

Analysis of The Implementation of Online Presence System at PT X

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Abstract

Practically all institutions need information about the attendance of their staff, which is crucial data for administration such as payment of salaries and incentives. Currently, in the era of globalization, the main priority is to improvise those business activities that can increase effectiveness and efficiency. Using an online-based attendance system in this situation could be the answer. The author's focus is to see how the online presence system is implemented at PT X. The aim of this research is to find out the implementation of the online-based attendance policy at PT X. The method used in this research is a qualitative method with a descriptive analysis approach and the analysis of the theory of policy implementation from George C. Edwards III. There were five informants. Data collection techniques are literature study, field study (observation and interviews) and documentation. The author uses qualitative data analysis techniques by processing data from interviews and observations to draw conclusions so that they can answer the problems in the research. The result show that PT X uses the Qantor application which is equipped with GPS technology to monitor employee locations effectively and efficiently. This application meets the four indicators of policy implementation: communication, resources, disposition, and bureaucratic structure, with the advantages of ease of use, increased discipline and productivity, and data that cannot be manipulated. However, there are shortcomings related to technical problems such as errors when logging in.

Keyword: Online-based Attendance; Effectiveness; Efficiency; Administration

1. Introduction

As time goes by and technology develops, change becomes an inseparable part of human life. In the business world, technology plays a role as the main driver in spurring organizational growth, innovation and competitiveness. The effectiveness of applying technology in the corporate environment includes a number of diverse benefits and opportunities in various operational aspects and organizational functions. The aim is to achieve operational excellence, provide added value to the company, and increase process efficiency. Efficiency itself is the concept of maximizing the results of work with minimal resources, energy and time. Technology enables companies to provide faster and more effective solutions in dealing with change so that they can save more time and energy. Many companies are taking advantage of these technological developments by modifying things related to the world of work. The use of technology in organizations or companies to increase performance effectiveness has been recognized. Therefore, one of the things that can be done to make this happen is implementing an online-based attendance system. Presence is an activity carried out to monitor attendance and report the activities of an institution which is structured in such a way.

The online attendance system is an employee attendance recording system that utilizes the latest technology and utilizes a cloud system that is connected directly to the database in real time. This cloud system allows the online presence system to be accessed anywhere and at any time as long as it is connected to the internet. By using online attendance, the potential for fraud such as data manipulation can be reduced because only employees have access to their own accounts. In addition, this system can produce very accurate reports because time and attendance data are processed automatically by the system. This automated process ensures that all entered information is processed quickly and accurately, thereby reducing the risk of human error that often occurs with manual processing. The existence of an online attendance system is important in every agency because it allows the authorities to assess and monitor the level of employee discipline (Dalimunthe, 2022).

Currently, many institutions or companies have implemented online-based attendance systems. One example is the Human Resources department at the University College of Yayasan Pahang, Malaysia. The IT department of the University College of Yayasan Pahang, Malaysia, has developed an online portal-based attendance system to maintain staff attendance records electronically to cope with working from home conditions. All of this has been done since the Covid-19 outbreak hit where the government required all activities to be carried out at home, companies were required to act to adapt to these changes. In Indonesia, one of the companies that implements online-based attendance is PT X (Wahab et al., 2022).

Based on observations made by researchers, the online presence system used at PT X is an application-based online presence system that is accessed via smartphone. In its implementation, based on the results of interviews conducted by researchers, the implementation of application-based online attendance at PT X has gone well. The existence of online attendance makes it very easy for PT MII employees to carry out attendance attendance. However, there are still shortcomings in its implementation, as stated by one employee from PT X, that there are still many employees who neglect its use. One of the reasons is because the attendance can be used before entering the office, meaning employees can take attendance in advance even though they have not yet arrived at the office. So many employees underestimate the use of attendance. Apart from that, there is no clear policy or

firmness from superiors regarding employees who neglect to take attendance. Therefore, based on the existing problems, the researcher plans to prepare a final project by conducting research entitled “Analysis of The Implementation of Online Presence System at PT X”.

