

ETHICS, EXPERIENCE, AND GOVERNMENT PROCUREMENT OVERSIGHT: DISCIPLINE AND SATISFACTION AS MEDIATORS

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ABSTRACT

Effective oversight of government procurement remains a significant challenge in the public sector. This study investigates the effects of ethics and work experience on procurement oversight performance in the West Sumatra Provincial Government, with job satisfaction and work discipline examined as mediating variables. Using a quantitative research design, data were collected through 62 valid questionnaires and analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS). The study findings reveal that ethics do not directly improve oversight performance unless mediated by job satisfaction, while work experience significantly influences oversight performance both directly and through job satisfaction. Job satisfaction emerges as the most dominant predictor, significantly mediating the effects of ethics and experience on performance. Work discipline, although positively influenced by ethics and satisfaction, does not significantly contribute to oversight outcomes, either directly or as a mediator. These results emphasize the central role of psychological and attitudinal factors—especially job satisfaction—in shaping the effectiveness of public sector audits. This study contributes to the literature on public procurement oversight by offering empirical support for attribution theory and the behavioral dimensions of human capital. Policy implications include prioritizing efforts to improve ethics, experience, and job satisfaction rather than relying solely on law enforcement-based disciplinary approaches.

Keywords: *Procurement Oversight, Ethics, Work Experience, Job Satisfaction, Work Discipline, Public Sector*

INTRODUCTION

Government procurement of goods and services holds a strategic role in supporting national development by ensuring the provision of public goods and services that are efficient, transparent, and accountable. According to Presidential Regulation Number 16 of 2018, procurement activities include the procurement of goods, construction works, consulting services, and other services funded by the state or regional revenue and expenditure budgets. These activities are expected to add value and promote the use of domestic products, the participation of micro, small, and medium enterprises (MSMEs), and the principles of sustainable development (Biol, 2024; Ullah et al., 2024).

In West Sumatra Province, the significance of procurement is reflected in its budget allocation, which amounted to IDR 2.74 trillion in 2021 (39.83% of the regional budget), increasing to IDR 3.14 trillion in 2022 (47.36%), and reaching IDR 3.17 trillion in 2023 (47.10%) (Pemerintah Provinsi Sumatera Barat, 2021; 2022; 2023). Internal oversight of procurement is conducted by the Government Internal Supervisory Apparatus (APIP), which is responsible for audits, reviews, evaluations, monitoring, and handling

whistleblower mechanisms throughout the procurement cycle (Perpres No. 16, 2018; Perpres No. 12, 2021).

Despite a robust institutional framework, several irregularities in procurement activities have been identified in West Sumatra, including corruption cases in vocational school equipment procurement in 2021 (IDR 18 billion), procurement of pregnant cows (IDR 35 billion), price inflation during COVID-19 emergency procurement, and procedural violations in the construction of the Cultural Center building (IDR 31 billion). Audit findings by the Supreme Audit Agency (Badan Pemeriksa Keuangan Republik Indonesia, 2022; 2021; 2020) also revealed systemic issues such as unsupported expenditures, overpayments due to volume discrepancies, non-compliance with specifications, and delays in recovering state losses.

These findings highlight persistent weaknesses in the effectiveness of internal controls, particularly in the performance of APIP supervision within the West Sumatra Provincial Government. Although APIP is mandated to conduct thorough supervision aligned with applicable standards, reports indicate suboptimal follow-up on audit recommendations and weak

coordination with law enforcement agencies, impeding efforts to improve governance, risk management, and internal control systems (SAIPI, 2021). Furthermore, despite widespread acknowledgement of the importance of ethical behavior, work experience, job satisfaction, and discipline, inconsistencies in their effects on supervisory performance remain. For instance, ethics may not directly translate into improved performance due to organizational or structural constraints, and discipline's role in driving effective oversight is ambiguous. Such challenges underscore the need to comprehensively understand the internal factors influencing supervisory effectiveness in public procurement, which to date, remain underexplored in the specific context of West Sumatra.

To address these problems, this study examines the main internal factors influencing supervisory performance, namely ethics, work experience, job satisfaction, and work discipline. Ethics is a fundamental element in the auditing profession that affects decision-making quality, independence, and public trust (Lannai & Ahmad, 2025). Previous studies have shown that ethics positively affects supervisory performance (Roache, 2024; Xu & Ju, 2024). However, some studies report negative or insignificant effects, such as harsh supervision practices Farmanara (2021) and Tokat et al. (2024), indicating empirical inconsistencies.

