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**| RESEARCH ARTICLE**

**The Role of Discipline and Internal Supervision on the Work Achievement of Employees at the Regional Inspectorate of Kutai Barat Regency**

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**| ABSTRACT**

This study aims to clearly describe the performance of the regional inspectorate employees in West Kutai Regency and analyze the influencing factors in the implementation consisting of supporting factors and inhibiting factors. The implementation consists of supporting factors and inhibiting factors. The type of research used in this study is qualitative, meaning that the data collected comes from interviews, direct observations, field notes, personal documents, and other official documentation. Sources of data used are primary data sources; data collected through direct interviews with parties who are the object of research; and secondary data sources, which are data collected through documents relevant to the research. Data collection techniques used are interviews, documentation, and observation. The results of this study prove that the role of supervision is very important to the employee's performance. Meanwhile, work discipline influences the employee's performance. Overall, supervision and work discipline have a significant effect on the employee's performance.

**| KEYWORDS**

Internal Control, Work Discipline

**| ARTICLE INFORMATION**

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**1. Introduction**

Every agency needs to be aware of the factor source power of a man, especially when considering how agency government interacts with public services. Every agency must function more productively, effectively, and efficiently as a result of this issue. The people will naturally want the agency government to continue existing by providing services. As stated by Sastrohadiwiryo (2001), discipline work may also be characterized as an attitude of honor, value, obedience, and compliance with applicable rules. It also includes the ability to run the rule and the inability to avoid accepting the consequences if the rule is broken. The agency needs to take note of the employees' performance in this instance as well.

Since one of the keys to success is employee performance, it must be taken into account. Employee performance is defined as a person or group of people performing a task to perfection in accordance with their responsibilities and producing the desired results.

The Regency Inspectorate is the controlling arm of the regional government, under the direction of the Head, who is in charge of carrying out his obligations to the Regent via the Regional Secretary. The Inspectorate serves as a local government's internal oversight mechanism and plays a very strategic management role in advancing the government's vision and mission as well as its programs.

Supervision is an act of assessing/testing whether an activity has been running according to a predetermined plan. Government effectiveness maintenance is needed, especially in the current reform era. The strategy's focus is on providing the public with services, as well as carrying out government programs and delivering central government policy.

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Due to factors in the supervision implementation that are not in accordance with the planning, an organization's tasks cannot be implemented properly. Aspects of the implementation of supervision that are not as effective as anticipated will be at risk due to poor supervision. As a result, guidelines will be followed to support the monitoring plan's effectiveness (Victor, 1994:39).

Skeleton observed that the APIP Inspectorate, which implements the government's internal supervisory apparatus, has the following responsibilities as a work unit: In order to improve the efficiency of the West Kutai district government and achieve the goals of Regent Kutai West, supervision must be implemented alongside reform bureaucracy.

## **2. Theoretical Basis**

### **2.1 Human Resource Management**

Based on Human Resource Management or commonly abbreviated as HRM, humans are the most important element in the organization; the success of the organization in achieving its goals and objectives, as well as the ability to face challenges, both external and internal and is largely determined by the ability to properly manage human resources.

Organizational behavior issues and issues with self-development, fairness, expectations, and job compatibility are all parts of human resource management (Siagian, 2014).

Based on the definition of HRM above, it can be concluded that human resource management is an activity to achieve organizational success in achieving goals and objectives as well as the ability to face various challenges, both external and internal, through policies, practices, and systems that affect employee behavior, attitudes, and performance. The HRM process includes managerial functions, namely: planning, organizing, directing, and controlling, attached to every organizational activity in achieving goals effectively and efficiently.

### **2.2 Role**

The role is a dynamic aspect of position (status). If a person carries out his rights and obligations according to his position, then he carries out a role. The distinction between position and role is a scientific interest, both of which cannot be separated because one depends on the other and vice versa; there is no role without position or position without role, as is the case with a position or a position without a role. As with position, the role also has two meanings.

Roles, in the opinion of Horton and Hunt, are the actions expected of someone with a certain status. Merton's concept of the role device connects and relates various roles to this single status. In a broad sense, the nature of these roles, the relationships between these roles, as well as the distribution of scarce resources among the people who play them determine community organizations, or what is known as social structure. Several factors can cause role behavior to diverge from expected behavior. Role holders are given the first two social expectations by role theory, the two expectations that a role holder has of those with whom he is associated when performing his duties.

