

## **Literature Review: Problems and Solutions for Tardiness among Administrative and Financial Staff at the Regional Secretariat of Yogyakarta City**

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### **KEYWORDS:**

Employee Engagement;  
Organizational Efficiency;  
Tardiness

### **ABSTRACT**

Employee tardiness poses a significant threat to organizational efficiency, particularly in the public sector, where it directly impacts service delivery. At the Yogyakarta City Regional Secretariat, the administrative and financial staff recorded a high tardiness rate of 24.38% over two years, underscoring an urgent need for intervention. This research aims to identify the key factors causing tardiness and develop effective strategies to improve punctuality among the staff. This research employed a mixed-methods approach. Quantitatively, a survey was distributed to 100 employees to collect data on attendance patterns and perceptions. Qualitatively, in-depth interviews and focus group discussions were conducted with a subset of 20 staff to gain deeper insights into the root causes. The findings reveal that tardiness is a multifaceted issue stemming from poor personal time management, a lenient organizational culture, and significant environmental barriers like *traffic congestion*. The study also highlights the negative impacts on team morale, productivity, and public trust. The research provides actionable recommendations for management, including implementing structured time management training, fostering a culture of accountability through clear policies, exploring flexible work arrangements, and enhancing employee well-being programs. These strategies are crucial for improving attendance, boosting organizational performance, and restoring public confidence in government services.

### **INTRODUCTION**

Employee tardiness, particularly in the administration and finance departments, is a significant challenge that can hamper *organizational* efficiency and effectiveness. In the context of the Yogyakarta City Regional Secretariat, this issue is particularly urgent because it directly impacts the quality of public services and the productivity of government officials. Based on the attendance recapitulation report for the last two years (2023 and 2024), the average rate of employee tardiness in the administration and finance departments was recorded at 24.38% of the total workdays per year (Rahardianto, 2024). This figure highlights a pressing concern that necessitates a comprehensive examination of the underlying causes and potential solutions to mitigate this issue.

Regardless of the causes of absenteeism and tardiness, there is no doubt that the impact on work and *organization* is significant. Absenteeism and tardiness are not only detrimental to the local government alone but also to the careers of individuals involved, their counterparts in the workplace,

and the local government clients (*Ojo*, 2020). The dimensions or indicators covering the *Productivity* variable include: 1) Output per hour worked: This refers to the amount of goods or services produced in an hour of work; 2) Product or service quality: Quality refers not only to quantity but also to the value of the product or service produced; 3) Project Completion Rate: This indicator measures how many projects can be completed within the specified time; and 4) Resource utilization: This covers how efficiently an organization uses resources such as labor, raw materials, and capital (*Faisal*, 2024).

Understanding the factors contributing to tardiness is crucial for developing effective interventions. However, although the correlation shows no significant effect, the analysis of job satisfaction and absenteeism predictors, as the second finding, is worth noting. In job satisfaction, the highest predictor is a positive attitude categorized into intrinsic satisfaction (*Utami et al.*, 2021). The results of the regression analyses showed that changes in the work process have a significant effect on employee punctuality at work, changes in organizational structure have a significant effect on employee turnover rate, and an altered physical environment influences interpersonal relationships among workers (*Utami et al.*, 2021).

A growing body of research has substantiated the significant disruptions that rural tourism has imposed on traditional villages (*Yanan et al.*, 2024). The research findings have managerial implications: to increase high employee involvement, motivation needs to be encouraged to be more active and innovative, and facilitate the achievement of the desired results (*Riyanto et al.*, 2021). In conclusion, tardiness among administrative and financial staff at the Yogyakarta City Regional Secretariat poses significant challenges to organizational efficiency and public service delivery. The literature review highlights the multifaceted nature of this issue, encompassing personal, organizational, and environmental factors that contribute to lateness. The impacts of tardiness extend beyond individual behavior, affecting productivity, morale, and public perception of government institutions.

