



WFA-Based Remote Auditing and Auditor Integrity and Independence at the Sampang Regency Inspectorate

Dani Handika Simatupang^{1*}

Magister Manajemen Sumber Daya Manusia, Universitas Dr. Soetomo, Surabaya, Indonesia¹

*Corresponding author: danisimatupang1999@gmail.com

Received: 23 February 2026 | Revised: 20 March 2026 | Revised: 29 March 2026 | Published: 24 April 2026

Abstract

Purpose: This study aims to analyse the implementation of Work From Anywhere (WFA)-based remote auditing and its impact on auditor integrity and independence at the Sampang Regency Inspectorate, while examining managerial challenges in maintaining professional ethics in digital audit environments.

Research Methodology: This study employed a descriptive qualitative approach with an in-depth case study design. Data were collected through interviews with key informants, digital observations, and document analysis. Data were analysed using the interactive model of Miles, Huberman, and Saldaña, supported by Agency Theory and the Technology Acceptance Model (TAM).

Results: The findings show that WFA-based remote auditing improves operational efficiency and reduces supervision costs but creates challenges related to information asymmetry, digital document manipulation risks, informal digital communication, and unequal technological infrastructure, which may affect auditor objectivity and audit quality.

Conclusions: WFA-based remote auditing requires stronger governance mechanisms to balance digital flexibility with professional audit standards through risk-based supervision, digital verification, and ethical control.

Limitations: The study focuses on a single case at the Sampang Regency Inspectorate, limiting broader generalisation.

Contributions: This study contributes to public sector governance literature by providing insights into digital audit transformation and proposing strategies for strengthening remote audit governance through improved procedures, digital literacy, and ethical mechanisms.

Keywords: *Agency Theory, Auditor Integrity, Independence, Remote Auditing, Work From Anywhere (WFA)*

How to Cite: Simatupang, D. H. (2026). WFA-Based Remote Auditing and Auditor Integrity and Independence at the Sampang Regency Inspectorate. *Advanced Studies in Law, Policy Innovation, and Institutional Reform (ASLPI)*, 1(2), 125-136.

1. Introduction

The post-COVID-19 pandemic period has accelerated a fundamental transformation in public sector work practices, including a shift from conventional office-based arrangements toward more flexible working models such as Work From Anywhere (WFA) ([Avrillia, Hakim, Sulfia, & Anshori, 2025](#)). The adoption of flexible working arrangements has become increasingly relevant as public organisations seek to improve efficiency, maintain service continuity, and optimise resource utilisation through digital transformation. In Indonesia, this transformation is not merely an organisational response to global workplace trends but also forms part of the broader implementation of the

Electronic-Based Government System (*Sistem Pemerintahan Berbasis Elektronik/SPBE*), which encourages the integration of information technology into government administration, public services, and institutional management. This digital transformation has significantly influenced internal government oversight functions conducted by the Government Internal Supervisory Apparatus (*Aparat Pengawasan Intern Pemerintah/APIP*), requiring audit institutions to redesign traditional procedures and adopt technology-supported approaches to maintain effectiveness and accountability ([Rahman & Rachma, 2025](#)).

At the regional government level, the Inspectorate of Sampang Regency has implemented several digital mechanisms to support administrative and supervisory activities, including GPS-based attendance systems, electronic official correspondence through SRIKANDI, and digital performance reporting systems. These technological developments have encouraged a transition from conventional auditing approaches that rely heavily on physical presence, direct field observation, and manual examination of documents toward remote auditing practices ([Syaiiful, Astutik, Fitriana, & Agustini, 2025](#)). Remote auditing enables auditors to conduct supervision through digital document exchange, cloud-based data submission, online interviews, electronic signatures, and virtual communication platforms. Such transformation provides significant opportunities to improve operational efficiency, reduce official travel costs, accelerate audit processes, and strengthen supervision coverage, particularly in geographically complex regions. The geographical characteristics of Sampang Regency, which include both mainland and island areas, create practical challenges for conventional audit mechanisms and increase the relevance of technology-based supervision approaches ([Al, Djuita, Chikmawati, & Purwanto, 2023](#)).

Nevertheless, the implementation of WFA-based remote auditing introduces complex challenges related to auditor integrity, independence, accountability, and professional judgement. Although digital audit mechanisms provide flexibility and efficiency, the reduction of direct physical supervision may increase information asymmetry between auditors and auditees. In traditional audit environments, physical presence enables auditors to directly observe operational conditions, verify supporting documents, and assess compliance through face-to-face interaction ([Jarva & Zeitler, 2024](#)). In contrast, remote auditing requires greater reliance on electronically submitted information, which may create risks related to incomplete data, document manipulation, limited verification opportunities, and reduced audit reliability. These conditions highlight that technological adoption alone does not guarantee effective oversight. The quality of remote auditing remains highly dependent on auditors' professional ethics, integrity, digital competence, and institutional control mechanisms ([Fotoh, 2025](#)).