Work experience is also assumed to enhance supervision effectiveness through better technical skills and risk assessment abilities (Bosco et al., 2020). Nevertheless, other studies find that inexperienced workers, especially those assisted by generative AI, may perform better than experienced ones (Storey, 2025). Job satisfaction is considered to influence auditor motivation and productivity, with Carey et al. (2024) demonstrating a positive role of job satisfaction in improving audit quality, although other studies show no significant impact (Al Shbail et al., 2022).

Work discipline, another important factor, has been proven to correlate positively with audit quality and compliance with professional standards (Chen et al., 2023). Previous research indicates that discipline mediates the effect of job satisfaction on performance (Bahmani, 2022), as well as the relationships between ethics and performance Word et al. (2022), and experience and performance (Sweet et al., 2023). Moreover, ethics and experience positively influence discipline (Dehotman, 2023; Siburian et al., 2023).

Similarly, job satisfaction has been found to mediate the relationship between ethics and performance (Jufrizen & Intan, 2021; Nurhasanah

et al., 2022), as well as between experience and performance (Krissanto et al., 2022). Moreover, job satisfaction itself is significantly influenced by both ethics and experience (Heranto et al., 2021). This highlights the crucial role of job satisfaction as an affective mechanism that translates ethical behavior and accumulated experience into improved performance outcomes.

This study adopts attribution theory, which posits that individuals associate behavior with internal factors such as personality, motivation, and competence, or external conditions such as environment or social pressure (Heider, 1958). Ethics, experience, job satisfaction, and discipline are considered internal drivers that shape the performance of auditors and Government Supervisory Officials in overseeing procurement activities.

Unlike previous research that examined these variables separately, this study proposes a comprehensive model integrating ethics and experience as predictors, with discipline and job satisfaction as mediators, and supervisory performance as the outcome. Focusing on the specific context of West Sumatra, where public procurement faces governance challenges, this study aims to empirically explain and test the relationships among these constructs. The findings are expected to contribute both theoretically to public sector human resource development and practically to improving procurement supervision quality.

This article is organized as follows: The Introduction section outlines the background, problem statement, and research objectives. The Methodology section details the research design, sampling, instrumentation, data collection procedures, and analysis techniques. The Results section presents descriptive statistics, model evaluation, and hypothesis testing outcomes using SEM-PLS. Subsequently, the Discussion section interprets the findings in light of relevant theories and prior studies, highlighting theoretical and practical implications. Finally, the Conclusion summarizes the main findings, discusses contributions and limitations, and offers recommendations for future research and improvements in government procurement supervision.

METHODS

This study adopted an explanatory quantitative design to empirically test the relationships among ethics, work experience, job satisfaction, work discipline, and procurement oversight performance within the Inspectorate of West Sumatra Province. The research was

designed to identify both direct and indirect causal effects through mediation analysis.

Research Design and Sampling

Primary data were collected cross-sectionally using a structured online questionnaire (Google Forms) distributed to all 62 auditors and PPUPD officials responsible for procurement oversight. A total sampling technique was applied because the population size was limited and homogeneous in terms of function and task. This approach also enhanced model accuracy and avoided sampling bias. The sample adequacy was confirmed through the *10-times rule* (Hair & Alamer, 2022), which requires at least 40 observations given the maximum number of arrows pointing to an endogenous construct. Hence, the use of 62 responses exceeded the minimum requirement, ensuring sufficient statistical power for SEM-PLS analysis.

Instrumentation and Validation

The research instrument comprised 51 Likert-scale items (1 = strongly disagree to 5 = strongly agree) organized into five constructs: ethics, work experience, job satisfaction, work discipline, and oversight performance. Indicators were adapted from established theoretical frameworks (AAIPI, 2018; Hasibuan, 2017; Robbins & Timothy, 2017; Libby & Tan, 1995). To ensure content validity and reliability, the questionnaire underwent two validation stages: (1) expert review and pre-test with internal staff, and (2) a pilot study with 30 respondents (auditors, PPUPD, and graduate students). Revisions were made based on clarity, comprehensibility, and item consistency following guidelines from (Dillman & Smyth (2007) and Machin et al. (2018).

