

Work Discipline and Organizational Effectiveness in Emergency Response Agencies: A Case Study of BASARNAS in Kendari

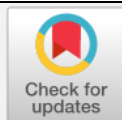
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ABSTRACT

This study investigates and analyzes work discipline and organizational effectiveness at the Kendari Office of the National Search and Rescue Agency of Indonesia (BASARNAS). Work discipline and effectiveness are critical factors in ensuring optimal employee performance, particularly in emergency response operations. Data were collected through interviews and documentation, employing a qualitative descriptive methodology. A descriptive approach in data analysis was used to clarify employees' levels of discipline and job efficiency. The findings reveal that work discipline at the BASARNAS Kendari Office has been well implemented, adhering to established work standards and regulations. Employees demonstrate a high level of commitment and compliance, contributing to maintaining operational efficiency. Furthermore, employee effectiveness is considered relatively high, as personnel are able to perform their duties efficiently and in alignment with organizational objectives. Based on these results, work discipline and effectiveness at the BASARNAS Kendari Office are generally well maintained, supporting smooth operations and high levels of performance. To further enhance outcomes, it is recommended that continuous training and performance evaluations be conducted to strengthen discipline and improve efficiency in emergency response operations. These findings suggest that maintaining strict discipline and closely monitoring work effectiveness are essential for optimizing organizational performance in high-risk environments.

Keywords: Agencies; BASARNAS; Emergency Response; Organizational Effectiveness; Work Discipline

1. Introduction

Organizations emerge from the innovative and imaginative efforts of individuals who collaboratively engage within a structured forum or platform, with the shared intent of achieving collective and unified objectives that benefit all members involved. An organization can be defined as a formalized association or systematic structure comprising two or more individuals who actively collaborate and coordinate their efforts to achieve specific, predetermined goals (Pakaya & Ishak, 2019). When viewed from the perspective of their objectives and intended outcomes, organizations can be categorized into distinct types: business organizations, which primarily aim to generate profits and economic benefits, and rational or social entities, such as public organizations, which are dedicated to delivering essential services or social welfare initiatives to enhance community well-being. Both public and social service organizations need to adhere to principles of clean governance, thereby enhancing the quality of government management through the establishment of cooperative unity, operationalized via structured approaches to government administration, commonly referred to as good governance.

The governmental framework in Indonesia has undergone profound and transformative changes in the field of Human Resource Management (HRM), based on the recognition of the paramount importance of an organization's workforce. Human resources are seen as indispensable assets in facilitating the achievement of organizational objectives, alongside the implementation of various functions and activities designed to ensure that human resources are utilized effectively and equitably, yielding benefits for individuals, organizations, and the broader community (Priyono, 2010). Within academic discourse, it is widely acknowledged that human resources constitute the principal asset of any organization as it navigates the complexities of its operational environment. Therefore, an organization's success or failure is intrinsically linked to the condition and management of its human resources. Strategic goals and objectives can only be achieved when human resources continuously enhance their competencies and skills while remaining responsive to evolving external and internal conditions.

Human resources are more than merely available personnel; they represent the most critical criterion for success. Skilled human resources enable any project to reach its full potential. A corporation must be prepared to face challenges, and its employees are crucial to this preparedness. Transformations must be managed effectively, necessitating reliable human resources. The human element is the driving force that propels an organization toward its goals, as its success is largely dependent on its people (Kaligis et al., 2020). The achievement of organizational objectives directly impacts an organization's ability to sustain itself. This necessitates robust efforts in human resource management, particularly in improving work efficiency to maximize outputs. Comprehensive assessments of work facilities and efficacy are essential to achieving these standards.

Performance is the primary determinant of an organization's success in any given era. Prioritizing employee performance evaluation is essential; poor evaluations inevitably lead to declines in overall goal achievement. Continuous declines in employee performance are unacceptable due to the potential damage to the organization. Therefore, leaders must evaluate the various factors influencing employee performance (Sulila, 2019).

Employee motivation significantly influences job performance. Motivation refers to the process by which external factors influence or inspire individuals or groups, thereby increasing their willingness to engage in specific activities. Motivation is one of the most significant factors driving individuals to pursue activities designed to produce optimal results. Consequently, it is

not surprising that more motivated employees often exhibit better performance (Pratomo & Arifin, 2020).