### **2.3 Discipline**

Discipline comes from the Latin "Disciplina," which refers to activities to learn and teach. The term is very close to the term in English, "Disciple," which means following people to study under the supervision of a leader. According to Soedijarto (2003), "Discipline essentially is the ability to control oneself in the form of not doing something that is not in accordance and contrary with something which has set". According to Maman Rachman (2004), "Discipline is an effort to control oneself and mental attitude individual or Public in developing obedience and to regulation system orderly based on encouragement and awareness which appear in his heart."

### **2.4 Supervision**

Supervision, in general, can be defined as an organization's way of creating effective and efficient performance and supporting the achievement of the organization's vision and mission. Supervision, in general, is also defined as an administrative activity that aims to rely on an evaluation of the work that has been completed, whether it is in accordance with the plan or not. Because it is not intended to find out who is wrong or right, but rather directed to efforts to make corrections to the results of activities. Thus, when an error or deviation is not in accordance with the target to be achieved, it is necessary to take steps to improve the next activity so that its implementation is directed.

Supervision is a systematic effort to set performance standards in planning to design an information feedback system, compare actual performance against predetermined standards to determine whether there is a deviation, to select corrective actions needed to ensure the effective use of company resources and as efficiently as possible to achieve company goals. Kadarman (2001).

From several definitions of supervision, we could conclude that supervision is an activity carried out by the leadership to prevent the occurrence of deviations, evaluate employee work, and take corrective actions if necessary to ensure the achievement of work targets and other targets in accordance with planning which has been set.

**2.5 Work performance**

According to Hasibuan (2007), work performance is a work result achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity, and time. Therefore, the earnestness and skill of employees in working on the tasks that have been carried out will determine the achievement generated.

Mangkunegara (2009) defines work performance as the result of work in quality and quantity achieved by an employee in carrying out duties in accordance with the responsibilities assigned to him. Every incomplete response profession given to an employee will shape the quantity and quality of the work produced to determine how well his employees are performing.

From the several definitions that have been put forward by several experts regarding the definition of work performance above, the research uses the definition of work achievement from Sutrisno (2011), where work performance is the result of work that has been achieved by someone from his work behavior in carrying out work performance. Aspects of work performance are work results, job knowledge, initiative, mental dexterity, attitude, time discipline, and absenteeism.

**3. Research Methods**

A qualitative research design was used in this study. Qualitative research aims to learn more about people's opinions and feelings to understand how those things affect their behavior, motivations, and beliefs. By using observation and interviews as examples, qualitative research can be used to understand social interactions. This type of research results in data that is more complete, sharper, and capable of revealing the level of significance behind each behavior that is observed. Research methods qualitative is a study where the researcher is an instrument in the study and is used to research on condition objects that are natural (as opposed to an experiment). The method used is qualitative descriptive, with an in-depth narrative and description of the situation being studied, or the data collected is in the form of words and images rather than numbers. The researcher must possess insight and a broad theoretical base to ask questions, conduct analyses, and take pictures of the object being studied so that it is clear and meaningful (Sugiyono, 2016; dons, 2017).

This study uses descriptive qualitative research methods. The researcher aims to explore the role of discipline and internal control on work performance in the regional inspectorate of West Kutai Regency. This includes how the role of discipline and internal control should be if what is expected is not in accordance with the facts on the ground so that later the right formula can be known to see its effect on employee performance. The method used will be more flexible to obtain real-world conditions, and descriptive qualitative can make it convenient to help carry out an appropriate assessment; that is why researchers chose it.

**4. Results and discussion**

Geographically, West Kutai Regency is located between 114°44'59.05" and 116°07'15.23" East Longitude, 00°07'54.50" North Latitude, and 01°08'58.18" South Latitude. The area of West Kutai Regency is 20,381.59 km<sup>2</sup> or approximately 15.79% of the total area of East Kalimantan Province. Administratively, West Kutai Regency is bordered by Mahakam Hulu Regency in the north, east by West Kutai Regency, in the south by North Penajam Paser Regency, and in the west by Central Kalimantan Province.

