

# **Improvement of the Career Path of the Government Internal Supervisory Apparatus (APIP) in the Regional Government of Soppeng Regency**

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## **Abstract**

The purpose of this analysis is to evaluate and examine how honesty and potential influence career pathways, both direct and indirect, with the intervention variable being professionalism. The approach to this analysis is a quantitative—study site at the Soppeng Regency Inspectorate. The entire population was sampled with a total of 112 workers. For statistical studies, route analysis is used. This analysis's findings are: 1) Honesty and capability have a direct impact on professionalism, and integrity has an immediate effect on career paths, while integrity does not affect career paths. 2) The indirect implications of credibility and ability on career paths through expertise are very significant in this situation. Career paths are highly influenced by integrity and skills.

**Keywords:** Integrity, Capability, Professionalism and Career Path, Indonesia

## **1. Introduction**

Monitoring is basically about learning and figuring out what went wrong with potential progress. It has become routine and must be done by both parties. In the meantime, the purpose of oversight is to enhance efficiency and encourage the State Civil Apparatus to carry out the general government's activities and establish a healthy and safe government (Ahdan et al., 2019; Rijal et al., 2019; Umar et al., 2019). The phenomenon in civilization is now stifling to see corrupt bureaucracies' conduct, which is not deteriorating day by day but is gradually being seen by their behavior (Awaluddin et al., 2019; Tamsah et al., 2020; Yusriadi et al., 2019). The public brands this act of corruption as an unprecedented and vicious offense since it is assumed that it will haunt future generations. The

stigma of municipal supervisory agencies is perceived as weak and unreliable in fulfilling society's demands for good and clean governance. Clean government).

The APIP apparatus's professionalism is required in attaining audit efficiency, and the skills are the abilities and characteristics exhibited by the ASN in the form of the information, experience, and behavioral attitudes needed to carry out their duties. And according to De-Angelo (1981) in Alim et al. (2007), audit efficiency is the possibility that the auditor can identify and record breaches of the auditee's accounting framework.

Integrity is also the aspect that influences the professionalism of the APIP apparatus. Integrity is a standard that underlies public trust and is a benchmark for participants to analyze all decisions they make. Integrity allows a member to be truthful and honest without losing the user's secrets. The service and public trust cannot be defeated by personal benefit. Integrity may accept unintentional errors and sincere differences of opinion but may tolerate deception or disrespect for morality. (Mulyadi, 2002) And the professionalism of the high-capacity and dignity APIP apparatus will automatically always give priority to career paths. And career path is a person's point of view in responding, performing, and behaving at work, with the will of an organization, agency, or corporation, so that work can be carried out correctly (Gani et al., 2019; Mustafa et al., 2020; Sahid et al., 2020).

The APIP apparatus's strengthening must preserve the device's ability or dignity and professionalism in carrying out its duties full of challenges and problems. The career ladder of the APIP apparatus as a regional inspectorate becomes a pillar that serves as a supervisor and a guard in implementing the program (APBD). This study aims to show how much the credibility and potential of the Government Internal Supervisory Apparatus (APIP) in the Soppeng Regency Regional Government have had an impact on its career path.

## 2. Literature review

Setiawan Research Findings, R. I. (2016), which examined the influence of career paths, clarity of tasks, and responsibilities on job satisfaction at winner Gym Instructors in Blitar City, where the findings showed that career ladder significantly affects job satisfaction. Hypothesis 1 can then be rendered as follows:

H1. Impact of APIP Professionalism Capability

The findings of this theory's research are compatible with Wurangin (2005) opinion, which describes honesty as a character factor that underlies professional recognition. Integrity needs a member to be truthful and transparent without losing confidentiality to the service user so that the report presented will clarify the reality (A'yun et al., 2017). Facts and this are how the public can appreciate the integrity of an accountant. Public benefit and faith must not be forfeited for private profits. This analysis's findings are also consistent with the results of Purwanti's (2009) research, which researched factors influencing auditors' credibility and objectivity in public accounting firms in Jakarta.