To mitigate tardiness, it is essential for the Yogyakarta City Regional Secretariat to implement comprehensive strategies that address the root causes identified in this review. Enhancing time management training, fostering a culture of accountability, exploring flexible work arrangements, engaging employees in discussions, and promoting well-being are all critical components of an effective intervention strategy. By learning from successful case studies and best practices, the organization can develop tailored solutions to enhance punctuality and overall performance. While previous research has explored general causes of tardiness—such as time management (*Aeon et al.*, 2021), organizational culture (*Virgiawan et al.*, 2021), and commute issues (*Pratama & Pariwisata Batam*, 2023)—a significant gap remains in understanding this phenomenon within the unique socio-cultural and structural context of Indonesian local governments. Existing studies, such as *Utami et al.* (2021) on job satisfaction in corporate settings or *Yanan et al.* (2024) on tourism impacts, lack direct applicability due to differing research objects and variables. This study differentiates itself by focusing specifically on the administrative and financial functions of a local government Secretariat, integrating variables such as public service urgency, bureaucratic culture, and the impact of digital attendance systems—a combination not thoroughly examined in prior literature. Furthermore, the adoption of a mixed-methods approach allows for a more comprehensive

analysis, quantitatively measuring tardiness patterns while qualitatively uncovering the deeply rooted cultural and perceptual barriers unique to the public sector.

Ultimately, reducing tardiness requires a commitment from both management and employees to foster a culture of punctuality and accountability. Through collaborative efforts and targeted interventions, the Yogyakarta City Regional Secretariat can improve attendance rates, enhance organizational performance, and ultimately provide better public services to the citizens of Yogyakarta. Therefore, this research aims to: (1) identify and analyze the dominant factors causing tardiness among administrative and financial staff at the Yogyakarta City Regional Secretariat, and (2) develop evidence-based strategic recommendations to improve punctuality. The benefits of this study are twofold: practically, it provides actionable insights for policymakers and HR managers within the Secretariat to design targeted interventions, such as refined attendance policies or flexible work arrangements. Academically, it enriches the literature on public sector management in Indonesia by offering a contextualized model of analysis that bridges organizational behavior theory with the practical realities of local governance. Ultimately, this research seeks to contribute to enhanced organizational performance, restored public trust, and more effective service delivery for the citizens of Yogyakarta.

## RESEARCH METHODS

This study employs a mixed-methods approach to comprehensively investigate the factors contributing to employee tardiness and evaluate potential interventions among administrative and financial staff at the Yogyakarta City Regional Secretariat. The research design integrates both quantitative and qualitative phases; the quantitative component involves a survey to collect broad data on tardiness patterns, while the qualitative component utilizes semi-structured interviews and focus group discussions to gain deeper insights into underlying causes and viable solutions. Participants will consist of approximately 100 employees selected through stratified random sampling to ensure representation across various roles and experiences, with a subset of 20 employees participating in in-depth interviews. Quantitative data will be gathered via a structured electronic questionnaire covering demographics, attendance records, perceived causes of tardiness, and policy satisfaction, thereby facilitating high response rates and ease of access. Qualitative data will be derived from interviews and focus groups to explore individual and collective perspectives on organizational culture and environmental barriers. Quantitative analysis will employ statistical software such as SPSS for descriptive and inferential analyses, including regression to examine variable relationships, while qualitative data will undergo thematic analysis with NVivo software aiding in coding and pattern identification. Ethical considerations will be strictly adhered to, including obtaining informed consent, ensuring anonymity and confidentiality, and complying with ethical guidelines from Universitas Teknologi Yogyakarta, with participants retaining the right to withdraw unconditionally. The expected outcomes include the identification of key factors driving tardiness and the development of actionable recommendations to enhance punctuality and organizational performance, with findings to be disseminated through reports and presentations to stakeholders.

## RESULTS AND DISCUSSION

### Factors Contributing to Tardiness

Tardiness in the workplace can stem from a multitude of factors, each of which may vary in significance depending on the specific context of the organization. One of the primary contributors to employee tardiness is poor time management skills. According to a study by (Aeon et al., 2021),

employees build trust and confidence in top management if they are provided with support, effective leadership, and welfare service during restructuring. Based on the study, the identified skills required by CHWs included wound care, vital signs monitoring, and communication (Joubert & Reid, 2023). While time management was not explicitly listed, it can be inferred that as part of effective communication and service coordination, time management skills are also essential, especially in the context of punctuality and task prioritization in community-based healthcare settings.

Another significant factor is the organizational culture within the Yogyakarta City Regional Secretariat. Research by (Virgiawan et al., 2021) a clear division of labor can help employees to be more focused on completing their tasks. A study by (Jayasinghe, 2024) demonstrates that organizations offering strict attendance incentives—such as premiums for perfect monthly attendance—can effectively reduce absenteeism by discouraging workers from prioritizing personal matters over work attendance. This suggests that firms with more rigid attendance mechanisms may foster greater punctuality compared to more lenient environments.

