Implementation of the Use of Digital Absence to Improve Civil Apparatus Discipline at the Office of the Class II Nusa Penida Port Organization Unit

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Abstrack

This study examines the implementation of digital attendance systems in improving the work discipline of civil servants at the Class II Port Authority Office of Nusa Penida, Klungkung. The research is motivated by persistent disciplinary issues among employees, including tardiness, non-compliance with working hours, and inefficiencies in monitoring performance despite the adoption of online attendance systems. Using an empirical legal research method, this study applies sociological and legal psychology approaches to analyze how digital attendance policies are implemented in practice and how they influence employee behavior. Primary data were collected through observations and interviews with key informants, including office leaders and staff members, while secondary data were obtained from legal regulations, institutional documents, and relevant literature. The findings indicate that digital attendance systems contribute significantly to enhancing transparency, accountability, and supervision of employee performance. The system enables real-time monitoring of attendance and work activities, thereby strengthening organizational control and supporting the digital transformation of public sector governance. However, several obstacles were identified, including technical issues such as system instability, limited internet connectivity, potential data manipulation, and varying levels of employee awareness and compliance.This study concludes that while digital attendance systems are effective tools for improving civil servant discipline, their optimal implementation requires adequate technological infrastructure, institutional support, and continuous efforts to strengthen legal awareness and organizational culture.

Keywords: digital attendance system; civil servant discipline; implementation of policy

Introduction

Digital transformation in the government sector demands the application of technology to improve the effectiveness, efficiency, transparency, and accountability of bureaucratic governance. One strategic aspect of bureaucratic reform is human resource management, particularly the discipline and accountability of State Civil Apparatus (ASN) as indicators of performance and quality of public service.

The implementation of a digital attendance system is an innovation expected to strengthen real-time, integrated monitoring of ASN attendance, with minimal human intervention. Digitally recorded attendance data serves not only as a discipline control tool but also as a basis for managerial decision-making in performance evaluation, promotions, and employee development.

However, the implementation of digital attendance has not always been optimal. Various technical and non-technical obstacles, such as system instability, limited internet connection, potential data manipulation, and low employee discipline awareness, are still frequently encountered. This situation indicates a gap between the objectives of the digitalization policy and actual practice.

A similar phenomenon was also found at the Class II Nusa Penida Port Management Unit Office, where employee attendance discipline levels were not fully optimal despite the implementation of a digital attendance system. This situation underscores the importance of empirical studies on the implementation of digital attendance in improving ASN discipline. Therefore, this study focuses on analyzing the implementation of the use of digital attendance in improving ASN discipline at the Class II Nusa Penida-Klungkung Port Management Unit Office.

1. How is the implementation process of using digital attendance to improve ASN performance discipline at the Class II Nusa Penida–Klungkung Port Management Unit Office?

2. What are the obstacles faced in implementing the use of digital attendance at the Class II Nusa Penida–Klungkung Port Management Unit Office?

This research aims to:

1. Analyze the implementation process of digital attendance to improve civil servant performance discipline at the Class II Nusa Penida–Klungkung Port Management Unit Office.

2. Identify and analyze the obstacles encountered in implementing digital attendance at the agency.

Methods

A method is a process, principle, and procedure for solving a problem, while research is a careful, diligent, and thorough examination of a phenomenon to expand human knowledge. A research method can be defined as the processes and activities undertaken to address and solve problems encountered in conducting research. In this study, the author used the following research methods :

As is generally known, legal studies generally comprise two research models: normative legal research and empirical legal research. According to Peter Mahmud Marzuki, normative legal research is "a step toward discovering legal rules, legal principles, and legal doctrines to address the legal issues at hand." In normative legal research, which relies entirely on secondary

data, the development of a tentative theoretical framework can be abandoned. However, the development of a conceptual framework is absolutely necessary. Therefore, developing a conceptual framework requires formulations contained in statutory regulations. The empirical legal research method is a legal research method that aims to examine law in a concrete sense, demonstrating how it operates in society.

The type of research used in this paper is the empirical legal research method. This empirical legal research concerns the implementation of legal regulations and the improvement of civil servant discipline regarding the law.