Aidil Syahputra, Muhammad Arfan, Hasan Basri 2015, investigated the effect of competence, freedom, expertise, and honesty on the audit efficiency of the Government Internal Supervisory Apparatus (App) (Research at the Bireuen Regency Inspectorate). This study's findings show that competence, equality, experience, and integrity have, either concurrently or partly, an impact on the quality of the audit. Hypothesis 2 can then be rendered as follows:

H2. The Impact of Honesty on APIP Professionalism

The higher the potential of an individual, the more his career path improves. It is related to Baker and Sinkula (2005) principle, which states that a more precise collection of skills, procedures, and processes will allow the use of resources to a competitive advantage (Bin Tahir & Rinantanti, 2016). Centered on this, the potential to have more than just skills at one point becomes a strategic advantage and master's talent at a weak point.

And the research findings of Hasbia Masran, 2018, et al., where the results of their research state that the competence, dignity, objectivity, and independence of the government's internal supervisory machinery in the Kab Inspectorate. At the same time, Maros has a favorable impact on audit results. The honesty variable has the most potent influence on the audit standard of the internal government supervisory apparatus of the Maros Regency Inspectorate. The findings of Rendra Herry Purnamadengan's 2016 study looked at the effect of career paths, tenure, and role loyalty on employees' income at PT. Miwon Indonesia, the results revealed a substantial impact, both

simultaneously and partly, on the variables of career direction, tenure, and job loyalty. Relevant to employee wages, where the vector of work loyalty has a dominant effect on employee income. Companies should also maintain a substantial degree of work commitment between the company's representatives and staff. Hypothesis 3 should then be rendered as follows:

#### H3. Influence of Career Path Strengths

The image of a person's dignity can be seen in his or her sincerity and similarity of spirit, expression, and behavior. The career direction a person follows during his or her work time is also very much shown by how his or her career path is decided by the integrity and findings of Yogi Gumilar's 2017 study, which explored the impact of management support, co. Hypothesis 4 can then be rendered as follows:

#### H4. The Influence of Honesty in Career Paths

Professionalism is a definition of one's knowledge in terms of principles, direction, goals, and circumstances, which is contained in an individual, of course with the professionalism that they would have an effect on the advancement of their career path, which is confirmed by the opinion of JS Badud (2003), which notes that the characteristics of people who are professionals depicted on the qual are.

Research by Adi Ridhwan et al. (2018) explored the impact of competence, motivation, professionalism, and organizational commitment on the performance of the Internal Auditor (PT KAI study). The results of his research showed that the Internal Auditor's performance was positively affected by competence, motivation, professionalism, and organizational commitment. Hypothesis 5 can then be rendered as follows:

#### H5. The Impact of Career Paths on APPIP Professionalism

The willingness of managers to always handle the tools they have both personally and in an organization must, in this situation, have technical expertise, qualifications, and positive attitudes to promote the method of work and its effect on the organization, namely the accomplishment of organizational goals by organizational standards.

Research by Muhammad Fahmi et al. (2018) discusses the review of the capacities of the Government Internal Control Apparatus (APIP) using the Typical Internal Audit Power Model (ia-cm) (Tebing Tinggi City Inspectorate case study) for the period 2017-2018, based on the findings of the research. The APIP capacity evaluation using the standard internal audit capability model (ia-cm) reveals that the high cliff city inspection is at level 3 with a note of change (integrated). In comparison, the other two parts are the 'technical practice' element.