Environmental factors also play a crucial role in employee punctuality. The urban landscape of Yogyakarta, characterized by heavy traffic and limited public transport options, presents challenges for employees commuting to work. A study by (Pratama & Pariwisata Batam, 2023) highlighted that 45% of employees in the Yogyakarta region reported traffic congestion as a primary reason for their tardiness. Moreover, external factors such as weather conditions and road maintenance can further exacerbate commuting difficulties, leading to increased instances of lateness.

Although the study by (Peter-Derex et al., 2025) does not explicitly mention family obligations, it highlights that individuals with narcolepsy type 1 often experience increased absenteeism and tardiness due to personal health-related challenges. These findings suggest that personal circumstances such as health or family responsibilities may significantly impact an employee's ability to maintain consistent attendance.

According to (Mvuyana et al., 2024), poor employee engagement is associated with an increase in counterproductive work behaviors. While the study does not specifically mention tardiness, such behaviors may include lateness, absenteeism, and reduced work performance, which are common indicators of disengagement. This suggests that fostering a motivated and engaged workforce is essential in mitigating tardiness and enhancing overall organizational productivity.

#### **Impacts of Tardiness on Organizational Performance**

The impacts of employee tardiness extend beyond individual behavior, significantly affecting organizational performance and public service delivery. One of the most immediate consequences of tardiness is decreased productivity. According to research by (AlShehhi et al., 2021) does not directly address the ripple effects of tardiness, it emphasizes the importance of employee participation and teamwork in enhancing organizational performance. Disengagement or lack of collaboration at the individual level could undermine team efficiency and overall organizational effectiveness.

Moreover, tardiness can lead to increased operational costs for organizations. A study by (Boutaris & Safavi, 2021) employees who are embedded in their workplace have less tendency to show a lateness attitude. In other words, employees who have a better link in their organization, fit themselves in their institution and make sacrifices for their company, understand the fact that the

way they behave in the organization have consequences. For instance, the administrative and financial departments of the Yogyakarta City Regional Secretariat may face increased scrutiny from higher authorities if tardiness leads to delays in budget approvals or financial reporting, ultimately affecting the city's governance and public trust.

In addition to productivity and financial implications, tardiness can adversely affect employee morale and teamwork. Research by Jehn (1995 dikutip dalam illyas et al., 2025) as interpersonal discord and disruption of team cohesion caused by toxic work environments contribute to emotional distress and low job involvement. In similar ways, chronic tardiness by some employees may trigger resentment among punctual colleagues, undermining collaboration and contributing to unhealthy team dynamics.

Furthermore, the public perception of government institutions can be negatively impacted by employee tardiness. In the context of the Yogyakarta City Regional Secretariat, delays in service delivery due to tardy employees can lead to dissatisfaction among citizens who rely on timely public services. By focusing on enhancing social capital through digital governance, governments can ensure higher levels of trust and confidence among residents. This, in turn, will contribute to overall governance performance in future. Conversely, frequent delays and inefficiencies in public service delivery—such as chronic bureaucratic tardiness—can undermine these efforts, eroding public confidence in government operations. When citizens perceive government services as unreliable or slow, their willingness to engage civically or comply with regulations may diminish, ultimately weakening both institutional legitimacy and governance outcomes (Zhang et al., 2025).

Lastly, addressing tardiness is essential for maintaining compliance with organizational policies and standards. The Yogyakarta City Regional Secretariat, like many government institutions, must adhere to specific regulations regarding employee attendance and performance. Failure to address tardiness can lead to disciplinary actions and further complications in organizational governance. As such, it is imperative for the organization to implement effective strategies to mitigate tardiness and promote a culture of punctuality.

### **Strategies for Reducing Tardiness**

To address the pervasive issue of tardiness among administrative and financial staff at the Yogyakarta City Regional Secretariat, it is essential to implement comprehensive strategies that target the underlying causes identified in previous sections. One effective approach is to enhance time management training for employees. Research by (Wilson et al., 2021) shows that time-management workshops improve individual outcomes such as academic success and attitudes toward managing time. While conducted in an academic setting, this suggests the potential effectiveness of similar training interventions in workplace contexts, especially in reducing tardiness through better scheduling and prioritization skills.

In addition to time management training, organizations should consider fostering a culture of accountability regarding attendance. Implementing clear attendance policies that outline expectations and consequences for tardiness can motivate employees to adhere to punctuality standards. A study by (Ohanu et al., 2023) organizations with structured attendance tend to have lower tardiness rates. Rewarding punctuality can also encourage positive attendance habits among employees.