Organizational commitment is another significant variable influencing work performance. The degree of organizational commitment exhibited by employees reflects their alignment with organizational visions and objectives, their diligence in fulfilling assigned tasks, and their aspiration to remain within the organization (Artha et al., 2023).

Organizations must ensure compliance with established rules, and one way to maintain these rules is through discipline. Discipline fosters employee growth and serves as a learning experience for future actions. Although disciplinary measures may not directly impact employee attitudes, they significantly affect employee productivity and work effectiveness (Astuti et al., 2020).

Discipline is crucial for organizational growth, especially in motivating employees to be self-disciplined in both individual and team settings. Discipline instills respect for organizational policies, procedures, and norms, thus facilitating superior performance. Employees demonstrate discipline when they arrive and leave on time, complete tasks efficiently, and adhere to applicable laws and social conventions.

An individual's level of discipline is reflected in their accountability for assigned tasks. Effort and discipline are closely linked, particularly when individuals seek to enhance their performance. According to Munyua et al., work discipline refers to the inclination toward respect, compliance, and adherence to both formal and informal rules, as well as the willingness to perform assigned duties and avoid consequences for violations of responsibilities and authority (Munyua et al., 2020). From this perspective, discipline is vital within organizations as it embodies adherence, organization, and compliance with established policies.

Handoko (2013) defines work effectiveness as the completion of tasks on schedule; the faster tasks are completed according to guidelines, the more effective the work. In today's organizations, there is an increasing demand for greater employee productivity. Workers must optimize available resources to perform at their best. Rahman describes work effectiveness as the degree to which a plan is accomplished, with higher effectiveness indicated by the extent to which plans are realized (Rahman, 2017). Effective employees are critical assets, as they optimize available resources to produce high-quality outcomes (Infante & Darmawan, 2022).

The National Search and Rescue Agency (BASARNAS) in Kendari City, a non-ministerial government institution, is responsible for conducting search and rescue operations in Indonesia. BASARNAS's primary duties include providing direction, coordination, and control of SAR capabilities to conduct rescue operations for individuals and equipment missing, presumed lost, or in danger due to aviation, maritime, and other natural disasters.

For instance, employees demonstrate teamwork by assisting one another; if a worker cannot attend work, a colleague willingly covers their duties without needing to be asked. However, some employees at the BASARNAS Kendari Office disregard disciplinary regulations, such as consistently arriving late for work.

This research explores the relationship between work discipline and organizational effectiveness in emergency response agencies, specifically examining BASARNAS in Kendari. Its significance lies in highlighting how discipline enhances operational efficiency in emergency organizations, where strong coordination, preparedness, and adherence to protocols are crucial. The novelty of this study lies in its empirical investigation of BASARNAS Kendari, offering insights into the role of work discipline in ensuring organizational effectiveness in high-risk environments. Furthermore, this study enriches existing literature through a case study approach that underscores the practical impact of strict discipline in emergency response

operations. The findings aim to assist policymakers, organizational leaders, and emergency response agencies in developing strategies to enhance employee performance and maximize operational effectiveness through structured discipline management.

2. Literature Review

2.1. Human Resource Management (HRM)

Human resource management (HRM) refers to the study and practice of managing labor relations and responsibilities to optimize effectiveness and efficiency in achieving business objectives, employee welfare, and societal benefit (Rachmadani, 2018). Bohlander and Snell emphasize that HRM focuses on training skilled professionals, empowering individuals within an organization, fostering collaboration, and establishing strategies to enhance employee performance while valuing their contributions and efforts (Hirsch & Reid, 2013).

HRM encompasses various functions, including planning, organizing, leading, managing, procurement, development, compensation, integration, maintenance, discipline, and termination (Rachmadani, 2018). Planning involves effectively managing the workforce to align with the organization's objectives and needs. Organizing entails defining roles, delegating authority, and ensuring internal coordination. Leading focuses on guiding employees to collaborate and work efficiently toward organizational goals, while control ensures adherence to work plans and policies.

Key processes such as recruitment, development, and integration are also essential components of HRM. Recruitment involves attracting, selecting, assigning, and orienting employees based on organizational needs. Development enhances employees' technical, theoretical, conceptual, and ethical competencies through education and training programs. Integration fosters productive and harmonious cooperation by balancing corporate interests with employee well-being (Muhi, 2024).