Before the division, the number of sub-districts in West Kutai Regency was 21, consisting of 236 villages and 4 sub-districts. However, after the issuance of Law no. 2 of 2013 concerning the Establishment of Mahakam Ulu Regency in East Kalimantan Province, 5 Districts, namely Long Apari, Long Pahangai, Long Bagun, Laham, and Long Hubung, officially became the territory of Mahakam Ulu Regency, so the number of Districts in West Kutai Regency was reduced to 16 Districts. For more details, we show sub-district data in West Kutai Regency based on profile data for West Kutai Regency in 2021 in the table below:

*Table 4.1. Data Subdistrict in Regency Kutai West*

No.	Subdistrict	Large km <sup>2</sup>	%
1.	Long Iram	1,657.95	8.31
2.	Melaka	179.11	0.88
3.	Barong Tongkok	430.58	2.11
4.	Peace	2,025.53	9.94
5.	estuary Law	436.54	2.14

6.	estuary Pahu	1110.64	5.45
7.	Japan	744.47	3.65
8.	Bongan	2,305.31	11.31
9.	Stopover	192.08	0.94
10.	Bentian Big	1,287.86	6.32
11.	Linga Bigung	5,718.07	28.06
12.	statement	1,312.62	6.44
13.	Siluq Unravel	1,629.10	7.99
14.	Mook Manaar round	960.57	4.71
15.	Tering	342.22	1.68
16.	school Land	48.94	0.24
<b>Large Regency Kutai West</b>		<b>20,381.59</b>	<b>100%</b>

Source: Profile Regency Kutai West Year 2021

The Regional Inspectorate is a component of the supervision of the administration of the Government Area, which has the duty to assist the Regent in building and overseeing the implementation of the government's policies, and which becomes an authority area. The Inspectorate Area Regency Kutai West has the following responsibilities:

- a. Creation of technical field and facilitation supervision and policy;
- b. Implementation of supervision internal to performance and finance through audits, review, evaluation, monitoring, and activity supervision
- c. Implementation of supervision for destination certain on assignment from the head area;
- d. composing report results supervision;
- e. Implementation of administration Inspectorate Area; and
- f. Implementation of other function which is given by the Regent

According to the above organizational structure description, the job's responsibilities and functions are as follows:

- 1) Head. The Head of the Inspectorate is tasked with helping the Regent foster and monitor the execution of regional government affairs, as well as coordinating assistance from regional apparatuses in supervision, policy development, mentoring, and assistance. The Inspector performs the following tasks as part of these duties:
  - a. Formulation of technical policies in the field of supervision and facilitation of supervision in accordance with established norms, standards, procedures, and criteria;
  - b. Program formulation
  - c. Implementation of Internal supervision on performance and finances through Audit, Review, Evaluation, monitoring, and other supervisory activities;
  - d. Implementation of supervision for certain purposes on the assignment of the Regent;
  - e. Turtle suntan monitoring results report;
  - f. Implementation of the Regional Inspectorate Administration; and
  - g. Controlling the organization of the Regional Inspectorate to be more efficient and effective;
  - h. Fostering the administration of secretarial affairs;
  - i. Formulation of support for planning, fostering, and controlling technical policies in the field of supervision of the implementation of regional government affairs;
  - j. Coordinate and determine the planning and control of technical policies for guidance and supervision;
  - k. The formulation of the provision of technical recommendations related to the duties and functions of regional apparatus;
  - l. Development of functional and implementing groups of positions; and
  - m. Implementation of other duties and functions assigned by the Regent and Regional Secretary.
2. Secretary. The Secretary of the Regional Inspectorate has the task of assisting the Inspector in coordinating the preparation of work plans and field activities as well as providing administrative services and technical considerations to all work units/units within the Regional Inspectorate in accordance with the provisions of the applicable laws and regulations.
3. Assistant Inspector. The Regional Assistant Inspector has the main task of assisting the Inspector in compiling policy materials and operational planning as well as carrying out guidance and supervision of the administration of government affairs based on the working area in accordance with the provisions of the applicable regulations, which consist of:

- a. Assistant Inspector I;
  - b. Assistant Inspector II;
  - c. Assistant Inspector III; and
  - d. Assistant Inspector for Public Complaints and Investigations.
4. The Head of the Administrative and Household Subdivision has the task of assisting the secretary in preparing materials for compiling, collecting, processing, assessing, and storing reports on the results of the supervision of functional supervisory officers and administering public complaints and compiling reports on supervisory activities in accordance with the provisions of the applicable laws and regulations; carry out the preparation of policy implementation, coordinate the implementation of regional apparatus tasks, monitor and evaluate the implementation of regional policies in the fields of planning, budgeting, and performance evaluation of regional apparatus, financial administration of regional apparatus, administration of regional property in regional apparatus, administration of regional apparatus personnel, general administration of apparatus regional government, procurement of regional property to support regional government affairs, provision of services to support regional government affairs, and maintenance of the regional property to support regional government affairs. In carrying out his duties, the Head of the Administrative and Household Subdivision carries out the following functions:
- a. Formulation of technical policy materials in administration and household sub-divisions;
  - b. Activity planning
  - c. Fostering the group of implementing positions;
  - d. Carrying out other functions assigned by the secretary related to his duties.
5. Functional position groups and implementing positions at the Regional Inspectorate have the task of assisting high leadership positions, Administrator positions, and Supervisory positions in carrying out work tasks according to their positions/fields of duties and expertise. The description of the duties of the functional position group and the Implementing position is as follows:
- a. Describe the work program provided in accordance with the workload;
  - b. Carry out obligations, duties, and work in accordance with the position/field of duties and functions assigned;
  - c. Provide advice and considerations to related officials, whether requested or not, according to the scope of their duties and functions;
  - d. Conduct coordination and synchronization with other work units within the Regional Inspectorate to support the smooth implementation of tasks;
  - e. Take an inventory of problems related to their field of work and prepare suggestions for follow-up;
  - f. Make reports both verbally and in writing to the relevant officials as accountability for the implementation of their duties; and
  - g. Carry out other tasks assigned by the leader.

## **5. Discussion**

The problem in the Regional Inspectorate of West Kutai Regency is how the discipline and supervision being carried out now play a role in employee performance. More details will be described as follows:

### *5.1.1 The Role of Discipline on Employee Work Performance at the Regional Inspectorate of West Kutai Regency.*

Based on observations and interviews that have been carried out, the authors can describe the role of work discipline on the performance of the Regional Inspectorate of West Kutai Regency employees. In this study, the authors obtained results regarding how work discipline affects the performance of the Regional Inspectorate of Kutai Barat Regency members at work. Based on the researcher's interview with the Secretary of the Regional Inspectorate of West Kutai Regency, he said that:

*"Work discipline at the Regional Inspectorate of West Kutai Regency is quite good. Even so, there are still many things that need to be addressed in the future to improve employee performance. Employee discipline, which is said to be good, can be reflected in the responsibilities that each employee has. It all depends on the person; many rules are made by the person himself without the knowledge of his superiors, for example, arriving at 09.00 when they should have entered at 08.00. This is what does not reflect good work discipline".*

Employees must arrive on time and be responsible for their assigned tasks. That way, the goals of an office can be said to be achieved properly. However, the fact is that disciplining someone is not as easy as one might think; something is needed to encourage them to come on time. This is as conveyed by the head of the Sub-Division of Administration and Household, who said that:

*"In this office, the boss's way of disciplining employees in terms of time is by giving sanctions if someone arrives late, this can scare them so that they come on time, even though most of them are present at the office when the time has not arrived. This is a very good point for them, it must be improved not even more down from day to day. Even though there are employees who violate this rule, not many do this; it is even very rare."*

In carrying out work discipline to improve the performance of an employee, several factors make employee discipline lacking, namely: The assertiveness of the leader in taking action will affect the employee to be disciplined in carrying out his work, the leader who dares to take decisive decisions is an example of a wise leader, With that way, the goals of a company/office will be achieved as expected. As is the case with the researcher's interview with the Head of the Regional Inspectorate of West Kutai Regency, he said that:

*"The leader is the key to the discipline of his subordinates in carrying out their duties; in this office, the role of the leader is very influential on employee work discipline so that it has an impact on good employee performance. The leader does not hesitate to reprimand if someone acts in accordance with the rules set by the office; he does not see who committed the violation; for him, who is wrong is still wrong. I like his rules that are like that so that employees don't just be lazy in doing their jobs. The leader is also famous for his hospitality so that other employees feel at home working in this office."*

Leadership is the key for a company/organization to achieve its goals. Leadership is what kind of control the employee looks like; it can be disciplined and may not. A leader must direct his subordinates to become employees with high work discipline so that employee performance can also increase from day to day.