Furthermore, WFA-based remote auditing has transformed the patterns of interaction between auditors and auditees. Communication that previously occurred through formal meetings at government offices or audit locations has increasingly shifted toward digital platforms such as WhatsApp, Zoom, and other online communication tools. While these platforms improve accessibility, responsiveness, and coordination, they may also create challenges regarding professional boundaries and auditor independence. Continuous informal digital communication may increase personal closeness between auditors and auditees, potentially affecting professional scepticism, objectivity, and the ability to maintain impartial judgement. These challenges become more significant in areas with unequal technological infrastructure, where unstable internet connectivity, limited digital literacy, and differences in technology acceptance may influence the effectiveness of remote audit implementation ([Istrate, Budu, & Popa, 2022](#)).

From an organisational governance perspective, the transition toward remote auditing requires comprehensive management strategies to ensure that technological flexibility does not compromise professional audit standards. Government audit institutions must establish appropriate governance mechanisms that balance efficiency improvements with accountability, transparency, and ethical requirements. This issue is particularly relevant when analysed through Agency Theory, which explains the importance of monitoring mechanisms, accountability relationships, and the risks arising from information asymmetry between principals and agents. In the context of government auditing, reduced physical supervision may increase opportunities for moral hazard among organisational actors

if adequate control systems are not established. Additionally, the Technology Acceptance Model (TAM) provides a relevant perspective for understanding how perceived usefulness, ease of use, and technological readiness influence the successful implementation of digital audit systems ([Farcane, Bunget, Blidisel, Dumitrescu, Deliu, Bogdan, & Burca, 2023](#)).

Although previous studies have extensively examined digital transformation, electronic government systems, and technology adoption in public organisations, limited attention has been given to how flexible digital work arrangements affect auditor integrity and independence within government internal audit institutions. Most discussions of remote auditing focus on efficiency improvements and technological benefits, while the ethical and behavioural implications of reduced physical supervision remain underexplored, particularly in local government contexts with complex geographical characteristics. This research gap demonstrates the need for a deeper understanding of how digital transformation reshapes professional responsibilities, control mechanisms, and ethical challenges in public sector auditing.

Based on these considerations, this study examines the implementation of WFA-based remote auditing and its implications for auditor integrity and independence at the Inspectorate of Sampang Regency. The study focuses on understanding the influence of WFA-based remote auditing on auditor integrity, identifying challenges affecting auditor independence during remote audit processes, and analysing managerial strategies required to maintain professional ethical standards within a flexible digital working environment. Through this analysis, the study contributes to discussions on digital governance, public sector auditing, and organisational accountability by providing insights into how government audit institutions can adapt to technological transformation while preserving audit quality, integrity, and independence.

2. Literature Review and Hypothesis/es Development

2.1 Agency Theory and Its Relevance in the Public Sector

Agency Theory, introduced by [Jensen and Meckling \(1976\)](#), provides an important theoretical foundation for analysing accountability relationships, monitoring mechanisms, and information asymmetry within organisations. The theory explains that agency relationships occur when one party (the principal) delegates authority and responsibility to another party (the agent) to perform specific tasks. However, differences in objectives, access to information, and levels of supervision may create potential conflicts of interest and opportunistic behaviour. In the public sector context, government institutions operate through complex agency relationships in which political leaders, administrative units, and supervisory bodies must maintain accountability to ensure that delegated authority is exercised appropriately ([Hariyanto, Mukhlis, Tajuddin, Paidi, & Azizah, 2025](#)).

Within local government organisations, the relationship between government authorities, Regional Apparatus Organizations (OPDs), and internal supervisory personnel such as auditors and *Pejabat Pengawas Urusan Pemerintahan Daerah* (PPUPD) reflects an agency structure. Auditors are expected to provide independent assurance regarding the performance and compliance of government entities, while audited organisations possess greater access to operational information and administrative documents. This difference in information availability creates the possibility of information asymmetry, particularly when supervision mechanisms become more dependent on digital systems ([Liston, & Juillet, 2024](#); [Kamara, 2023](#)).

The implementation of Work From Anywhere (WFA)-based remote auditing further intensifies these agency challenges by reducing direct physical interaction between supervisors, auditors, and auditees. Limited physical observation may increase the risk of moral hazard, where individuals perform tasks with reduced monitoring or lower compliance with professional standards. In remote auditing environments, auditors may face difficulties in verifying the authenticity of digital documents, assessing actual field conditions, and maintaining the same level of professional scepticism as in conventional audits. Therefore, Agency Theory is relevant for explaining how digital transformation

changes monitoring relationships and creates new accountability challenges in government auditing ([Barr-Pulliam, & Flint, 2025](#); [Farcane, Bungeț, Blidisel, Dumitrescu, Deliu, Bogdan, & Burca, 2023](#)).