In addition to these functions, HRM includes policies related to hiring, personnel acquisition, training evaluation, compensation, and performance reviews to meet employee needs. HRM also plays a critical role in overseeing the workforce and implementing strategies to enhance performance. Ultimately, HRM assesses and manages individuals within an organization to achieve business, workforce, and societal objectives through structured and strategic approaches. The expertise of HRM professionals contributes significantly to shaping effective organizational practices and perspectives.

2.2. Work Discipline

Sutrisno identifies key indicators of work discipline, including adherence to time regulations, compliance with company conduct guidelines, observance of work procedures, and conformity to established policies (Sutrisno, 2019). Work discipline benefits organizations by ensuring that employees follow structured rules, thereby leading to greater efficiency and productivity. A well-disciplined workforce contributes to smooth operational flows, maintains order, and achieves optimal results. Additionally, a disciplined work environment fosters employee motivation, encouraging individuals to complete their tasks effectively while fully utilizing their mental and physical capabilities to achieve organizational objectives.

Sitopu et al. categorize discipline into two types: self-imposed discipline and command discipline (Sitopu et al., 2021). Self-imposed discipline originates internally and reflects an individual's spontaneous response to effective leadership, serving as a form of intrinsic motivation aligned with group objectives. In contrast, command discipline is externally enforced, derived from recognized authority, and reinforced through established habits and

regulations. In its strictest form, command discipline ensures rigorous adherence to laws and organizational directives.

Handoko emphasizes that the primary purpose of discipline is to improve future behavior rather than to punish past mistakes (Handoko, 2013). Employees must be trained to comply with organizational rules, and discipline should be reinforced through fair and consistent enforcement. Without strict consequences for violations, organizational rules may fail to instill the necessary discipline among employees.

2.3. Organizational Effectiveness

Effectiveness, according to Tunggal, refers to the outcome of decisions that result in the correct execution of tasks, ultimately supporting the achievement of an organization's mission or objectives (Tunggal, 1993). Richard further defines effectiveness as executing tasks in a precise, timely, impartial, and comprehensive manner while aligning with corporate goals (Richard, 2015). Additionally, the concept of targeting, which involves assessing and selecting market segments based on their desirability, is recognized as an essential aspect of organizational effectiveness.

Kusdi describes work effectiveness as the extent to which an organization achieves its short-term and long-term objectives (Kusdi, 2015). The process of setting goals and objectives reflects a balanced strategy, the inherent biases of evaluators, and the organization's developmental phase. Hasibuan identifies three key indicators of work effectiveness: the quantity of work produced, the quality of work delivered, and the efficient use of time (Hasibuan, 2017).

The theory of work effectiveness highlights two fundamental aspects. The quality of work represents employees' ability to produce outputs that meet organizational standards. In contrast, the speed of work reflects their capability to complete tasks in a timely manner according to established benchmarks. Work effectiveness is inherently linked to the activities performed by employees, both individually and collectively, as they fulfill their responsibilities, demonstrating varying levels of competence and success (Bandura, 2017).

Maryani et al. emphasize that the assessment of work effectiveness relies on specific criteria that clarify this initially abstract concept (Maryani et al., 2021). Commonly used criteria include adaptability, productivity, job satisfaction, profitability, and resource attainment. These dimensions provide a clearer framework for evaluating work effectiveness within an organization.

Sukoco outlines five fundamental principles underpinning effective work (Sukoco, 2016). Work planning requires administrative managers to develop detailed task plans, specifying how, when, and where tasks should be executed. Work scheduling ensures that managers coordinate workers, machinery, and information within a structured timeline. Work implementation necessitates the development of operational systems, record-keeping protocols, and precise methodologies to ensure accuracy in task execution. Work measurement involves creating quantitative and qualitative assessment tools to evaluate both organizational and employee performance. Lastly, employing workers effectively is crucial, as managers must carefully select, train, motivate, compensate, and promote employees to sustain high levels of motivation and overall productivity.

