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The Implementation of Fingerprint Attendance Systems and Organizational Culture in Enhancing Work Discipline

Lingga Yonita

Governance Science, Faculty of Social and Political Sciences, Open University, Indonesia

Corresponding Author Email: lingga.yonita@ecampus.ut.ac.id

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ABSTRACT

Improving employee work discipline is a crucial factor in supporting the effectiveness of public service delivery, particularly at the urban village (Kalurahan) government level. In an effort to improve employee discipline, the Head of Pulau Harapan urban village implemented a fingerprint-based attendance system as a form of technological utilization in personnel management. This system is expected to create order, increase compliance with working hours, and minimize fraudulent practices related to employee attendance. This study aims to analyze the implementation of the fingerprint attendance policy as well as the role of leadership and organizational culture in improving employee work discipline. This research employs a descriptive qualitative approach. Data were collected through observation, in depth interviews, and documentation involving sub district officials who are directly engaged in the implementation of the fingerprint attendance system. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing. Data validity was ensured through prolonged observation and methodological triangulation. The results of the study indicate that the implementation of the fingerprint attendance policy has been properly executed and has proven effective in improving employee work discipline. Organizational culture also shows a positive and significant effect on work discipline, suggesting that a strong organizational culture encourages disciplined and professional work behavior. Conclusion, fingerprint attendance and organizational culture exert a positive influence on employee work discipline. Therefore, the implementation of attendance technology supported by effective leadership and a strong organizational culture is able to create a more disciplined, efficient, and accountable work environment.

INTRODUCTION

Along with the rapid development of technology in the era of globalization, various innovations have emerged to support human activities and make work processes more efficient (Akbar & Ayuning Hidayah, 2023). Technological development plays a crucial role in supporting societal progress, particularly as we enter the era of the Industrial Revolution 4.0, which emphasizes the application of technology especially digitalization across nearly all aspects of human life (Muhammad Rizqy et al., 2023). The government has also taken advantage of these technological advancements to accelerate bureaucratic processes and improve administrative efficiency. Through the implementation of e-government, information exchange between the public and the government, among government institutions, and within internal governmental environments has become more effective (Rusdin & Nasrullah, 2025). This effectiveness further encourages bureaucratic reform and enhances public participation in governance systems (Siti Aisyah & Eddy Suriyani, 2024). However, such progress also highlights new challenges, as there are still government officials who engage in indisciplinary behavior despite the imposition of various sanctions that have not yet produced a deterrent effect. Therefore, in order to provide optimal public services, employees are required to demonstrate high-quality performance and strong work discipline.

Human resources (HR) are among the most critical assets in any organization or institution. Human resource development programs can be carried out through various means, such as providing rewards for work achievements, job promotions and transfers, incentives, career development, as well as education and training (Suryawan, 2016). One of the most effective ways to improve the quality of human resources is by enforcing regulations and maintaining high levels of work discipline among employees. Organizational culture, as part of human resource development and organizational theory, plays an important role in shaping behavior within organizations (Risnawan & Juliarso, 2020). A positive organizational culture can create a sense of comfort, encourage cooperation, and enhance organizational performance, whereas a weak culture can reduce motivation and work productivity (Saripudin, 2025).

Every organization strives to improve employee performance in order to achieve better outcomes and motivate all members to enhance their work quality (Dwi Wahyuni et al., 2023). However, efforts to improve performance often fail to

meet expectations. Even with qualified employees, organizations may not achieve optimal performance if the organizational culture and management practices in place do not provide adequate support (Sudiyanto, 2019). Thus, employee performance is strongly influenced by the effectiveness of organizational culture and the management style applied. Organizational culture can be defined as a set of values that serve as guidelines for human resources in carrying out tasks and behaving within an organization (Elly et al., 2023). Functionally, organizational culture plays a vital role in fostering commitment to shared goals that transcend individual interests. Organizational culture is also closely related to employee empowerment; the stronger the organizational culture, the higher the motivation of employees to grow alongside the organization.

Organizational culture represents a pattern of basic assumptions learned and developed by a group as a result of adaptation to external and internal challenges (Alawi et al., 2025). These assumptions are subsequently taught to new members as the correct way to perceive, think, and feel in relation to organizational problems. Organizational culture, as a system of shared values, beliefs, and practices, interacts with the formal organizational structure to shape behavioral standards (Arif et al., 2021). Consequently, organizational culture becomes the foundation for shared perspectives, beliefs, and practical values among all members of an organization. For an organization, the implementation of a strong organizational culture is essential, as it serves as a guiding principle and tradition that directs employee behavior and acts as a key driver of organizational success (Asnora, 2020).

