



THE EFFECTS OF USING ONLINE ATTENDANCE APPLICATION ON EMPLOYEES' DISCIPLINE LEVEL DURING THE COVID-19 PANDEMIC AT PT. SUCOFINDO HEAD OFFICE

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ABSTRACT

During the COVID-19 pandemic, PT. Sucofindo Head Office implements a work-from-home system for their employees in turns. An online attendance application is used by the company to monitor the employees' work discipline. This online attendance application is expected to give a positive influence on PT. Sucofindo Head Office's work discipline and commitment. This quantitative study is aimed to test the effects of the online attendance application on employees' discipline level and commitment. This study uses work satisfaction as a mediating variable. A small sample of as many as 200 employees become the respondents of this research. Data was collected through questionnaire distribution and analyzed using the Structural Equation Modeling (SEM) with the AMOS software. Results show that work satisfaction is capable to mediate the influence of application quality on work discipline and organizational commitment.

Keywords:

Application Quality, Work Satisfaction, Work Discipline, Organizational Commitment

INTRODUCTION

Severe Acute Respiratory Syndrome Coronavirus 2 (SARS-CoV-2), which is more known as Coronavirus is a new type of Coronavirus. This virus can spread and attack humans on Earth. The infection of this virus is called the COVID-19 disease by the World Health Organization (WHO) and it was first discovered in the city of Wuhan, China, at the end of December 2019. This virus is rapidly contagious and has spread to other regions in China as well as many countries, including Indonesia (Santosa, 2020).

The unstoppable spread of COVID-19 caused many countries, including Indonesia, to implement the COVID-19 Protocol following WHO standards. We are required to wash our hands often, not gather/conduct meetings, keep a distance, limit going out of the house, and take isolation steps starting from self-isolation, community, and an entire city (Large-Scale Social Restrictions and LockDown).

The current COVID-19 pandemic is concerning the people of Indonesia and the rest of the world that the virus will have an impact on our health if all activities outside the home are carried out. Therefore, the government issued a regulated policy of Law Number 21, 2020, regarding PSBB (Pembatasan Sosial Berskala Besar) or Large-Scale Social Restrictions to break the chain of the spread of COVID-19 (Taqiyya & Riyanto, 2020).

To overcome the impact of COVID-19, a Letter of the Minister of Administrative and Bureaucratic Reform Number 19 of 2020 was issued concerning the adjustment of the state civil apparatus work system to prevent the spread of COVID-19 in government agencies. This regulation regulates the implementation of official duties by working from home (WFH) for the state civil apparatus to prevent and minimize the spread of COVID-19 (Nasution & Rosanti, 2020).

With the implementation of the WFH work system, PT. Sucofindo needs to use an attendance system to monitor employees' attendance who are working at home or the office using an online attendance application. This attendance application is used as a benchmark for employee development methods (Hasibuan, 2013). If the attendance of employees increases with the use of this application, then the development method is good. On the contrary, if the attendance of employees is stagnant or decreases, it means that the development method applied is not good (Hasibuan, 2013).

This study is aimed to examine the effect of the quality of attendance application on work discipline and organizational commitment. This study also examines the mediating effect of work satisfaction on the relationship between the quality of attendance application on work discipline and organizational commitment.

LITERATURE REVIEW

1. Information Systems Success Theory by DeLone & McLean

In 1992, DeLone and McLean developed a model that measures the success of information systems, hereinafter referred to as the DeLone and McLean Information Systems Success Model (D&M IS Success Model). According to DeLone and McLean (1992), there are six dimensions that can measure the success of information systems, namely information quality, system quality, use, user satisfaction, individual impact, and organizational impact. The Information Systems Success Model does not measure the seven dimensions individually as it is measured as a whole to measure the effect of each dimension.

In 2003, DeLone and McLean made a few changes to update the Information Systems Success Model. The update was carried out by DeLone and McLean because of criticism from previous researchers about the success of information systems and because of the practical changes of information systems, especially e-commerce applications which have developed quite rapidly (DeLone and McLean, 2003).

