

ANALYSIS OF ONLINE ATTENDANCE POLICY IMPLEMENTATION IN IMPROVING EMPLOYEE DISCIPLINE JNE GUNUNGSITOLI BRANCH OFFICE

by

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ABSTRACT

This study analyzes the implementation of online attendance policies to improve employee discipline at the JNE Gunungsitoli Branch Office. Using descriptive qualitative methods through interviews, observations, and documentation, it was found that the online attendance policy was able to improve employee compliance with working hours, attendance transparency, and supervision effectiveness. However, its implementation still faces technical obstacles such as internet network disruptions and application errors, as well as behavioral obstacles such as late attendance and low awareness of discipline among some employees. The positive impact of this policy is seen in increasing discipline and work professionalism, although improvements are still needed. This study recommends improving technological infrastructure, optimizing socialization and training, and consistent supervision with strict sanctions so that the implementation of online attendance can run more optimally.

Keywords: Policy Implementation, Online Presence, Work Discipline

ANALISIS IMPLEMENTASI KEBIJAKAN PRESENSI ONLINE DALAM MENINGKATKAN DISIPLIN KARYAWAN KANTOR CABANG JNE GUNUNGSITOLI

ABSTRAK

Penelitian ini menganalisis implementasi kebijakan presensi online dalam meningkatkan disiplin karyawan pada Kantor Cabang JNE Gunungsitoli. Dengan metode kualitatif deskriptif melalui wawancara, observasi, dan dokumentasi, ditemukan bahwa kebijakan presensi online mampu meningkatkan kepatuhan karyawan terhadap jam kerja, transparansi absensi, dan efektivitas pengawasan. Namun, penerapannya masih menghadapi kendala teknis seperti gangguan jaringan internet dan error aplikasi, serta kendala perilaku seperti keterlambatan presensi dan rendahnya kesadaran disiplin sebagian karyawan. Dampak positif kebijakan ini terlihat pada peningkatan kedisiplinan dan profesionalisme kerja, meskipun masih diperlukan perbaikan. Penelitian ini merekomendasikan peningkatan infrastruktur teknologi, optimalisasi sosialisasi dan pelatihan, serta pengawasan yang konsisten disertai sanksi tegas agar implementasi presensi online dapat berjalan lebih optimal.

Kata kunci: Implementasi Kebijakan, Presensi Online, Disiplin Kerja

INTRODUCTION

Work discipline is a crucial element in creating optimal performance within an organization.

Discipline is the foundation for regulating employee behavior to ensure compliance with

company regulations and work hours. Companies with high levels of discipline tend to demonstrate high productivity and are able to provide optimal service, particularly service companies like PT Tiki Jalur Nugraha Ekakurir (JNE), which rely heavily on punctuality. Discipline reflects not only adherence to regulations but also employee awareness and responsibility in carrying out their duties professionally. According to Anwar and Abrar (2023:69), individuals with high levels of discipline comply not only out of fear of punishment, but also because they recognize the importance of regulations in maintaining order and shared well-being. Therefore, discipline born from internal employee awareness is a crucial foundation for building an orderly, productive, and sustainable work culture. Online attendance is a digital application-based attendance recording system that enables real-time, accurate work time recording and direct monitoring by management. This system is expected to improve work discipline, minimize absence manipulation, and support efficient human resource management. According to Wijayanti & Prabowo (2022), along with the development of information technology, companies have begun implementing online attendance policies as a solution for recording employee attendance quickly and transparently.

The online attendance policy implemented at the JNE Gunungsitoli Branch Office aims to ensure all employees clock in on time, in accordance with company regulations, allowing management to effectively monitor attendance. The online attendance system should simplify employee attendance without relying on manual methods like signatures, which are prone to manipulation. Based on initial observations, the effectiveness of the online attendance policy at the branch office was influenced by two main groups of obstacles. The first group consisted of technical obstacles, which hindered the implementation process, including slow internet connections, system disruptions (errors), and limited access to attendance locations. These obstacles were not directly related to disciplinary violations, but could hinder accurate attendance recording even if employees were present on time. The second group consisted of behavioral obstacles related to employee disciplinary violations, such as exceeding the specified time limit and failing to follow established procedures. These actions reflected a low awareness of the importance of work discipline and constituted a violation of company regulations.

