hierarchical supervisory arrangement in which responsibility for employee supervision is distributed across different managerial levels.

The organizational context is particularly relevant to the present study because a substantial proportion of the department's activities are conducted outside the office. These activities include extension services, community development, field monitoring, land inspections, infrastructure monitoring, data collection, and other technical activities. Geographic conditions, distance to field locations, transportation availability, communication networks, and operational resources can affect both task implementation and supervisory activities. Consequently, supervision of field-based employees requires mechanisms that go beyond physical attendance and incorporate assignment letters, activity reports, documentation, communication, and work outputs.

This context is important for interpreting employee discipline. The study found that discipline cannot be assessed exclusively through physical presence in the office because an employee may legitimately be absent from the office while performing an official field assignment. Accordingly, internal supervision in this setting involves the integration of attendance information, official assignments, task implementation, reports, documentation, and work results.

4.2 Characteristics of Informants

The study involved eight informants selected purposively based on their organizational position, work experience, knowledge, and direct involvement in internal supervision and ASN discipline management. The informants represented different organizational levels, ranging from the Head of Department and Secretary to heads of

technical divisions, section heads, and personnel administration. Their work experience ranged from 15 to 25 years, allowing the study to capture supervisory practices from both managerial and operational perspectives.

Table 1. Characteristics of Research Informant

No.	Informant	Position	Work Experience	Interview Date	Relevance to the Study
1	Drh. Rafael Heri Nugroho, S.KH	Acting Head of Department	21 years	23 June 2026	Overall leadership, supervision, and ASN development
2	Mulyanto, S.Hut., MM	Secretary of Department	25 years	23 June 2026	Administrative and personnel supervision
3	Ban Wonda, S.Pd., M.KP	Head of Facilities and Extension Infrastructure Division	24 years	23 June 2026	Supervision of office and field activities
4	Yance Dumupa, S.Pt	Head of Livestock Division	15 years	23 June 2026	Supervision of livestock staff and field activities
5	Andreas Gobai, S.Sos., MA	Head of Plantation Division	16 years	23 June 2026	Supervision of plantation programs and field activities
6	Bernarda Magai, S.Pt	Head of Extension Section	20 years	23 June 2026	Operational supervision of extension activities
7	Karam Kogoya, SP	Head of Land, Irrigation and Financing Section	16 years	30 June 2026	Supervision of technical and field activities
8	Teriana Matani, S.Kom., MM	Head of General and Personnel Subsection	15 years	23 June 2026	Attendance, personnel records, leave, assignments, and disciplinary administration

Source: Research data, 2026.

The composition of informants enabled comparison across organizational levels. In particular, the inclusion of personnel administration provided an administrative perspective, while division and section heads provided direct perspectives on employee behavior and field activities. This variation was important because internal supervision was found to operate not as a single managerial activity, but as a distributed process involving several levels of organizational responsibility.

4.3 Thematic Analysis of the Findings

The interview, observation, and documentary data were analyzed thematically by identifying recurring patterns across informants and organizational levels. The analysis resulted in **four major themes**: (1) hierarchical and dual-mode internal supervision, (2) discipline that is adequate but uneven, (3) supervision as a mechanism for behavioral correction and improvement, and (4) contextual constraints and the need for integrated, performance-based supervision. The thematic approach is appropriate for identifying patterns of meaning across qualitative data while maintaining the contextual richness of participants' accounts (Braun & Clarke, 2019).