2.2 Technology Acceptance Model (TAM) in Digital Audit Adoption

The Technology Acceptance Model (TAM), developed by [Davis \(1989\)](#), provides a theoretical perspective for understanding how individuals accept and use information technology within organisational environments. TAM proposes that technology adoption is primarily influenced by two key factors, perceived usefulness and perceived ease of use. Perceived usefulness refers to the extent to which users believe that technology improves their performance, while perceived ease of use refers to the extent to which users perceive technology as accessible and uncomplicated to operate ([Ceki & Moloi, 2025](#)).

In the context of government auditing, TAM is relevant for analysing the adoption of digital audit systems, including electronic document management, cloud-based reporting, and digital communication platforms. The effectiveness of remote auditing depends not only on the availability of technological infrastructure but also on auditors' willingness, competence, and confidence in using digital tools. When auditors perceive digital systems as useful, technology can support more efficient supervision, faster information exchange, and improved audit coordination. Conversely, limited digital skills, inadequate infrastructure, or technological difficulties may reduce acceptance and encourage users to rely on informal procedures that potentially affect audit quality ([Khan, 2025](#)).

The implementation of WFA-based remote auditing at the Sampang Regency Inspectorate demonstrates the importance of technological acceptance within geographically challenging environments. Unequal internet connectivity, particularly in remote areas, may influence auditors' perceptions of system usability and create operational barriers in conducting digital supervision. Therefore, TAM helps explain how technological factors interact with organisational conditions and human behaviour in determining the success of digital transformation in public sector auditing ([Badda, 2025](#)).

2.3 Normative Foundation and APIP Professional Ethics

Government internal auditing is not only a technical activity but also a professional function that requires strong ethical principles, independence, and accountability. The effectiveness of the Government Internal Supervisory Apparatus (APIP) depends on auditors' ability to maintain integrity, objectivity, confidentiality, and professional competence while conducting oversight activities. These principles are particularly important because auditors are responsible for providing objective assessments of government activities and organisational performance. In digital audit environments, ethical standards become even more significant as auditors increasingly rely on electronic evidence, virtual communication, and technology-mediated supervision. Maintaining these principles is therefore essential to ensure that technological changes do not compromise the credibility and quality of government internal auditing ([Mahmud, Quilim, & Hasan, 2024](#)).

The transition toward remote auditing requires government audit institutions to ensure that technological flexibility does not weaken professional standards. Digital transformation may improve efficiency, accessibility, and the speed of information exchange, but it also introduces ethical challenges related to data reliability, confidentiality, independence, and professional judgement. Auditors may have fewer opportunities for direct observation and physical verification when audit activities are conducted remotely. They must therefore maintain sufficient professional scepticism when evaluating electronically submitted information and assessing whether digital evidence accurately reflects actual conditions. Appropriate digital audit procedures are also necessary to provide reasonable assurance regarding the accuracy, completeness, and reliability of audit evidence. Consequently, the adoption of remote auditing should be accompanied by mechanisms that preserve professional standards and strengthen ethical accountability ([Metalia, Zarkasyi, & Sugarman, 2020](#)).

In this study, professional ethics serve as an important control mechanism for mitigating risks arising from remote auditing. Integrity ensures that auditors perform their responsibilities honestly, objectively, and responsibly throughout the audit process. Independence and objectivity help protect professional judgement from inappropriate influence by audited entities or other parties. Confidentiality is also essential for safeguarding sensitive government information that is exchanged and stored through digital systems. Professional competence and scepticism further support auditors in evaluating digital evidence and identifying potential inconsistencies or irregularities. Therefore, ethical governance represents a critical component in maintaining audit quality, auditor credibility, and public accountability during the implementation of WFA-based remote auditing ([Barr-Pulliam & Flint, 2025](#)).

2.4 Remote Auditing in the Public Sector

Remote auditing refers to the use of digital technologies to conduct audit activities without requiring auditors and auditees to be physically present at the same location. The approach involves the use of electronic documents, cloud-based systems, virtual meetings, digital communication platforms, and other technological tools to support audit planning, evidence collection, verification, and reporting. The adoption of remote auditing has expanded as public organisations increasingly integrate digital technologies into administrative and oversight processes. This transformation enables auditors to perform various audit activities through technology-mediated processes while reducing their dependence on physical presence. Remote auditing therefore represents an important development in the digital transformation of public sector oversight ([Mizdraković, Kljajić, & Hadrović, 2022](#)).