The basic assumptions within organizations include (Saripudin, 2025): (a) organizational members build and maintain shared perceptions of organizational reality based on common values; (b) the use and understanding of symbols play an important role in the formation and communication of cultural values, enabling members to act in accordance with organizational culture; and (c) organizational culture varies across organizations and individuals, and these differences can serve as strengths that distinguish one organization from another. Building a strong organizational culture requires a long-term and gradual process. Throughout its development, an organization may experience changes and adopt different cultural patterns depending on managerial leadership and external influences. Organizational culture can be strong or weak, aligned or deviant, depending on the level of commitment held by organizational members (Mubarokh, 2024). Organizational culture significantly influences various behavioral aspects, such as corporate values (ethics and morality), organizational climate (how employees feel and behave), and leadership style (Suryadi, 2020).

Fingerprint technology is a tool used to identify individuals and protect data from unauthorized access. In addition to serving as a substitute for signatures, fingerprint technology can accurately identify fingerprint owners (Rizky Pratama et al., 2022). Essentially, fingerprint attendance systems are employee attendance recording tools used in institutions or companies that rely on fingerprints as identification. Since each individual has a unique fingerprint pattern, this system cannot be manipulated (Farid Haqqon et al., 2024). Therefore, fingerprint attendance systems can serve as a valid and reliable reference for assessing employee discipline, as they can only be used by the respective employee and cannot be delegated (Djanti & Wijayanto, 2025).

Previous studies have shown varying results regarding the influence of leadership, fingerprint attendance systems, and organizational culture on work discipline. Leadership has been found to have a positive and significant effect on work discipline (Cahyantara & Subudi, 2015). Fingerprint attendance systems positively affect employee work discipline (Rina & Purnama, 2012). Organizational culture also has a positive influence on employee work discipline (Yusuf et al., 2023). These differences in research findings indicate the need for further studies to examine how the implementation of fingerprint attendance systems and organizational culture can contribute to improving employee discipline.

The success of policy implementation is determined by policy content and policy context (Qodriyatun, 2019). The basic premise is that once a policy has been formulated and transformed, it must then be implemented. The success of implementation depends on the degree of implementability of the policy. Policy content includes the interests affected by the policy, the types of benefits produced, the desired degree of change, the program implementers, and the resources mobilized. Meanwhile, the context of policy implementation includes the power, interests, and strategies of the actors involved, as well as the characteristics of institutions and authorities (Suardana, 2016). Thus, successful implementation is influenced by two major variables: policy content and the implementation environment (Qodriyatun, 2019).

The effectiveness of fingerprint attendance technology in fostering work discipline cannot be separated from the role of organizational culture within an institution (K. R. Setiawan & Ari Kurniawan, 2023). Fingerprint attendance technology functions as a formal control instrument that regulates and records employee attendance objectively and measurably. However, technology alone is insufficient to establish strong work discipline if it is not accompanied by organizational values that support disciplined behavior (Pangemanan, 2019). Organizational culture serves as a normative foundation that shapes employees' perspectives and attitudes toward work regulations. Values such as responsibility, integrity, and leadership role modeling are critical factors in encouraging employee compliance with the implemented attendance system. When organizational culture instills discipline as part of its work ethos, employees are more likely to accept and implement fingerprint attendance policies without significant resistance.

The synergy between fingerprint attendance technology and organizational culture creates a comprehensive work discipline mechanism (Nurjaman & Yasin, 2020). Technology provides regulatory certainty and supervision, while organizational culture strengthens internal awareness among employees to comply with these regulations. This combination ensures that work discipline is not merely administrative in nature but also grows from individual awareness and commitment to the organization. In organizations with a positive work culture, fingerprint attendance systems tend to be perceived as fair and transparent (D. Setiawan & Sumarlin, 2021). Employees no longer view technology as a restrictive control mechanism but rather as a tool for creating order and fairness in task implementation. This positive perception contributes to increased employee trust in organizational policies and encourages more consistent compliance.

The primary objective of this study is to examine and analyze the effectiveness of implementing a fingerprint attendance system in improving employee work discipline at Kelurahan Pulau Harapan. Through this research, it is

expected to obtain a clear understanding of the extent to which digital fingerprint-based attendance technology contributes to enhancing employee responsibility, punctuality, and compliance with attendance regulations. This study is also expected to provide both theoretical and practical contributions to strengthening a culture of work discipline through the utilization of digital technology within sub-district-level government institutions.