Data Collection Procedure

The survey was conducted in May 2025 via an online platform to increase accessibility and minimize non-response bias. Respondents were informed of the study objectives, confidentiality

assurance, and voluntary participation. This approach aligns with ethical research standards for human subjects.

Analytical Method and Model Justification

Data were analyzed using Structural Equation Modeling with Partial Least Squares (SEM-PLS) via SmartPLS 3.2.9. SEM-PLS was selected because it is suitable for (1) small to medium samples, (2) models with multiple latent constructs and mediation effects, and (3) exploratory contexts requiring predictive capability rather than model fit (Hair & Alamer, 2022).

The analysis followed six stages: (1) model specification, (2) measurement model assessment (reliability, convergent validity via AVE, and discriminant validity via HTMT), (3) multicollinearity testing (VIF), (4) structural model evaluation (R^2 and Q^2), (5) significance testing of direct and indirect effects via bootstrapping (10,000 resamples), and (6) mediation analysis to classify the mediation type (complementary, competitive, indirect-only, or none).

This comprehensive methodological design ensures statistical rigor and theoretical alignment, allowing robust inference on how ethics and experience influence procurement oversight performance through attitudinal and behavioral mediators.

Variables and Measurement

Endogenous variables included procurement oversight performance, job satisfaction, and work discipline. Exogenous variables included ethics and work experience. All constructs were operationalized using multi-item Likert scales based on prior validated indicators. Key references include Hasibuan (2017) for work discipline, Robbins & Timothy (2017) for job satisfaction, Libby & Tan (1995) and Tanno (2017) for work experience, AAIPI (2018) for ethics, and SAIPI (2021) for procurement oversight performance.

Table 1. Description of Research Data

Variable	Description	Indicator	Code
Performance of Goods and Services Procurement Oversight (Y)	The effectiveness and quality of procurement oversight activities performed by auditors and officials, based on Indonesian Government Internal Audit Standards.	1. Planning of procurement oversight assignments considers relevant organizational strategies, goals, and risks. 2. Objectives of procurement oversight consider potential significant errors, fraud, non-compliance, and other issues. 3. The scope is adequately defined to achieve the assignment objectives. 4. Allocation of supervisory resources is based on evaluation of characteristics, complexity, time constraints, and available resources. 5. Work program includes steps to identify, analyze, evaluate, and document information. 6. Work program is based on risk assessments, including fraud risk. 7. Ability to identify sufficient, reliable, relevant, and useful information. 8. Ability to draw conclusions based on adequate analysis. 9. Ability to document information adequately to support conclusions. 10. Adequate oversight to ensure goals, quality, and competency improvements. 11. Communication covers objectives, scope, and results. 12. Communication is accurate, objective, clear, concise, constructive, complete, and timely. 13. Oversight contributes to improved governance, risk management, and internal controls.	KIN1– KIN13
Job Satisfaction in Procurement Oversight (Z1)	Reflects the auditors' and officials' level of satisfaction with their oversight job, including work environment, rewards, oversight, colleague relationships, and career opportunities.	1. Satisfaction with the work performed in procurement oversight. 2. Procurement oversight provides challenges that promote growth. 3. Enjoyment of the oversight process. 4. Feeling that the oversight has meaning and contributes to the organization. 5. Rewards or compensation align with contributions. 6. Clear guidance and direction from supervisors. 7. Supervisors are fair in performance evaluation. 8. Comfortable working with colleagues. 9. Positive and conducive work environment created by colleagues. 10. Opportunities for promotion based on performance. 11. Satisfaction with organizational career development policies.	KEP1– KEP11
Discipline in Procurement Oversight (Z2)	The level of adherence and consistency in following rules, procedures, and ethical standards during oversight duties.	1. Punctual attendance for oversight tasks. 2. Consistent attendance. 3. Completing tasks within deadlines. 4. Compliance with applicable rules and policies. 5. Adherence to standards in oversight. 6. Upholding professional ethics. 7. Vigilance toward indications of violations. 8. Careful examination of documents and	DIS1– DIS8

