



## Implementation of Electronic Attendance Policy at the Palu City Health Office

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### Abstract

Implementation of the Electronic Attendance Policy at the Palu City Health Office: Impact on ASN Discipline and Performance.

This study aims to analyze the implementation of the electronic attendance policy at the Palu City Health Office, assess its impact on the discipline and performance of the State Civil Apparatus (ASN), and identify the obstacles faced in its implementation. The research method used is qualitative descriptive with the George C. Edward III policy implementation approach. The research informants consisted of seven people who were selected through the purposive sampling technique. Data were collected through observation, in-depth interviews, and documentation studies, then analyzed through the stages of data condensation, data presentation, and conclusion conclusions.

The results of the study show that the electronic attendance policy has improved the accuracy of attendance recording and discipline of ASN. However, obstacles in the implementation of this policy include the lack of adequate technical training to support technology adaptation and low employee motivation in utilizing the system optimally. In addition, the human resource development program (HR) at the Palu City Health Office is considered ineffective. Formal development programs are less in demand by employees, while informal development is rarely supported institutionally. The lack of incentives, both in the form of material and non-material awards, is also a factor that affects employee motivation and performance.

In conclusion, the electronic attendance policy has a positive impact on the discipline and accuracy of ASN attendance data, but its implementation still faces various challenges. The main recommendations include the implementation of intensive training for technology adaptation, strengthening human resource development programs through formal and informal channels, and the implementation of incentive policies that can increase employee motivation. This optimization is expected to be able to support the successful implementation of the electronic attendance policy while accelerating results-based and accountability bureaucratic reform.

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### Introduction

Electronic attendance has become one of the important innovations in human resource management in the public sector, including in local government environments. This policy aims to increase efficiency, transparency, and accountability in managing the existence of employees. In the era of rapidly growing digitalization, the existence of manual management has begun to be abandoned because it is considered ineffective and vulnerable to data manipulation practices. Therefore, many government institutions, including the Palu City Health Office, have adopted an electronic attendance system to support organizational performance and improve public services. The Palu City Health Office, as one of the institutions responsible for public health services, faces significant challenges in ensuring the attendance and performance of its employees.

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The presence of consistent employees who can monitor accurately is the key to maintaining the quality of service, especially in the context of health services that require a fast, precise, and continuous response. With the implementation of the electronic attendance policy, it is hoped that a more disciplined, transparent, and professional work culture can be created.

However, the implementation of this policy is not without challenges. Some of the obstacles that often arise include the level of employee understanding of technology, resistance to change, limited infrastructure, and system support that sometimes experiences disruptions. On the other hand, the success of the implementation of the electronic attendance policy also depends heavily on the commitment of the leadership, employee training, and the availability of adequate supporting resources.

In particular, Palu City has a unique context in the implementation of this policy. After being hit by an earthquake and tsunami disaster in 2018, many government facilities were damaged, including infrastructure related to information technology. Infrastructure restoration and employee capacity building are one of the main focuses of the Palu City government, including in the implementation of the electronic attendance system. In this situation, the electronic attendance policy not only functions as a management tool, but also as a strategic step to rebuild good governance post-disaster.

The implementation of the electronic attendance policy at the Palu City Health Office is also a manifestation of the local government's efforts in supporting the national vision towards an information technology-based government. This policy is in line with Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), which emphasizes the importance of digitalization to improve the efficiency and effectiveness of public services. Thus, the implementation of electronic attendance not only aims to improve the performance of individual employees, but also to build a better, responsive, and community-oriented health service system.

However, despite its great potential, the success of this policy requires in-depth evaluation and study. How is this electronic attendance policy implemented at the Palu City Health Office? What are the challenges faced, and to what extent is this policy able to support performance improvement and public services? The study of the implementation of this policy is important to provide strategic recommendations to optimize its implementation in the future.

