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## Work Effectiveness and Discipline Affect Organizational Performance Achievement at Ornamental Fish Cultivation Research Center (BRBIH – KKP)

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**Abstract:** Work effectiveness and discipline affect organizational performance achievement. This study aims to determine and examine the effect of work effectiveness with Work Discipline on the performance goals of an organization. This research provides an overview and approach to the organization to optimize Standard Operating Procedures in work effectiveness and discipline in order to achieve the expected performance targets and output. The performance goals of an organization are the main indicator of the progress of an organization so that achievements and rewards are obtained. Meanwhile, downgrading and punishment can provide a warning that an organization is indicated to be not good. This research uses qualitative research methods. This research focuses on in-depth observation to understand the phenomena experienced by the research subject. The population in this study were all employees of the Ornamental Fish Cultivation Research Center. This study consisted of 60 employees. It is hoped that this research will produce a clear picture of the importance of effectiveness and work discipline in building a structured system and building solid cooperation. the results are expected, with discipline and work effectiveness, the goals in the service that have been set, will be achieved optimally and maximally. main performance target indicators achieved, giving a positive impression.

**Keyword:** Effectiveness, Discipline, Performance, Rewards, & Organizational Output.

## INTRODUCTION

In general, it is very important for various organizations, whose goal is to provide full service to the surrounding community and provide significant value where it is located. In order to start work based on a pre-established plan, a carefully designed management strategy because management is the most important aspect of the functioning of organizations and social systems, especially in the conditions of the modern era, which is characterized by increasing complexity of technological and information products, radical transformations at the level of social structure, trends in economic globalization, and especially, changes in products at the

organizational level. In this context, we consider the need for work effectiveness and discipline as a form of enforcement of the standard operating procedures of the managerial structure so that it is able to adapt to any increasingly complex changes. The element of service remains prioritized with work effectiveness and enforcement of employee discipline. One of the factors that influence human resources is the discipline factor. Work discipline can be seen as a big benefit, both for the benefit of the company and the interests of employees. For companies, the existence of work discipline will ensure that order is maintained and the execution of tasks is smooth so that optimal results are obtained and company targets will be achieved. And for employees, a pleasant working atmosphere will be obtained so that it will increase morale in carrying out work.

Internal Corporate Communication Process Management should consider first people. The main aim of their involvement in the tasks they have undertaken, the efficiency with which they are carried out as it is a very important parameter, bearing especially in mind that it requires management to work together in teams. Management deals with the coordination of their activities, planning, organization and coordination of pre-established objectives,

As employees are the contributor to a successful organization, therefore, meeting up with the required services from the employees providing proper working environment is mandatory. A better working environment ensures perfect output of the result. Organizations need to ensure better environment for the employees to keep them away from the situations which hinder productivity. And, enables the employees to work on their full potential. Therefore, this study was conducted with the objectives to understand the impact of working environment on job satisfaction (Dr.K. Sivagama Shunmuga Sundari & Ms.A. Antony Selva Priya, 2020). Then according liyas, Organizations must treat employees fairly and consistently. Every deviant behavior committed by each employee must be treated equally so as not to cause social jealousy between one employee and another. The key to effective discipline is communicating policies from the start. Employees must fully understand the policies in the organization (Liyas, 2019). Discipline is the desire and awareness to obey organizational regulations and social norms. In some cases, irregular processes result in failure to achieve the specified output.

In this environment, a particular opportunity relates to helping people to work more effectively and smartly in support of the enterprises in which they invest their future. Sharper competition between companies, between countries and between continents result in requirements for greater effectiveness of operations and service to customers and to creation of new products and services. There is increased understanding that the major driving force in this new environment is knowledge. However, the situation is more complex than just building and applying intellectual capital. Competitiveness in the new world is directly dependent not only on the value and sophistication of the intellectual capital assets but on how well they are renewed and utilized in conducting work. Consequently, it is required to deal directly with how people and organizations create and utilize knowledge and understanding – know-how – in their daily work lives to analyze situations, make decisions and execute actions.

To maintain and manage performance of each employee, organizations should use certain procedures to follow and continuously monitor the performances. These performance indicators will help the organizations to measure how efficiently and effectively the goals being met. There should be a well managed comprehensive system that will lead each employee and manager to highest level of performing.