According to Puspitasari & Dewi (2021), the success of online attendance implementation depends heavily on technical readiness, employee mastery of the system, and adequate infrastructure support. In the field, most employees still experience difficulties in implementing

online attendance properly because they don't understand the correct procedures and are not yet accustomed to optimally using digital applications. Furthermore, weak management oversight and the absence of strict sanctions for attendance violators have led some employees to feel free to commit violations without fear of punishment. This situation has resulted in the implementation of the online attendance policy not yet fully producing optimal results in improving employee discipline, in line with the policy's objectives. An online attendance system will only be effective if implemented with consistent oversight and strict sanctions for employees who violate it. However, in reality, management oversight remains sporadic and poorly structured, resulting in several attendance violations still occurring without adequate action. Furthermore, the lack of clarity regarding the sanctions imposed on employees who violate attendance regulations has resulted in a lack of deterrent effect for violators.

Based on initial observations, it was discovered that the implementation of the online attendance policy still faces various obstacles that hinder its effectiveness in improving employee work discipline. These obstacles include technical issues such as slow internet connections, application system disruptions, and limited attendance access locations, resulting in inaccurate attendance recording even when employees arrive on time. Furthermore, there are behavioral obstacles such as delays in registering attendance and non-compliance with applicable procedures. Low employee awareness of the importance of work discipline is exacerbated by weak, sporadic and unstructured management oversight, and the absence of firm and consistent sanctions for attendance violators.

Thus, it can be concluded that the implementation of the online attendance policy at the branch office has not been fully effective in improving employee discipline. Therefore, this study was conducted with the title "Analysis of the Implementation of the Online Attendance Policy in Improving Employee Discipline at the JNE Gunungsitoli Branch Office." This research focuses on: (1) analyzing the implementation of online attendance policies, (2) identifying obstacles faced in their implementation, and (3) evaluating management efforts in overcoming obstacles and improving employee discipline. The formulation of the problem in this research is: how is the implementation of the online attendance policy, what are the obstacles faced in its implementation, and how management attempts to overcome obstacles and improve employee work discipline through the online attendance policy.

The purpose of this study is to analyze the implementation of the online attendance policy,

identify the obstacles faced, and evaluate management efforts in improving employee discipline through the implementation of the policy. This research is expected to provide benefits for researchers in increasing insight into the implementation of online attendance policies, for academic institutions as a reference for the development of management science, for research objects as evaluation material in increasing the effectiveness of online attendance systems, and for further researchers as a reference in similar research regarding online attendance policies and work discipline in logistics companies.

LITERATURE REVIEW

Online Presence

According to Hardiansyah Putra et al. (2024:12), online attendance is an attendance recording system carried out through digital devices such as computers, mobile phones, or tablets, and generally uses internet-based applications that enable real-time and automatic attendance monitoring without the need for manual methods. With online attendance, the attendance process becomes more efficient, accurate, and transparent, and can minimize fraud in employee attendance reporting. This system also supports data integration into the personnel management system, making it easier for the human resources department to conduct performance evaluations and periodic attendance recapitulations. In addition, the implementation of online attendance supports work flexibility and improves employee discipline and accountability because all data is recorded electronically and systematically.

According to Gatto & Awangga (2023:3), online attendance simplifies the process of recording employee attendance in line with the development of digital technology. This system improves administrative efficiency, accuracy, and speed in managing employee attendance data. Prasetyo & Hidayat (2021) stated that online attendance allows for real-time attendance recording and is integrated with a company's management information system. This system allows management to directly monitor employee attendance, tardiness, and absences without requiring manual recording. Online attendance applications are generally equipped with GPS and facial recognition features to improve data accuracy.

According to Wibowo (2020), online attendance not only functions as an attendance recording system but also as part of a company's strategy of integrating information technology into human resource management. This system encourages employees to be more disciplined and responsible

because all data is stored automatically and cannot be easily manipulated. Yulianti & Handayani (2022) emphasized that online attendance helps companies improve the effectiveness of attendance administration and strengthen management control over employee performance. This system supports the creation of a more disciplined and results-oriented work culture.