RESEARCH METHOD

This study employs a descriptive qualitative method, which allows the researcher to describe and gain an in-depth understanding of social phenomena, particularly those related to the implementation of an online attendance system in improving employee work discipline at Kelurahan Pulau Harapan. This approach was selected because it is considered the most appropriate for explaining complex and dynamic social realities without attempting to measure or test causal relationships. In the data collection process, the researcher utilized three primary techniques: in-depth interviews, documentation, and direct field observation. The interviews were conducted with five informants, consisting of village officials and community members who were directly involved in the implementation of the attendance system. The researcher sought to obtain comprehensive information regarding the experiences, perceptions, and views of employees concerning the effectiveness of the system's implementation in enhancing work discipline. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing.

RESULT AND DISCUSSION

Organizational culture

Organizational culture plays a crucial role in improving the performance of employees or members of an organization, as it serves as a human resource mechanism for addressing external challenges and integrating them into business institutions, governmental organizations, as well as educational and social organizations through shared values that guide collective efforts. The stronger the organizational culture, the greater the encouragement for employees to enhance the performance of companies or institutions that pursue a shared mission of progress. Therefore, it is considered essential to create, introduce, and develop organizational culture within an organization in order to build an institution that is aligned with its intended mission and vision.

The use and interpretation of symbols are particularly important in organizational culture. When individuals understand organizational symbols, they are able to act in accordance with the prevailing organizational culture. People orientation is one of the main characteristics of organizational culture, whereby managerial decisions are based on considerations of their impact on individuals within the organization. Through such considerations, employee performance is expected to improve. Based on this perspective, the creation, introduction, and development of organizational culture are deemed highly necessary in building organizations that are consistent with their mission and vision. The interpretation and utilization of symbols play a significant role in organizational culture, as understanding these symbols enables individuals to behave in accordance with organizational values. People orientation represents a key characteristic of organizational culture, where management decisions take into account their effects on individuals within the organization, thereby contributing to improved employee performance.

Kets de Vries and Miller (1984) classified five types of organizational culture by linking five neurotic personality types to organizational culture patterns. These include Charismatic versus Self-Sufficient Cultures. Charismatic organizational cultures tend to excessively emphasize individualism, particularly at the top management level. Managers exhibit a strong need for attention and external recognition, often exploiting others while power remains concentrated at the top. Top leaders maintain strict control while positioning themselves as the center of attention. Subordinates who are attracted to such organizations seek credibility, desire mentoring, and tend to overlook leadership weaknesses. They often hold a strong belief that organizational leaders are infallible. In contrast, organizations with self-sufficient cultures value independence, initiative, and achievement. Members believe that organizational success depends on individual accomplishments within the organization.

In paranoid cultures, strong feelings of anxiety and distrust prevail, whereas in trust-based cultures, unrealistic fears are absent. Avoidant versus Achievement Cultures describe organizations in which avoidant cultures are characterized by dominant coalitions that seek to resist change. Such organizations tend to be passive and purposeless, viewing change as a threat to existing values and power structures. Conversely, high-achievement cultures emphasize logical analysis and rational processes among top management. These organizations recognize the importance of change and actively pursue improvement. Politicized versus Focused Cultures describe organizations in which politicized cultures lack clear direction and stable leadership. The absence of strong leadership encourages lower-level managers to influence organizational direction, leading to competition for power among individuals and coalitions. In focused cultures, members share a common understanding of organizational direction, driven by necessary change and reinforced by enthusiasm and commitment to shared goals.

Bureaucratic versus Creative Cultures reflect different personality orientations. Bureaucratic cultures stem from compulsive personalities characterized by a strong desire for control. Such individuals work with high precision and specificity but often focus excessively on trivial details. In bureaucratic cultures, appearance is often prioritized over function, and managers are more concerned with compliance with rules than with the purpose behind those rules. Control systems are used extensively to monitor member behavior. In contrast, creative cultures emphasize self-discipline among members. Employees are able to collaborate effectively in teams without excessive reliance on formal rules and procedures, as they understand one another's tasks and interdependencies. Collaboration develops intuitively through shared experiences of success, and members recognize that cooperation forms the foundation of organizational success.