The problem in the Ornamental Fish Cultivation Research Center is controlling discipline in working so that optimal work effectiveness is created and produces the expected work targets in the main performance indicators. By achieving the main performance indicators, it provides support to Strategic Outcomes/Stakeholders, Customers, Internal Processes, Learning and Growth.

The objectives to be achieved in this research are: 1) To determine the application of work effectiveness and discipline enforcement to employee performance at the Ornamental Fish Cultivation Research Center; and 2) To determine the application of work discipline to employee performance at the Ornamental Fish Cultivation Research Center.

The results of this study are expected to contribute to interested parties, including the following:

**a. For Researchers**

1. Gain understanding and knowledge about the application of work effectiveness and discipline enforcement to employee performance at the Ornamental Fish Cultivation Research Center.
2. Gain understanding and knowledge about the application of work discipline to employee performance at the Ornamental Fish Cultivation Research Center.

**b. For Research Related Agencies**

For the Ornamental Fish Cultivation Research Center in particular, to find out the extent to which the application of work effectiveness and enforcement of discipline and work discipline has an impact on the company's expected performance, and the results are taken into consideration in developing strategies to improve employee performance.

**c. For Educational Institutions**

Research literature is increasingly diverse and development of knowledge related to the application of work effectiveness and enforcement of discipline and work discipline in improving the performance of Ornamental Fish Cultivation Research Center (BRBIH) employees.

## **METHOD**

Research using qualitative models. This research focuses on in-depth observation to understand the phenomena experienced by the research subject and looking for findings related to variables in this journal with a vulnerability of three years from various existing international journals. This finding to support this journal and strengthen from this paper also supports the findings that already exist in the journal used. The research method contains the type of research, sample and population or research subjects, time and place of research, instruments, procedures, and research techniques, as well as other matters relating to the method of research. This section can be divided into several sub-chapters, but no numbering is necessary.

Place and Time of the research took place in Depok City. This research was conducted at Ornamental Fish Cultivation Research Center (BRBIH), located Pancoran Mas District, Depok City. The implementation of the activity was carried out on March 10, 2024 to April 11, 2024. Participants in this study were determined by digging up information from the owners and employees at the Ornamental Fish Cultivation Research Center. This method digs up information from informants to obtain data that is in accordance with the main problems in this study. Through these data sources, it is hoped that the data obtained is accurate and can be a reflection of the quality of the data. The selection of research sources is based on several considerations as follows: Structural Officials and Employees of the Ornamental Fish Cultivation Research Center as many as 70 employees.

The technique used is a data collection method consisting of in-depth interview techniques, direct observation techniques and field documentation techniques.

Many research have been conducted to understand the role of work environment. Over time, research on the impact of different levels of work environment on job satisfaction has become increasingly important. The study implies that organizational productivity is highly dependent on the physical condition of the work environment. While rewards provide

employees with an opportunity to improve their efficiency. The study revealed that rewards always provide positive incentives for employees.

Data analysis in qualitative research is carried out since before entering the field, and after completion in the field. Data is obtained from various sources using various data collection techniques such as (triangulation) and is carried out continuously until the data is saturated. The purpose of this data analysis is to simplify the data into a form that is easier to read and interpret which often uses qualitative descriptive as a tool. And in general, data analysis uses the triangulation method as a method that ensures the credibility of the data.

Several studies have been conducted to determine the factors that influence employee performance by using various variables including work effectiveness and enforcement of discipline and work discipline in improving employee performance. Here are some research data that has been done before:

**Table 1. Review of Previous Research**

No	Author	Artikel Title	Variable	Analysis Technique	Result
1	Michael Ricardo Sipayung, Marlon Sihombing (2022)	Analysis of Work Discipline Implementation,	1) Work Discipline	Qualitative approach with descriptive research type.	The implementation of work discipline, work effectiveness and enforcement of work discipline, and experience have been running well and can be seen through the increase
		Work Motivation	2) Work Motivation	Primary Data: Observation and interview	
		Work and Experience in Improving Employee Performance at Hidden Place Café	3) Experience	Secondary Data: Documentation	
2	Irawan Putra, Dewa (2022)	Kebijakan Efektivitas kerja dan penegakan disiplin Dan Disiplin Kerja Guna Meningkatkan Kinerja Karyawan (Studi Kasus Pada PT. Bridgestone Kalimantan Plantation).	1) Work Discipline	Observation and Interview	The implementation of work discipline policies applies predetermined working hours, provides SP if employees do not work for three days and provides education about the importance of discipline, as well as providing sanctions to employees who are not disciplined.
			2) Performance		The employee's performance is going well, so that work comfort is created and sanctions are given.
			3) Work Effectiveness		Fulfilling the elements of speed and accuracy
3	Olivia Ananda Nona Ayu Hayat (2019)	Implementation of Work Discipline on the Performance of Employees of Bank	1) Work Discipline	Observation, Interview, Documentation	The results of the study show that PT. Bank Syariah Mandiri Teluk Betung Branch Office has implemented work