2. Literature Review

2.1 Implementation

Implementation comes from the basic word "*application*", which according to the Big Indonesian Dictionary (KBBI) means method, process, manufacture, installation and utilization (Kamus Besar Bahasa Indonesia (KBBI), 2021). Literally, implementation is defined as an activity carrying out an idea, strategy or technique that has a specific goal to meet the interests of a group, which has been planned and prepared previously. According to the Webster Dictionary, implementation means implementing (*applying*) which literally means providing the means for carry out (*providing the means to carry out something*); to give practical effect (have an impact on something) (Pramithasari, 2014). The definition of implementation means that to apply a concept or idea, it needs to be supported by various means that will have an impact on the final result. The concept of implementation refers to a real action, activity, or process in a system. The term "*mechanism*" indicates that implementation is not just an ordinary activity, but is an activity that is seriously planned and carried out in accordance with certain normative standards to achieve certain goals.

There are several types of implementation (implementation) which are differentiated based on the context. According to (Badriyah, 2022), several types are as follows: (1) Implementation of policies which is a tool to achieve the goals of a policy. Usually new policies will emerge because they follow changing times. Examples include the implementation of technology policy, environmental policy, or education policy in a region; (2) Implementation of Method or Theory. Involves the use of a particular method or theory in a specific situation. For example, applying special teaching methods in the world of education or applying certain management theories in an organizational context; (3) Implementation of Business Strategy. Focus on implementing business strategies to achieve company goals. This may include implementing new marketing strategies, market expansion strategies, or product development strategies; (4) Implementation of Programs or Projects. Involved in carrying out certain programs or projects to achieve predetermined goals. For example, implementing community development programs, public health programs, or infrastructure construction projects; (5) Implementation of Research and Innovation. Concerned with applying the results of research or innovation into concrete practices or products. This can include applying new technology, scientific discoveries, or creative ideas in various fields.

2.2 Implementation of Policies

Policy is a series of principles and ideas that serve as a guide and basis for planning in carrying out tasks, leadership and actions. This term is relevant in the context of government, organizations, the private sector, and the individual level (Enjeli, 2022). Policy implementation is basically a way or method for a policy to achieve its goals. To implement a policy, there are two steps to implementing a policy: implementing it directly in the form of a program, or formulating a derivative policy. The author analyzes the implementation of the online presence system at PT X using the theory formulated by George C. Edwards III (Winarno, 2012). This

theory has 4 (four) indicators used to measure policy implementation, including communication, resources, disposition and bureaucratic structure. The discussion is as follows:

1) Communication

Communication is the process of conveying messages from a communicator (source) to a communicant (recipient) directly or indirectly through certain channels with the aim of influencing or affecting the communicant in accordance with the wishes of the communicator (Roskina & Haris, 2020). Every policy must be communicated clearly to the public. The goal is to ensure that the public accepts and understands the policy thoroughly (Bura, 2023). Successful implementation of a policy indicates that those carrying out the implementation can understand what they have to do.

2) Resources

Resources are an implementation element and also play a very important role in policy implementation. Therefore, an appropriate and relevant number of staff is needed, because policy implementation will not be effective unless it is carried out by experts who are relevant to the task. Even if policies are communicated clearly and consistently, their implementation will still be ineffective if implementers lack the necessary resources. These resources cover various important aspects, such as a competent workforce, sufficient authority to make necessary decisions and actions, and adequate facilities to support daily operations.

3) Disposition

Disposition is an agreement between actors to implement policies effectively. Implementers not only know what needs to be done, but also implement the policy. If implementers have a good attitude, they will be able to implement policies in accordance with the wishes of policy makers. However, the policy implementation process will not be effective if the implementers have different attitudes and perspectives from the policy makers.

4) Bureaucratic Structure

The organizational structure tasked with implementing policies has a major influence on the implementation of these policies. A well-organized structure, with clear workflows and effective division of tasks, can increase efficiency and accuracy in policy implementation. Aspects of organizational structure include Standard Operating Procedures (SOP). The bureaucratic structure consists of good coordination between related agencies in implementing policies and controlling activities from policy formulation to implementation in the field.

2.2 Online Presence System

The online presence system also relates to the implementation of disciplinary measures determined by the respective authorities. Recording attendance at an agency can be done in various ways, from fingerprint recognition to online systems. With current technological advances, companies can anticipate and reduce violations and increase employee discipline, bringing a positive impact on the company in a better direction. Online attendance system is a system that has the benefit of recording employee attendance using a computer website or application on a smartphone that is connected to the Internet (Widari et al., 2023). Online presence is a program or policy prepared by the government that integrates employee

attendance record management with technology. Attendance recording involves using a system that is connected directly to the database in real-time (Bara et al., 2022).