procurement processes.		
Ethics in Procurement Oversight (X1)	Moral principles and behavioral standards adhered to by auditors and officials in carrying out procurement oversight duties with integrity and accountability.	1. Conduct oversight honestly, diligently, and responsibly. 2. Comply with laws and disclose required information. 3. Reject anything that compromises professional judgment. 4. Disclose all known material facts. 5. Exercise caution in use and protection of information. 6. Do not misuse information for personal gain. 7. Possess adequate competence. 8. Continuously improve expertise. 9. Complete assigned oversight tasks thoroughly. 10. Report oversight tasks on time. 11. Avoid illegal activities that damage professional trust. 12. Act consistently with professional reputation and restrain from trust-damaging behavior.
Experience in Procurement Oversight (X2)	The extent and frequency of practical experience gained by auditors and officials in performing procurement oversight tasks.	1. Frequently conduct procurement oversight. 2. Often detect procurement deviations or violations. 3. Often correct deviations or violations. 4. Frequently monitor regulatory changes. 5. Often exchange information with peers. 6. Regular discussions with practitioners or academics. 7. Discuss regulatory changes and their consequences regularly.

Source: Developed by the authors based on the research instruments used in this study.

Conceptual Framework

This study proposes a conceptual framework that integrates multiple theoretical perspectives to explain how ethics and work experience shape procurement oversight performance through job satisfaction and work discipline. The framework is grounded in recent developments in organizational behavior, public sector auditing, and human capital theory, particularly in Southeast Asian governance contexts (Eluwole et al., 2022; Dehotman, 2023; Siburian et al., 2023).

This study is grounded in several complementary theoretical perspectives that explain how individual attributes and organizational conditions interact to influence performance in public procurement oversight. Attribution Theory (Heider, 1958) posits that individual behavior results from internal dispositions and external conditions. In

procurement oversight, ethical orientation represents an internal attribution that shapes behavioral choices, but its impact depends on organizational context. Thus, ethics is expected to enhance performance indirectly through positive psychological states such as job satisfaction.

Human Capital Theory (Becker, 1965) explains that accumulated experience and learning improve cognitive capacity, decision quality, and task performance. In the procurement context, experienced auditors are more adept at interpreting complex regulations, leading to higher satisfaction and better oversight quality.

Behavioral Performance Model (Locke 1969; Robbins & Judge, 2017) suggests that job satisfaction mediates the influence of personal and contextual factors on performance. This implies that ethics and experience improve oversight outcomes primarily by enhancing satisfaction and motivation rather than direct behavioral control.

Organizational Control and Discipline Theory (Ouchi, 1979; Hasibuan, 2017) frames discipline as a formal mechanism to ensure compliance and consistency in task execution. However, recent studies in Indonesian bureaucracies (Putra et al., 2022; Nurjannah & Harahap, 2021) emphasize that discipline alone has limited impact unless reinforced by intrinsic motivation and ethical climate.

Taken together, these theories highlight that procurement oversight performance is shaped by a complex interaction between ethical values (moral capital), experience (human capital), job satisfaction (psychological capital), and work discipline (behavioral control). The integration of these perspectives provides a robust conceptual foundation for understanding how personal and organizational factors jointly determine supervisory effectiveness in Indonesia's public sector.

Conceptual Relationships and Hypotheses Development

Building upon the theoretical framework above, this study develops a model that positions ethics and work experience as exogenous variables influencing procurement oversight performance, both directly and indirectly through job satisfaction and work discipline as mediating factors.

Ethical behavior encourages integrity and commitment, which are essential in procurement oversight. However, according to Attribution Theory, its effect on performance becomes stronger when ethics enhances positive attitudes such as satisfaction and self-efficacy. Thus:

H1: Ethics has a positive but indirect effect on procurement oversight performance through job

satisfaction. Similarly, Human Capital Theory suggests that accumulated experience increases cognitive capability and confidence, which foster satisfaction and effectiveness.

H2: Work experience positively affects procurement oversight performance.

H3: Job satisfaction mediates the relationship between work experience and performance.

Job satisfaction itself represents an affective state that motivates consistent and high-quality work behavior. As proposed by the Behavioral Performance Model, satisfied employees tend to be more engaged and productive.

H4: Job satisfaction positively influences procurement oversight performance. Discipline, as conceptualized in Organizational Control Theory, ensures consistency and compliance with regulations. Yet, in bureaucratic contexts, its impact may depend on psychological and ethical reinforcement.

H5: Work discipline positively influences procurement oversight performance.