Therefore, this study aims to analyze the implementation of the electronic attendance policy at the Palu City Health Office by focusing on the implementation of the policy, the challenges faced, and the resulting impact on organizational performance and public services. With a deep understanding of these aspects, it is hoped that the results of this research can make a real contribution to the development of electronic attendance policies in other government agencies, both at the local and national levels.

The goal to be achieved in this study is to find out the implementation of the electronic attendance policy for ASN at the Palu City Health Office.

## Literature review

### 1. Previous Research

Arihun Rahmatin (2018) <sup>[24]</sup> with the research title "Implementation of Civil Servant Discipline Policy in

Improving ASN Performance at the Utan Sub-district Office, Sumbawa Regency, West Nusa Tenggara Province", this research was conducted to analyze the implementation of the Civil Civil ASN Discipline policy in improving the performance of ASN at the Utan Sub-district Office, Sumbawa Regency, West Nusa Tenggara Province. The research method used in the preparation of this thesis is a descriptive qualitative method, with a qualitative approach. Data were obtained through data collection techniques: observation, interviews and documentation. The results of this study show that the implementation of the Civil Civil ASN discipline policy at the Utan Sub-district Office, Sumbawa Regency has basically not been effective. This is due to the lack of self-awareness of ASN to be able to work with discipline.

The similarity of the author's research with the previous research of Arihun Rahmatin (2018) <sup>[24]</sup> is that it refers to the policy of Government Regulation (PP) Number 53 of 2010 concerning the discipline of the State Civil Apparatus (ASN). There is a similarity in the research method and data collection technique, namely the research method used is a descriptive qualitative method, with a qualitative approach, and data is obtained through data collection techniques such as observation, interviews and documentation.

The similarity of Arihun Rahmatin's previous research (2018) <sup>[24]</sup> with the author's research is the similarity in highlighting the importance of discipline as the main focus of policy implementation, by referring to Government Regulation Number 53 of 2010 concerning Civil Servant Discipline. The second study uses a descriptive qualitative method to understand the effectiveness of the implementation of ASN discipline policies in improving organizational performance and governance. Both use Edward III's theory of implementation, both analyze communication factors, resources, disposition, and bureaucratic structure as key dimensions of policy success. The focus on supervision and sanctions is also a theme that appears in both studies to improve ASN discipline.

The main difference between Arihun Rahmatin's previous research (2018) <sup>[24]</sup> and the author's research lies in the location and scope of the research. This previous research focused on the Utan Sub-district Office in Sumbawa Regency, while the author's research was at the provincial level at the Palu City Health Office, Central Sulawesi. The scope of previous research was limited to the implementation of discipline policies in general, while the author's research explored the use of electronic-based technology to support ASN discipline. The author's research also examines the impact of technology on work motivation and organizational effectiveness, while previous research emphasizes more on fostering discipline through direct supervision and policy understanding.

### 2. Public Policy Concept

Policy can be interpreted as a series of plans, programs, activities, actions, decisions, and attitudes taken by various parties (actors) as steps to solve the problems faced. Policy determination is an important factor for organizations in achieving their goals (Iskandar, 2012) <sup>[15]</sup>. Thoha (2012) <sup>[44]</sup> explained that policy has two main aspects:

1. **Policy as a social practice:** Policy is not a single or isolated event. Policies are the result of events in society that grow in social life and are not independent or alien to society.

2. **Policies in response to events:** Policies are created to create harmony between parties to a conflict or to incentivize joint actions taken by parties who are subjected to irrational treatment. Thus, the policy aims to achieve certain goals as well as an effort to solve problems by using certain means within a certain time frame. Policies are usually fundamental in nature because they only provide general guidelines as a basis for action to achieve the set goals.