According to Sleekhr in (Dalimunthe, 2022) there are several important indicators of online presence, namely increased productivity, practicality, efficiency, system transparency and level of security. Employee productivity increases through improvements to the attendance system, which greatly influences agency performance. The online attendance system makes it easy to manage time and attendance without maintenance costs, making it practical to use. The efficiency of this system is seen in fast, simple and accurate attendance recording, which saves time and increases productivity. Transparency is created by recording real-time and accurate attendance, ensuring salaries received are in accordance with recorded work time, and enabling automatic leave tracking. A high level of security is guaranteed through location coordinates and direct photos before attendance, ensuring attendance is carried out in the right location by the right person, thereby preventing fraud and ensuring data is valid and can be accounted for.

The impact of online attendance includes more practical data collection, increased employee productivity, and integration with payroll systems. Manual systems are not effective for large companies with many employees, because they require HR to manage attendance data extra. Switching to an online system reduces HR workload, reduces the risk of data input errors, and speeds up the data collection process. Online attendance also improves employee performance by recording data accurately, so employees can focus on their tasks and increase productivity. In addition, an online attendance system that is connected to the payroll system allows salary recapitulation to be carried out efficiently and quickly (Mutu, 2023).

3. Material and Method

The method used in this research is a qualitative research method. Qualitative research is a form of scientific and systematic research where the implementation process does not rely on statistics or quantitative measurements (Jonathan Sarwono, 2018). This type of research will produce descriptive data in the form of written or spoken words from the subjects (people) who will be observed. Case study is an approach to qualitative research that is intensive, comprehensive, detailed and in-depth and is focused on examining problems in depth that are contemporary (limited in time) (Herdiansyah, 2019).

In this research, the researcher's data was obtained from employees working at PT X. Researchers used a *non-probability sampling* method with *purposive sampling technique* in taking this sample. This technique involves selecting subjects based on specific characteristics relevant to the research objectives. The samples taken by researchers in this research were five (5) and were determined based on characteristics deemed appropriate or relevant to the topic being carried out by researchers, regarding the implementation of an online presence system.

3.1 Design Study

There are four data collection techniques used: unstructured interviews & semi-structured interviews, observation, literature review, and document review. Observations were carried out in an unstructured manner to observe field conditions without systematic guidance. Unstructured interviews were conducted before the research for initial exploration, while semi-structured interviews used guided questions tailored to the respondent's responses. Literature study is a critical analysis of existing literature (such as books, scientific articles, conference

proceedings, and other sources) regarding a particular topic or research question. Documentation is used to collect data from written and visual sources such as photos.

In this research, researchers used a credibility test or "*triangulation*" test. Triangulation is a concept of data validity testing that is used to verify data using sources or other methods that are different from the data that has been collected. Triangulation can also be interpreted as the process of verifying data through various sources, techniques and time (Mekarisce, 2020). Here, researchers apply technical triangulation and source triangulation which includes comparing the results that have been obtained from various data collection methods.

3.2 Data Analysis

For data analysis techniques, researchers used the data analysis approach formulated by Miles and Huberman (1994) in which there are four techniques: data collection, data reduction, display data, and data verification. Data collection is the process of collecting and analyzing data from various sources, including observation, interviews, pre-research, and supporting documents, to find solutions to research problems (Sugiyono, 2015). Data reduction involves selecting, coding and categorizing data to select relevant data, making it easier for researchers to continue research (Sekaran & Bougie, 2016). Data presentation (data display) is displaying data that has been reduced in an organized manner in the form of short descriptions, charts, matrices, diagrams, graphs or pictures to make it easier to draw conclusions (Sekaran & Bougie, 2016). The final step is conclusion drawing and verification, where the researcher answers the research questions by organizing the observed patterns and relationships and strengthening the conclusions with supporting evidence.