H6: Ethics positively affects work discipline.

H7: Job satisfaction positively affects work discipline.

H8: Work discipline mediates the relationships between (a) ethics and performance and (b) job satisfaction and performance.

The proposed framework (Figure 1) visually summarizes these hypothesized relationships, illustrating the dual mediation mechanism—psychological (job satisfaction) and behavioral (work discipline)—through which ethics and experience influence performance in public procurement oversight.

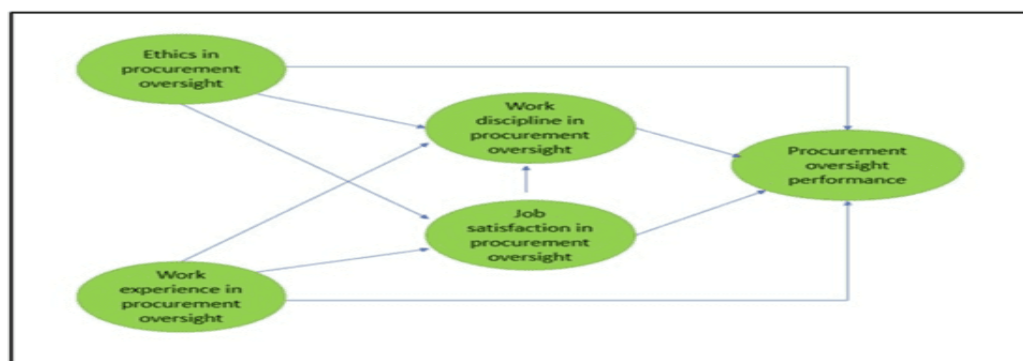


Figure 1. Conceptual Framework

RESULTS

This section presents the findings of the data analysis, including descriptive statistics, measurement model evaluation, and structural model testing based on SEM-PLS. The goal is to assess the direct and indirect effects of ethics and work experience on procurement oversight

performance, with job satisfaction and work discipline as mediating variables.

Descriptive Statistics

Out of 62 distributed questionnaires, 62 valid responses were obtained (response rate: 100%). The majority of respondents were male (59.0%), aged between 36–45 years (44.3%), and

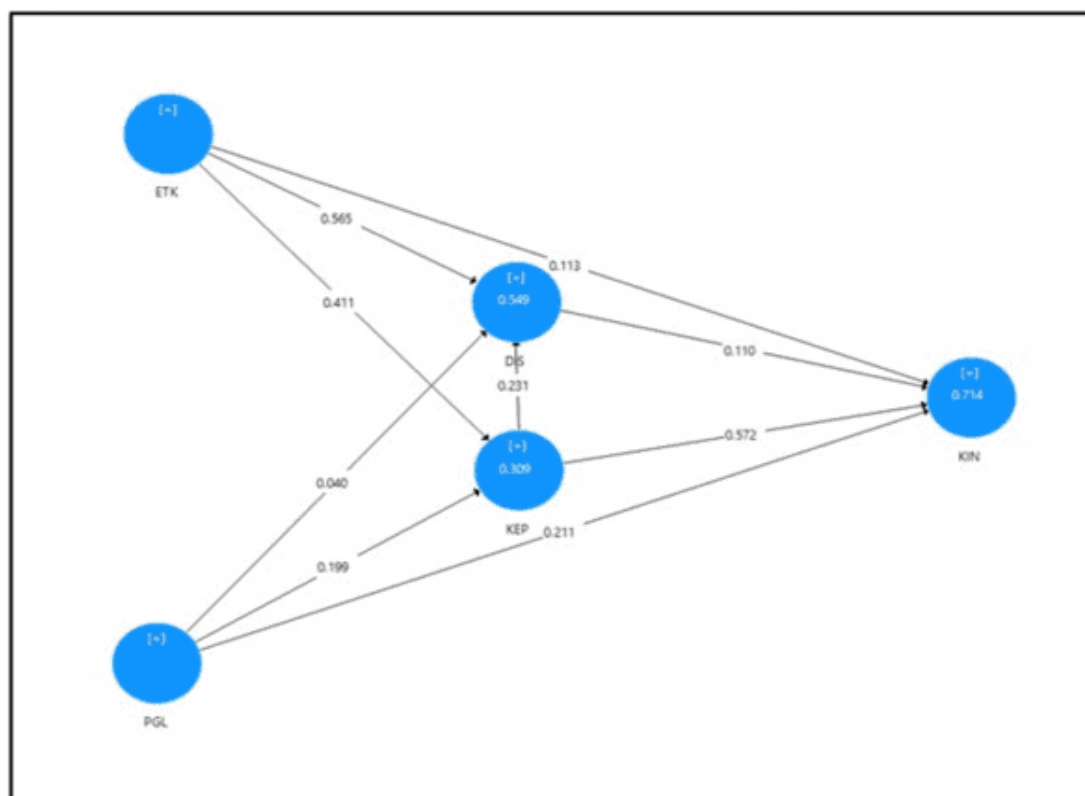
held a bachelor's degree (68.9%). Most had over 10 years of experience (62.3%) and worked in oversight roles related to procurement for more than 5 years (55.7%). These demographics indicate a mature, experienced, and professionally qualified respondent pool.