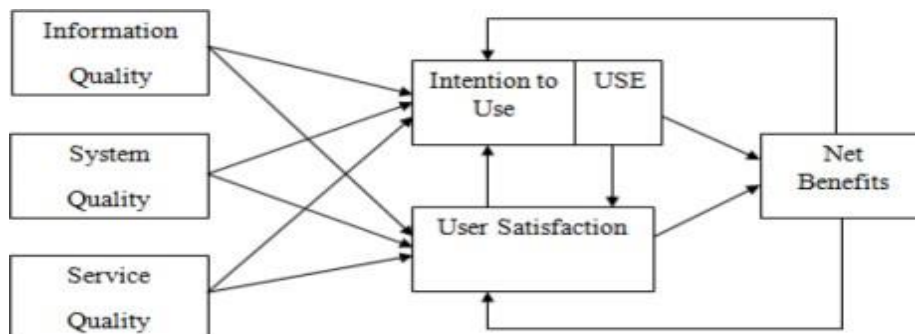


Figure 1 Information System Success Model by Delone and McLean 2003

The DeLone and McLean model reflects the dependencies of the six measures of information systems success. The six elements/factors/components/measurements of this model are System Quality, Information Quality, Use, User Satisfaction, Individual Impact, and Organizational Impact.

In this study, modifications were made to the DeLone and McLean model by modifying the independent variables into System Quality, Information Quality, Use, and User Satisfaction. The dependent variable used in this study is Work Discipline.

2. Work Satisfaction

Definition of Work Satisfaction

Employee work satisfaction must be created as well as possible so that employees' work morale, dedication, love, and discipline increase. In-work satisfaction is the state of enjoying work by obtaining praise for work, placement, treatment, equipment, and a good working environment. Employees who prefer in-work satisfaction will prioritize their work over remuneration, even though remuneration is important. Meanwhile, Non-work satisfaction is the state of employees who enjoy activities outside of work with the amount of remuneration that will be received from the results of their work, so that they can buy their needs with it. Employees who prefer non-work satisfaction will feel satisfied if the results of their work and remuneration are felt to be fair and proper (Hasibuan, 2013: 202).

Friedman in Mehmet (2018: 591) defines work satisfaction as the inner fulfillment and emotion of pride in doing a particular job. Work satisfaction is the pleasure an employee gets when he feels he has completed an important and valued job. Bloomfield in Hee, et al. (2019:13) believe that work satisfaction is what employees feel about their work and is based on many factors, both intrinsic and extrinsic to individuals. Work satisfaction is highly important as it is largely influenced by the person's ability to complete tasks and the way the organization values its workforce.

Indicators of Work Satisfaction

Soegandhi, *et al.* (2013:2) stated that several work satisfaction indicators that can be used to reveal important characteristics regarding work are as follows:

- a. The work itself as each job requires a certain skill per their respective fields. The difficulty of a job and a person's feeling that his skills are needed in doing the job will increase or decrease job satisfaction.
- b. Supervision as a good boss is willing to respect the work of his subordinates. For subordinates, superiors can be considered as father/mother/friend figures as well as superiors.
- c. Workers is one of the factors related to the relationship between employees and their superiors and with other employees, both the same and different types of work.
- d. Promotion is a factor related to the presence or absence of opportunities for career advancement while working.

3. Organizational Commitment

Definition of Organizational Commitment

Organizational commitment is a state in which members identify with the characteristics and goals of the organization and maintain membership in the organization. For this reason, organizational commitment is the level of individual willingness to maintain membership because of their suitability and interest in the goals and values of the organization (Kusumaputri, 2015: 41).

Organizational commitment according to Sopiah in Purnamasari (2016: 3) is a psychological bond that occurs in a person to the organization to maintain position, there is a high willingness to advance the organization and a high sense of loyalty not to leave the organization under any circumstances. According to Khan, et al. (in Nugroho 2016:23) the commitment of an employee to his organization can be an important instrument to improve the performance of the employee. The increase in employee performance will also improve organizational performance and the achievement of goals in the organization.

Organizational commitment is defined as the relative strength of individuals in identifying their involvement in the organization, which is characterized by acceptance of organizational values and goals, willingness to strive for the organization, and desire to maintain membership in the organization (Robbins and Judges in Sukaryanti 2016:24).