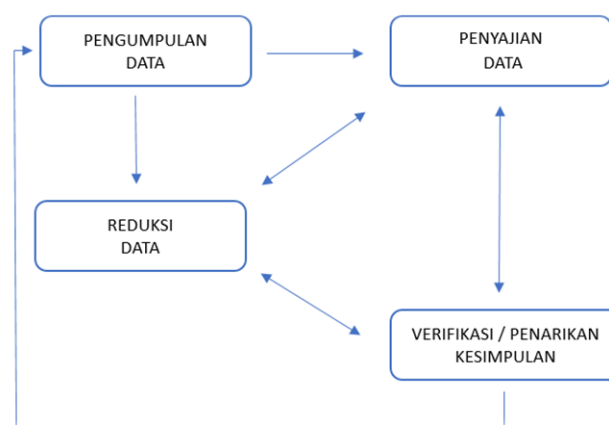


Figure 1. Data Analysis Techniques

Source: Processed by researchers (2024)

4. Result

To find out more about the implementation of the online presence system policy at PT X, researchers collected data through observation, interviews and documentation. During the interview, the researcher asked several series of questions designed to direct the conversation towards the topic to be researched. In the interview process, participants provided responses regarding their perceptions and views regarding the implementation and use of the online presence system at PT X. The following is a summary of the answers given by participants during a series of interviews:

a. Form of online presence system implemented by PT X

Based on the results of observations, the online presence system at PT X is in the form of an application called "Qantor". Qantor is an application used by PT X employees to take attendance. This application was developed one year after the Covid-19 outbreak as a form of adaptation due to work being done at home (*WorkFromHome*). Almost all employees have adopted this application and use it regularly to carry out daily attendance. These are the description of the participants' responses regarding the form of attendance system implemented at PT X, according to the results of observations made by researchers:

Participant A: *"To record attendance, a technology-based attendance system is used in the form of an application called the Qantor."*

Participant B: *"Because it is still hybrid, to take attendance we use an online-based attendance system in the form of an application. The application is called "Qantor" which can be downloaded via smartphone"*

Participant C: *"I use an application-based attendance system called qantor."*

Participant D: *"We use the "Qantor" application for this presence."*

Participant E: *"Now the attendance recording system uses the "Qantor" application. This application is a kind of application that PT X employees use to take attendance."*

From the results of the data that has been collected, it can be concluded that PTX uses an online presence system in the form of an application called "Qantor". The employee's view of the application of this application is quite good because it is considered more effective and efficient, makes it easier for employees to take attendance, saves time, is equipped with detailed features, and can improve employee discipline when entering the office.

b. Implementation of the Policy for Using the Online Presence System at PT X.

In this research, there are 4 (four) indicators used to measure the implementation of online presence system policies according to the theory of George C. Edwards III in (Winarno, 2012). These indicators include communication, resources, disposition and bureaucratic structure. From the observations that have been made, the online presence system used at PT X is an application called "Qantor". Using this application is very simple and can be understood by all employees. The results from using this application are also very good because this application is equipped with various features.

The first indicator is communication. The communication referred to here is communication between the policy managers implementing the online presence system (leaders) and the implementers of these policies (employees). The results of the researcher's interviews with informants regarding communication are as follows:

Participant A: *"When I first came in, it was delivered well. I also know a lot of information from other employee friends who have worked before and are trying to adapt."*

Participant B: *"I was told when I first entered the training session, but in the past it was not very strict regarding filling in attendance."*

Participant C: *"It has been communicated well including the procedures for using the Qantor application from the HR team when they first press the contract."*

Participant D: *"In my personal opinion, communication and coordination are quite good, especially coordination with HR is also good because the HR*

team always monitors employee absences which allows upper management to evaluate compliance with the attendance policy periodically."

Participant E: *"It has been communicated and conveyed well, but I myself have never been told the SOP in writing, only through words."*

From the results of the data that has been collected, it can be concluded that regarding communication indicators, the communication that exists is harmonious and effective between the parties involved. This is proven by the smooth exchange of information, clear understanding, and minimal misunderstandings in conveying information regarding the policy for implementing this online presence system.

The second indicator is resources. Resources here are intended as implementing elements which also play a very important role in implementing the policy for implementing the online presence system. Resources in this research include employees, regulation, information, and facilities. The results of the researcher's interviews with informants regarding resources are as follows:

Participant A: *"Personally, in my opinion, the facilities and infrastructure as well as the online presence system facilities in this company are quite adequate. The reason is probably because the device is easy to use, such as using presence in the form of an application, which is very simple to use and can also be accessed anywhere."*

Participant B: *"And also because this application has real-time tracking which also provides direct attendance data, so employee awareness of taking attendance and arriving on time has also increased."*

Participant C: *"In my opinion, the facilities and infrastructure are quite adequate because the application is equipped with features that make it easier for employees to take attendance. Apart from that, the technical team will always help employees if there are problems with the application. And also new features related to notifications if we have to update again, that is very helpful for us."*