Structural Model Evaluation

The structural model was assessed for multicollinearity, path coefficient significance, and explanatory power. Variance Inflation Factor (VIF) values ranged from 1.332 to 2.714, well under the threshold of 5, which rules out multicollinearity issues. The coefficient of determination (R^2) indicated that the model explains 62.4% of variance in oversight performance, 56.7% in work discipline, and 58.1% in job satisfaction, demonstrating strong explanatory capability.

Path analysis based on bootstrapping with 10,000 subsamples revealed significant direct

effects. The path from Ethics to Discipline has a coefficient of 0.565 with a t value of 3.259 and a p-value of 0.001, which means that the effect is significant at the 1% level. Likewise, the path from Ethics to Satisfaction with a coefficient of 0.411 ($t = 3.191$; $p = 0.001$) and Ethics to Performance shows no significance ($p = 0.270$), so that the effect of ethics on performance is not directly significant. Furthermore, the path from Satisfaction to Discipline has a p-value of 0.069 which means it is significant at the 10% level of significance. Meanwhile, the path from Satisfaction to Performance is very significant with a p-value of 0.000. The path from Experience to Discipline is not significant ($p = 0.348$), but the path from Experience to Satisfaction and from Experience to Performance are each significant at the 10% level ($p = 0.095$) and at the 1% level ($p = 0.004$).



Source: Smart PLS Output (Version 3.2.9)

Figure 2 Research Model Output

Mediation Analysis

The mediation effects were evaluated using bootstrapping procedures. It was found that several mediation paths did not show a significant effect on the performance of procurement supervision of goods and services. The paths of ethics → discipline → performance, experience → discipline → performance, and satisfaction → discipline → performance each had p-values of

0.303; 0.431; and 0.259, all of which exceeded the significance threshold of 0.10. Meanwhile, the other two mediation paths showed significant results. The path of ethics → satisfaction → performance had a p-value of 0.002 with a t-value of 2.858. Likewise, the path of experience → satisfaction → performance had a p-value of 0.098, which means it is significant at the 10% level.

DISCUSSION

This section discusses the empirical findings from the study on procurement oversight performance in the West Sumatra Provincial Government, analyzing the effects of ethics, work experience, job satisfaction, and work discipline.

Influence of Ethics on Procurement Oversight Performance

The findings reveal that ethics is highly valued among auditors and PPUPD within the West Sumatra Provincial Government (mean = 49.42; SD = 7.64). However, the direct influence of ethics on procurement oversight performance was found to be statistically insignificant ($\beta = 0.113$; $p = 0.270$). This result suggests that although ethical values are internalized, they do not automatically translate into improved supervisory performance in practice.

This phenomenon can be explained by several organizational and structural constraints that moderate the relationship between ethics and performance. In bureaucratic government systems, ethical intentions often encounter rigid hierarchical structures, limited individual autonomy, and procedural formalism that restrict discretionary judgment in supervision. Auditors who uphold ethical standards may still be constrained by top-down decision-making, resource limitations, and inconsistent enforcement of procurement rules, which collectively weaken the behavioral translation of ethical values into measurable outcomes. Furthermore, workload imbalances and administrative inefficiencies may reduce the capacity of ethically motivated officers to apply moral principles consistently in their oversight roles.