### 3. Public Policy Implementation

Jones in Subianto (2020)<sup>[35]</sup> analyzes policy issues based on the conception of functional activities. Several dimensions of government implementation related to programs that have been passed, then determining their implementation, then discussing the stakeholders involved with a focus on bureaucracy which is a dynamic concept that involves continuous efforts to find things that will and can be done. The Program/Policy Implementation Process is a series of follow-up activities (after a program or policy has been determined) which includes decision-making, strategic and operational stages that are carried out to realize a program or policy into reality, as well as to achieve the program (policy) goals that have been originally determined.

The actual implementation process can be successful, less successful or even unsuccessful, judging from the form of the results achieved, or "outcomes", because in the process, various parties are involved whose influence can support or hinder the achievement of program goals. According to Tachan (2006)<sup>[41]</sup> explained the elements of policy implementation, namely the implementing elements, the existence of programs implemented, and targets or target groups.

Implementation regulates activities that lead to the placement of a program into impact. The three main activities that are most important in the implementation of a program will run well through three pillars, namely:

1. **Organization:** the formation or rearrangement of resources, units and methods to make the program run.
2. **Interpretation:** Interpreting the program so that the right plan or direction can be accepted and implemented.
3. **Application:** routine provisions of services, payments or others that are adjusted to the purpose or equipment of the program (Jones, 2015)<sup>[16]</sup>.

To ensure that the implementation of the policy runs well, it is necessary to carry out an evaluation. Evaluation of public policy implementation can be divided into two, the first type of outcome evaluation (outcomes of public policy implementation) is research that is based on policy objectives. The measure of the success of policy implementation is the extent to which what is the goal of the program can be achieved. Second, the type of process evaluation (Process of public policy implementation) namely evaluation research based on implementation guidelines (juklak) and technical instructions (juknis), the measure of success in the implementation of a policy is the suitability of the implementation process of a policy with the guidelines (*guide lines*) that has been set (Widodo, 2012)<sup>[49]</sup>.

### 4. Policy Implementation Model

Policy implementation will not begin before the goals and objectives are set or identified by policy decisions. So implementation is a process of activities carried out by

various actors so that in the end it will get a result that is in accordance with the goals, expectations or objectives of the policy itself which can make an activity process effective to achieve common goals. There are several theories from several experts regarding policy implementation, namely:

#### Model George C. Edward

According to George C. Edwards III in Pangalila *et al* (2019) policy implementation is influenced by four variables, namely:

##### a. Communication

Good communication is important to create a common understanding among policy actors. This understanding affects the attitudes, actions, and behaviors of the implementers, which ultimately determines the success of policy implementation. If communication is not effective, miscommunication can occur and hinder policy implementation. Successful policy implementation requires that implementers know what to do. What are the goals and objectives of the policy must be transmitted to the target group so that it will reduce the distortion of implementation. If the goals and objectives of a policy are not clear or even not known at all by the target group, then there is likely to be resistance from the target group.

##### b. Resources

The availability of resources, both human resources, budget, and materials, is a key factor in policy implementation. Without adequate resources, policies cannot be implemented optimally, and may even fail to achieve the goals that have been set. Although the content of the policy has been communicated clearly and consistently, if the implementer lacks the resources to implement, the implementation will not be effective. These resources can be in the form of human resources, namely implementer competencies and financial resources. Resources are an important factor for policy implementation to be effective. Without resources, policies only stay on paper as documents.

##### c. Disposition

This factor is related to the willingness and commitment of the implementers to comply with the policies that have been set. A positive attitude and full support from the implementers will facilitate the implementation of the policy. On the other hand, a negative attitude can hinder the implementation process. Disposition is the disposition and characteristics that the implementer has. If the implementer has a good disposition, then he will carry out the policy well as what the policymaker wants. When the implementer has a different attitude or perspective from the policy maker, the policy implementation process also becomes ineffective.