In the public sector, remote auditing can improve audit coverage, reduce travel requirements, accelerate information exchange, and increase operational flexibility. These advantages are particularly relevant for government institutions responsible for supervising geographically dispersed organisations and work units. However, the effectiveness of remote auditing depends on the reliability of digital information, technological infrastructure, auditor competence, and organisational controls. Limited physical observation may create difficulties in verifying the accuracy of submitted documents and assessing actual conditions at audit locations. Auditors may therefore require additional procedures to validate electronic evidence and identify inconsistencies between submitted information and operational realities. Consequently, remote auditing requires appropriate procedures for digital evidence verification, communication, documentation, and supervisory review to maintain audit quality and accountability.

2.5 Auditor Integrity and Independence in Digital Auditing

Auditor integrity refers to the commitment of auditors to honesty, ethical conduct, professional responsibility, and adherence to applicable standards when performing their duties. Integrity is particularly important in remote auditing because auditors may operate with greater autonomy and reduced direct supervision. The increased reliance on electronically submitted information requires auditors to exercise professional scepticism and apply careful verification procedures when evaluating audit evidence. Auditors must also ensure that their professional decisions are based on accurate and sufficient information rather than convenience or external influence. Therefore, maintaining integrity is essential for preserving the credibility and reliability of audit processes in a digital working environment ([Sudarmadi & Lasmana, 2026](#)).

Auditor independence refers to the ability to exercise professional judgement objectively and without inappropriate influence from audited parties or other interests. Digital working arrangements may alter interactions between auditors and auditees by increasing reliance on online communication and reducing formal face-to-face supervision. Although digital communication can improve efficiency and accessibility, frequent informal interactions may create challenges in maintaining appropriate professional boundaries. Remote working may also reduce opportunities for supervisors to directly observe interactions between auditors and auditees. Maintaining auditor independence therefore requires clear communication protocols, effective supervisory mechanisms, conflict-of-interest

controls, and consistent application of professional standards. These mechanisms are important to ensure that digital flexibility does not compromise auditor objectivity and professional judgement ([Sukmawati, Junaidi, Purnama, & Yustisi, 2024](#); [Susanto, Tenriwaru, & Kalsum, 2026](#)).

2.6 Digital Transformation and Ethical Challenges in Public Sector Auditing

Digital transformation has changed how government organisations manage information, communicate internally, and conduct oversight activities. The integration of digital systems can improve organisational efficiency, facilitate faster information exchange, and expand access to administrative data. However, greater reliance on digital technologies also creates risks related to data security, information reliability, privacy, and professional accountability. These challenges are particularly relevant in public sector auditing because auditors frequently handle sensitive administrative, financial, and institutional information. Therefore, digital transformation requires government organisations to consider both the operational benefits and the ethical implications of technology-based oversight ([Ismail & Zaldy, 2025](#)).

The transition from conventional auditing to technology-supported auditing requires organisations to adapt not only their technological systems but also their professional practices and supervisory mechanisms. Effective digital auditing depends on adequate technological infrastructure, digital competence, institutional controls, and ethical awareness among auditors. Auditors must be able to use digital tools effectively while maintaining professional standards when collecting, evaluating, and communicating audit evidence. From this perspective, technological transformation should not be viewed solely as an efficiency mechanism but also as an organisational change that influences professional behaviour, supervision, and accountability. Integrating technological capability with ethical governance is therefore essential for maintaining auditor integrity, independence, and audit quality in WFA-based working environments ([Juliyanti, 2022](#)).

3. Research Methodology

This study employed a descriptive qualitative approach with an in-depth case study design to examine the implementation of Work From Anywhere (WFA)-based remote auditing and its implications for auditor integrity and independence within the regional government bureaucracy. A qualitative approach was selected because the research focuses on organisational behaviour, professional ethics, and the experiences of auditors in adapting to digital transformation. The case study design enabled an in-depth exploration of how remote auditing practices influence supervision mechanisms, accountability relationships, and ethical challenges within a specific institutional context ([Sugiyono, 2019](#)).

The study was conducted at the Regional Inspectorate of Sampang Regency, Indonesia. The research site was purposively selected due to its relevance to the implementation of digital government transformation, particularly the adoption of WFA, Electronic-Based Government System (SPBE), and technology-supported auditing practices. In addition, Sampang Regency provides a unique geographical context, encompassing both mainland and island areas such as Mandangin Island, which creates specific challenges related to supervision, accessibility, and digital infrastructure.

Participants were selected using purposive sampling to ensure that informants possessed relevant knowledge, authority, and direct experience regarding remote auditing implementation. The informants consisted of three organisational levels. Strategic-level informants included the Regional Inspector and Inspectorate Secretary, who provided insights into policy direction, institutional governance, and digital infrastructure readiness. Managerial-level informants included Assistant Inspectors (Irbani), who explained operational supervision mechanisms and coordination challenges. Operational-level informants included auditors and Supervisors of Regional Government Affairs Administration (PPUPD), who directly experienced the implementation of remote auditing practices.