Maulana (2023) stated that online attendance is part of a company's digital administrative transformation, aimed at improving the efficiency of human resource management. This system can be tailored to a company's needs, including flexible working hours and integration with the payroll system. Based on these various opinions, it can be concluded that online attendance is a digital-based attendance recording system that utilizes internet technology to record and monitor employee attendance in real-time, accurately, and transparently. In service companies such as PT Tiki Jalur Nugraha Ekakurir (JNE) which prioritizes punctuality, online attendance is an important tool to control and improve employee discipline. According to Gatto & Awangga (2023:3), the benefits of online presence include:

1. The attendance system can monitor employee arrivals and departures.
2. Presence allows for integrated and detailed data recording.
3. Simplify salary calculations based on attendance.
4. Monitor employee tardiness, leave, sick leave and leave.
5. Assist HR in quickly and accurately recapitulating attendance.

According to Maulana & Saputra (2022), the success of online presence implementation is influenced by:

1. Adequate technological infrastructure (stable internet and compatible devices).
2. Employee digital literacy level.
3. Management support through socialization and training.
4. Commitment and consistency in implementing the system.

The implementation of the online attendance policy is a planned process of implementing a digital-based attendance system starting from planning, socialization, implementation, to evaluation. According to Robbins & Coulter (2021), successful policy implementation is supported by effective communication, resource availability, and adequate oversight. Yulianti & Handayani (2022) add that successful digital policy implementation is largely determined by decisive leadership and an organizational culture that supports innovation. In its implementation, companies such as PT Tiki Jalur Nugraha Ekakurir (JNE) must ensure that all employees

understand the use of the system, the supporting infrastructure, and that rules and sanctions are enforced consistently. According to Harefa (2021:7–8) in Subbag et al. (2022), the advantages of online attendance include:

1. Makes it easier to recapitulate data automatically.
2. Reduce the potential for fraud through GPS or photo verification.
3. Higher accuracy of working hours calculation.
4. Operational cost efficiency compared to manual systems.

The disadvantages include:

1. The initial cost of procuring supporting devices is quite high.
2. Dependence on a stable internet connection.
3. Risk of system disruption that could affect attendance recording.

According to Sleekr (2018:23–24) in Dalimuthe (2022), online presence indicators include:

1. Practical.
2. Efficient.
3. Transparent.
4. High level of data security.

Employee Discipline

According to Sujila & Santoso (2023:69), discipline is a person's willingness and willingness to comply with applicable norms and regulations. Employee discipline refers to an individual's behavior and level of obedience in consistently and responsibly adhering to company regulations. Hasibuan (2019:193) states that discipline is an employee's awareness and willingness to comply with all applicable regulations and social norms within the company environment. Susilowati & Yuliana (2021) emphasize that employee discipline is a form of professional commitment reflected in punctual attendance, completing tasks according to standards, and adherence to work ethics. Yulianti & Handayani (2022) add that employee discipline is a form of self-control demonstrated through punctual behavior and compliance with management directives. Maulana, Saputra, & Hidayat (2023) explain that discipline encompasses compliance with operational aspects such as attendance, work quality, and work behavior. Santoso & Ramadhani (2023) emphasize that employee discipline is an internal commitment to consistently uphold organizational values and procedures.

Based on the opinions of these experts, employee discipline can be concluded as a form of self-

awareness that is manifested through consistent compliance with company rules, operational standards, and work ethics. According to Singodimedjo in Sutrisno (2019:89), factors that influence discipline include:

1. The size of the compensation.
2. Exemplary leadership.
3. Clarity of rules.
4. Leadership courage in taking action.
5. Supervision.
6. Attention to employees.
7. Habits that support discipline.

Hasibuan (2019:194) adds other factors such as:

- a. Goals and abilities.
- b. Exemplary leadership.
- c. Remuneration.
- d. Justice.
- e. Legal sanctions.
- f. Firmness.
- g. Human relations.
- h. Reward system.
- i. Inherent supervision.

According to Hasibuan (2017:194) in Permatasari (2023), employee discipline indicators include:

1. Presence at work.
2. Compliance with work regulations.
3. Adherence to work standards.
4. High level of alertness.
5. Work ethically.