No	Author	Artikel Title	Variable	Analysis Technique	Result
		Syariah Mandiri Betung Branch Office	2) Performance		discipline, but performance has not met operational standards because employees have not fully implemented the established rules.

Sources: Research Data (2025)

In measuring employee performance such as work effectiveness variables and enforcement of discipline and work discipline. Also according research (Irawan Putra,Dewa,2022) which also shows the results of work effectiveness policies and enforcement of discipline and work discipline to improve performance and create employee comfort (Putra et al., n.d.). The indicators of work effectiveness are as follows: Transparency of the objectives achieved, Transparency of the strategy that is intended to achieve the objectives, Strong analysis and policy formulation mechanisms, Detailed planning, Making appropriate programs, Availability of infrastructure, Effective implementation of facilities and efficient, Implementation of control (Fariska et al., 2022).

Therefore, the variables of work effectiveness and discipline enforcement, and work discipline become important variables to be studied because these variables show inconsistency of results in previous studies so that they are worthy of further study at different observation locations, the field of work to be studied is furniture production focusing on wall shelves, so it is very important to be able to see how the implementation of work effectiveness and work discipline enforcement, and work discipline as variables in improving employee performance. So in this study will be measured how the implementation of work effectiveness and discipline enforcement, and work discipline in improving employee performance of the Ornamental Fish Cultivation Research Center.

## RESULTS AND DISCUSSION

The views on the economic and social roles of the enterprise and on the relative importance of the roles and behaviors of key individuals and business leaders also vary. Nevertheless, an emerging school of thought bases success on business ethics and properly prepared and motivated individual contributors. That view is pursued here. It is our belief that motivated, contributing and accountable knowledge workers are the linchpins that secure and sustain the successful operation of the enterprise machinery. Managing knowledge and managing in general, are complex endeavors that require manipulation of human, social, and economic systems that are only partially understood. From systems-theoretic perspectives, organizations are ‘open systems’ that provably cannot be fully ‘observed’ and therefore cannot be ‘identified’ As a result, these endeavors cannot be ‘controlled’ in any strict sense or even to our specifications. Yet, we need to manage them – influence them – to shape their behavior and performance to come closer to the desired objectives and expectations.

Organizations vary greatly and since they cannot be fully observed that makes it difficult – if not impossible – to perform rigorous investigations to determine what works, what does not work, and what may be improved to work better. However, in order to achieve effective performance, we still need to determine good knowledge-related methods and approaches as best we can. As a result, in this book, we have chosen to present suggestions for what can be done and what may be expected from selected actions. It therefore should be clear that such suggestions are assertions and hypotheses based on the author’s experience and interpretation of the experiences of others. Whenever possible, the author has attempted to build on established, commonly accepted, or seemingly logical premises. In many instances,



scientifically obtained findings are stretched and extrapolated in “good engineering fashion” to synthesize models, approaches and actions. These are often expected to generate beneficial target system behaviors.

According Kusuma Dewi, Ismi (2024) Work ethic is said to be a determining factor of the success of individuals, groups, institutions and also the broadest is the nation in achieving its goals. Work ethic is one of the benchmarks for employee success in carrying out services to the community. The phenomenon of work ethic in Indonesia is still not evenly distributed. Working is still considered something routine. Even in some employees, work can be considered a burden and coercion, especially for lazy people. Employee understanding of work ethic is still weak. This is also what does not support the creation of a good and productive work ethic, because of that it is not uncommon for companies to ignore employee welfare including minimum wages (Ismi Kusuma Dewi et al., 2024).

Job satisfaction is also negatively associated with employee turnover (turnover intention) but other factors such as labor market conditions, alternative employment opportunities and length of tenure are important barriers to leaving the existing job. According to him, the factors that encourage job satisfaction are: 1) Mentally challenging work; 2) Supportive working conditions; 3) Supportive co-workers; and 4) Personality fit with the job.