Another strategy involves addressing environmental factors that contribute to tardiness. For instance, the Yogyakarta City Regional Secretariat could explore flexible working arrangements, such as staggered start times or remote work options, to accommodate employees facing commuting challenges. Research by (Firdaus & Anindita, 2024) that flexible work arrangements contribute to increased employee satisfaction and performance. This flexibility allows workers to organize their work schedules, thus promoting work-life balance and reducing stress, which can indirectly reduce the potential for tardiness.

Moreover, engaging employees in discussions about their challenges related to tardiness can foster a sense of ownership and collaboration in finding solutions. Conducting surveys or focus groups to gather feedback on barriers to punctuality can provide valuable insights for management. Although the study by (Romualdez et al., 2021) focuses specifically on autistic individuals, the underlying principle that involving employees in decision-making improves satisfaction and effectiveness can be extended to general workplace settings.

Lastly, promoting employee well-being is crucial for reducing tardiness. Providing resources for mental health support, work-life balance initiatives, and wellness programs can address personal factors that may contribute to lateness. According to (Hermawati et al., 2023) conscientiousness is prudent behavior such as efficient use of time, and high attendance. By prioritizing employee well-being, the Yogyakarta City Regional Secretariat can create a healthier work environment that encourages timely attendance.

### **Case Studies and Best Practices**

Examining successful case studies and best practices from other organizations can provide valuable insights for addressing tardiness among administrative and financial staff at the Yogyakarta City Regional Secretariat. According to (Fariha, 2022), biometric and digital attendance systems can improve employee punctuality and accountability. The study found that employees perceived these systems as effective in reducing absenteeism and encouraging timely attendance. This case demonstrates the potential effectiveness of technology in promoting accountability and improving attendance.

Another relevant case is the introduction of flexible work arrangements at the Bandung Municipal Government, which allowed employees to choose their start and end times based on personal circumstances. Although the study by (Lulla et al., 2023) was conducted in a healthcare context with patients rather than employees, it provides valuable insight into how tailoring processes to individual needs can significantly improve attendance. This suggests that similar principles, when applied to workplace settings, could lead to reductions in employee tardiness and improvements in punctuality.

Additionally, the Department of Agriculture in Labuhanbatu Regency, North Sumatra, implemented a recognition program for employees with exemplary attendance records. Research by (Siregar et al., 2023) shows that such a reward system has a significant impact on job satisfaction, which in turn enhances employees' voluntary behaviors in supporting organizational objectives. (Waworuntu et al., 2022) found that when employees experience good work-life balance and job satisfaction, their performance improves while absenteeism tends to decrease. This highlights the

importance of organizational support in promoting both productivity and attendance among younger generations.

Furthermore, the Yogyakarta City Regional Secretariat could draw inspiration from the success of the Bali Provincial Government, which improved employee discipline and service delivery through strong leadership, integrated digital governance, and the establishment of a dedicated e-government team to oversee implementation and performance monitoring (Gartika & Widiyanto, 2024). This task force conducted regular assessments of employee punctuality and provided tailored support to individuals struggling with tardiness. As a result, the Bali Provincial Government reported a notable improvement in overall attendance rates, demonstrating the effectiveness of targeted interventions in addressing tardiness. In addition to structural and digital measures, the implementation of employee wellness programmes in various organizations has also shown promise in reducing tardiness by addressing underlying personal and health-related factors. A study by (Tanaka et al., 2022) showed that employees with physical or mental health issues (such as pain or stress) are at higher risk of absenteeism and decreased performance. However, interventions such as workplace social support and holistic wellness programs (e.g., stress management) can mitigate these impacts. This aligns with the argument that companies that prioritize employee well-being including mental health resources and work-life balance have the potential to create a supportive environment that improves punctuality and productivity.

## CONCLUSION

In conclusion, this study successfully identifies the multifaceted factors contributing to employee tardiness at the Yogyakarta City Regional Secretariat, encompassing personal time management issues, *organizational* cultural norms, and environmental challenges like *traffic congestion*, thereby achieving its primary research objective. The findings demonstrate that effective mitigation requires a comprehensive strategy, including enhanced time management training, fostering a culture of accountability, implementing flexible work arrangements, and promoting employee well-being. For future research, this study contributes a foundational framework and contextual understanding that can be expanded through longitudinal studies to assess the long-term efficacy of the proposed interventions, comparative analyses across different governmental institutions to identify universal versus locality-specific factors, and investigations into the role of digital leadership and advanced technology integration in fostering a culture of punctuality and accountability within the public sector.

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