3. Research Methodology

This study employed a qualitative descriptive analysis to elucidate the constructs of work discipline and the implementation of employee work effectiveness at the BASARNAS Kendari Office. The research participants included the head of general affairs, personnel staff, and

employees. Data collection techniques involved conducting in-depth interviews through direct inquiries with leaders and employees at BASARNAS, alongside a documentation process to procure relevant data for this study.

Data validation was conducted to ensure consistency and alignment with the dimensions under investigation. To enhance data validity, the researcher employed triangulation by utilizing alternative sources for verification and comparative analysis. Specifically, the triangulation process incorporated multiple sources, diverse data collection methods, and theoretical frameworks (Nasution, 2023). This approach was designed to provide a comprehensive overview of the research subject by systematically collecting and analyzing qualitative data (Roosinda, 2021).

4. Results

4.1. Employee Work Discipline at the BASARNAS Kendari Office

4.1.1. Adherence to Time Regulations

The BASARNAS Kendari Office is one of the Technical Implementation Units (UPT) under the National Search and Rescue Agency (BASARNAS). It serves as an operational extension for search and rescue (SAR) missions within the jurisdiction of the Kendari Class A Search and Rescue Office.

Established in 1999, BASARNAS Kendari has been dedicated to improving SAR services, primarily covering the Southeast Sulawesi Province, along with parts of the northern Maluku region, South Sulawesi, and Central Sulawesi, in accordance with the division of airspace control under the Ministry of Transportation's Upper Flight Information Region (FIR).

To maximize SAR services in its area of responsibility, BASARNAS Kendari has established three SAR posts located in Kolaka Regency, Bau-Bau City, and Wakatobi Regency (Wanci). Additionally, three SAR standby unit posts have been set up in Sorowako (East Luwu Regency), Lasolo (North Konawe Regency), and Raha (Muna Regency). These facilities represent concrete steps to meet the demand for fast and responsive disaster and accident response.

In terms of public information dissemination, the "Explorer Search and Rescue (eSAR)" platform has been introduced to enhance internal and external communication regarding SAR activities, exercises, and operations.

Discipline plays a functional role in human resource management, and it is closely associated with improving employee performance. Thus, discipline has become a fundamental focus in enhancing operational efficiency.

Table 1. Employee Office Entry Hours Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	Attendance must comply with regulations; monthly attendance is recapped through Kasumda, with working hours starting at 07:30.
May 26, 2023	Mr. Fandi	Working hours are set at 07:30; employees generally adhere to this schedule. Delays are usually pre-approved.
May 29, 2023	Mr. Usman	Employees start work at 07:30, except during Ramadan, when working hours begin earlier, at 07:00.

Source: Primary Data Processed (2023)

The interview results presented in Table 1 indicate that employee working hours at the BASARNAS Kendari Office start at 07:30 AM WITA. Informants consistently reported that employees adhere to the established working hours. In cases of lateness, prior permission is usually obtained. Specifically, during Ramadan, working hours shift to 07:00 AM WITA to accommodate religious observances. Based on these findings, it can be concluded that employees demonstrate good discipline concerning arrival times.

Table 2. Employee Rest Time Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	Break time is from 12:00 to 13:00; on Fridays, it is from 11:30 to 13:00 due to Friday prayers.
May 26, 2023	Mr. Fandi	Break time starts at 12:00; on Fridays, it starts at 11:30.
May 29, 2023	Mr. Usman	Break time is from 12:00 to 13:00.

Source: Primary Data Processed (2023)

As shown in Table 2, the interview results regarding rest times are consistent across informants. Employees typically have a one-hour break from 12:00 to 13:00. However, on Fridays, the break period begins earlier, at 11:30, to accommodate Muslim male employees attending Friday prayers. Thus, it can be concluded that employees utilize rest periods according to the schedules established by the organization.

4.1.2. Compliance with Organizational Rules

The interview results regarding employees' adherence to office regulations indicate that employees have implemented organizational rules in accordance with the Standard Operating Procedures (SOPs) at the BASARNAS Kendari Office, as summarized in Table 3.

Table 3. Employee Compliance with Organizational Rules – Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	Employees have consistently followed office regulations and complied with the established SOPs.
May 26, 2023	Mr. Fandi	Operations are running smoothly without significant issues. As civil servants, employees are bound by government and agency regulations, which must align and not conflict. Implementation has been proceeding well.
May 29, 2023	Mr. Usman	Employees have implemented organizational regulations based on the SOPs set by the office.

