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# The Impact of Online Attendance Implementation and Organizational Culture on Employee Performance with Work Discipline as an Intervening Variable in the Secretariat of Sidoarjo Regency

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**Abstract:** The purpose of this study is to analyze the impact of online attendance implementation and organizational culture on employee performance. Specifically, it examines how online attendance and organizational culture influence work discipline, and further explores the significant positive effects of these factors on employee performance through work discipline. This research employs a quantitative approach, utilizing purposive sampling techniques. A total of 63 samples were collected for analysis. The analytical technique used in this study is Structural Equation Modeling (SEM), measured with the SmartPLS 4.0 software. The research was conducted at the Secretariat of Sidoarjo Regency. The analysis results indicate a significant positive effect of online attendance implementation and organizational culture on employee performance. Additionally, the study found that both online attendance and organizational culture positively influence work discipline. Furthermore, there is a significant positive effect of online attendance and organizational culture on employee performance through work discipline.

**Keyword** Implementation of online attendance, organizational culture, work discipline, employee performance.

## INTRODUCTION

In order to realize developmental reform that implements decentralization policies at the district and city levels, new and serious challenges have emerged at the local government level. These challenges include an increase in various forms of public demand, primarily driven by poor service quality experienced by the public thus far. This rise in public demand must be matched by the local government's capacity to fulfill its functions and responsibilities.

This study focuses on the development of Human Resources (HR), particularly Civil Servants at the Secretariat of Sidoarjo Regency, due to their critical role as regulators, facilitators, and dynamizers of development. As public employees, the staff at the Sidoarjo Regency Secretariat must carry out their duties with full responsibility and discipline.

Civil Servants play an essential role in delivering excellent service. They are a fundamental component of the human resources in the state apparatus and significantly influence the success of government administration and development (Hidayat, 2022). Competent Civil Servants are those who exhibit high levels of discipline, good performance, and loyalty to the state. Employee attendance (absenteeism) significantly impacts the improvement of discipline and performance. An attendance system is implemented in institutions to record the presence of each member.

The attendance system tracks the identities of staff and their entry and exit times. It also provides accurate reports to leaders or managers (Gibson, 2018). Consequently, most government agencies utilize attendance records to determine employee salaries and assess punctuality. To enhance employee performance, it is essential to analyze the factors influencing it, particularly focusing on the establishment of a well-coordinated organizational culture.

The success or failure of the Sidoarjo Regency Secretariat can be evaluated through performance measurement, which includes setting performance indicators, collecting performance data, and establishing performance achievements in alignment with the goals and objectives set to realize the vision and mission of Sidoarjo Regency. One aspect of good governance is the implementation of an online attendance system, which allows for real-time attendance tracking connected to a central database (Fathonah, 2016).

Numerous factors can influence employee performance, including work discipline, motivation, leadership, and more. While some factors have a dominant effect, others may not. Unsatisfactory employee behavior can disrupt performance and may be unacceptable to the organization. In such cases, discipline becomes crucial. Given the various challenges and cultural backgrounds faced by employees, a leader must be capable of placing staff in positions that align with their education, abilities, and skills, rather than relying on personal relationships within the organization.

Based on the aforementioned phenomena, the author is motivated to conduct research entitled: “The Impact of Online Attendance Implementation and Organizational Culture on Employee Performance with Work Discipline as an Intervening Variable in the Secretariat of Sidoarjo Regency.”

## **METHOD**

This study employs a quantitative approach, grounded in positivist philosophy, to investigate a specific population or sample. Data collection is conducted through research instruments, and the analysis is quantitative in nature, aimed at testing the established hypotheses (Sugiyono, 2017). The research is located at the Secretariat of Sidoarjo Regency. Sampling is conducted using purposive sampling, a method based on specific criteria or particular considerations. A total of 63 samples were utilized for this study. The analysis technique applied is Structural Equation Modeling (SEM), measured using the SmartPLS 4.0 software.