Participant D: *"Regulations or regulations from the boss stipulate new regulations regarding employee overtime claims. So, to claim additional working time, we as employees must include proof of attendance. Otherwise, the claim cannot be taken."*

Participant E: *"In my opinion, the application is quite adequate because it makes the attendance process easier and more efficient."*

From the results of the data that has been collected, it can be concluded that the resources that support the use of this online presence system are adequate. This is proven by the fulfillment of benchmarks for the resources themselves, namely: employees who are consistently absent, the information conveyed is clear, regulations or authorities have been established, and related to facilities that support the presence of the attendance system.

The third indicator is related to disposition. Disposition is the attitude of a policy implementer that influences policy implementation. There are two benchmarks for disposition, namely commitment and incentives. Commitment is seen from how real the employee's efforts are in implementing the use of the system well. Meanwhile, incentives are related to profits which can be used as encouragement for employees to implement the policy optimally. The following are the results of interviews related to disposition:

Participant A: *"I personally try to adapt regarding how to use it. The way to do this is simply to log in to the Qantor application and you will be asked to*

enter your email and password. Later there will be WFO (Work from Office) and WFH (Work from Home) options which can be selected according to the conditions of each employee, whether they are currently carrying out WFO or WFH."

Participant B: *"There is a new regulation that has been set in the last few months, namely regarding employee overtime claims which will be seen from the employee's attendance, so for example, if an employee wants to claim overtime (extra work time), they must send proof of their attendance."*

Participant C: *"In the last few months, the boss has established new regulations regarding employee overtime claims. So, to claim additional working time, we as employees must include proof of attendance."*

Participant D: *"Regulations from the boss stipulate new regulations regarding employee overtime claims. So, to claim additional working time, we as employees must include proof of attendance. Otherwise, the claim cannot be taken."*

Participant E: *"For rules or policies from the leadership, new regulations have been established regarding employee overtime claims. Therefore, to claim additional working time, we as employees must attach proof of attendance."*

From these results it can be concluded that the disposition indicators have been met. It can be seen from the efforts and commitment of the employees to always attend at the appointed time. Apart from that, there is an incentive in the form of additional salary for employees who work extra hours, where if the employee wants to claim the additional salary, the employee must attach proof of their attendance. Otherwise, additional salary/incentives will not be given.

The last indicator is the bureaucratic structure. The bureaucratic structure here involves effective coordination between various related parties in implementing online presence system policies. The following are the results of interviews related to these indicators:

Participant A: *"In my personal opinion, the coordination between employees and the application engineering team is good, especially if there are problems, and coordination with HR is also good because the HR team always monitors employee absenteeism which allows upper management to evaluate compliance with periodic attendance policy."*

Participant B: *"When we overcome obstacles, we usually always talk to the group. The solution is that we as employees usually ask the MIS (Management Information System) to overcome these obstacles through channels such as email, telephone or other internal messaging applications (WhatsApp)."*

Participant C: *"Coordination has gone well, whether it is coordination with superiors or fellow employees. And also coordination with the developer team as the team developing this application is quite good. If anything happens, this development team is ready to respond to its employees."*

Participant D: *"The coordination is good because it consistently monitors employee absences, allowing upper management to periodically evaluate compliance with the attendance policy."*

Participant E: *"I personally think it's quite good. And there is always an evaluation regarding the use of this system on a regular basis."*

From these results it can be concluded that coordination has gone well. Not only coordinating with superiors regarding the delivery of information, but also coordinating with fellow employees and also the development team which is the technical team for this attendance application. If there are problems, the technical team will respond quickly and well so that employee attendance is not disrupted for too long. Apart from that, there is always coordination to monitor the implementation of this online application so that when obstacles occur.

From all indicators for implementing the online presence system, it can be concluded that all indicators have been achieved and are running well. These indicators include communication, resources, disposition, and bureaucratic structure. Communication includes the delivery of information between parties that has been carried out. Resources including facilities and infrastructure are adequate. Dispositions including incentives have been implemented. And finally, the bureaucratic structure which includes coordination between the parties involved is good. This application has been proven to help optimize the attendance process at PT X.

c. Advantages and Disadvantages of implementing the Online Presence System.