##### d. Bureaucratic Structure

The bureaucratic structure includes the division of labor, authority, and responsibilities within the organizations involved. A clear and efficient structure can support the effective implementation of policies. However, complicated or poorly organized bureaucracy can slow down or even thwart implementation. The organizational structure tasked with implementing policies has a significant influence on policy implementation. One of the important structural aspects of every organization is the existence of standard operating procedures (SOPs). SOPs are a guideline for every implementer in acting. An organizational structure that is too long will tend to weaken supervision and give rise to red-tape, which is complicated and complex bureaucratic procedures. This in turn causes organizational activities to be inflexible.

## 5. Teori Merilee S. Grindle

According to Merilee S. Grindle (in Subarsono, 2011)<sup>[34]</sup>, the success of policy implementation is influenced by two main variables: the content of policy and the context of implementation. These two variables cover various aspects that determine whether a policy can be implemented effectively and achieve its goals.

### a. Content of Policy

1. **Interests of Target Groups:** The success of implementation depends largely on the extent to which the policy reflects the needs and interests of target groups. If their interests are accommodated, then the level of participation and support for the policy will increase.
2. **Benefits for Target Groups:** The type and scale of benefits received by target groups is also a key factor. Clear and significant benefits will strengthen the acceptance and legitimacy of the policy in the eyes of the public.
3. **Desired Change:** The level of complexity and magnitude of the expected change of the policy affects the ease or difficulty of its implementation. Changes that are too radical without careful planning tend to encounter resistance.
4. **Program Suitability:** The location and design of the program must be in accordance with local needs as well as real conditions in the field. Non-conformities can hinder the effectiveness of implementation.
5. **Implementer Clarity:** Policies that explicitly state who is responsible for implementing them tend to be more effective because they minimize confusion and clarify accountability.
6. **Resource Support:** Adequate resources, both in the form of budget, infrastructure, and manpower, are an important prerequisite for policies to be implemented optimally.

### • Context of Implementation

The social, economic, and political environment in which the policy is implemented also affects its success. Factors such as political stability, community support, and institutional readiness determine whether policies can be accepted and implemented well.

## 6. Electronic Attendance Policy

Electronic attendance is a routine activity carried out by ASN to prove their presence or absence in working in an agency. The presence of ASN through attendance is one of the important factors in human resource management (Sikumbang *et al.*, 2020)<sup>[31]</sup>. Detailed and accurate information about the presence of an ASN can be the basis for assessing various aspects, such as individual performance, salary or incentives, work productivity, and the progress of the agency or institution as a whole (Sutanjar *et al.*, 2019)<sup>[40]</sup>. In the modern context, the use of fingerprint-based electronic attendance provides many benefits for agencies or institutions. This system makes it easy to monitor employee discipline, especially in terms of punctuality when coming and going from the office. With attendance data that is automatically recorded, agencies can increase accountability, encourage ASN commitment, and motivate them to work more effectively. Fingerprint attendance is also a reliable tool in ensuring that the presence of ASN is recorded validly, avoiding data manipulation that may occur in the manual

system (Dwiki Adi Putra, *et al.*, 2023)<sup>[22]</sup>.

The implementation of fingerprint-based electronic attendance in government agencies, for example, is a transformation from a manual attendance system to a technology-based system. Manual systems have limitations in providing accurate and fast data, so they are often unable to meet the needs of agencies to improve the effectiveness of work and discipline of ASN. On the other hand, electronic attendance not only provides real-time and easily accessible data, but is also able to drive a change in a more modern and efficient work culture. This transformation is part of efforts to digitize human resource management which aims to improve the quality of services and overall organizational performance (Dwiki Adi Putra, *et al.*, 2023)<sup>[22]</sup>.

The implementation of the policy on the use of electronic attendance is a government policy taken to implement a level of discipline within the scope of the State Civil Apparatus (ASN). The implementation of electronic attendance is one of the manifestations of government policy contained in Government Regulation Number 53 of 2010 concerning Discipline of the State Civil Apparatus. Basically, the regulation is set to control the behavior of civil servants more consistent with their duties and responsibilities in order to maintain order and organizational life with a healthy government.