Table 2. Thematic Analysis of Internal Supervision and ASN Discipline

Main Theme	Subthemes	Empirical Findings	Supporting Evidence
1. Hierarchical and dual-mode internal supervision	Hierarchical responsibility; direct supervision; administrative supervision	Supervision is distributed from the Head of Department to the Secretary, division heads, section heads, and direct supervisors. It combines direct monitoring with administrative controls.	Informant 1: supervision is conducted from the Head of Department to direct supervisors and covers attendance, working hours, tasks, completion, and responsibility. Informant 2: supervision combines direct and administrative mechanisms.
2. ASN discipline is adequate but uneven	Attendance; punctuality; task completion; administrative discipline	Discipline is generally adequate, but inconsistencies remain in punctuality, attendance, participation in official activities, task completion, and administrative compliance.	Informants reported lateness, unexplained absence, incomplete participation, delayed work, and administrative irregularities.
3. Supervision contributes to behavioral improvement	Coaching; reprimands; evaluation; follow-up	Employees tend to become more orderly after receiving guidance, evaluation, or reprimands. However, the effect is not always permanent.	The study found that employees became more orderly after supervision, but continuous supervision and follow-up remained necessary.
4. Fieldwork requires integrated and	Official assignments; reports;	Physical attendance cannot be the sole indicator of discipline	Informants emphasized that field employees should be assessed using

performance-based supervision	documentation; work outcomes	because many employees perform official field duties.	assignment letters, reports, documentation, and work results.
5. Organizational and contextual constraints	Geography; transportation; communication; technology; inconsistent follow-up	Geographic conditions, field assignments, transportation limitations, communication networks, uneven discipline awareness, and inconsistent follow-up constrain supervision.	Informants identified geographic and infrastructure limitations as major obstacles to monitoring field employees.
6. Need for integrated and data-based supervision	Integrated attendance and performance data; routine evaluation; fair sanctions	The current system needs stronger integration between attendance, assignments, performance, reports, and disciplinary follow-up.	Informants recommended structured, documented, data-based supervision and consistent follow-up.

Source: Thematic analysis of interview, observation, and documentary data, 2026.

4.4 Results

4.4.1 Internal Supervision Is Implemented Through a Hierarchical and Dual-Mode System

The first major finding is that internal supervision is already embedded within the organizational hierarchy. Responsibility is not concentrated solely at the Head of Department but is distributed among the Secretary, division heads, section heads, and direct supervisors. This arrangement allows supervision to take place at both strategic and operational levels.

The Acting Head of Department explained:

“Internal supervision is conducted hierarchically from the Head of Department, Secretary, Division Heads, to direct supervisors. Supervision focuses on attendance, compliance with working hours, task implementation, work completion, and employee responsibility.”

This finding was reinforced by the Secretary, who stated that supervision involves both direct and administrative mechanisms, including monitoring attendance,

administrative tasks, work completion, and compliance with applicable regulations. He further emphasized that every managerial level has supervisory responsibility.

The technical divisions also confirmed this pattern. The Head of the Facilities and Extension Infrastructure Division described supervision as covering attendance, task implementation, field activities, administrative completion, and employee responsibility. Similarly, the Head of the Livestock Division reported that supervision included attendance, administrative activities, field activities, work completion, and communication with employees.

The evidence therefore indicates that supervision operates through two complementary modes. **Direct supervision** involves observation, communication, meetings, attendance monitoring, and evaluation of work. **Administrative supervision** involves attendance records, assignment letters, leave and permission records, activity reports, and other personnel documentation. The personnel administration unit plays an important role by maintaining the administrative information used by managers for evaluation and employee coaching.

4.4.2 ASN Discipline Is Generally Adequate but Remains Uneven

The second finding concerns the condition of ASN discipline. Overall, the informants assessed employee discipline as relatively adequate, but not yet optimal or evenly distributed across employees. The main problems identified were lateness, absence without adequate information, limited participation in official activities, delayed task completion, and administrative irregularities.

The evidence suggests that disciplinary problems are not uniform. Some employees demonstrate strong responsibility and punctuality, whereas others require repeated reminders and coaching. The Secretary similarly observed differences among employees, including cases of late arrival, early departure, and work that was not completed according to targets.

An important finding, however, concerns the interpretation of attendance. For employees assigned to field activities, physical absence from the office does not

necessarily constitute indiscipline. The Head of the Livestock Division emphasized that employees performing field assignments should have clear assignment documentation. The Head of the Land, Irrigation and Financing Section similarly explained that when employees are not physically present in the office, supervisors need information indicating whether they are performing field assignments, taking authorized leave, or have another legitimate reason.