Several examples of organizational culture include: (a) Administrative Orderliness, which emphasizes the importance of structured administration in correspondence, financial management, employee remuneration, and the management of incoming and outgoing goods; (b) Clear Distribution of Authority, which serves as a key determinant of organizational performance, as unclear authority distribution can cause confusion among employees regarding their roles and responsibilities; (c) Discipline, which represents a pervasive organizational culture embedded in both individuals and groups, and is a defining characteristic of successful individuals and organizations; and (d) Innovation, where orga-

nizational culture encourages team members to generate creative ideas and new innovations aimed at advancing the organization.

Effectiveness

Based on data obtained from informants, the implementation of the fingerprint attendance system in improving employee work discipline has achieved a target of nearly 100 percent punctuality. Although occasional tardiness still occurs, the system has significantly minimized opportunities for manual attendance manipulation. Employees have demonstrated a strong capacity to adapt to the fingerprint system. In terms of job satisfaction, employee attendance levels have shown marked improvement. Informant responses indicate that employee performance has improved with the implementation of fingerprint-based attendance, as attendance must comply strictly with predetermined working hours and cannot be manipulated. One indicator of job satisfaction is the increased sense of accountability among employees in using the fingerprint system, as attendance is no longer dependent on workload volume; employees are required to be present regardless of task intensity.

To examine the implementation of the fingerprint attendance system in improving employee discipline at the Government of Kelurahan Pulau Harapan, Kepulauan Seribu Regency, DKI Jakarta Province, the researcher employed direct observation methods. Observations were conducted systematically by monitoring employee attendance from the beginning to the end of working hours. Attendance-in was observed between 07:30 and 07:44, while attendance-out was recorded at 16:30. The observation focused on employee compliance with attendance schedules, proper use of the fingerprint machine, and orderly implementation of attendance procedures in accordance with established regulations.

The results of the observation indicate that the fingerprint system has been implemented effectively and in an orderly manner. Employees consistently recorded their attendance according to the designated schedule and utilized the fingerprint machine as an accurate and objective attendance-recording tool. The system has proven capable of minimizing fraudulent practices such as proxy attendance, while also enhancing employee awareness of the importance of time discipline. Furthermore, the fingerprint system has significantly assisted the kelurahan administration in monitoring employee attendance in real time and in a measurable manner. Thus, the implementation of the fingerprint attendance system has contributed positively to improving employee work discipline within the Government of Kelurahan Pulau Harapan.

The implementation of the fingerprint attendance system at Kelurahan Pulau Harapan has demonstrated both positive and negative impacts on efforts to improve employee work discipline. The system aims to establish order, increase compliance with working hours, and strengthen accountability in employee attendance during daily task execution. Direct observation of attendance processes and disciplinary behavior revealed that the fingerprint system enhances employee compliance with working-hour regulations, both at the start and end of the workday. Employees tend to exhibit greater discipline and responsibility because the system records attendance objectively and cannot be manipulated.

Additionally, the fingerprint system facilitates efficient management of attendance data. Attendance records are automatically stored within the system, enabling easier monitoring and periodic evaluation of employee discipline. However, several technical challenges remain, including dependence on machine functionality and network conditions, which may occasionally affect attendance processes. Overall, the fingerprint attendance system at Kelurahan Pulau Harapan operates smoothly and is well documented. Attendance data are systematically stored and administratively accountable, serving as evidence that the fingerprint system supports transparency and accountability in personnel management.

The use of fingerprint-based attendance systems aligns with developments in biometric technology, where approximately 85 percent of biometric technologies utilize fingerprint identification (W. Setiawan & Waslaluddin, 2004). This indicates that fingerprints represent the most widely used identification method due to their high level of accuracy and ease of application across various institutions, including government agencies. At Kelurahan Pulau Harapan, the fingerprint attendance system is implemented through several stages, including employee fingerprint registration, data management and synchronization, work schedule configuration, attendance data downloading, and report generation. Fingerprint registration constitutes a critical initial stage, as system accuracy heavily depends on precise fingerprint enrollment.

Subsequent stages involve downloading and uploading employee data to ensure consistency between employee identities and stored fingerprint records. Work schedules are configured according to institutional regulations to align attendance reports with established work patterns. After attendance data are downloaded from the fingerprint machine, calculations are performed to generate attendance reports based on work units, employee names, and specified time periods. Overall, the implementation of the fingerprint attendance system at Kelurahan Pulau Harapan has been shown to contribute to improved employee work discipline and to support orderly personnel administration. Despite the presence of certain technical constraints, the system remains an effective instrument for fostering a more disciplined, transparent, and accountable work culture within sub-district-level government institutions.