According to Cahyana in Maisaroh (2017)<sup>[17]</sup>, it is stated that recording ASN attendance is one of the important factors in the management of Human Resources (HR). Therefore, work discipline is one of the keys to the success of programs run by an institution or government agency, especially those that carry out duties and functions in community service so that the provision of services can be provided optimally and professionally. The government in order to improve the discipline of the State Civil Apparatus takes advantage of technological advances to make it easier to supervise the discipline of civil servants in government agency offices by implementing electronic attendance.

The policy on the use of electronic attendance is contained in the Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform (Men PANRB) No. B/2338/M.PANRB/06/2016 dated June 27, 2016 regarding the Optimization of the Use of Electronic-Based Attendance in Government Agencies. This letter contains:

1. In order to avoid fraud and/or manipulation of data related to the presence of ASN.
2. The results of attendance attendance with an electronic system can be used as a monitoring and evaluation tool and as one of the benchmarks for the level of discipline of the State Civil Apparatus.
3. Improving the quality of public services and ASN performance.
4. If there is a violation of discipline committed by the State Civil Apparatus, including the absence of ASN without a clear reason, it is necessary to impose punishment in accordance with applicable laws and regulations.

Referring to the Letter of the Minister of PANRB No. B/2338/M.PANRB/06/2016 concerning the policy of using electronic attendance, the Governor of Central Sulawesi Province As explained in the Governor of Central Sulawesi Regulation Number 12 of 2022 concerning Working Days and Hours and Performance Assessment, article 41 paragraph 1 which contains that each ASN is required to record attendance electronically or manually 2 (two) times every

Working Day.

### Research methodology

The research method used in this study is a qualitative method with a descriptive approach.

This research was carried out at the Health Office, for 6 months in 2024-2025.

Informants who act as sources of data and information must meet the requirements, who will be informants for resource persons in this study are a number of parties related to the problem being researched. The informants in this study were determined by the Purposive technique. According to Sugiyono (2011) <sup>[36]</sup>, "Purposive is a technique for determining samples with certain considerations". So that the number of informants involved in this study is as many as 5 (ten) people, consisting of ASN at the Palu City Health Office office

The consideration of determining these informants is based on their knowledge and relationship with the object of this research about information related to the problem being researched, so the researcher determined these informants as the source of interview data in this study.

The data collection techniques used in this study are:

1. Observation
2. Interview
3. Documentation

According to Sugiyono (2018) <sup>[38]</sup>, data analysis is the process of systematically searching for and compiling data obtained from the results of interviews, observations, and documentation by organizing data into categories, describing it into units and arranging it into patterns, choosing which ones are important and which ones are studied and then making conclusions so that they are easy to understand by yourself and others.

In this study, the data was analyzed using several steps according to the theory of Miles, Huberman and Saldana (2014) <sup>[19]</sup>, namely analyzing the data with three steps: data *condensation*, presenting data (*data display*), and drawing conclusions or verification (conclusion drawing and verification). Data condensation refers to the process of selecting, focusing, simplifying, abstracting, and transforming data.

### Results and Discussion

The implementation of the electronic attendance policy at the Palu City Health Office is an effort to increase transparency, accuracy, and accountability in the management of the presence of state civil servants (ASN). This policy is in line with the demands of bureaucratic reform that prioritizes efficiency and effectiveness of performance in the government environment. In this discussion, the results of the study will outline how this policy is implemented, its impact on ASN discipline, and the challenges faced in its implementation. The main focus is on the role of bureaucratic structure, policy communication, resource availability, and evaluation mechanisms that affect the successful implementation of the electronic attendance policy.