RESEARCH METHODS

This study uses a descriptive qualitative approach to understand in depth how the online attendance policy is implemented and its impact on employee work discipline at the JNE

Gunungsitoli Branch Office. This approach was chosen because the study focuses on the process, meaning, and dynamics of policy implementation, rather than on statistical measurements. This study examines two main aspects: Implementation of the online attendance policy, including implementation procedures, technology utilization, employee understanding, and monitoring mechanisms and Employee work discipline, which is reflected in compliance with working hours, consistency of attendance, compliance with regulations, and work responsibilities. The research involved four informants, namely: Branch head (key informant), Two couriers (main informants), One operational admin (supporting informant).

The analysis was carried out qualitatively through three stages:

1. Data reduction, selecting and simplifying relevant data.
2. Presentation of data, in the form of narrative description.
3. Drawing conclusions, based on the findings that have been analyzed.

RESULTS AND DISCUSSION

Result

This study analyzes the implementation of an online attendance policy to improve employee work discipline at the JNE Gunungsitoli Branch Office. The research informants consisted of four individuals: the Branch Manager as key informant, two couriers as primary informants, and one operational administrator as supporting informant. Data were obtained through in-depth interviews, direct observation, and documentation related to the implementation of the online attendance system. Based on the research results, the findings are presented in three main focuses, namely the implementation of online attendance policies, the obstacles faced, and management efforts to overcome obstacles and improve employee work discipline.

Implementation of Online Attendance Policy

The research results show that the implementation of the online attendance policy has been effective and has had a positive impact on employee work discipline. The online attendance system is used as a digital application-based attendance recording tool equipped with GPS and photo documentation, allowing employee attendance to be monitored in real time and integrated with the management system. Compared to manual attendance systems, online systems are considered more efficient and practical because:

- a) The attendance recording process takes place automatically.

- b) Data is stored systematically and documented.
- c) The risk of attendance manipulation can be minimized.
- d) Attendance recapitulation administration becomes faster and more accurate.

Monitoring is conducted through a system connected to management, so any tardiness or absence can be detected immediately. The implementation of strict consequences, such as salary deductions or other administrative sanctions, also encourages increased compliance with working hours. Informants reported that this system encourages them to be more punctual, more aware of their work responsibilities, and more diligent in adhering to attendance procedures. Thus, online attendance serves not only as an administrative record-keeping tool but also as a monitoring tool that fosters a more disciplined, transparent, and professional work culture. In general, the implementation of online attendance policies is considered effective in improving attendance mechanisms and increasing managerial control over employee attendance.

Obstacles in Implementing Online Attendance Policy

Although the implementation went quite well, the study found several obstacles that impacted the system's effectiveness. These obstacles were divided into technical and non-technical ones.

Technical ConstraintsThe most dominant technical constraints are:

- a) Unstable internet network interference.
- b) Error in the attendance application.
- c) Data synchronization delay.

This disruption causes delays or failures in automatic attendance recording. In such situations, employees typically take manual attendance, attaching screenshots and reporting them to operational administrators for verification. This mechanism provides a temporary alternative solution to ensure attendance data remains recorded and avoids employee harm.

a. Non-Technical Obstacles

From a non-technical perspective, it was found that socialization and training on system usage were not conducted routinely. This resulted in not all employees having the same level of understanding and ability to adapt to technology. Some employees still experienced confusion when encountering technical challenges in the field.

In addition, individual behavioral factors also pose a challenge, such as delays in taking attendance or a lack of accuracy in following established procedures.

c. Data Security Aspects

Regarding data security, most informants considered the system to be quite secure, but it still needed improvement, particularly in account protection and server stability. This is crucial because attendance data is directly linked to the payroll system and employee financial rights.

Management Efforts to Overcome Obstacles and Improve Discipline

To overcome these various obstacles, management has implemented several strategies, including:

1. Periodic system evaluation, to ensure the application runs optimally and technical problems can be identified immediately.
2. Direct assistance to employees, especially when technical problems or procedural errors occur.
3. Firm and consistent application of sanctions, ranging from salary deductions, written warnings, warning letters, to termination of employment for repeated violations.

The imposition of sanctions serves not only as punishment, but also as a form of coaching to encourage employees to be more disciplined and responsible. This firmness is considered effective in building compliance and awareness of company regulations. The management strategy demonstrates a balance between flexibility in addressing technical challenges and firm enforcement. This approach helps maintain the sustainability of the online attendance policy while strengthening an orderly and professional work culture.