When the researcher made observations, it could be seen that the "Qantor" application used for attendance had many advantages in helping employees carry out attendance. The advantages include an application that can make it easier for employees to take attendance and can be well understood regarding the procedures for using it. The following are the results of the researcher's interview regarding the advantages of the Qantor application:

Participant A: *"The advantage is that it is definitely easy to access because it is an application, its use is also simple and doesn't take much time, and also as employees we can view and download our history or attendance records, which at any time our superiors ask for proof of attendance, we can provide the proof."*

Participant B: *"In my opinion, the main advantage is ease of access because this system is in the form of an application that is simple and quick to use. In addition, we as employees can view and download their attendance history, so that if the employer asks for proof of attendance, we can provide it easily."*

Participant C: *"The advantage is that employees really feel more disciplined. And also this system creates transparency because attendance data is recorded automatically and in real-time, reducing manual errors and ensuring higher accuracy in recording attendance."*

Participant D: *"The first advantage is that it is easy to learn and use, by looking at the application directly without having to read the instructions for using it, employees can immediately understand and understand how to use it, the second advantage is that the application is very detailed because it can even check the location where we are taking attendance at that day. Another advantage is that it makes employees more disciplined at work."*

Participant E: *"The first advantage is that it is easy to learn and understand. Another advantage is increased employee discipline."*

Apart from the advantages, there are also disadvantages when employees use the Qantor application. One of the disadvantages that is often felt is that errors often occur in the application, namely not being able to log in/enter the application. The following are the results of interviews with participants regarding the shortcomings of the Qantor application:

Participant A: *“As for the shortcomings, there may often be problems because the application is still being developed by the development team.”*

Participant B: *“The drawback is that there are still technical obstacles such as errors that often appear.”*

Participant C: *“However, the drawback is that problems often arise such as errors, not being able to log in, or problems that require us to reinstall this application.”*

Participant D: *“In my opinion, the weakness is that this attendance system is an application which is digital in nature, so it often has errors and is also prone to misuse, meaning that there could be employees who manipulate attendance with other additional applications.”*

Participant E: *“The problems that are often felt are errors such as not being able to log in, the application hanging.”*

From these results it can be concluded that the majority of answers from employees regarding the advantages of this application are that its use is simple and easy to understand, its application can increase employee discipline and productivity, the features available are also quite complete, and the data cannot be manipulated because it is online. As for the shortcomings themselves, the majority of employees answered that they were related to technical problems such as errors in the application. The error in question is not being able to log in (enter) the application. However, the Qantor application has proven many benefits in increasing effectiveness in taking attendance and increasing employee discipline when entering the office.

5. Discussion

a. Form of online presence system implemented by PT X

The presence system implemented in the company has a crucial role in managing human resources. Along with advances in technology, this attendance system has developed by utilizing devices such as computers and gadgets. Before technological developments, the process of taking attendance was done manually, namely by signing using paper. With technology, companies have adopted this technology into their daily work. PT X adopted this technology by implementing a more modern and efficient online attendance system, enabling accurate monitoring of employee entry and exit times. The online attendance system itself is a program or policy prepared by the government or institution that integrates employee attendance record management with the internet. This involves recording attendance using a system that is connected directly to a database in real-time (Bara et al., 2022).

Based on the results of observations and interviews, the online presence system used by PT X is an application-based system called "Qantor". Qantor is an all-in-one application that integrates attendance processes, collecting employee locations, and communication channels, designed with features that can speed up information circulation at the company level. The implementation of the online application has been running for almost two years starting from the end of 2022.

The main feature in the Qantor application is the attendance feature (automatic attendance recording), this feature allows employees to take attendance easily via their respective smartphones. This feature uses GPS (Global Positioning System) technology to confirm the location when employee check-in or check-out. This GPS

(Global Positioning System) technology is in line with the results of research conducted by (Annisa et al., 2023) regarding the implementation of Online Attendance in the Government of West Sumatra. These results show that the attendance application also uses GPS technology where when taking attendance, the employee must show the location where they work by adding files in the absence and also when carrying out activities outside the office.

In the process of implementing the Qantor application, employees also provided their own views. Based on the results of interviews, the majority of them felt that implementing this application was very efficient. Efficiency itself is the system's ability to facilitate users in recording attendance or absences quickly, simply and precisely, while maximizing the use of time and resources (Dalimunthe, 2022).