Data were collected from primary and secondary sources. Primary data were obtained through semi-structured in-depth interviews with selected informants, while secondary data included relevant

institutional documents, audit reports, digital attendance records, performance reports, and documentation related to digital supervision systems. Data collection applied methodological triangulation through interviews, digital observations of the SRIKANDI application and supervision platforms, and document analysis to strengthen the credibility of the findings (Yin, 2018).

Data validity was ensured through source triangulation and technique triangulation. Source triangulation was conducted by comparing information obtained from different organisational levels, while technique triangulation involved comparing interview findings with administrative and digital records. Data analysis followed the interactive model of Miles, Huberman, and Saldaña (2018), consisting of data reduction, data display, and conclusion drawing and verification. This analytical process enabled the identification of key themes related to remote auditing implementation, auditor integrity, independence challenges, and managerial strategies for maintaining professional audit standards in a digital working environment.

4. Results and Discussions

4.1 Comprehensive Analysis of the Implementation of Work From Anywhere (WFA)-Based Remote Auditing at the Sampang Inspectorate

The implementation of Work From Anywhere (WFA)-based remote auditing at the Sampang Regency Inspectorate represents a transition from conventional face-to-face supervision toward a technology-supported audit process. This transition is aligned with the broader digitalisation of government administration through the Electronic-Based Government System (SPBE). It also responds to the geographical and operational characteristics of Sampang Regency, where the Inspectorate supervises various government entities distributed across mainland and island areas. The scope of supervision includes 38 Regional Apparatus Organizations (OPDs), 14 subdistricts, 22 Community Health Centers (*Pusat Kesehatan Masyarakat* Puskesmas), 566 educational institutions, and 180 village governments, including areas requiring access to Mandangin Island. Under these conditions, remote auditing provides an alternative mechanism for maintaining supervisory coverage while reducing dependence on physical visits.

Based on field observations and research data, the implementation of remote auditing has provided operational benefits, particularly by reducing official travel requirements, facilitating the submission and exchange of audit documents, and supporting faster communication between auditors and auditees. However, the transition also changes how audit evidence is obtained, how auditors interact with auditees, how supervision is conducted, and how individual performance is monitored. These changes have important implications for auditor integrity, independence, and accountability. The comparison between conventional auditing and WFA-based remote auditing is presented in Table 1.

Table 1. Comparison of conventional and WFA-based remote auditing across key behavioural dimensions

Behavioral Dimension	Conventional Auditing (Face-to-Face)	WFA-Based Remote Auditing (Remote)
Data Verification Methodology	Auditors examine physical documents directly, conduct inventory stocktaking, and perform physical observations at project sites.	Relies on digital data transmission via cloud and e-office systems, which may increase exposure to data manipulation and digital fraud risks.
Social Interaction Pattern	Interactions are formal, confined to office premises and official working hours under direct supervision.	Shifts to personal digital media such as WhatsApp and Zoom, making communication more flexible and informal and potentially reducing conventional bureaucratic boundaries.

Behavioral Dimension	Conventional Auditing (Face-to-Face)	WFA-Based Remote Auditing (Remote)
Supervision Mechanism	Direct supervision (waskat) is carried out physically and directly by supervisors (Inspector/Assistant Inspector) within the office environment.	Supervision is conducted primarily through digital communication and monitoring systems, increasing the importance of auditors' self-discipline and professional integrity.
Performance Accountability	Attendance and work activities are monitored through manual/office machine attendance systems and conventional daily reports.	Depends on the honesty of GPS-based attendance system entries and digital Daily Performance Report (LKH) submissions.

The comparison indicates that WFA-based remote auditing does not merely change the location where auditors perform their duties. It also transforms the mechanisms through which audit evidence is verified, professional relationships are maintained, supervisory activities are conducted, and individual performance is evaluated. Consequently, the effectiveness of remote auditing depends not only on technological infrastructure but also on the integrity, independence, digital competence, and accountability of auditors. These dimensions provide the basis for examining the subsequent findings concerning auditor integrity and independence within the Sampang Regency Inspectorate.

4.2 Dynamics of Auditor Integrity and Vulnerability to Digital Fraud

An in-depth analysis using the perspective of Agency Theory shows that the WFA policy creates severe information asymmetry between the Inspectorate leadership (Principal) and the audit team (Agent). When auditors work from home or remote locations without direct physical supervision, a broad space of autonomy is created. Under these conditions, the temptation of moral hazard increases significantly. Auditors are faced with the choice of conducting thorough, careful, and critical verification of digital documents, or merely examining superficial administrative completeness in order to meet assignment targets quickly for personal convenience ([Lorentzon, Fotoh, & Mugwira, 2024](#)).