Next, this research has conducted observations to determine informants according to previously determined criteria. The participants selected were 2 people, namely:

**Table 2. Informan Whose Data Was Taken**

Name of Informan	Age	Information
Joni Haryadi	52 years	Head Office of BRBIH Ornamental Fish Cultivation Research Center
Gleni Hasan Huwoyoon	45 years	Official Of BRBIH
Ipan Dahniar	43 years	Employee BRBIH

Measuring effectiveness can be done by looking at the work results achieved by an organization. Effectiveness can be measured through the success or failure of an organization to achieve its goals. If an organization succeeds in achieving its goals, then it can be said to have run effectively. The most important thing is that effectiveness does not state how much costs incurred to achieve these goals. Effectiveness only looks at whether the process of the program or activity has achieved the goals that have been set (Nur, 2021).

Work effectiveness and discipline enforcement, based on the results of research and interviews with informants, work effectiveness and discipline enforcement are a series of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. In this case, the Kangkung Ornamental Fish Cultivation Research Center must enforce the work effectiveness and discipline of all employees in the work environment where the company's targets and goals can be achieved as work effectiveness and discipline enforcement are given to employees during overtime hours so that employees remain enthusiastic beyond the specified working hour time limit. In the case of this researcher, the company has a target production amount that must be met every month, so that production activities run according to the number of requests for orders from consumers.

From the number of requests, it will then be forwarded and processed in several stages including the production process. The more the number of requests for orders requested, the more the working hours and workload will increase, therefore it requires a work effectiveness and enforcement of work discipline for employees of the Ornamental Fish Cultivation Research Center so that the company can achieve the targets set. The statement of one of the informants in an in-depth interview I as the owner of the company sometimes provide work effectiveness

and enforcement of work discipline work enthusiasm for employees so that production targets run as expected by the company (Interview Results with Head of BRBIH Office) is Employees are an important asset owned by the organization.

In this research specifically discusses employees in the production division which certainly has a very important share of the course of a productivity where the production division is considered as the heart of the organization itself. From this statement, it can be taken as an understanding that it is important for companies to pay attention to factors that inhibit the productivity of employee enthusiasm, one of which is work stress.

Job stress is divided into two parts, including the following:

**a. Eustress (Positive)**

The situation at the Ornamental Fish Cultivation Research Center stress can stimulate a person's performance and can positively encourage employees to produce something better.

**b. Distress (Negative)**

The situation at the Ornamental Fish Cultivation Research Center where employees experience work stress produces negative effects on employee health and performance. Work stress that occurs in the employees of the production division of the Ornamental Fish Cultivation Research Center produces a negative effect, especially on employee performance, which has been stated in this study in the problem data. The occurrence of work stress was stated by the Head of the Production Division, motivated by too many production requests from consumers, "Work stress is usually when there are consumers who have their own deadline benchmarks, so inevitably all parts of the production work must be extra fast." (Interview with the Head of the Production Division of the Ornamental Fish Cultivation Research Center). Quality control employees also said something similar with the addition of another statement, "Rushed consumer requests are also a problem for my stress, from that stress it usually has an impact on the atmosphere of coworkers who change from usual, plus there are too many product variants." (Results of an interview with the Head of the Production Division of the Ornamental Fish Cultivation Research Center).

Work discipline is an individual or group that ensures compliance with orders and takes the initiative to carry out an action that is needed if there is no order. Based on the test results, it shows that partially work discipline has a positive and significant effect on employee performance at the Kangkung Ornamental Fish Cultivation Research Center. This is shown by the results of an interview with one of the informants, for example, the leader gives 1-3 warnings to employees whose performance is not good, in guarding it is only done by manual attendance, compensating employees if their performance is good and contributes well to the company, etc. From these small examples, employees are aware of what responsibilities they must accept and carry out in work discipline.

This means that work awareness needs to be increased, namely by providing self-development regarding the work they carry out so that employees no longer need to be supervised continuously while working. The description above shows that the work discipline of employees of the Ornamental Fish Cultivation Research Center will be related to the resulting performance.

Work effectiveness is also very important, in accordance with standard operating procedures so that there is no waste in energy, resources and wasted labor. Harmonious teamwork makes work more effective and efficient.