These findings imply that ethics alone is insufficient to improve supervisory effectiveness without the support of enabling institutional environments. This aligns with Institutional Theory, which posits that individual behavior is shaped—and sometimes constrained—by formal structures, organizational routines, and governance systems (Risi et al., 2023). Hence, ethics indirectly contributes to performance by improving psychological outcomes—notably job satisfaction and work discipline—which were found to be significant mediators.

Accordingly, while ethics forms an essential personal foundation, its performance impact depends on the alignment between ethical norms and institutional support mechanisms such as transparent procedures, leadership integrity, and organizational justice. Empirically, ethics still plays an indirect but crucial role in enhancing psychological outcomes, particularly job satisfaction and work discipline, which in turn

contribute to improved oversight performance. This mediating pattern reflects Locke's (1969) Job Satisfaction Theory, where positive ethical climates increase employees' emotional attachment, motivation, and fulfillment—factors that subsequently elevate performance. Similar evidence is found in Eluwole et al., (2022) who demonstrated that ethical work environments foster trust and accountability, indirectly strengthening employee performance through attitudinal pathways.

Work Experience as a Determinant of Oversight Performance and Job Satisfaction

Work experience among auditors and PPUPD was found to be significantly associated with higher procurement oversight performance ($\beta = 0.211$; $p = 0.004$) and positively related to job satisfaction ($\beta = 0.199$; $p = 0.095$). Respondents reported considerable experience levels, with a mean score of 23.34 (SD = 4.8), indicating seasoned practitioners within the procurement supervisory roles.

These findings align with the human capital framework Becker (1965), which emphasizes the role of accumulated knowledge and skills in improving job performance. Bandura's social learning theory (1977) further explains how experience facilitates adaptive behaviors through observation and practice, enhancing auditors' capacity to manage complex tasks and decisions effectively. The partial mediation by job satisfaction corroborates that affective states partly explain the experience-performance link, consistent with organizational psychology literature highlighting the interplay between cognitive expertise and emotional well-being (Robbins & Timothy, 2017).

This study enriches the discourse by empirically validating the experiential pathway in public procurement oversight, a domain less explored in prior research. It recommends comprehensive capacity-building programs that integrate technical training with strategies to bolster job satisfaction. Further investigations should consider additional mediating and moderating factors, such as organizational support and leadership, to develop a more nuanced understanding of experiential influences on performance.

Job Satisfaction as a Central Predictor of Performance and Discipline

Job satisfaction emerged as the strongest predictor of procurement oversight performance, with a substantial direct effect ($\beta = 0.572$; $p < 0.001$) and a positive influence on work discipline ($\beta = 0.231$; $p = 0.069$). Respondents reported high

satisfaction levels (mean = 38.37; SD = 6.58), reflecting a generally favorable work environment.

These outcomes resonate with foundational theories of organizational behavior that emphasize the motivational and performance-enhancing roles of job satisfaction (Locke, 1969; Robbins & Judge, 2017). Satisfied employees are more motivated, committed, and inclined to exert discretionary effort, directly contributing to improved performance and adherence to behavioral norms such as discipline. However, the limited mediating effect of discipline suggests that job satisfaction's influence on performance operates primarily through psychological engagement rather than behavioral regulation alone.

This highlights the importance of fostering work environments that meet employees' intrinsic and extrinsic needs to maximize performance. The findings contribute to public sector management literature by emphasizing affective factors as critical levers for performance improvement. Practically, policies aimed at enhancing recognition, autonomy, and meaningful work can be expected to yield tangible gains in procurement oversight outcomes.

The Ambiguous Role of Work Discipline in Performance Outcomes

Despite high reported levels of work discipline (mean = 31.74; SD = 5.20), the study found no significant direct effect of discipline on oversight performance ($\beta = 0.110$; $p = 0.261$). This challenges conventional assumptions that discipline, measured primarily via procedural adherence and punctuality, directly improves job effectiveness.

This inconsistency may arise from the specific bureaucratic and organizational context where formal discipline does not fully capture the nuanced behaviors required for effective procurement oversight. Disciplinary actions may focus on compliance rather than innovation or proactive problem-solving, limiting their influence on performance metrics. Additionally, the failure of discipline to mediate the effects of ethics and job satisfaction further implies that other latent variables, such as leadership support or organizational culture, might more critically determine supervisory effectiveness.