#### H6. The Impact of Capability on Career Paths by APIP Professionalism

Muslim study in 2014 investigated the effect of the competence, freedom, honesty, and job morale of auditors on the efficiency of the APIP audit at the South Sulawesi Province. The results of its research indicate that, at the same time, competence and independence, and integrity considerations have a substantial impact on the quality of the auditor. Wianjani Prameswari et al., 2015, studied the implementation of honesty, objectivity, confidentiality, competence, and organizational contribution to internal auditors' success. Their studies' findings indicate that, at the same time, integrity, objectivity, confidentiality, competence, etc. Hypothesis 7 can then be rendered as follows:

#### H7. The Impact of Honesty on Career Paths by APIP Professionalism

### 3. Method

This analysis uses a causality design or a cause and effect relationship on the test variables. The research population consisted of 112 employees of the Soppeng Regency Regional Inspectorate, using a saturated sampling method involving the whole population as a sample, including 112 individuals. Data collection methods were carried out through observation, interviews, questionnaires, and documentation analysis of data using route analysis.

### 4. Result

For path analysis, structural tests 1 and 2 were carried out. Based on the results of the path analysis for each test of the influence between variables and the independent, it can be seen in the following table:

**Table 1.** Sub-Structure Hypothesis Test I

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,844	1,412		2,014	,046
	Capability (X1)	,488	,110	,523	4,447	,000
	Integrity (X2)	,368	,110	,340	3,371	,001

a. Dependent Variable: Apparatus Professionalism (Y1)

**Source:** Primary data after processing, 2020

The regression coefficient value is 0.751 with a significance level of 0.000 which means significant (sig <0.05) or the value of  $t_{count} > t_{table}$  (7.506 > 1.987)

**Table 2.** Sub Structure Hypothesis Test II

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	,399	1,165		,342	,733
	Capability (X1)	,196	,097	,170	2,025	,045
	Integrity (X2)	,172	,093	,150	1,856	,066
	Apparatus Professionalism (Y1)	,607	,097	,593	7,823	,000

a. Dependent Variable: Career Path (Y2)

**Source:** Primary data after processing, 2020

The regression coefficient value is 0.630 with a significance level of 0.000 which means significant (sig <0.05) or the value of  $t_{count} > t_{table}$  (7,642 > 1,987)

**Table 3.** Hypothesis Test Results

Path Coefficient	Standardized Coefficient	T <sub>count</sub>	Conclusion
X1 against Y1	0.523	4,447	H1 accepted
X2 against Y1	0.340	3,371	H2 accepted
X1 against Y2	0.170	2,025	H3 is accepted
X2 against Y2	0.150	1,856	H4 is rejected
Y1 against Y2	0.593	7,823	H5 accepted
X1 against Y1 through Y2	0.523 x 0.593 = 0.310	3,722	H6 accepted
X2 against Y1 through Y2	0.340 x 0.593 = 0.201	2,729	H7 accepted

**Source:** Primary data after processing, 2020

To see the amount of contribution given to each of the sub-structures in this study as follows:

**Table 4.** Model I Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,705 <sup>a</sup>	,698	,688	1,273

a. Predictors: (Constant), Integrity (X2), Capability (X1)

**Source:** Primary data processed, 2020

The magnitude of the R Square number in the Sub Structural I model is 0.698, indicating that inspirational leadership affects soft competence by 69.8% and the remaining 30.2 % is influenced by other variables that are not included in the study.

**Table 5.** Model II Determination Coefficient Test  
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 829 <sup>a</sup>	, 688	, 679	1,031

a. Predictors: (Constant), Apparatus Professionalism (Y1), Integrity (X2), Capability (X1)

**Source:** Primary data processed, 2020

The magnitude of the R Square number in the Sub Structural II model is 0.688 indicating that inspirational leadership affects work creativity by 68.8% and the remaining 31.2 % is influenced by other variables not included in the study.

## 5. Discussion

### 5.1 Impact of the skill on the integrity of the apparatus

Professionalism has a significant effect on an individual's skills because, with a person's capabilities, it can be easy to use all the company's opportunities. It will be done if it is accompanied by the professionalism that is owned because professionalism is an ability and the auditor's dedication to performing tasks with prudence values.