Peter Mahmud Marzuki emphasized that there are five approaches to legal research: the statute approach, the case approach, the historical approach, the comparative approach, and the conceptual approach. The empirical legal research method is a legal research method that aims to examine law in the concrete sense of how it operates in society. Because this research examines people in their social relationships, the empirical legal research method can be considered sociological legal research. The type of research used in this paper is the empirical legal research method. This empirical legal research concerns the implementation of digital attendance in improving employee disciplin.

The types of approaches used in this proposal by the author are: a sociological approach and a legal psychology approach.

1. The sociological approach to law analyzes how reactions and interactions occur when a system of norms operates within society. Furthermore, there is also a sociological approach to law. This approach is constructed as a stable, institutionalized, and socially legitimate social behavior.
2. The psychological approach to law is an approach in empirical legal research, where law is viewed within the human psyche. The human psyche is certainly concerned with public compliance with and awareness of the law, such as when people commit unlawful acts..

As empirical legal research, this study aims to examine law in its concrete form and examine how it operates in society. Therefore, the data used in this study are primary and secondary data.

Primary data sources were obtained directly from sources or information from research subjects through observation and interviews with informants or sources authorized to manage digital attendance data, monitor employee attendance, and assess discipline as an indicator of employee performance. Primary data in this study were obtained from interviews with

informants directly involved and considered to have the most understanding and experience of the benefits of implementing a digital attendance system. The subjects in this study who served as informants were:

No.	Informant	Total
1	Head of Office	1 person
2	Implementing Staff	39 people

Researchers used secondary data to complement the primary data from interviews. Therefore, secondary data was obtained through literature searches in the form of legislation, reference books, journals, dictionaries, print and electronic media, and other supporting documents related to this research. The secondary data sources used includ :

a. The 1945 Constitution of the Republic of Indonesia;

b. Government Regulation Number 94 of 2021 concerning Civil Servant Discipline;

c. Regulation of the Minister of Administrative and Bureaucratic Reform Number 7 of 2022 concerning Work Systems in Government Agencies for Bureaucratic Simplification;

d. Regulation of the Head of the National Civil Service Agency (BKN) No. 1 of 2013 in conjunction with BKN Regulation No. 6 of 2022 concerning Civil Servant Discipline;

e. Circular Letter of the Minister of Transportation Number 5 of 2020 concerning Enforcement of Civil Servant Discipline through the Digital Attendance System.

1. Secondary legal materials consist of publications on law related to the research being discussed, such as law books, legal research journals, and seminar results.
   The secondary data used in this study consist of documents related to the implementation of digital attendance obtained from the Nusa Penida Class II Port Management Unit Office. The researcher utilized supporting data to support and clarify the primary data to answer the research questions.

2. Tertiary legal materials consist of legal materials that support the primary and secondary legal materials, such as Indonesian and legal dictionaries..

The data collection technique used in this research is:

1. Data collection techniques in this study were conducted through interviews with informants or sources authorized to use digital attendance and manage attendance data, as well as those who make policy decisions regarding employee discipline.

2. Secondary data was obtained by searching legislation, reference books, journals, print and electronic media, dictionaries, and documents relevant to this research..

According to Mukti Fajar ND and Yulianto Achmad, "Data analysis is the activity of providing a review, which can mean opposing, criticizing, supporting, adding to, or providing commentary, and then drawing conclusions based on the research results using one's own thoughts and the aid of mastered theories."

Data analysis techniques will be conducted using qualitative analysis methods. The collected data will be selected and processed based on its quality and relevance to the research objectives and problems. Then, it will be described based on the theory used in this study. Quantitative data will be analyzed using a frequency distribution with the formula $P = F/N \times 100\%$.

Results and Discussion

Implementation of Digital Attendance to Improve Civil Servant Discipline

The implementation of digital attendance at the Class II Port Management Unit Office in Nusa Penida–Klungkung is part of the modernization of personnel management aimed at improving the effectiveness, efficiency, and accountability of Civil Servant (ASN) work discipline. The implementation process is carried out in stages through planning, technology procurement, socialization, trials, implementation, and ongoing monitoring and evaluation.