Source: Primary Data Processed (2023)

The data presented in Table 3 indicate that employees at the BASARNAS Kendari Office have consistently adhered to organizational regulations in accordance with established SOPs. Informants confirmed that compliance is maintained without significant issues and that employees follow both government and agency regulations in a coordinated and harmonious

manner. Based on these findings, it can be concluded that employees have effectively implemented office rules according to organizational standards and procedures.

4.1.3. Rules of Conduct in the Organization

Behavior in an organization encompasses fundamental rules regarding appropriate dress, office etiquette, and the cultivation of collegial relationships within the agency. Employee behavior is critical, as improvements in employee conduct contribute to enhancing work effectiveness and achieving organizational goals. The results of interviews regarding employee behavior are summarized in Table 4.

Table 4. Employee Conduct and Behavior – Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	In terms of ethics, I believe the employees here behave appropriately; there have been no cases of excessive or unethical conduct.
May 26, 2023	Mr. Fandi	Having worked here for over 12 years, I have observed that everything has proceeded smoothly. At BASARNAS, although the structure is neither fully military nor fully civilian, there is a strong culture of mutual respect, particularly toward older or higher-ranking individuals.
May 29, 2023	Mr. Usman	Employee ethics here are generally good, with mutual respect shown toward seniors. Even as a senior employee, I am expected to treat juniors respectfully, as mutual respect is a core principle.

Source: Primary Data Processed (2023)

Based on the interview results presented in Table 4, employee behavior at the BASARNAS Kendari Office is characterized by mutual respect and adherence to ethical standards. Informants consistently reported that employees interact respectfully, regardless of seniority, fostering a harmonious work environment. Maintaining strong ethical conduct is essential not only within the community but also within governmental institutions. Thus, it can be concluded that the ethical behavior of employees at the BASARNAS Kendari Office is generally good, contributing positively to organizational discipline and cohesion.

4.1.4. Rules of Conduct in the Organization

The rules for performing work refer to the processes, responsibilities, and standardizations followed by employees in carrying out their duties at the BASARNAS Kendari Office. In executing activities, employees require clear work instructions from the agency to ensure that implementation aligns with established plans. Moreover, these activities must be supported by agency work regulations to foster work discipline. The results of the interviews regarding employee work responsibilities are presented in Table 5.

Table 5. Employee Compliance with Work Responsibilities – Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	Employees assigned specific tasks complete them on time without delay, demonstrating full responsibility.
May 26, 2023	Mr. Fandi	At BASARNAS, at the start of each year, employees sign a work contract with their direct supervisors, outlining tasks, goals, and targets. This contract serves as a guideline to ensure that employees focus on their duties without overlapping responsibilities.
May 29, 2023	Mr. Usman	Each employee has clearly defined responsibilities based on their SKP (Employee Work Objectives), covering roles such as Rescuers, Field Operations, and General Administration. Employees carry out their duties according to these assigned roles.

Source: Primary Data Processed (2023)

The interview results presented in Table 5 indicate that employees consistently fulfill their assigned tasks and demonstrate accountability in completing their duties based on the SKP (Employee Work Objectives). Each employee performs their responsibilities according to their specific role within their respective divisions. Therefore, it can be concluded that employees at the BASARNAS Kendari Office have exhibited a strong sense of responsibility and commitment to completing their assigned work tasks.

4.2. The Effectiveness of Employee Work at the BASARNAS Kendari Office

4.2.1. Quality of Work

Work quality refers to the attitude demonstrated by employees through the neatness and precision of their outputs. High work quality is essential to ensure that employees carry out their tasks effectively across all aspects of their responsibilities. The interview results regarding work quality are summarized in Table 6.

Table 6. Employee Work Quality – Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	The quality of work here is good, although minor errors occasionally occur; however, they are typically resolved on the same day.
May 26, 2023	Mr. Fandi	The quality of work is quite good. The average performance rating reaches 95–100%, with only rare shortcomings. This is important as it influences employee rank and position.
May 29, 2023	Mr. Usman	Overall, the quality of work is good, thank God.