Factors affecting Organizational Commitment

According to Steers (in Utaminingsih, 2014:162), three factors that influence employees' commitment to the organization are namely:

- a. Personal characteristics of workers, including their tenure in the organization, and the variations in needs and wants that differ from employee to employee.
- b. Job characteristics, such as task identity and opportunities to interact with coworkers.

- c. Work experience, such as past reliability of the organization and how other workers express and talk about their feelings about the organization.

Organizational commitment can be created if individuals in the organization are aware of their rights and obligations in the organization regardless of position. This is because the achievement of organizational goals is the result of the collective work of all members of the organization (Kurniawan, 2013 in Sukaryanti 2016:28).

4. Work Discipline

Definition of Work Discipline

Discipline is an attitude of respect for the company's rules and regulations, which exist within the employee and causes him/her to voluntarily adapt to the company's rules and regulations (Sutrisno, 2009: 87). Meanwhile, according to Slamet (2007:216), discipline is a process that can foster a person's feelings to maintain and improve organizational goals objectively through compliance with organizational regulations.

The definition of work discipline is an order or regulation made by the management of an organization, ratified by the board of commissioners or owners of capital, agreed upon by the trade union and known by the people who are members of the organization subject to the existing rules with pleasure. Work discipline is created and formed through the process of a series of behaviors that show the values of obedience and order. Because it is integrated with oneself, then the attitude or action taken is no longer or not at all felt as a burden, which on the contrary will burden a person if one does not act as expected (Afandi, 2016:1).

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms (Rivai, 2012: 444). Siagian (2015:305) explains that employee discipline is a form of training that seeks to improve and shape employee knowledge, attitude, and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance. According to Permatasari, et al. (2015:2) work discipline is the willingness of employees to obey the rules and norms that apply within the company, both written and unwritten rules. Work discipline is a form of self-control and is also carried out regularly as an indicator of the seriousness of the employee's work.

According to Marpaung, et al. (2014: 3) work discipline is a condition that requires employees to obey and carry out orders or disciplinary regulations imposed by the company, both written and oral regulations. According to Rivai and Ella (2009) in Nugroho (2016: 18), a work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and prevailing social norms (Rivai, et al., 2012: 825).

Hasibuan (2003; 193) in Khaliq (2015) stated that discipline is a person's awareness and willingness to obey all company regulations and applicable norms. Awareness is the attitude of someone who voluntarily obeys all regulations and is aware of his duties and responsibilities, so he will obey/do all his duties well, not under coercion. What is meant by willingness is an attitude, behavior, and actions of a person under company regulations, whether written or not. According to Nitisemito (1996:118) in Marhendro (2016:15), work discipline can be defined as an attitude/behavior and actions that are following the regulations that have been set by the company or agency in writing and unwritten. According to Fitriawati (2015) in Pratama (2017:2), work discipline is an attitude, behavior, and regulations that are in accordance with written and unwritten regulations.

Forms of Work Discipline

According to Rivai (2012:444), there are four perspectives concerning work discipline, namely:

- a. Retributive Discipline: trying to punish people who do wrong.
- b. Corrective Discipline: trying to help employees correct their inappropriate behavior.
- c. Individual Rights Perspective: trying to protect the basic rights of individuals during disciplinary actions.
- d. Utilitarian Perspective: focuses on using discipline only when the consequences of disciplinary action outweigh the negative effects.

According to Simamora (2004:611), there are three forms of discipline, namely as follows:

- a. Managerial Discipline: everything depends on the leader from start to finish.
- b. Team discipline: performance perfection boils down to dependence on each other and this dependence stems from a commitment by each member to the entire organization as the failure of one person will be the downfall of all.
- c. Self-discipline: the sole implementer is completely dependent on training, agility, and self-control.