#### 1. Communication

Effective communication between units in the bureaucracy plays an important role in ensuring the implementation of electronic attendance policies runs smoothly. As a policy manager, the Palu City Health Office is responsible for

providing clear instructions to related units, such as the personnel section for attendance management and the management unit for monitoring and evaluation systems. With good communication, each party can have a uniform understanding of the objectives and procedures of this policy. Civil Servants (PNS) show various perceptions of the electronic attendance policy. Most see it as an innovation that improves accuracy and regularity in the recording of existence. For them, the system offers transparency and convenience that encourages discipline and operational efficiency. However, not a few also feel burdened by the switch from manual to electronic systems, which often creates additional pressure. However, over time, many employees began to understand the benefits of this system and appreciate its impact on the efficiency and effectiveness of the organization as a whole.

Good coordination between related units, accompanied by comprehensive socialization, is the main key in ensuring that civil servants understand how the electronic attendance system works. This effort can be realized through regular training and thorough counseling on the technical aspects of the system, the benefits obtained, and the sanctions that may be applied if the rules are not followed. Socialization carried out through joint meetings or official announcements can help reduce resistance to change while increasing understanding of

At the Palu City Health Office, the communication flow of the electronic attendance policy involves socialization from the Regional Civil Service Agency (BKD) team and the submission of information by echelon III officials in each field. In addition, the meeting led by the Head of the Service is an important forum to discuss the implementation of the policy as a whole. This approach encourages a better understanding among civil servants regarding the electronic attendance system

Transparency in accurate recording and supervision is an important element in the communication implemented. Fair and effective monitoring ensures civil servants understand the rules, comply with policies, and prevent the system. With open communication, both at the leadership level and among civil servants, the implementation of this policy can run optimally and provide

Overall, structured and effective communication is needed to ensure the successful implementation of the electronic attendance system. This includes equitable distribution of information, thorough technical training, and clear problem-solving mechanisms. Periodic meetings to encourage policy development can also be a solution to maintain good communication between management and civil servants. With this strategy, the implementation of the electronic attendance system is expected to run smoothly, improve employee discipline, and support performance appraisals and informants

According to George Edward III's theory, there are several main indicators that affect the success of communication in policy implementation. First, information transmission, where well-distributed communication will result in effective policy implementation. However, sometimes miscommunication can occur due to information distortion when passing through various levels of bureaucracy. Second, clarity, which requires that the information received by policy implementers is not confusing. Third, consistency, which requires the instructions given to remain aligned to ensure that the implementation policy runs in accordance with

George Edward III also defined communication as the process of conveying information from communicator to communicator. In the context of policy, this information needs to be conveyed to implementers so that they understand what must be done to achieve policy objectives. Good communication plays an important role in determining the success of public policy implementation, because effective decisions can only be made if the implementer understands his duties and responsibilities well.

### 1. Resources

Adequate facilities and infrastructure, including sufficient budget allocation, are important aspects in supporting the implementation of the electronic attendance policy. At the Palu City Health Office, the available facilities are sufficient to support the implementation of this system, including hardware such as attendance machines, computers, network devices, and supporting software. The budget also includes the procurement and maintenance of the system so that it can continue to function optimally. Regular maintenance is indispensable to minimize potential technical glitches and ensure efficient operations. With periodic evaluations, the Health Office can monitor the effectiveness of policies, use resources, and make improvements as needed.

From the results of the interview, it is known that the technology and human resources (HR) infrastructure at the Palu City Health Office is quite adequate to support the electronic attendance system. Hardware such as attendance machines and software used are considered reliable, with operators ready to handle technical constraints. Most civil servants consider the existing system to be adequate for daily attendance. However, some civil servants are concerned about the potential increase in workload that could affect the availability of resources, especially if there are technical constraints or the increasing need for more complex attendance data management.

In the long term, a well-thought-out planning strategy is a priority, including increasing hardware and HR capacity to anticipate increased workloads. Ongoing regular maintenance is also essential to ensure system reliability. Technical challenges, such as machine breakdowns or network disruptions, must be addressed immediately to maintain a smooth attendance process.