#### *5.1.2 Role of Supervision on Employee Work Performance at the Regional Inspectorate of West Kutai Regency.*

In the Regional Inspectorate Office of West Kutai Regency, in improving the quality of service, it is necessary to have supervision from a leader as the leader is seen as having a great influence on the achievement of organizational goals. Leaders play a very important role in the smooth work of the institution because, in addition to being a driving force, leaders also function as supervisors. Leadership in an institution or organization is very influential in management. In practice, leadership leads to management functions in it, one of which is the organizing function through the delegation of authority. In addition to the leader, the leadership style used also plays a role in determining an organization's progress. To improve employee performance at the Regional Inspectorate of West Kutai Regency, using a direct and indirect supervisory system, it is necessary to know in advance the benefits that can be obtained by carrying out these activities. Likewise, the supervisory activities carried out on the work of employees at the Regional Inspectorate of West Kutai Regency.

Many benefits can be obtained from supervision, which can be felt by employees and institutions or leaders who carry out supervision. Therefore, in carrying out supervision, a supervisory system should be prepared in advance according to the situation and condition of the employees and institutions concerned. Besides that, it is also necessary to prepare supervisors who understand the supervision system used so that carrying out supervision can be done properly. Thus, the benefits of supervision can be felt by many parties, both employees and leaders or institutions. The benefits that can be obtained with supervision include encouraging employee performance improvement. With this supervision, employees can find out the results of their work. Then employees will be encouraged to try to improve their performance. Thus, supervision plays a role in efforts to improve employee performance.

The role of supervision in improving employee performance is, among others: in carrying out the supervision of a job, there is always a sequence or stages that must be passed in carrying out the task. Likewise, in the implementation of supervisory duties, to facilitate implementation in realizing its objectives, it is necessary to go through several phases, namely: 1). Determination of work standards, 2). Measurement of work results, and 3). Correction of deviations.

In this case, supervision has the function of improving the performance of employees at the Regional Inspectorate of West Kutai Regency. This is as stated by the Head of the Administrative and Household Subdivision in an interview on July 23, 2022. He said that:

*"Supervision is very important to improve employee performance, work level, and employee productivity. With supervision, it can be seen that the work achievements of employees are known by knowing the level of performance and productivity and their potential so that they can be maintained as well as to be improved. With supervision, it will also be known whether the implementation of the activity is in accordance with the predetermined plan. In addition, supervision will also be able to find out an error or mistake as early as possible at the Regional Inspectorate of West Kutai Regency."*

The above description was similarly expressed by the Head in an interview on July 23, 2022. He said that:

*"Supervision is very important in an office; with supervision, it will be known work plans, work implementation, and the extent to which the work of employees at the Disdukcapil. Is it in accordance with the plan made, if it is in accordance with whether the goals that have been set from the beginning have been achieved? But watching us doesn't mean we don't trust our employees."*

Based on the opinion of several informants, supervision has an important role in determining the success or failure of implementing these activities in accordance with the plans set by the Inspectorate. In a government agency, of course, it cannot be separated from errors or inaccuracies so that with supervision, it is easier to find out any mistakes made in the implementation of work or activities as early as possible, knowing these mistakes will make it easier to make corrections to these mistakes so that errors that occur the same will not happen again. In addition, supervision is useful to find errors or mistakes as early as possible in implementing activities.

With the supervision carried out by the Head, it is hoped that the employees will be aware of and properly carry out their main duties and functions. Furthermore, the Head of Subdivision of Administration and Household was interviewed on July 23, 2022. He said that:

*"Supervision is very important to improve employee performance. If employees are not supervised, they will work on their own. Because with supervision, there can be an increase in work, meaning that each employee will be aware of their main duties and functions."*

From the opinion above, it can be understood that supervision plays an important role in determining whether the work results of employees are in accordance with their respective main tasks and functions or not. With the supervision carried out by the leadership, it is hoped that the employees will be aware of and carry out properly their main duties and functions in accordance with the provisions that have been set at the Regional Inspectorate of West Kutai Regency. Supervision carried out by the leadership of the work of employees is a very important thing. With good supervision, it will be known to what extent the previously planned goals can be achieved optimally.

Supervision will assist the leader in evaluating activities or work results; then, from the results of the evaluation, the leader can take corrective action if there are failures or obstacles in achieving the desired goals of an agency. Supervision can also be carried out to maintain work results that have been in accordance with the plan so as not to decrease. The implementation of supervision at the Regional Inspectorate of West Kutai Regency is as follows:

1) Supervision is carried out by the Regional Head of West Kutai Regency.