Factors affecting Work Discipline

According to Singodimedjo (in Sutrisno, 2009:89-92), there are seven factors that influence employee discipline, which are as follows:

a. The Size of Compensation

The size of the compensation can affect the enforcement of discipline. Employees will comply with all applicable regulations if they feel that they are guaranteed remuneration commensurate with their efforts that have been contributed to the company.

b. Existence of Exemplary Leaders in the Company

Exemplary leadership is highly important as in a company environment, all self-discipline and how one's control of him/herself from words, actions, and attitudes that can harm the disciplinary rules that have been set.

c. Existence of Definite Guidance Rules

Employee discipline development will always pay attention to how the leadership can be implemented in the company. If there are no definite written rules that can be used as a common guideline then discipline is impossible to be enforced as the rules are made only based on verbal instructions that can change according to conditions and situations.

d. Leader's Courage in Taking Action

If there is an employee who violates discipline, it is necessary to have leadership courage to take action according to the level of the violation he has made. With action against discipline violators, following existing sanctions, all employees will feel protected, and in their hearts, they promise not to do the same thing.

e. Existence of Leader Supervision

In every activity carried out by the company, there needs to be supervision as it will direct employees to be able to carry out work properly and in accordance with what has been determined.

f. Existence of Attention to Employees

Employees are human beings who have different characters from one another. An employee is not only satisfied with receiving high compensation and challenging work, but they also need great attention from their leader. Their complaints and difficulties are to be heard, to find a way out, and so on. Leaders who succeed in paying great attention to employees will be able to create good work discipline.

g. Creating Habits that Upholds Discipline

These positive habits include:

- i. Mutual respect in the work environment.
- ii. Giving praise according to the place and time so that employees will also feel proud of the compliment.
- iii. Often involve employees in meetings, especially meetings related to their fate and work.
- iv. Informing when you want to leave the place to coworkers by informing them where and for what business, even to subordinates.

Indicators of Work Discipline

According to Dharmawan in Syafriana (2016:16), work discipline can be measured with these three indicators:

1. Attendance

Employees come and leave the office on time, as well as employee participation in office activities such as meetings and work-related ceremonies.

2. Compliance with duties and regulations

In carrying out their duties, employees always follow the instructions of the leader and are always responsible for the work given.

3. Work according to procedure

When working, employees always follow the work procedures that have been set and always create a good working atmosphere.

CONCEPTUAL MODEL

Based on the introduction and literature review, it is suspected that variables such as application quality and work satisfaction directly affect work discipline and organizational commitment. It is also suspected that application quality (technology) indirectly affects work discipline and organizational commitment mediated by work satisfaction. Therefore, this paper can formulate a conceptual model such as Figure 2 below.

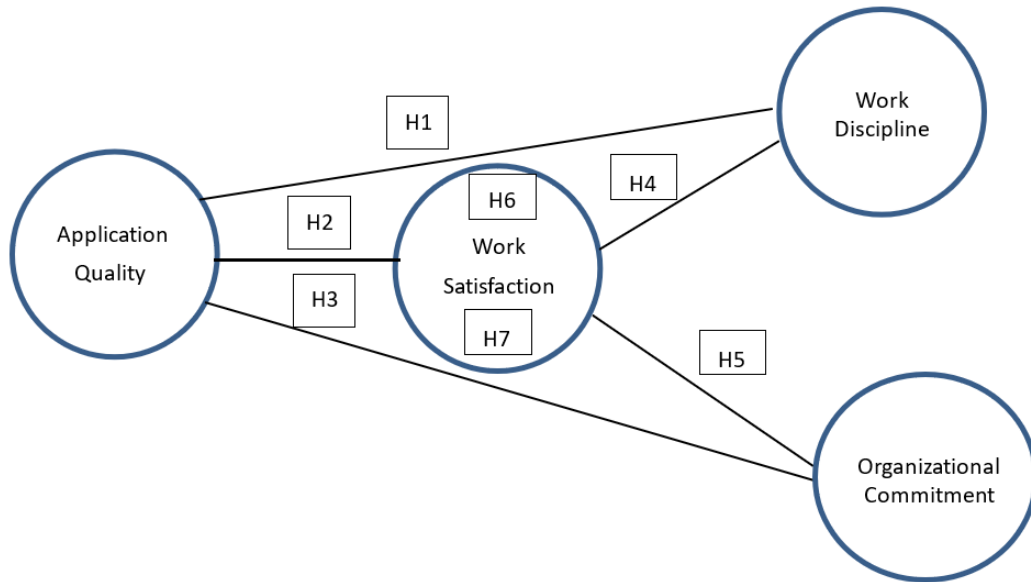


Figure 2 Conceptual Model

HYPOTHESIS DEVELOPMENT

Based on the conceptual model in Figure 1, seven hypotheses were developed as follows:

- H1: Application Quality affects Work Discipline.
- H2: Application Quality affects Work Satisfaction.
- H3: Application Quality affects Organizational Commitment.
- H4: Work Satisfaction affects Work Discipline.
- H5: Work Satisfaction affects Organizational Commitment.
- H6: Application Quality affects Work Discipline mediated through Work Satisfaction.
- H7: Application Quality affects Organizational Commitment mediated through Work Satisfaction.

METHODOLOGY

This quantitative research is conducted on the employees of PT. Sucofindo, an Indonesia state-owned company. The population of this study is all 400 employees at the PT. Sucofindo Head Office. This research used a random sampling method. The number of respondents in this study is 200, based on the Slovin sample size formula with 0.05 sampling error (Sugiyono, 2019).

Data collection was done using a 5 Likert scale questionnaire. This research was tested for validity and reliability using the SPSS software (Ghozali, 2013) and results will be analyzed using Structural Equation Modeling (SEM). The analysis will be done using SEM with Analysis of Moment Structure (AMOS) Software Version 21.

FINDINGS AND CONCLUSION

The findings from path analysis using AMOS 21 Software showed that all the hypotheses were significant as follows:

1. Application Quality has a significant effect on Work Discipline.
2. Application Quality has a significant effect on Work Satisfaction.
3. Application Quality has a significant effect on Organizational Commitment.
4. Work Satisfaction has a significant effect on Work Discipline.
5. Work Satisfaction has a significant effect on Organizational Commitment.
6. Application Quality has a significant effect on Work Discipline mediated through Work Satisfaction.
7. Application Quality has a significant effect on Organizational Commitment mediated through Work Satisfaction.

Results from structural equation modeling using AMOS software version 21 was shown in Figure 3 as follows:

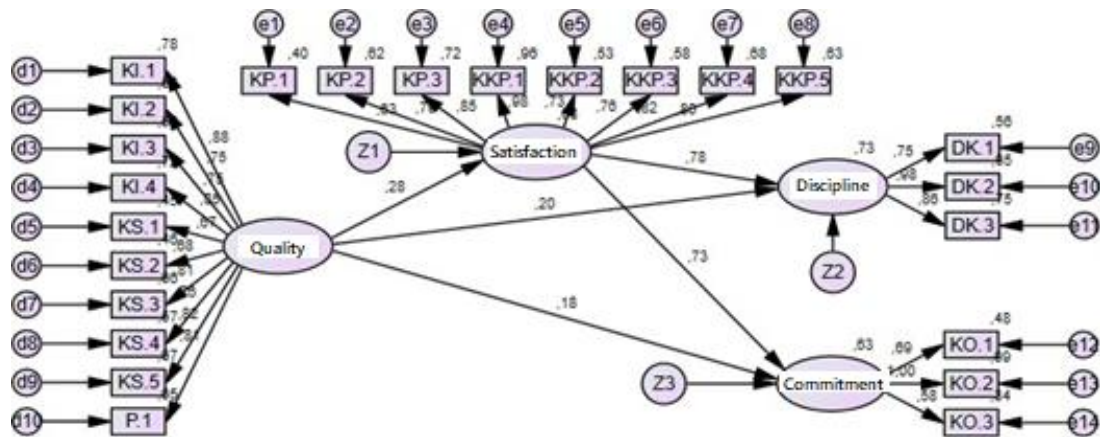


Figure 3 Structural Model Result

The findings showed that all the hypotheses were significant, this research has two recommendations:

1. Recommendation for PT. Sucofindo Head Office to look for any kind of influence that is causing the high level of absenteeism or unorderly employee behavior in doing morning and evening attendance.
2. Recommendation for future research direction to develop this study by using different variables or indicators so that a more complete information on influencing variables on the high level of absenteeism and unorderly employee behavior during the COVID-19 pandemic to enrich the results of this research from various perspectives.

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