In addition, adequate server capacity and a reliable data backup system are key in managing the increase in data volume. Without strong infrastructure support, the risk of data processing delays or data loss can occur, which can ultimately affect the credibility of the attendance system. Therefore, the Health Office needs to ensure adequate technical support, as well as continuous capacity building planning.

The opinion of Edward III (Widodo, 2010) <sup>[48]</sup> emphasizes that resource factors, including human, fiscal, material, and authoritative resources, greatly affect the success of policy implementation. According to George C. Edward III (Agustino, 2016) <sup>[5]</sup>, the success of policy implementation depends on elements of personnel, information, and authority. An adequate number of staff must be accompanied by appropriate skills and competencies. Clear information on policy implementation and regulatory compliance is another important key. In addition, legitimate authorities give policy implementers the ability to carry out their duties effectively, but abuse of authority must be avoided so that the effectiveness of the policy does not decrease.

### 4. Disposition

The implementation of the electronic attendance policy requires full support from all elements of the organization, especially from the leadership and the State Civil Apparatus (ASN). The commitment and consistency of both parties are the determining factors for the success of the implementation of this system. Leaders have an important role in showing real and active support, both through supporting policies and the placement of electronic attendance as one of the organization's priorities. This support can be realized through the provision of adequate resources, including training for civil servants and the provision of technological infrastructure that supports system operations.

Leaders who consistently become role models in utilizing the electronic attendance system will create a positive impact on ASN in following the policy. On the other hand, without commitment and consistency from the leadership, the implementation of the policy risks losing its weight and is difficult for ASN to accept. Therefore, leaders must actively monitor the implementation of policies, provide clear directions, and motivate ASN to comply with the rules that have been set.

On the other hand, ASN is responsible for complying with the rules that have been set in the electronic attendance system. The consistency of ASN in using this system is very important so that policies can run effectively. Violations of the rules, such as neglect or non-compliance with the system, can hinder implementation and lower the credibility of the system. Therefore, it is necessary to carry out strict and transparent supervision and enforcement of consequences, such as the provision of administrative sanctions or corrective actions in accordance with the level of violation.

Clear rules and consistent enforcement of consequences will help strengthen the commitment and consistency of the implementation of these policies. In addition, organizations need to provide space for civil servants to provide feedback, so that policy adjustments and improvements can be made as needed. Collaboration between leaders and ASN is expected to make it easier to accept and implement policies better.

Based on the results of interviews related to the disposition element, the electronic attendance policy at the Palu City Health Office, Central Sulawesi Province, is generally well received. Most officials and staff acknowledged that this policy contributes to improving ASN discipline and encouraging transparency, especially by avoiding manual signature manipulation. However, there are several obstacles that need to be resolved to achieve optimal implementation. Internal resistance is one of the main challenges in the implementation of this policy, especially due to the lack of continuous coaching for civil servants who have difficulty adapting to the new system. Some civil servants feel that electronic attendance is more difficult to manipulate and support its implementation, but they also complain about a lack of understanding of its impact on performance appraisals and benefits. This highlights the need for more intensive socialization and periodic counseling.

In addition, there are ASNs who feel that this policy is too strict and do not consider emergency situations or urgent needs that can affect their attendance. To overcome these challenges, a stronger commitment from the leadership is needed in providing guidance, clear direction, and fair and consistent enforcement of sanctions. The sanctions imposed must be adjusted to the level of violations to create a deterrent effect and encourage discipline.

In the context of Edward III's theory of implementation, the element of disposition plays an important role in the success of policy. Commitment and consistency from leaders and civil servants are key, because effective policy implementation requires implementers who not only understand the policy, but also have the will to implement it. Implementers' attitudes are often influenced by their personal views on the policy, especially how it affects the interests of the organization and individuals. With the right strategy, the electronic attendance policy is expected to run more effectively and support the achievement of organizational goals.