From the discussion above, it can be concluded that the online presence system at PT X is in the form of an application called Qantor. The application uses GPS (Global Positioning System) technology to monitor the current location of its employees when checking in for attendance. Apart from that, this application has also been proven to be efficient because it can save time, increase data accuracy, and increase overall productivity.

b. Implementation of the Policy for Using the Online Presence System at PT X

Implementation is a process, or action that functions to increase knowledge through a plan that has been prepared systematically, including methods, concepts and theories (Putri, 2019). The implementation concept according to George C. Edwards III in (Winarno 2012) includes 4 (four) indicators which include communication, resources, disposition and bureaucratic structure.

In the first indicator there is communication. Communication is very important in implementing a company policy. The aim is to ensure that the information reaches the parties who will implement the policy. Based on the results of observations and interviews, the information conveyed regarding the implementation of the Qantor application at PT X has been carried out well. Leaders and employees have communicated regarding the use of the application. This aims to ensure that the application can be used properly. The company socializes the application during employee training at the start of work. According to (Roskina & Haris, 2020), communication is the process of conveying messages from the communicator (source) to the communicant (recipient) through certain channels, either directly or indirectly, with the aim of producing an impact or effect on the communicant according to the wishes of the communicator. From the results of participant interviews in point two, it is also known that the leadership always coordinates with the technical team regarding the obstacles felt by employees when using this application. Coordination itself is the main requirement for measuring the success of implementing a policy (Subarsono, 2013). Leadership then followed up on this by carrying out periodic evaluations so that the application could be used comfortably and with minimal obstacles. This is in accordance with research conducted by (Taofik et al., 2022) which states that the communication that exists regarding the use of attendance devices is good, seen from the delivery of information at the start of use, announcements when the device is damaged, and evaluations carried out regularly.

The second indicator is resources. Implementation can be successful if one important factor is met, namely resources. In this case, the ability of policy

implementers to implement a program or policy is the main benchmark. Some aspects of resources include employees, information, and facilities. An element in policy implementation is the policy implementer himself (Enjeli, 2022). In this research, the implementers of the policy are all parties including employees of PT X. All employees carry out attendance via the Qantor application regularly every day without exception. Apart from that, in terms of other resources, employees as policy implementers really need information to guide employees in implementing the policy. In this office application there is some information that is obtained according to the user. If there are employees who want to ask about data or want to improve the application, there is a team of technicians who will always help employees if there are problems. Another important aspect of resources is facilities. Facilities are a means to facilitate and expedite the implementation of functions. Based on the results of interviews with participants, it is known that the facilities that support employees in conducting attendance are adequate. This is proven by the application itself which is equipped with useful features to support work, as well as the availability of WiFi to make work easier that requires an internet connection. This is in accordance with research conducted by Taufik, Sihabudin, and Henriyani (2022) that the successful implementation of a system is very dependent on the ability to utilize existing resources (Taofik et al., 2022). Human resources are the most important in determining the success of the implementation process.

Next indicator is disposition. Disposition is the attitude of implementers to implement a policy which is very important because these implementers are the targets of implementing a policy. The indicators contained in the disposition are employee commitment to implementing a policy and also the existence of incentives. In this research, the attitude shown by the participants as employees who implemented the Qantor application was quite responsible. Based on the results of the interview, employees always check-in attendance on the application and always try to arrive on time. This shows that the implementation of the Qantor application has been well received by employees because of the employees' seriousness in implementing the application. This result is in accordance with research conducted by (Enjeli, 2022) which states that the possibility of a policy running smoothly can be assessed from the extent to which policy implementers accept it. If the implementer accepts the policy well, then the policy will also be implemented well and with full seriousness. Based on the results of interviews with participants, employees can claim their overtime if they attach proof of their monthly attendance. Overtime is a term used to describe working hours that exceed the normal (regular) time limits determined by the company or institution (Zulfa, 2023). Many employees take advantage of this to increase their income, including employees from PT X. Therefore, all employees try to be disciplined in their work and take attendance through the Qantor application because they are encouraged by the overtime claim. It can be concluded that there has been a change that employees have become more committed and motivated to be disciplined in taking attendance because of the regulations regarding overtime claims.

The last indicator is bureaucratic structure. Bureaucratic structure is an important factor in implementing a policy. Without support from a good bureaucratic structure, this policy will not be implemented optimally. The bureaucratic structure here takes the form of good coordination between related agencies in implementing a policy and managing activities from policy making to implementers in the field (Annisa et al., 2023). According to Asmu (2018), coordination is the process of combining the implementation of each task to achieve effective and efficient goals. Based on the results of observations and interviews, the coordination process has gone well.