Discussion

Implementation of Online Attendance Policy to Improve Work Discipline

Research results show that online attendance is considered more efficient and practical than manual methods because it simplifies attendance recording, saves time, and supports the smooth running of daily work activities. Supervision is conducted directly through an online system, allowing management to monitor attendance in real time. Consequences such as salary deductions or other administrative sanctions for late employees have been shown to increase compliance with regulations. This finding aligns with research by Prasetyo & Hidayat (2021), which found that online attendance systems are effective in improving attendance monitoring and strengthening a culture of discipline in logistics companies. The study emphasized that integrating digital systems into attendance provides stronger managerial control than conventional methods.

Furthermore, the research findings are consistent with those of Yulianti & Handayani (2022), who stated that implementing online attendance can foster more disciplined work patterns and increase employee accountability for working hours. In this research, discipline is reflected in increased punctuality, awareness of attendance procedures, and compliance with company regulations. Online attendance is also considered more transparent because attendance data is recorded automatically, minimizing manipulation. This supports Wulandari's (2022) opinion, which states that transparency in the attendance system is a crucial factor in improving employee compliance. A documented digital system reduces the opportunity for fraud, thus fostering an accountable work culture. Thus, the implementation of the online attendance policy at the JNE Gunungsitoli Branch Office not only functions as a technological innovation, but also as a strategic policy that forms a disciplined, transparent, and professional work culture.

Obstacles in Implementing Online Attendance Policy

Despite its positive impact, the implementation of online attendance still faces technical and non-technical challenges. These challenges include internet network disruptions, application errors, and data synchronization delays. These obstacles demonstrate that the system's effectiveness is highly dependent on the stability of its technological infrastructure. This finding aligns with research by Puspitasari & Dewi (2021), which states that the success of an online attendance system is heavily influenced by technological readiness and adequate information system support. Without stable infrastructure, digital systems can potentially lead to administrative challenges and user dissatisfaction.

In addition to technical challenges, limited outreach and training also pose obstacles. Not all employees have the same technological adaptability, necessitating ongoing mentoring. This reinforces the view of Santoso & Ramadhani (2023), who stated that in the early stages of digital system implementation, employee adaptation is a crucial factor in determining the success of policy implementation. In terms of data security, the system is considered quite secure but still requires improvement. Given that attendance data is directly linked to the payroll system, security is a crucial aspect of maintaining organizational trust and accountability.

Management Efforts to Overcome Obstacles and Improve Discipline

Management implements strategies such as regular evaluations, technical assistance, and the application of firm and consistent sanctions. These sanctions include salary deductions, written warnings, warning letters, and even termination of employment for repeated violations. This

approach aligns with Malayu SP Hasibuan's (2017) theory of work discipline, which emphasizes that firmness, fairness, and consistency in the application of sanctions are important factors in shaping employee discipline. When rules are enforced objectively and consistently, employees will develop an internal awareness to comply.

Furthermore, the strategy of embedded monitoring and continuous evaluation supports the view of Stephen P. Robbins & Mary Coulter (2021), who stated that the controlling function in management aims to ensure organizational activities run according to established standards. In this context, online presence becomes a control instrument that supports this managerial function. Thus, the success of implementing the online attendance policy is not only determined by technological sophistication, but also by management's commitment to conducting supervision, socialization, and implementing fair and consistent sanctions.

CONCLUSION

Based on the research results, the implementation of the online attendance policy at the JNE Gunungsitoli Branch Office has been quite successful and has had a positive impact on improving employee discipline. The online attendance system simplifies attendance recording, improves punctuality, and strengthens management oversight of employee compliance. The implementation of firm and consistent sanctions also contributes to a more disciplined and responsible work culture. However, several challenges remain, particularly related to network disruptions, technical application issues, and the need to improve employee understanding of system usage. This demonstrates that policy effectiveness is determined not only by the technology used, but also by human resource readiness and managerial support.

Therefore, it is recommended that management regularly evaluate and update the system, increase employee outreach and training, and maintain consistency in implementing the rules. This will ensure the online attendance policy is optimally supporting the ongoing improvement of work discipline and organizational performance.

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