Thus, the findings suggest that discipline in this organization has two dimensions. The first is conventional workplace discipline, reflected in punctuality, attendance, compliance with working hours, and participation in official activities. The second is task-based discipline, reflected in completion of assignments, submission of reports, documentation of field activities, and achievement of expected work results. This distinction is particularly important in a public organization with substantial field-based activities.

4.4.3 Internal Supervision Contributes to Behavioral Improvement, but Sustained Change Requires Consistency

The third finding indicates that internal supervision contributes positively to employee discipline. Employees tend to become more orderly after receiving direction, reprimands, coaching, and work evaluations. Supervision creates awareness that employee attendance, behavior, and work results are being monitored.

The qualitative evidence indicates that supervision can function as an immediate behavioral correction mechanism. Employees who receive direct reminders or evaluation tend to improve their compliance. However, the improvement is not necessarily permanent. The study found that supervision conducted only when violations occur is insufficient to produce sustainable disciplinary behavior.

This pattern is consistent with the observation that employees tend to behave more carefully when they know that their attendance and work are being monitored. However, the findings also show that supervisory effectiveness depends on regularity, consistency, objectivity, and follow-up.

The implication is that internal supervision should not be understood merely as a mechanism for detecting violations. It also performs a **developmental and preventive function** through continuous coaching, clarification of expectations, evaluation, and reinforcement of responsible behavior.

4.4.4 Geographic and Operational Conditions Constrain Supervision

The fourth major finding concerns contextual constraints. The organization's field-oriented responsibilities mean that supervisors cannot always directly observe employees. Geographic distance, transportation limitations, communication networks, operational resources, and field conditions make continuous direct supervision difficult.

One informant explicitly explained that field activities are affected by transportation, communication networks, and administrative support:

“Transportation facilities, communication networks, and administrative support greatly affect supervision. When facilities are limited, monitoring employee activities becomes more difficult.”

Another informant explained that the broad work area requires transportation, communication facilities, and operational funding, and that limited facilities make it more difficult for supervisors to monitor employees working in distant locations.

Therefore, the findings indicate that weaknesses in supervision cannot be attributed exclusively to employee attitudes. They are also shaped by organizational and environmental conditions. This is an important distinction because judging field employees solely on attendance could incorrectly classify legitimate field assignments as disciplinary violations.

4.4.5 Internal Supervision Requires an Integrated, Data-Based Approach

The final major finding is the need to strengthen the integration of supervisory information. The current system already contains several relevant data sources, including attendance records, assignment letters, leave and permission records, activity reports, documentation, and work evaluations. However, these sources are not yet fully integrated into a systematic supervisory mechanism.

The informants consistently recommended more structured and data-based supervision. One informant argued that supervision should integrate attendance, assignment letters, work results, and activity reports, particularly for field employees. Another emphasized that attendance systems and performance applications should be optimized, routine disciplinary evaluations should be conducted, and field activities should be supported by better reporting systems.

The findings consequently suggest a transition from **attendance-centered supervision toward integrated performance-oriented supervision**. Such an approach would allow management to distinguish between unauthorized absence and legitimate field assignments while simultaneously evaluating whether assigned work was actually completed.

4.5 Discussion

4.5.1 Research Question 1: How Is Internal Supervision Implemented?

The first research question concerned the implementation of internal supervision at the Department of Livestock and Plantation of Central Papua Province. The findings show that supervision is implemented through a **hierarchical, direct, and administrative mechanism**. The Head of Department provides overall direction, while the Secretary, division heads, section heads, and direct supervisors undertake supervision within their respective areas of responsibility. This arrangement indicates that internal supervision has become part of the organization's managerial structure rather than an isolated control function.

The findings further demonstrate that supervision consists of both direct and documentary mechanisms. Direct supervision provides managers with immediate information about employee behavior, whereas administrative supervision provides documentary evidence for attendance, assignments, leave, reports, and other personnel matters. This combination is particularly relevant in a field-oriented public organization where direct observation is not always possible.