Source: Primary Data Processed (2023)

Based on the interview results presented in Table 6, it was found that the quality of work produced by employees at the BASARNAS Kendari Office is generally good. Although minor errors are occasionally encountered, they are promptly addressed. Informants emphasised that

maintaining high-quality work is important, as it directly affects employees' ranks and positions within the organisation. Therefore, it can be concluded that the quality of work demonstrated by BASARNAS Kendari employees meets organizational standards and supports overall operational effectiveness.

4.2.2. Quantity of Work

The quantity of work refers to the volume of work produced under normal conditions, typically assessed based on workload and the circumstances experienced during the work process. The interview results regarding the quantity of work are summarized in Table 7.

Table 7. Employee Work Quantity – Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	The volume of work here is standard; sometimes it is high, and sometimes it is low.
May 26, 2023	Mr. Fandi	The quantity of work is appropriate and not excessive.
May 29, 2023	Mr. Usman	The quantity is good, and it is assessed through the SKP (Employee Work Objectives) every three months. Previously, it was measured annually through DP3. The SKP system allows monitoring of work quantity and performance development, which influences promotion eligibility. Overall, performance is good.

Source: Primary Data Processed (2023)

Based on the interview results presented in Table 7, the quantity of work at the BASARNAS Kendari Office is manageable and appropriate relative to the assigned workloads. Employees are able to complete their tasks without excessive pressure, and the assessment through the SKP system allows for regular monitoring of work quantity and performance trends, which subsequently impacts career advancement.

In addition, informants discussed various obstacles encountered during the work process, as summarized in Table 8.

Table 8. Obstacles Encountered During Work – Interview Results

Date	Informant	Response
May 25, 2023	Mr. Denny Irsan	Obstacles include data that are not always updated, particularly when personnel on duty are on leave.
May 26, 2023	Mr. Fandi	Challenges are more prevalent in the field (approximately 80% of operations), such as difficult weather conditions, waves, and resource limitations during search and rescue operations. Equipment limitations also occasionally occur.
May 29, 2023	Mr. Usman	Personal issues, such as family problems, can affect performance. Maintaining professionalism and emotional management is crucial.

Source: Primary Data Processed (2023)

The interview results in Table 8 reveal that while office work proceeds with relatively few obstacles, field operations present greater challenges. Field-related obstacles include adverse weather conditions, resource limitations, and equipment constraints, as highlighted by Mr. Fandi. Personal issues, such as family-related distractions, also pose challenges but are generally managed professionally by employees to ensure work performance is maintained.

In addressing these challenges, employees strive to complete their tasks diligently even under difficult conditions. In field operations, when needed, assistance is sought from specialized SAR personnel to overcome operational difficulties.

Thus, it can be concluded that the quantity of work handled by employees at the BASARNAS Kendari Office is appropriate to their assigned workload, and the obstacles faced – whether administrative or operational – are managed effectively to ensure the continuation of organizational objectives.

5. Discussion

5.1. Work Discipline at the BASARNAS Kendari Office

This study aims to assess the level of discipline and the effectiveness of employee performance at the BASARNAS Kendari Office. Based on the findings, the discussion focuses on employee discipline and performance effectiveness using work discipline indicators, which include adherence to time regulations, conformity to organisational policies, compliance with procedures, and observance of behavioural norms. Indicators of work effectiveness include the quality of work produced, the quantity of work completed, and the efficient use of time.

According to Siswanto, discipline is defined as an attitude characterized by respect, appreciation, obedience, and adherence to both formal and informal regulations, coupled with the ability to perform responsibilities and accept the consequences of any infractions (Siswanto, 2010). The findings demonstrate that employees at the BASARNAS Kendari Office exhibit commendable behavior and ethics, including mutual respect toward superiors, higher-ranking individuals, and colleagues, as reflected in the interview responses. Maintaining a neat appearance in the workplace also plays a crucial role in supporting employee discipline by fostering a comfortable environment and enhancing confidence in work performance.

The interview results revealed that employees at the BASARNAS Kendari Office take full responsibility for their work and complete assigned tasks on time, ensuring that all duties requested by the head office are fulfilled appropriately.

Winda emphasizes that discipline is an effort to avoid punitive coaching by preventing violations of agreed-upon provisions when carrying out activities (Winda, 2016). Similarly, Sutrisno states that workplace regulations guide employee behavior by establishing clear standards to determine whether an action constitutes a violation (Sutrisno, 2019).