Field findings indicate that absolute reliance on electronic documents submitted by Regional Apparatus Organizations (OPD) opens wide opportunities for the risk of digital fraud. For example, in audits of village funds or physical projects in island areas such as Mandangin Island and the northern coastal subdistricts, auditors who do not conduct strict cross-checking are at risk of accepting accountability reports that are "administratively clean" but do not reflect the physical reality in the field. This information asymmetry is exploited by the auditee to conceal discrepancies in activity implementation. Without strengthening rigorous digital verification standards, the flexibility of WFA has the potential to reduce audit quality to mere administrative compliance.

4.3 Challenges to Independence and Distortion of Digital Communication

The second crucial aspect affected by the implementation of WFA-based Remote Auditing is auditor independence and objectivity. In conventional auditing, professional boundaries between the auditor and the auditee are strictly maintained through the formality of the office environment and official protocols. In contrast, in the era of Remote Auditing, communication has shifted extensively to instant messaging platforms such as WhatsApp and personal video calls.

Qualitative analysis shows that the intensity of digital communication occurring outside formal working hours and without structural supervision has the potential to blur professional distance (professional skepticism). Excessively informal and personal working relationships between auditors and OPD officials (Obrik) are feared to trigger conflicts of interest. When auditors develop informal closeness with the auditee through digital platforms, their objectivity in assessing audit findings, demanding accountability, or reporting irregularities becomes compromised. This indicates that, in the

digital era, independence is challenged not only by external structural intervention but also by the auditor's ability to maintain relational integrity within the virtual communication ecosystem.

4.4 Evaluation of Technology Adoption and Managerial Challenges Based on TAM

Referring to the Technology Acceptance Model (TAM) framework, the success of the transition to the Remote Auditing system at the Sampang Regency Inspectorate largely depends on employees' perceptions of the technology's ease of use and usefulness. Although the leadership has encouraged the adoption of the SRIKANDI application and an electronic-based reporting system, fundamental infrastructure constraints remain the primary obstacle. Based on geographical and demographic data, the Sampang Regency has challenging topographical variations, where the northern remote areas (Ketapang and Banyuates Districts) as well as the island region (Mandangin Island) frequently experience unstable internet connectivity and limited electrical power supply.

Technical disruptions, such as slow network access during audit video conferences or failures when uploading large audit files to cloud systems, can reduce perceived ease of use among senior auditors and employees with limited digital literacy. These challenges indicate that differences in digital competence and technological readiness may affect the effective implementation of remote auditing. Without continuous digital training and adequate supporting infrastructure from the local government, technological limitations may encourage auditors to bypass established procedures, such as relying on raw data submissions without sufficient systemic validation. Such practices may reduce the reliability of audit evidence and ultimately affect the validity and credibility of internal audit results.

4.5 In-Depth Discussion and Policy Implications

The empirical findings from the case study at the Sampang Regency Inspectorate provide theoretical and practical insights into public sector accounting, governance, and digital oversight. The integration of Agency Theory and the Technology Acceptance Model (TAM) indicates that the digitalisation of supervision through Work From Anywhere (WFA) is not merely a technological change but also an organisational transformation that affects monitoring mechanisms, professional behaviour, and ethical accountability. The findings suggest that the effectiveness of digital auditing depends on the interaction between technological systems, organisational controls, and the professional responsibility of auditors.

From the perspective of Agency Theory, the transition from direct physical supervision to digital monitoring may increase information asymmetry when adequate verification and audit trail mechanisms are not available. Auditors may face greater autonomy in conducting audit activities, while auditees may have greater control over the information and electronic documents submitted for examination. This situation may create risks of reduced verification depth and information distortion. Therefore, the availability of digital systems should be accompanied by structured supervisory mechanisms that strengthen transparency, verification, and accountability throughout the audit process.

From a managerial perspective, the findings indicate the need for an integrated remote audit governance framework. First, the Inspectorate should establish standardised digital verification protocols to ensure the authenticity, completeness, and reliability of electronically submitted audit evidence. Second, performance-based supervision should place greater emphasis on measurable audit outputs, work quality, completion of assignments, and documented supervisory reviews rather than relying primarily on physical attendance. Third, digital professional ethics training should be conducted regularly to strengthen professional scepticism, confidentiality, objectivity, and independence in digital interactions with auditees. These measures can help ensure that WFA provides operational flexibility without weakening the quality and accountability of government internal auditing.