Human resource performance

Human resources within government organizations at the *kalurahan* (village administration) level constitute a fundamental component in ensuring the successful delivery of public services. In this context, the performance of the *kalurahan* can be assessed through three key elements: *grade*, *attendance score*, and *service*. These elements not only represent structural aspects but also reflect the behavior and service orientation of human resources toward the community. The *grade* element in this study refers to the classification of *kalurahan* officials, ranging from levels one to four. This classification illustrates the level of position, administrative capacity, and responsibilities held by employees within the *kalurahan*. The higher the *grade*, the greater the level of responsibility and authority carried in performing governmental duties and delivering public services.

The distribution of *grade* also reflects the organizational hierarchy, which has implications for work patterns and coordination among human resources. Officials with higher *grades* generally play strategic roles in decision-making processes, while those with lower *grades* tend to function as technical implementers. However, organizational effectiveness is not solely determined by the *grade* structure but also by the collaboration and synergy among all *kalurahan* personnel.

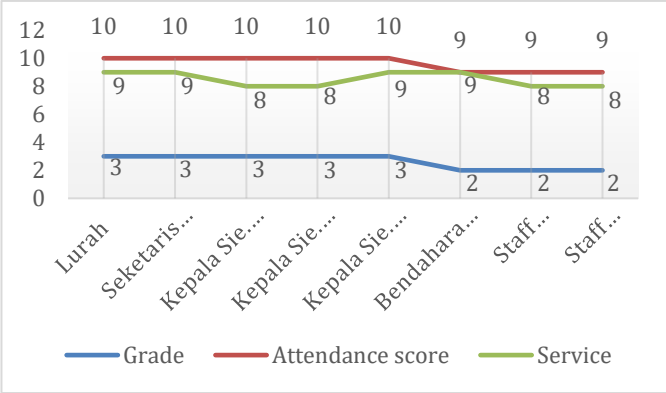

Figure 1. Human resources performance

The *attendance score* represents the level of attendance of officials in delivering services to the community, measured on a scale from one to ten. A high attendance score indicates strong work discipline and commitment to assigned duties. In the context of public service, attendance is a crucial factor in ensuring service continuity, as the absence of personnel directly affects the availability and accessibility of public services.

Nevertheless, a service-oriented approach cannot rely solely on attendance. High attendance does not necessarily correspond to higher productivity or better service quality. Therefore, the *attendance score* should be understood as a supporting indicator that needs to be combined with other variables to provide a more comprehensive assessment of performance. The *service* variable in this study is measured on a scale from one to ten and reflects the quality of services delivered to the community. Higher service scores indicate a stronger service orientation within the organization.

However, a gap may exist between attendance levels and service quality. *Kalurahan* officials who consistently attend work may not necessarily provide optimal services if they lack the necessary competencies. This suggests that improving the quality of human resources cannot rely solely on strengthening discipline but must also be balanced with efforts to enhance individual capacity and skills.

Effective human resource performance has a significant impact on overall organizational performance. When all personnel are able to maintain a positive organizational culture, work effectively, demonstrate discipline, and provide quality services, the organization is more likely to achieve its goals in an optimal and accountable manner. A strong organizational culture serves as the foundation for collective performance and plays a critical role in realizing accountable and high-quality public services.

CONCLUSION

The implementation of the fingerprint attendance system has a positive effect on improving employee discipline and work culture at Kelurahan Pulau Harapan, as reflected in increased attendance compliance and enhanced employee performance. In addition, leadership has a positive and significant influence on work discipline, indicating that the stronger the leadership qualities possessed by employees and leaders, the higher the level of work discipline within an institution. Organizational culture also has a positive and significant effect on work discipline. This implies that the stronger the organizational culture implemented within an institution, the greater the improvement in employee discipline. Furthermore, fingerprint attendance systems and organizational culture simultaneously influence work discipline. In other words, effective fingerprint attendance implementation combined with a supportive work culture positively contributes to improving employee discipline.

This study has several limitations that should be taken into consideration. First, the research was limited to a single research object, namely Kelurahan Pulau Harapan, therefore the findings cannot yet be generalized to all sub-districts or other government institutions that may have different organizational characteristics and conditions. Second, the limited duration of the study resulted in observations of fingerprint attendance implementation being conducted within a specific period, which may not fully capture the long-term dynamics of employee work discipline. In light of these limitations, future research is expected to expand the scope of research objects and variables, as well as to employ more comprehensive methodological approaches, in order to obtain a deeper and more holistic understanding of the implementation of electronic attendance systems and their impact on employee work discipline.

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