And it applies to Setiawan's research findings, R. I. (2016) reviewing the influence of career routes, a specificity of duties and obligations on job satisfaction at Winner Gym Instructors in Blitar City, where results suggest that career ladders have a substantial impact on job satisfaction. Professionalism is a definition of one's knowledge in terms of principles, direction, goals, and circumstances, which is contained in an individual, of course with the professionalism that they would have an effect on the advancement of their career path, which is confirmed by the opinion of JS Badud (2003), which notes that the characteristics of people who are professionals depicted on the qual are

### 5.2 The Impact of Honesty on Apparatus Professionalism

Their competence determines officials' honesty because integrity requires everyone to be truthful and open, courageous, prudent, and responsible in carrying out their duties. Employees must also recognize the intrinsic dignity, which would represent professionalism with any assigned responsibility relevant to their jobs. And according to Erina's (2012) view, that service to the community and community trust cannot be defeated for the sake of interest and benefit.

And the findings of this hypothesis test are consistent with Wurangin (2005) opinion, which describes honesty as an aspect of the character that underlies professional recognition. Integrity needs a member to be truthful and transparent without compromising confidentiality to the user of the service. The report delivered will clarify the reality of the evidence because that's how it is done. The findings of this analysis are also consistent with the results of research conducted by Purwanti (2009), which researched factors influencing the honesty and objectivity of auditors in public accounting firms in Jakarta, where the results of the research indicate that the performance of auditors is positively affected by integrity and Aidil's research. Syahputra et al. (2015) investigated the effect of competence, freedom, expertise, and honesty on the Government Internal Supervisory Apparatus (APP). It has shown that competence, independence, experience, and integrity have, at the same time or in part, an impact on the audit quality of the government's internal supervision.

Based on the findings of the descriptive study, it was observed that the indicator with the lowest effect on the honesty variable was wise. Increasing integrity can be accomplished by presenting each employee with an appreciation of the importance of integrity. It is manifested in attitudes and conduct at the workplace, such as continuity between expression and behaviour, adherence to principles, conscientious execution of responsibilities, and the ability to track their acts and behaviour in compliance with values and norms. It is true, but it is still crucial to have a wise mindset to see any issue experienced and decide wisely while ensuring that personal interests are more important than public interests.

### **5.3 The Impact of Capability in Career Paths**

The higher the potential of an individual, the more his career path improves. It is related to Baker and Sinkula (2005) principle, which states that a more precise collection of skills, procedures, and processes will allow the use of resources to a competitive advantage. Centered on this, the potential to have more than just skills at one point becomes a strategic advantage and masters talent at a weak point.

Robin's opinion in Moklas (2015) that a person's ability to perform different tasks in a job depends very much on his capacity. The integrity that resides in him would affect the level of his professionalism to execute his duties as much as possible to increase further the quality of his performance, which has an impact on the accomplishment of organizational objectives.

It is related to the research findings of Hasbia Masran, 2018, et al., where the results of their research state that the competence, dignity, objectivity, and independence of the government's internal supervisory apparatus in the Inspectorate. At the same time, Maros has a favourable impact on audit results. The honesty variable has the most potent influence on the audit standard of the internal government supervisory apparatus of the Maros Regency Inspectorate.

And based on the descriptive study findings, personal growth has the lowest effect on the variable career path. The manifestation of a career path is the person's willingness to finish a job with time and consistency. Thus, career pathways in terms of individual advancement need to be continuously strengthened both by formal education. In a non-formal context, so that the skills of the apparatus will further improve their career ladder. It is related to the findings of Rendra Herry Purnamadengan's 2016 study, which looked at the effects of career paths, tenure, and work loyalty on PT employee income. Miwon Indonesia, where the findings of his studies indicate that, at the same time as part, the variables of career direction, years of service, and work loyalty have a significant impact on employees' income, where the variable of job loyalty has a dominant effect on employees' pay. Therefore, businesses should maintain strong work loyalty between the company's representatives and staff.