Coordination is not only carried out with superiors regarding the delivery of information, but also with fellow employees and the development team, who act as the technical team for this attendance application. If problems occur, the technical team will respond quickly and efficiently. In addition, there is always ongoing coordination to monitor the implementation of this online application. With this monitoring, if obstacles arise, superiors can immediately carry out an evaluation and take the necessary steps to overcome the problem. This ensures that the attendance system continues to run smoothly and efficiently. This is in line with the results of research conducted by (Muharman et al., 2023) which states that the implementation of a policy will run well if coordination between the parties involved runs smoothly.

Based on the four indicators that have been described, it can be concluded that the communication aspect of implementing the Qantor application at PT X has gone well. This can be seen from the delivery of clear information at the start to employees, as well as regular evaluations as a follow-up to any obstacles that arise in implementing the application. PT X has also succeeded in utilizing existing resources to support the successful implementation of the Qantor application. All employees have used the application as a means of attending where employees are facilitated with internet connectivity which will make it easier for them both when using the application and while working. All employees are also committed to using the application. Thus, considering these four indicators, it can be concluded that the implementation of the Qantor application has reached the existing indicators in policy implementation.

c. Advantages and Disadvantages of implementing the Online Presence System

Based on the data obtained, the Qantor application provides a number of advantages that have a positive impact on the employee attendance process at PT X. Here are some of the advantages:

1. Its use is simple and easy to understand. The simplicity of the Qantor application lies in its intuitive design. This application is designed with an easy-to-understand user interface, so that employees with various levels of technological expertise can operate it easily. Clear buttons and features and simple navigation ensure that employees don't need much time to understand how to use it. This is in line with research conducted by (Arifin & Widiyarta, 2021) that online attendance is implemented to make it easier for employees to take attendance both on WFH and WFO schedules and a form of supervision so that employees are not absent from work.
2. The level of employee discipline increases.
Discipline itself is an employee's ability to comply with obligations and avoid prohibitions that have been stipulated in statutory regulations or agency policies, where violations can result in sanctions or punishment (Syafaruddin et al., 2022). Reporting from the interview results, participants admitted that the level of employee discipline had increased due to the implementation of the Qantor application. They admit that the presence of the application has encouraged employees to be more consistent in recording their attendance, reminded them of their responsibilities regarding working time, and overall strengthened a disciplined work culture in the workplace. And also because the regulations regarding salary deductions if you do not attend have been implemented, therefore employees are more committed to always making attendance on the Qantor application. According to (Rahayu et al., 2023) the research shows that an online presence system combined with work discipline has a greater impact on the performance of educational staff.

Apart from the advantages, employees of PT X also feel that there are disadvantages when using the Qantor application. Based on the results of interviews, the shortcomings that are often felt by employees are as follows:

1. Technical problems in the form of errors

Many employees report that they sometimes experience difficulties when trying to log into the application account, even though they have used the username and password provided by the office. This can hinder their productivity and create confusion because they have followed the correct procedures but still encounter unexpected technical problems. In overcoming these obstacles, the solution offered by the company is to create a special team of technicians who are provided to receive all complaints that occur to employees when using the application. By providing clear information about the problem encountered, the technical team will provide a suitable solution or provide further guidance to resolve the problem. One solution is to create a new feature in the application, namely by displaying a notification if there is an update which requires employees to update to the latest version of the application. This is a very solution because employees know when there are updates to the application. Installing the latest update can help fix bugs and issues present in the previous version.

6. Conclusion, Implication, and Recommendation

The conclusion of the research shows that the online presence system at PT X uses the Qantor application which is equipped with GPS technology to monitor employee locations effectively and efficiently. This application meets the four indicators of policy implementation: communication, resources, disposition, and bureaucratic structure, with the advantages of ease of use, increased discipline and productivity, and data that cannot be manipulated. However, there are shortcomings related to technical problems such as errors when logging in. Theoretical implications support previous research showing the efficiency of online presence systems, while practical implications state that the Qantor application increases accuracy and reduces the risk of fraud. Research limitations include limited data access and not measuring implementation effectiveness in depth. Recommendations for future researchers include ensuring data clearance well in advance and using quantitative methods to measure system effectiveness in different settings.

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