5. Conclusions

The transformation of public sector oversight through the implementation of Remote Auditing based on Work From Anywhere (WFA) at the Sampang Regency Inspectorate represents a strategic adaptive measure in response to the mandate of the Electronic-Based Government System (SPBE) and the demand for budget efficiency amid the region's complex geographical characteristics (covering both mainland and archipelagic areas). However, this study concludes that such digital flexibility gives rise to significant theoretical contradictions concerning the professional ethics of auditors.

Based on Agency Theory analysis, the absence of direct physical supervision widens the information asymmetry gap, thereby increasing the risk of moral hazard among auditors and creating opportunities for digital fraud by auditees (Regional Apparatus Organizations/OPD). Meanwhile, the shift from formal communication patterns to personal digital platforms threatens auditors' independence and objectivity due to the erosion of professional distance. Furthermore, network infrastructure constraints in archipelagic and remote areas, as explained by the Technology Acceptance Model (TAM), have the potential to encourage shortcut practices (bypass procedures) that reduce audit quality.

To mitigate these risks, the Sampang Regency Inspectorate is recommended to: (1) develop and implement a Standard Operating Procedure (SOP) specifically for Remote Auditing, including strict protocols for verifying the authenticity of electronic documents to prevent digital fraud; (2) strengthen digital-based managerial supervision systems and transparent audit trails to reduce the risk of moral hazard; and (3) enhance digital literacy and ensure equitable technology infrastructure for all auditors to guarantee that bureaucratic budget efficiency does not compromise the quality, integrity, and independence of internal government oversight.

Acknowledgement

The author would like to express appreciation to the Sampang Regency Inspectorate and all informants who contributed their time, experiences, and information to support this study. The author also acknowledges the academic and institutional support that contributed to the completion of this research.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article. The research was conducted independently, and no financial, institutional, or personal interests influenced the research design, data collection, analysis, interpretation, or conclusions.

References

- Al Yamini, T. H., Djuita, N. R., Chikmawati, T., & Purwanto, Y. (2023). Ethnobotany of wild and semi-wild edible plants of the Madurese Tribe in Sampang and Pamekasan Districts, Indonesia. *Biodiversitas: Journal of Biological Diversity*, 24(2), 947. <https://doi.org/10.13057/biodiv/d240234>
- Avrillia, S., Hakim, L., Sulfia, S., & Anshori, M. I. (2025). Hybrid leadership and organizational performance: A literature review approach. *Implementasi Manajemen & Kewirausahaan*, 5(1), 14-30. <https://doi.org/10.38156/imka.v5i1.540>
- Badda, A. (2025). Technology acceptance model (TAM): Literature review. *International Journal of Accounting, Finance, Auditing, Management and Economics*, 6(11), 459-492. <https://doi.org/10.5281/zenodo>

- Barr-Pulliam, D., & Flint, L. (2025). Alternative work arrangements and organizational actions: Internal auditor behavioral responses and organizational outcomes. *Current Issues in Auditing*, 19(1). <https://doi.org/10.2308/CIIA-2024-007>
- Ceki, B., & Moloi, T. (2025). Technology Adoption Framework for Supreme Audit Institutions within the hybrid TAM and TOE model. *Journal of Risk and Financial Management*, 18(8), 409. <https://doi.org/10.3390/jrfm18080409>
- Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, 13(3), 319-340.
- Farcane, N., Bunget, O. C., Blidisel, R., Dumitrescu, A. C., Deliu, D., Bogdan, O., & Burca, V. (2023). Auditors' perceptions on work adaptability in remote audit: A COVID-19 perspective. *Economic Research-Ekonomska Istraživanja*, 36(1), 422-459. <https://doi.org/10.1080/1331677X.2022.2077789>
- Fotoh, L. E. (2025). Digital inventory audits: An alternative approach to physical observation in audit evidence gathering. *Journal of Accounting Literature*, 47(5), 211-248. <https://doi.org/10.1108/JAL-04-2024-0058>
- Hariyanto, H., Mukhlis, M. M., Tajuddin, M. S., Paidi, Z. B., & Azizah, M. (2025). Legal ambiguities surrounding the role of Regional House of Representatives in Indonesia's regional autonomy framework. *Legality: Jurnal Ilmiah Hukum*, 33(2), 334-360. <https://doi.org/10.22219/ljih.v33i2.38409>
- Ismail, A. H. ., Hamzah Ritchi, & Zaldy Adrianto. (2025). The influence of management domain on financial business processes in official regional apparatus organization of Banten Province. *Studi Akuntansi, Keuangan, Dan Manajemen*, 4(2), 377-389. <https://doi.org/10.35912/sakman.v4i2.3886>
- Istrate, G. A., Budu, R. A., & Popa, C. A. (2022). Institutional communication in the digital age. *Journal of Financial Studies*, 7(13), 104-119. <https://doi.org/10.55654/jfs.2022.7.13.08>
- Jarva, H., & Zeitler, T. (2024). Implications of the COVID-19 pandemic on internal auditing: A field study. *Journal of Applied Accounting Research*, 25(2), 355-370. <https://doi.org/10.1108/JAAR-12-2021-0333>
- Jensen, M. C., & Meckling, W. H. (1976). Theory of the Firm: Managerial Behavior, Agency Costs and Ownership Structure. *Journal of Financial Economics*, 3(4), 305-360.
- Juliyanti, W. (2022). Studi Deskriptif: Determinan Teknologi, Informasi dan Komunikasi dalam Pengungkapan LKPD di Indonesia. *Studi Akuntansi, Keuangan, Dan Manajemen*, 2(2), 121-134. <https://doi.org/10.35912/sakman.v2i2.1670>
- Kamara, A. K. (2023). The study on effectiveness of internal audit on the performance of the public sector in Sierra Leone: A case study of the National Social Security Insurance Trust. *Open Access Library Journal*, 10(8), 1-30. <https://doi.org/10.4236/oalib.1110431>
- Khan, M. A. (2025). Contextual Considerations of Audit Technology Acceptance, Accounting Regulations, Administrative Influences, and Organizational Efficiency: A Novel I-TOE Adoption Formulation. *Pakistan Journal of Life & Social Sciences*, 23(1), 4563. <https://doi.org/10.57239/pjls-2025-23.1.00361>
- Liston-Heyes, C., & Juillet, L. (2024). Does increasing auditors' independence lead to more forceful public auditing? A study of a Canadian internal audit reform. *Public Administration*, 102(3), 1045-1068. <https://doi.org/10.1111/padm.12964>
- Lorentzon, J. I., Fotoh, L. E., & Mugwira, T. (2024). Remote auditing and its impacts on auditors' work and work-life balance: Auditors' perceptions and implications. *Accounting Research Journal*, 37(1), 1-18. <https://doi.org/10.1108/ARJ-06-2023-0158>