### **5.4 Effect of Honesty in Career Paths**

Conceptually, it is seen that a person's dignity can be found in his or her sincerity and common heart, expression, and deed. The career direction that a person follows during his or her lifetime is often very much demonstrated by how their work success is, thus, a career path defined by integrity. However, government institutions or bureaucracies, often career paths, are very much decided by a non-technical aspect. It means that an experienced apparatus or career path, either in a governmental position, depends on how the apparatus performs its part in different ways without paying attention to its credibility. With the presence of a closeness element of policymakers, this would automatically boost his career path even though high credibility does not inherently have a substantial effect on a career path due to the technological factors that have already been established.

It does not apply to Yogi Gumilar's 2017 study's findings, which explores the influence of management support, expertise, objectivity, and honesty on the efficiency of the government's internal control apparatus. The results of his research indicate that management support, impartiality, and integrity have a substantial impact on the performance of the APIP. Competence effects on, but is not essential to, the output of APIP. And the findings of Awaluddin (2016) indicate that honesty has a significant effect on workers' success to ensure the company's stability.

Honesty aspects can have a significant impact on career choices because integrity is closely connected to dedication. These individuals refuse to contribute weak integrity on their own. Integrity is a way of thought and behavior compliant with applicable standards and regulations because integrity often places responsibility and allegiance first. Against assurances so that individuals with high character can better enhance their success in an enterprise that impacts their career paths in the organization.

### **5.5 Impact on career paths of professionalism of officials**

The level of professionalism is apparent in one's work outcomes, which is very optimistic of one's career path. Professionalism is variable identified in many references and several different ways, including a high level of work that is accompanied by expertise and responsibilities. And somebody is said to be a specialist if he is an expert in doing his job by applying preset criteria.

Professionalism is thus a necessity to improve one's career ladder in an organization since the level of professionalism that is owned can manifest a mindset and persistence in the practice's conduct (Rinantanti et al., 2019). The outcomes of the job will surpass the predetermined position or goal.

Integrity is a standard that underlies public trust and is a benchmark for participants to analyze all decisions they make. Integrity allows a member to be truthful and honest without losing the user's secrets, services, and public confidence cannot be defeated by personal benefit. Integrity may accept unintentional errors and genuine differences of opinion but may accept deception or lack of principle. (Mulyadi, 2002; Kanto et al., 2020; Umanailo, 2020; Nuraini et al., 2019) And the professionalism of the APIP apparatus with high potential and dignity, of course, would automatically give rise to the career ladder. And career path is a person's point of view in responding, performing, and behaving at work, with the will of an organization, agency, or corporation, so that work can be carried out correctly.

The mental attitude or group of people engaging in activities or work expressed as working behavior, including time, responsibility, hard work, reasonable and truthful. Individuals who have a high career path are highly driven individuals. Career direction is a vision and an approach centered on the ideals a person believes. This conviction has become a reason to work. A job ladder is someone's inspiration that doesn't come from beyond the self but is rooted in yourself, which is also considered an inward motivation.

### **5.6 The Impact of Capability on Career Paths by Apparatus Professionalism**

Professionalism has a significant effect on career paths, even though the person involved has high-quality skills. As described in Baotham (2007), audit quality must be decided by many factors, including the first one, namely professionalism, which directly and indirectly affects audit quality. The impression of a competent person following Hidayatullah (2009) opinion is expressed in the commitment to his career, social responsibilities, freedom, and faith in his profession. It applies to Bustami et al.'s (2013) research findings, where professionalism has a substantial effect on the quality of the audit results, which means that the more competent an individual is, the higher the audit quality results.