## **RESULTS AND DISCUSSION**

Model analysis using Partial Least Square (PLS) using the Smart PLS program gave the following results:

## Hypothesis Test

**Table 1 Results of SEM Analysis**

Variable Relationship	Original Sample (O)	Sample Mean (M)	T Statistics ( O/STDEV )	P Values	Results
Implementation of Online Attendance (X1) -> Employee Performance (Y)	1,222	0,054	8,634	0,000	Significant
Organizational Culture (X2) -> Employee Performance (Y)	0,112	0,043	6,664	0,022	Significant
Work Discipline (Z) -> Employee Performance (Y)	0,042	0,012	6,676	0,044	Significant
Implementation of Online Attendance (X1) -> Work Discipline (Z)	0,002	0,553	8,176	0,011	Significant
Organizational Culture (X2) -> Work Discipline (Z)	0,211	0,445	6,233	0,038	Significant
Implementation of Online Attendance (X1) -> Organizational Culture (X2) -> Work Discipline (Z) -> Employee Performance (Y)	0,011	0,874	7,723	0,018	Significant

Source: Researcher Processed Data (2024)

## Discussion

### Impact of Online Attendance Implementation on Employee Performance

The analysis results indicate that the T-statistic value, with a p-value for the effect of online attendance implementation on employee performance in the Sidoarjo Regency Secretariat, is  $0.000 < 0.05$ . The T-statistic value is  $8.634 > 1.96$ , with a coefficient of 1.22. This suggests a significant positive effect of online attendance implementation on employee performance within the Sidoarjo Regency Secretariat. This finding aligns with the research conducted by Syukriyati (2023), which also identified a positive and significant impact of online attendance on employee performance.

### Impact of Organizational Culture on Employee Performance

The analysis shows that the T-statistic value, with a p-value for the effect of organizational culture on employee performance in the Sidoarjo Regency Secretariat, is  $0.022 < 0.05$ . The T-statistic value is  $6.664 > 1.96$ , and the coefficient is 0.112. This indicates a significant positive effect of organizational culture on employee performance. This is consistent with the findings of Asrul (2021), which reported a positive and significant influence of organizational culture on employee performance.

### Impact of Work Discipline on Employee Performance

The analysis reveals that the T-statistic value, with a p-value for the effect of work discipline on employee performance in the Sidoarjo Regency Secretariat, is  $0.033 < 0.05$ . The T-statistic is  $6.676 > 1.96$ , with a coefficient of 0.042. This implies a significant positive effect of work discipline on employee performance. This finding corroborates the research by Pakarti (2024), which found a positive and significant impact of work discipline on employee performance.

### **Impact of Online Attendance Implementation on Work Discipline**

The analysis indicates that the T-statistic value, with a p-value for the effect of online attendance implementation on work discipline in the Sidoarjo Regency Secretariat, is  $0.011 < 0.05$ . The T-statistic value is  $8.176 > 1.96$ , and the coefficient is 0.002. This suggests a significant positive effect of online attendance implementation on work discipline. This aligns with Leony's (2024) findings, which also reported a positive and significant impact of online attendance on work discipline.

### **Impact of Organizational Culture on Work Discipline**

The analysis shows that the T-statistic value, with a p-value for the effect of organizational culture on work discipline in the Sidoarjo Regency Secretariat, is  $0.038 < 0.05$ . The T-statistic is  $6.233 > 1.96$ , with a coefficient of 0.211. This indicates a significant positive effect of organizational culture on work discipline. This finding is consistent with the research by Sake (2020), which highlighted a positive and significant influence of organizational culture on work discipline.

### **Impact of Online Attendance Implementation and Organizational Culture on Employee Performance Through Work Discipline**

The analysis reveals that the T-statistic value, with a p-value for the combined effect of online attendance implementation and organizational culture on employee performance through work discipline in the Sidoarjo Regency Secretariat, is  $0.018 < 0.05$ . The T-statistic value is  $7.723 > 1.96$ , with a coefficient of 0.011. This suggests a significant positive effect of online attendance implementation and organizational culture on employee performance through work discipline. This aligns with the research conducted by Irawanto Tukiya (2024), which found a positive and significant impact of both online attendance and organizational culture on employee performance mediated by work discipline.

## **CONCLUSION**

Based on the data analysis and discussions conducted, several conclusions can be drawn. Firstly, there is a significant positive impact of online attendance implementation and organizational culture on employee performance. Secondly, both online attendance implementation and organizational culture positively influence work discipline. Additionally, there is a significant positive effect of online attendance and organizational culture on employee performance through work discipline. These findings underscore the critical role that effective attendance systems and a strong organizational culture play in enhancing employee outcomes, suggesting that organizations should prioritize these elements to foster improved performance and discipline among their staff.

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