However, the findings also reveal an implementation gap. The existence of supervisory mechanisms does not automatically guarantee effective supervision. The main weaknesses concern **consistency, documentation, data integration, and follow-up**. Thus, the issue is not the absence of supervision, but the extent to which existing supervisory mechanisms are implemented systematically and continuously.

This finding is methodologically consistent with the logic of qualitative analysis in which patterns are identified across different sources and organizational levels rather than reduced to a single numerical measure (Miles et al., 2018).

4.5.2. Research Question 2: What Is the Level of ASN Discipline?

The second research question examined the level of ASN discipline. The evidence indicates that discipline is **generally adequate but not optimal and not evenly distributed**. Most employees understand organizational rules and perform their responsibilities, but recurring problems remain in attendance, punctuality, participation in official activities, task completion, and administrative compliance.

An important theoretical and practical implication emerges from the fieldwork context. Employee discipline should not be reduced to physical attendance. In organizations where employees are frequently assigned outside the office, discipline must also reflect whether employees perform their assigned duties, submit reports, provide documentation, and achieve expected work outputs.

This finding represents one of the more important contributions of the study. Rather than treating attendance as the dominant proxy for discipline, the evidence supports a broader conceptualization of work discipline as compliance with time, administrative requirements, assigned responsibilities, and expected work outcomes. Such an interpretation is particularly appropriate for public organizations with geographically dispersed operations.

4.5.3 Research Question 3: What Factors Support and Constrain Internal Supervision?

The third research question concerned the factors supporting and constraining internal supervision. The findings identify several supporting factors, including

leadership commitment, clear rules, clear division of responsibilities, communication and coordination, personnel administration, attendance systems, technology, and employee awareness.

Leadership commitment appears particularly important because supervisors are responsible not only for monitoring employees but also for providing direction, coaching, evaluation, and behavioral examples. The findings therefore suggest that supervisory effectiveness depends partly on the extent to which managers actively perform their supervisory role.

Conversely, the main constraints include uneven employee discipline awareness, inconsistent supervision, geographical conditions, extensive field activities, limited transportation, communication and technological infrastructure, administrative reporting problems, and inconsistent disciplinary follow-up.

The findings also indicate that disciplinary enforcement needs to balance **coaching and sanctions**. Minor violations are generally addressed through reminders and coaching, but repeated violations require more consistent and proportionate action. One informant noted that sanctions should be applied fairly and consistently because inconsistent enforcement reduces their corrective effect.

4.5.4 Overall Interpretation: From Attendance-Based Control to Integrated Performance-Based Supervision

Taken together, the findings answer the central problem of the study: internal supervision contributes positively to ASN discipline, but its effectiveness is constrained when supervision is inconsistent, fragmented, or overly dependent on physical attendance.

The study therefore proposes a more appropriate supervisory logic for field-oriented public organizations:

Attendance → Official Assignment → Task Implementation → Documentation/Report → Work Output → Evaluation → Coaching/Corrective Action

This integrated logic is directly supported by the empirical evidence. Informants repeatedly emphasized the need to connect attendance records with assignment letters, performance information, activity reports, documentation, and work results.

The finding is significant because it reframes internal supervision from a primarily control-oriented mechanism into a broader managerial and developmental mechanism. Supervision should not merely identify whether an ASN is physically present, but should determine whether the employee is fulfilling the responsibilities associated with the position and official assignment.

Accordingly, the study concludes that the effectiveness of internal supervision depends on three interconnected conditions: consistent managerial supervision, integrated administrative and performance information, and fair behavioral follow-up. This interpretation is also consistent with qualitative thematic analysis, which emphasizes identifying patterns and relationships across participant accounts rather than treating individual statements as isolated findings (Braun & Clarke, 2019).