Supervision at the Regional Inspectorate of West Kutai Regency to improve overall employee performance is carried out by the Regional Head of West Kutai Regency, but to be more effective, the staff is supervised by the Secretary and the Head of their respective Divisions. But the leadership cannot be separated from the supervisory task because the supervisory function is a function that a leader must carry out for all his employees; it's just that supervision is carried out in the form of indirect supervision because of the limitations of the leadership to carry out direct supervision due to other duties and responsibilities that do not only supervise the activities of employees in the office only. As revealed by the Regional Head of West Kutai Regency in an interview on July 23, 2022; He said that:

*"Here, the one who supervises is, of course, the highest leader; in this case, I am the head. But it is impossible to supervise all employees or staff and all their work implementation because my job is not only to supervise. After all, there are often tasks outside the office as well, so it is delegated to the Secretary and Head of Subdivision to supervise their staff. So that it can be said to indirectly supervise, and later the results of the supervision will be carried out with the results of the work report."*

The same thing was conveyed by the Secretary of the Regional Inspectorate of West Kutai Regency in an interview on July 23, 2022. He said that:

*"The one who does the supervision is the Chief. But that's indirect because the leader can't supervise every day, considering the leadership duties are quite a lot. Effective supervision is carried out by the Head of each Division of his staff because the hierarchy is vulnerable, so it will be easier to supervise it."*

2) Supervision implemented at the Regional Inspectorate of West Kutai Regency

a) Inherent supervision, functional supervision, and structural supervision.

In government agencies, the supervision that is often used is inherent, functional supervision, and structural supervision. All types of supervision are expected to be able to improve employee performance and the quality of employee human

resources. As stated by the Secretary of the Regional Inspectorate of West Kutai Regency in an interview on July 23, 2022, He said that:

*"Supervision norms in government agencies that are applied here are inherent supervision, functional supervision, and structural supervision. Inherent supervision is supervision carried out by each supervisor in each structural position; functional supervision is the supervision of the duties and functions of each position; the last is structural supervision, namely, supervision carried out based on the hierarchy of positions."*

Not much different from what was conveyed by the Regional Head of West Kutai Regency in an interview on July 23, 2022. He said that:

*"Supervision is carried out according to the main task force, or functional supervision. Another supervision is structural supervision, supervision in accordance with the organizational structure or position."*

b) Direct Supervision and Indirect Supervision

Direct supervision is supervision that is carried out directly on employees, while indirect supervision carried out on employees at the Regional Inspectorate of West Kutai Regency is divided into routine supervision, periodic supervision, and not periodic or sudden. Routine supervision is carried out by filling in employee absenteeism every day and requiring each employee to have permission every time they leave the office or their job.

Periodic supervision is usually seen from work meetings, or briefings held every two weeks; other things can be shown by monthly work reports and annual work reports. Non-periodic or sudden supervision is carried out without prior notification; for example, by holding a meeting suddenly, the leader asks for a report on the work results immediately after the activity is carried out. This was stated by the Head of the Sub-Division of Evaluation and Reporting in an interview on July 25, 2022. He said that:

*"There are several ways to monitor this; there is direct, indirect, routine, periodic, and sudden or non-periodic supervision. Here must be absent every day and must ask permission if there is a personal interest during working hours. Another form of supervision, a report on the results of work, is made every time we get a task or job; usually, it can be sudden, monthly, or yearly, basically within a certain period. There are also briefings every two weeks."*

Based on the explanation above, it can be seen that the overall supervisor of the employees is the Head, Secretary, and Head of Subdivision to their respective staff because the head can't supervise all employees because he's busy. Supervision that takes place at the Regional Inspectorate of West Kutai Regency is direct supervision and indirect supervision (routine, periodic, not periodic, or sudden), and supervision applied in government agencies (attached supervision, functional supervision, and structural supervision). As previously stated, to implement good supervision, supervision is carried out objectively, not subjectively. Supervision is also not just finding fault with employees, but supervision is carried out to guide and educate employees. Because subjective supervision will only lead to pseudo-effectiveness, employees will behave well when seen and will do different things behind the leadership.