The supervisory apparatus's ability is always how to handle the capital possessed both personally and in an entity. Of course, in this situation, they must have technical expertise, qualifications, and a positive mindset to make it easy to process their work and its effect on the organization, including accomplishing operational goals according to standards. It is related to the findings of Arfah Salwa's research (2018), which explores the impact of dedication, honesty, and competence on KIP Aceh's performance through employee performance. The results of his research indicate that employee performance will enhance the effect of integrity on KIP Aceh's performance. In other words, employee performance mediates the impact of employee performance. The performance of the Aceh KIP organization and, therefore, the honesty of the workers' performance will improve the credibility of the Aceh KIP organization's performance.

The APIP apparatus's integrity is required, and the skills and characteristics of the ASN are in the form of the information, experience, and behavioural attitudes needed to carry out their duties. And according to De-Angelo (1981) in Alim et al. (2007), audit efficiency is the possibility that the auditor can identify and record breaches of the auditee's accounting framework.

### **5.7 The Impact of Honesty in Career Paths by Apparatus Professionalism**

The consistency of a person's reputation in the career achievement of the ladder in the employment profession is very much decided. It is like what Arens (2010) claimed, which notes that professionalism is a duty placed on him. It is more than merely performing the tasks entrusted to him and more than compliance with that nature's laws and regulations.

And the greater the momentum for the exchange of knowledge is combined with today's highly vital culture. Building good governance in government administration requires increasing the success of regional supervisory agencies. Many people are wondering when and where the institution is, as corruption is increasingly rampant. The population is still resentful of the corrupt bureaucratic conduct, which is not deteriorating day by day but is on the rise with different ways and bribery methods. That people think of dissolving the supervisory institution because it is deemed to be of little value, therefore establishing a clean government by improvement. The position of regional

supervisory bodies needs an improvement in human capital such that quality supervision can be provided in the execution of their responsibilities. As a result of this phenomenon, people are stifled by conducting corrupt bureaucracies, which are not diminishing from day to day but reveal more and more teeth in their behaviour. People also mark corruption as a standard, barbarous crime since it is assumed that it will haunt future generations. The stigma of regional supervisory institutions is perceived as inadequate and inefficient in fulfilling society's demands for good and clean governance. Clean government).

The research findings of Wianjani Prameswari et al., 2015, investigated the implementation of honesty, objectivity, confidentiality, competence, and organizational contribution to internal auditors' success (a case study performed by the Inspectorate General of the Ministry of Health of the Republic of Indonesia). The results of the research indicate that integrity, objectivity, and confidentiality are simultaneously demonstrated.

## 6. Conclusion

Based on the study's findings and discussion in the previous chapter on the effects of capacity and honesty on career paths through the professionalism of officials at the Soppeng Regency Regional Inspectorate. It can infer that career paths are heavily affected by power, integrity, and professionalism, both directly and indirectly. It means that if the ability and honesty are right, the career path will increase further, and the credibility of the career path will not impact the career path, whereas the indirect effect between the dependent variable, in this case, the capability and integrity, is an independent variable, i.e., the career path is positively affected by the intermediate variable, i.e., the efficiency of the apparatus, i.e.

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**Esther Kembauw**, as a Doctor in Agricultural Economics who is currently one of the lecturer staff at the Agribusiness Study Program, Social Economics Department, Faculty of Agriculture at Pattimura University Ambon - Maluku Indonesia. Ever received award as the 109th Indonesian Innovation Winner given from the BIC (Business Innovation Center). Currently as the Chair of the Pattimura University Development and Innovation Center from 2018 - until now. Some of the writer's works published in reference books and chapter books. In addition, the author has produced publications in internationally accredited and nationally accredited journals. And currently also a reviewer in several international journals and national journals to accredited national journals. On this occasion the author was also the Scientific Committee at PSP2M International Conference the Role of Science in the Covid-19 Pandemic.

**Maryam Sangadji** has worked as a lecturer at the Pattimura University since 1999 and is still active in teaching the academic activities of the Pattimura University