5. CONCLUSION

The study shows that the central issue in strengthening ASN discipline is not merely the existence of internal supervision, but how consistently, contextually, and objectively supervision is translated into everyday managerial practice. The key takeaways of this study are as follows:

(1) Effective supervision requires a shift from control of presence to control of accountability.

The hierarchical supervision structure already provides a clear chain of responsibility, but its effectiveness depends on the active involvement of supervisors at each organizational level. More importantly, discipline in a field-oriented government agency cannot be reduced to physical presence at the office. Official assignments, task execution, reporting, documentation, responsibility, and work outputs need to be considered together when assessing whether an ASN has fulfilled disciplinary

obligations. This finding extends the conventional attendance-centered understanding of employee discipline and provides a more context-sensitive perspective for public organizations with substantial field activities.

(2) Discipline improvement is a process of behavioral reinforcement, not a one-time corrective intervention.

Supervision, reprimands, evaluations, and coaching can encourage employees to become more orderly in attendance, task completion, and compliance with organizational requirements. However, behavioral improvement is not necessarily sustained when supervision is episodic or primarily triggered by violations. The implication is that disciplinary management should prioritize routine monitoring, continuous coaching, leadership example, and consistent follow-up rather than relying predominantly on corrective action after misconduct occurs.

(3) The effectiveness of internal supervision is ultimately determined by organizational capacity and contextual fit.

Leadership commitment, clear rules, coordination, personnel administration, technology, and employee responsibility provide an important foundation for discipline. Nevertheless, geographical conditions, extensive field activities, transportation and communication limitations, incomplete reporting, fragmented personnel and performance data, uneven disciplinary awareness, and inconsistent enforcement can weaken the supervisory process. Thus, strengthening discipline requires not simply tighter control, but a supervisory system designed around the operational realities of the organization.

Taken together, these findings suggest that the strategic value of internal supervision lies in its capacity to connect organizational rules, managerial oversight, employee accountability, and verifiable work outcomes. For the Department of Livestock and Plantation of Central Papua Province, the most appropriate direction is therefore an integrated supervision architecture that combines attendance and personnel administration with official assignments, field reports, documentation, and work performance. Such an approach can make disciplinary assessment more objective while reducing the risk of interpreting legitimate field duties as disciplinary violations.

Limitations of the Study

This study has several limitations that should be considered when interpreting its findings. First, the research was conducted within a single government organization, namely the Department of Livestock and Plantation of Central Papua Province, so the findings reflect a specific institutional and geographical context and should not be statistically generalized to all Indonesian public organizations. Second, the study relied on eight purposively selected informants, primarily representing managerial and administrative perspectives. Consequently, the findings may not fully capture the experiences of staff-level ASN who are directly subject to internal supervision. Third, the qualitative design provides an in-depth understanding of supervisory processes and disciplinary experiences but does not quantify the magnitude of the relationship between internal supervision and ASN discipline.

Suggestions for Future Research

Future research should broaden the empirical scope by involving a larger and more diverse group of informants, particularly staff-level ASN and employees who routinely perform field assignments. Comparative studies involving several government agencies or provinces would also be valuable for determining whether the field-oriented conception of discipline identified in this study applies across different administrative and geographical contexts. Quantitative or mixed-methods research could subsequently examine the magnitude of the relationship between internal supervision, discipline, and ASN performance. Future studies may also incorporate leadership, organizational culture, motivation, reward and sanction systems, digital transformation, and employee performance to develop a more comprehensive explanation of how disciplinary behavior is formed and sustained in the public sector.

Closing Statement

Internal supervision should not be understood merely as a mechanism for detecting employee absence or correcting violations. Its deeper function is to create a

system in which every ASN is accountable for where they are assigned, what they are expected to do, how they perform their responsibilities, and what results they deliver. In a geographically challenging and field-intensive public organization such as the Department of Livestock and Plantation of Central Papua Province, discipline becomes meaningful when supervision is consistent, evidence-based, fair, and aligned with actual work responsibilities. Strengthening this alignment is essential not only for better discipline, but also for building a more accountable, professional, and performance-oriented public service.

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