- Mahmud, M. D. B., Quilim, C. A., & Hasan, L. (2024). Effect of Auditor Ethics, Audit Experience, and Auditor Motivation on Internal Audit Quality. *Shafin: Sharia Finance and Accounting Journal*, 4(1), 72-84. <https://doi.org/10.19105/sfj.v4i1.12772>
- Metalia, M., Zarkasyi, S. W., & Sugarman, H. (2020). Factors affecting the performance of Indonesian government' s internal supervisory. *Utopía y Praxis Latinoamericana*, 25(Esp. 10), 498-513. <https://doi.org/10.5281/zenodo.4155787>
- Miles, M. B., Huberman, A. M., & Saldaña, J. (2018). *Qualitative Data Analysis: A Methods Sourcebook*. Jakarta: Salemba Empat.
- Mizdraković, V., Kljajić, M., & Hadrović Zekić, B. (2022). Internal audit in the COVID-19 environment: Key aspects and perspectives of remote auditing. *The European Journal of Applied Economics*, 19(1), 30-41. <https://doi.org/10.5937/EJAE19-35881>
- Rahman, K. G., & Rachma, N. (2025). Optimizing government internal audits through the implementation of blockchain technology for fraud prevention. *Research Horizon*, 5(6), 2317-2330. <https://doi.org/10.54518/rh.5.6.2025.907>
- Sudarmadi, S. ., & Lasmana, S. (2026). The Determinants of Audit Quality: Audit Tenure, Audit Committee, and Audit Capacity Stress. *Goodwood Akuntansi Dan Auditing Reviu*, 4(2), 15-28. <https://doi.org/10.35912/gaar.v4i2.5709>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta.
- Sukmawati, D. ., Junaidi, J., Purnama, Y. I. ., & Yustisi, Y. P. (2024). Menilai Kualitas Audit: Pengaruh Reputasi Kantor Akuntan Publik dan Ukuran Perusahaan dengan Masa Tugas Audit sebagai Variabel Moderasi. *Jurnal Akuntansi, Keuangan, Dan Manajemen*, 6(1), 49-59. <https://doi.org/10.35912/jakman.v6i1.3634>
- Susanto, E., Tenriwaru, T., & Kalsum, U. (2026). Auditing climate-related risk: Challenges to auditor independence and professional skepticism. *Jurnal Akuntansi, Keuangan, Dan Manajemen*, 7(3), 125-138. <https://doi.org/10.35912/jakman.v7i3.6350>
- Syaiful, S., Astutik, W., Fitriana, N., & Agustini, A. F. L. F. (2025). Online attendance system for village officials: A case study on the application of android technology. *Journal of Electrical Engineering and Computer (JEECOM)*, 7(1), 195-205. <https://doi.org/10.33650/jeeecom.v7i1.10740>
- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods*.