These findings prompt a reevaluation of discipline conceptualization within public organizations and call for broader behavioral models that incorporate motivational and contextual factors. Future research should explore qualitative dimensions of discipline and its interactions with other psychological and structural variables to develop a more comprehensive

framework. For practitioners, this suggests that enhancing discipline alone, without addressing broader motivational and systemic factors, may not suffice to improve procurement oversight quality.

Limitations and Future Research Directions

Collectively, the structural model explained 71.4% of the variance in procurement oversight performance, underscoring the combined importance of ethics, experience, job satisfaction, and discipline. Notably, job satisfaction emerged as the most influential variable, mediating critical pathways from ethics and experience to performance. This integrative framework enriches the scientific understanding of how cognitive, experiential, affective, and behavioral factors converge to shape supervisory effectiveness in public procurement.

The study contributes to theory by empirically substantiating the mediating role of psychological well-being, particularly job satisfaction, in translating ethical and experiential factors into performance gains. This advances public administration scholarship by illuminating the complex, multilevel mechanisms influencing employee performance. From a practical perspective, the findings advocate for holistic human resource strategies emphasizing ethical culture, experiential learning, and employee satisfaction enhancement to optimize oversight functions.

Despite the strong explanatory capacity of the model, this study has several limitations that should be acknowledged. First, the analysis relied on cross-sectional data, which limits the ability to infer causality among the variables. Longitudinal or panel data would allow future studies to better capture changes in ethical behavior, job satisfaction, and oversight performance over time. Second, the study used self-reported questionnaires, which may be subject to social desirability bias—especially in topics related to ethics and discipline. Future research could complement this with objective or performance-based indicators, such as audit quality scores or institutional performance evaluations. Third, the study was conducted within a single provincial government context (West Sumatra), which may restrict the generalizability of the findings. Extending this model to other provinces or national-level oversight institutions would provide broader validation across different administrative and cultural.

In terms of future research, scholars are encouraged to examine moderating factors—such as organizational justice, leadership integrity, digital monitoring systems, and institutional culture—that could strengthen or weaken the

relationship between ethics and performance. Moreover, qualitative approaches, including interviews or ethnographic methods, can be employed to explore deeper behavioral mechanisms behind ethical decision-making and supervisory practices.

From a policy perspective, these limitations highlight the need for systemic reforms rather than individual-focused interventions. Government agencies should establish ethical governance systems supported by transparent procedures, training programs, and strong accountability mechanisms. By addressing both individual and institutional dimensions, policymakers can enhance the effectiveness and integrity of procurement oversight across levels of government.

CONCLUSION

This study examined how ethics and work experience affect procurement oversight performance in the West Sumatra Provincial Government, with job satisfaction and work discipline serving as mediating variables. The results confirm that job satisfaction is the strongest and most consistent predictor of supervisory performance, acting as a psychological bridge through which both ethics and experience enhance effectiveness. Ethics and experience improve oversight outcomes primarily indirectly through satisfaction, while discipline shows no significant direct or mediating effect.

The findings imply that individual ethical orientation alone cannot guarantee better supervisory performance without supportive institutional contexts. Bureaucratic rigidity, limited discretion, and inconsistent enforcement can weaken the behavioral translation of ethics into performance. Therefore, improving procurement oversight effectiveness requires not only cultivating ethical values but also strengthening organizational systems that enable ethical practice—such as transparent rules, supportive leadership, and fair evaluation mechanisms.

From a policy perspective, these results highlight the need for integrated human resource and institutional strategies. Policymakers should focus on (1) building an ethical work climate through leadership modeling and ethical codes; (2) enhancing job satisfaction via recognition, career growth, and participatory supervision; and (3) reinforcing performance-based accountability to align ethics with measurable outcomes. Such systemic improvements can create sustainable conditions where ethics, satisfaction, and experience jointly drive higher oversight quality.

Theoretically, this study advances understanding of how Attribution Theory and Human Capital Theory operate within bureaucratic environments, demonstrating that affective mechanisms (job satisfaction) are key mediators between ethical and experiential factors and performance outcomes.

Future studies should replicate this model in other government settings, employ longitudinal or mixed-method approaches, and include organizational moderators (leadership integrity, digital monitoring, institutional culture) to deepen insights into how ethics interacts with structure to shape oversight performance. Overall, the study contributes both conceptually and practically to improving accountability and integrity in public procurement systems.

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