### A. Bureaucratic Structure

The bureaucratic structure has a crucial role in the success of policy implementation, especially in determining the decision-making process, the division of responsibilities, as well as the flow of communication and coordination between departments. In the context of the electronic attendance policy at the Palu City Health Office, Central Sulawesi Province, a well-organized bureaucratic structure is the main key to its smooth implementation. Every element of the bureaucracy, from echelon officials to executive staff, holds specific responsibilities. Echelon III officials, for example, are tasked with evaluating the level of ASN discipline and ensuring that the electronic attendance policy is implemented consistently. Meanwhile, the implementing staff in the field of personnel and finance are responsible for verifying attendance data, processing it, and providing guidance to ASN who violate the rules.

The existence of a clear bureaucratic structure allows the preparation of procedures that support policy implementation, including a transparent division of tasks. With an optimally functioning structure, ASN can understand well their respective responsibilities and reporting paths, so that decision-making becomes faster and more precise. On the other hand, if the bureaucratic structure is unclear or there is an overlap of authority, policy implementation will encounter obstacles. Therefore, all elements of the bureaucracy must have the same understanding of policy objectives and a high commitment to work together. A solid bureaucratic structure also supports effective policy oversight and evaluation, ensuring that electronic attendance runs well at every level of the organization.

The results of the interviews show that although the implementation of the electronic attendance policy is supported by the existing bureaucratic structure, its implementation faces a number of technical and bureaucratic challenges. The procedure for handling ASN that lacks discipline has actually been well designed, including the gradual issuance of warning letters to reporting to the Provincial Regional Civil Service Agency (BKD). However, challenges arise in the enforcement of rules that are not always objective and consistent. One of the main obstacles is resistance to the application of strict sanctions among civil servants and leaders.

Some civil servants stated that personal relationships and closeness between employees often hinder the enforcement of rules, so policies are not applied fairly. This creates dissatisfaction among civil servants who feel that the rules only apply to some parties. In addition, the integration of electronic attendance data with the ASN performance assessment system also faces obstacles. The performance evaluation process is often influenced by subjectivity, where

the boss provides recommendations based on personal relationships rather than electronically recorded performance. As a result, there is injustice in the provision of benefits or other awards.

Another problem is the weak level of supervision of ASN discipline. Some cases show that the issuance of warning letters is only a formality without firm follow-up. This weakens the discipline system, lowers ASN's trust in policies, and creates the perception that rules are not applied evenly.

To overcome these challenges, it is necessary to strengthen the monitoring and evaluation mechanism. Stricter and more objective internal audits can ensure that rule enforcement is fair and transparent. In addition, it is necessary to make improvements in the system for handling technical problems such as device malfunctions and network connections. Further training for ASN and operators is also important so that technical obstacles can be overcome quickly and efficiently. With improvements in these two aspects, the implementation of the electronic attendance policy at the Palu City Health Office is expected to run more effectively, improve discipline, and support the overall performance of ASN.

Referring to the theory of George C. Edward III (Agustino, 2016)<sup>[5]</sup>, one of the important variables that affect the success of public policy implementation is the bureaucratic structure. Even if resources are available, implementers understand their duties, and have the desire to implement policies, weaknesses in the bureaucratic structure can still hinder the success of policies. Edward III identified two important characteristics in improving the effectiveness of bureaucratic structures, namely the flexibility of standard operating procedures (SOPs) and the fragmentation of tasks. Flexible SOPs allow ASN to carry out their duties efficiently according to the set standards. Meanwhile, task fragmentation, namely the distribution of responsibilities to competent work units, supports the effectiveness of policy implementation by ensuring that tasks are carried out by parties who are capable in their respective fields.

### Conclusion

The implementation of electronic attendance at the Palu City Health Office has increased the transparency and accuracy of ASN attendance management through real-time monitoring. However, its effectiveness in improving discipline has not been optimal due to communication constraints, lack of socialization, and limited technical resources.

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