**Table 3. Result of Observation and Interview**

No.	Statement	Yes	%	No	%
<b>Work Effectiveness</b>					
1	The salary I get is commensurate with the work I do	70	100%	0	40%
2	With the BPJS employment guarantee, I feel safer	70	100%	0	0%
3	I am always able to work with my colleagues	49	70%	21	30%
4	I always complete targets to get bonuses	56	80%	14	20%
5	I always develop the potential that I have	63	90%	7	10%
<b>Discipline</b>					
1	I always go to work on time	56	80%	14	20%
2	I always obey all orders from my superiors	63	90%	7	10%
3	I always comply with company regulations	63	90%	7	10%
4	I am always responsible for the work I do	63	90%	7	10%
<b>Performance</b>					
1	I can always achieve the targets given by my superiors	63	90%	7	10%
2	I always give the best results in the work I do	63	90%	7	10%
3	I always complete work on time according to my superior's orders	56	80%	14	20%
4	I am always present on time according to the operational hours set by the company	63	90%	7	10%
<b>Average</b>		<b>798</b>	<b>87%</b>	<b>112</b>	<b>13%</b>

Source: Research Result (2025)

Implementation of work effectiveness and enforcement of discipline on employee performance is a key success factor at the Ornamental Fish Cultivation Research Center. The role of work effectiveness and enforcement of work discipline at the Ornamental Fish Cultivation Research Center is very important. The factor of work effectiveness and enforcement of work discipline then becomes a positive stimulus to employees so that they are passionate about carrying out their duties properly. Increased employee performance from the application of work effectiveness and enforcement of work discipline is as follows:

1. Compensation which includes honorarium, food allowance, and awards
2. Organization at the Ornamental Fish Cultivation Research Center is running well, because employees are placed according to their respective skills and expertise, the relationship between employees is very harmonious, adequate work facilities and then employees are very responsible in carrying out their duties.
3. Leadership Leadership at the Ornamental Fish Cultivation Research Center is very influential in increasing the effectiveness of work and enforcement of employee discipline, because the attention of the leadership to subordinates makes employees work effective and enforces discipline to carry out their duties properly, leadership decisions in making decisions and fair treatment of all employees create harmonious relationships in the organization.



Implementation of work discipline on employee performance is role of work discipline at the Ornamental Fish Cultivation Research Center is very important, it is important that there is work discipline so that employee performance is optimal. Factors in the application of work discipline for employees of the Ornamental Fish Cultivation Research Center are as follows: 1) Strict enforcement of regulations; 2) The existence of reward and punishment in the company system; and 3) Optimal supervision from superiors.

## CONCLUSION

The results of this Journal mostly use qualitative methods and analysis, we also recognize that synthesis and holistic perspectives are needed to build the broad and comprehensive understanding and vision needed to create a workable approach that will deliver the desired effectiveness needed to compete and survive.

Whereas this book to a large extent pursues systematic and analytical methods, we also recognize that synthesis and holistic perspectives are required to build the broad and overall understanding and vision required to create workable approaches that will provide desired effectiveness needed to compete and survive.

Effectiveness is a balance or optimal approach in achieving goals, abilities, and utilization of human labor. Many factors of Organization Performance are motivated by fair and equal remuneration, employee placement according to their profession, job load according to ability, a conducive working atmosphere and environment, adequate equipment at work, management support attitudes, and finally the level of routine. Work, this is as expressed employees are said to be working effectively placed according to their skills and education. This will motivate him to do well. So that the performance becomes quite effective for the company.

From the research results and various data processing analyzes, it can be concluded :

1. Work Effectiveness and Discipline has a considerable influence on Employee Performance and this means that the higher the Work Effectiveness value level, the higher the employee's performance. A low level of work effectiveness will automatically lower the level of employee performance.
2. Work Effectiveness and Discipline has a considerable influence on satisfaction, and this means that the higher the level of the Work Effectiveness value, the more Organization Performance is obtained. A low level of work effectiveness will automatically lower Organization Performance.
3. Organization Performance has a large enough influence on employee performance, and this means that the higher the level of Organization Performance, the higher the employee performance appraisal. A low level of Organization Performance will automatically result in very low employee performance.
4. Work Effectiveness and Discipline Enforcement has a significant effect on Employee Performance indirectly through Organization Performance as a mediating variable and this means that Job Effectiveness has a significant effect on Employee Performance indirectly through the Organization Performance variable.

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