The obstacles faced in the implementation of supervision at the Regional Inspectorate of West Kutai Regency are as follows:

- a. There is a sense of shyness because the relationship between the leader and his employees is very close and intimate (like family), so the leader is reluctant to supervise his employees in carrying out their duties and work. This can be seen from the results of the researcher's interview with the Secretary of the Regional Inspectorate of West Kutai Regency which the author can conclude that where the obstacles to supervision are found, including; first, there is a psychological burden from the leadership if the person concerned is not consistent and consistent in carrying out his supervisory function; Second, there is unreasonable reluctance because the leader and his employees have a close relationship like family so that if a subordinate makes a deviation in his work, the leader feels reluctant to reprimand him, but it is not uncommon for the head to reprimand him in good language. If the mistakes are made quite a lot or often repeated, it is not uncommon for the leader to call his employees directly to face his room and be given directions and reprimands by him.
- b. Limited time in the implementation of supervision to carry out supervision; it takes a lot of time and frequent frequency so that the implementation of supervision can be effective and maximal. The leadership lacks time to carry out supervision because the leader does not only work in the office but also has to carry out his duties outside the office, even out of town, so the leader only occasionally supervises his employees. For example, if there is free time at the office, the leader takes the time to see the work done by his employees. Like meetings, meetings are held only when there are certain events. This is as stated by the Head of Subdivision of Administration and Households in an interview on July 25, 2022. He said that:



*"Another obstacle in the implementation of supervision is the limited time to carry out supervision; much of the time is used for outside official affairs so that work in the office receives less attention. For example, there was a delay in dividing tasks and work because the leadership was late in disposing of letters so that the work seemed sudden."*

From the opinion above, it can be concluded that the obstacle in the supervisory activities carried out by the leadership is that there is still a feeling of reluctance because they think they are like family and the lack of lead time to supervise employees at all times. Based on the Regional Inspectorate of West Kutai Regency with various obstacles in monitoring activities at the Regional Inspectorate of West Kutai Regency that has been stated above, there must be a way to overcome these obstacles, including leaders must be able to be firm with employees without distinguishing their status and position. Leaders should not distinguish between employees they supervise even though there is a good relationship between them by eliminating shyness but still respecting their employees. This is as stated by the Secretary of the Regional Inspectorate of West Kutai Regency in an interview on July 28, 2022. He said that:

*"To overcome obstacles in supervision, leaders must be able to set a good example so that subordinates will follow what their superiors do so that employees will work better. In addition, the leadership does not need to hesitate to reprimand those who are wrong or do not comply with the applicable regulations, so a firm attitude is also needed in this regard."*

From the above opinion, it can be explained that efforts to overcome obstacles in the implementation of supervision are with a firm attitude from the leadership. Also, the leader must spend little time supervising his subordinates, even in busy conditions. Supervision is an activity carried out to better ensure that all work that is being or has been carried out is running according to a predetermined plan. Therefore, it is necessary to apply good supervision; namely, supervision carried out to guide and educate employees without hurting their feelings of employees.

## **6. Conclusion**

Based on data analysis and discussions that have been carried out regarding the role of discipline and internal control on employee performance at the Regional Inspectorate of West Kutai Regency, the following conclusions can be drawn. The employees of the Regional Inspectorate of Kutai Barat Regency are disciplined in terms of time; this is because the leader can take firm action; if any employee does not come on time, he will immediately give sanctions; the sanctions given have been agreed with all employees before this sanction is applied not just based on leadership decisions alone. The responsibilities given by employees are also good because they are very enthusiastic about carrying out their work, although sometimes there is a feeling of laziness that strikes them, which is a human thing. However, this feeling of laziness can be defeated by the presence of such a firm leader. Employee work discipline is something that determines the level of performance of an employee at work. If they have good discipline, work performance will increase because there is no unfinished work, and vice versa; if the employee discipline is not good, work performance will decrease because of unfinished work. Supervision at the Regional Inspectorate of West Kutai Regency to improve the overall work performance of employees is carried out by the Head of the Regional Inspectorate of West Kutai Regency, but to be more effective, the staff is supervised by the secretary and their respective Heads of Subdivision. Supervision at the Regional Inspectorate of West Kutai Regency itself is not carried out in accordance with the monitoring indicators, namely being able to provide a transparent picture of the abuse of power and being able to eliminate fraud in the form of fraud in society. They still make mistakes in the implementation system, and they have not been able to prevent and have not been able to correct various errors or irregularities.

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