Conceptually, these stages align with policy implementation theory, which emphasizes the importance of organizational readiness, clarity of objectives, implementer capacity, and resource support in determining policy success. The implementation of digital attendance is not merely technical but also reflects a shift in organizational work culture toward more transparent and accountable governance.

The research results show that the implementation of digital attendance can improve ASN compliance with work hours and attendance regulations. The information technology-based system produces objective, real-time, and difficult-to-manipulate attendance data, thereby strengthening internal oversight functions and serving as a basis for employee performance evaluation.

Mechanism and Working Pattern of the Digital Attendance System

The digital attendance system implemented is based on an electronic application that allows civil servants (ASN) to record their attendance through Work From Office (WFO) and Work From Home (WFH) work arrangements. This system is integrated with daily task reporting and employee performance monitoring mechanisms, enabling attendance to function not only as an attendance recording tool but also as a performance management instrument.

In practice, the digital attendance system supports organizational transparency and accountability because attendance data can be accessed and analyzed by leaders as a basis for managerial decision-making. The integration of attendance with the performance appraisal system demonstrates the strategic role of digital technology in strengthening evidence-based employee governance.

The Impact of Digital Attendance Implementation on Civil Servant Work Discipline

The research results show an increase in consistent ASN attendance after the implementation of digital attendance. Attendance data for 2023–2025 shows a positive trend, marked by an increase in WFO attendance compared to WFH attendance as the work system normalizes post-pandemic. This increase reflects the effectiveness of the digital attendance system in encouraging employee compliance with work hour regulations.

The implementation of digital attendance also resulted in a decrease in the potential for disciplinary violations, such as tardiness, unexcused absences, and the practice of leaving attendance on the table. The digital verification system encourages employees to be more disciplined and responsible for their official obligations. Thus, digital attendance functions as a control instrument that strengthens a culture of discipline and professionalism among ASN.

These findings support the theory of work discipline, which states that clear monitoring mechanisms, a firm sanction system, and the use of information technology can improve individual compliance within an organization.

Supporting and Inhibiting Factors for Implementation

The successful implementation of digital attendance is supported by several factors, including:

(1) support from government policies and internal regulations,

(2) availability of technological infrastructure,

(3) commitment from organizational leaders, and

(4) readiness of human resources.

However, research also identified several obstacles, such as limited internet connections, technical system disruptions, and employee adaptation to new technology. These obstacles are technical in nature and can be minimized through infrastructure improvements, ongoing training, and strengthening internal policies.

Theoretically, these supporting and inhibiting factors indicate that the success of policy implementation is determined not only by technological aspects, but also by organizational factors, work culture, and the capacity of implementers.

Implications of Digital Attendance Implementation on Personnel Governance

The implementation of digital attendance has significant implications for personnel governance within government agencies. This system increases transparency, accountability, and the effectiveness of civil servant performance monitoring. Integrating attendance data with the performance appraisal system strengthens data-driven evaluation mechanisms, thus supporting objective managerial decision-making.

Furthermore, digital attendance serves not only as a technical innovation but also as an instrument for bureaucratic transformation. This system encourages a paradigm shift in employee attendance and performance management toward a modern, information technology-based management model. Thus, the implementation of digital attendance contributes to improving civil servant professionalism and the quality of public services.

Conclusion

This study shows that the implementation of digital attendance at the Class II Nusa Penida-Klungkung Port Management Unit Office significantly contributed to improving the work discipline of State Civil Apparatus (ASN). The digital attendance system improved the accuracy of attendance recording, strengthened transparency, and supported objective, data-driven monitoring of employee performance.

However, the effectiveness of implementation is still affected by various obstacles, both technical and non-technical. Technical obstacles include limited network infrastructure, system disruptions, device incompatibility, and data security risks. Meanwhile, non-technical obstacles include low digital literacy, resistance to change, lack of socialization and training, weak internal regulations, and suboptimal monitoring and evaluation.

The findings of this study confirm that the success of digital attendance is determined not only by technological sophistication, but also by organizational readiness, the quality of human resources, and comprehensive policy support. Thus, digital attendance is not merely an

administrative instrument, but rather part of the transformation of personnel governance towards a modern, accountable, and professional bureaucracy.

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