Interview findings further show that employees at the BASARNAS Kendari Office demonstrate good discipline by consistently arriving and leaving work on time. In cases where employees are absent due to external obligations or illness, prior permission is obtained, and supervisors are informed accordingly. Such practices are in accordance with organizational disciplinary standards, ensuring that no violations occur regarding employee attendance.

According to Rivaldo and Nabella, discipline is critical because greater employee discipline leads to improved organizational performance (Rivaldo & Nabella, 2023). This aligns with the observed practices at the BASARNAS Kendari Office, where the enforcement of discipline supports the maintenance of order and efficiency, thereby enhancing work performance and ensuring optimal operational outcomes.

5.2. The Effectiveness of Employee Work at the BASARNAS Kendari Office

According to the researcher, discipline is a critical factor because higher work performance can be achieved when employees maintain strong discipline. This observation is consistent with the situation at the BASARNAS Kendari Office. The application of discipline is expected to support smooth employee performance, ensure order and efficiency in task execution, and ultimately produce optimal outcomes.

Based on informants' perceptions and the interview findings, employees who perform their work efficiently and neatly are able to complete their tasks in a timely manner. This aligns with the office's performance targets, as evidenced by employees' compliance with working hours and the volume of work completed.

Rahman defines work effectiveness as a condition that reflects the extent to which plans are successfully accomplished; the more plans achieved, the more successful the activities (Rahman, 2017). Similarly, Handoko asserts that work effectiveness is determined by timely task completion—where tasks finished promptly and according to standards are considered more effective (Handoko, 2013). Thus, effectiveness can be understood as the degree of success a company or process achieves relative to its set objectives.

From the theories outlined above, it can be inferred that work effectiveness is a situation that characterizes the degree to which tasks are accomplished relative to predefined goals; higher levels of accomplishment indicate greater effectiveness.

Based on the interviews with all informants, the employees' work effectiveness at the BASARNAS Kendari Office is considered good. Employees possess adequate skills and competencies necessary to fulfill their duties. Although occasional obstacles arise during task execution, these challenges are generally resolved effectively. Employee meticulousness further supports the accuracy and reliability of work, not only in administrative tasks but, more critically, in field operations where the accuracy of actions directly impacts lives. Consequently, employees are required to exercise great caution in performing their duties.

Additionally, the researcher found that employee discipline at the BASARNAS Kendari Office was well-maintained. As noted by informants, employees consistently arrived at and departed from the office on time. In cases where employees were unable to attend work due to external obligations or illness, prior permission was always granted, ensuring compliance with organizational disciplinary procedures.

In conclusion, discipline plays a pivotal role in supporting employee work effectiveness at the BASARNAS Kendari Office. As observed, greater discipline contributes to higher work performance. The implementation of consistent discipline ensures the maintenance of order and smoothness in task execution, ultimately leading to the achievement of maximum results.

6. Conclusion

The study draws several conclusions based on its findings related to employee discipline and work effectiveness at the BASARNAS Kendari Office. Employee discipline was assessed using four indicators. First, compliance with rules and regulations, particularly regarding work hours, has been well implemented, with employees adhering to established policies. Second, adherence to organizational rules is evident, as employees consistently follow the standards and procedures set by the organization. Third, compliance with codes of conduct is demonstrated through appropriate behavior and ethics, including mutual respect for superiors, colleagues, and fellow employees. Fourth, adherence to work-related regulations is reflected in employees' responsibility for assigned tasks and their ability to complete work on time. Overall,

the study concludes that employee discipline at the BASARNAS Kendari Office is well maintained and aligns with organizational expectations.

Employee work effectiveness was evaluated using three indicators. First, the quality of work produced by employees meets standardization requirements and adheres to applicable regulations. Second, the quantity of work aligns with the assigned workloads, ensuring tasks are distributed and completed appropriately. Third, time utilization is considered effective, as employees demonstrate good time management and complete their tasks efficiently while maintaining work quality. Based on these indicators, the study concludes that employee work effectiveness at the BASARNAS Kendari Office is generally good, with employees performing their duties competently and in accordance with organizational standards.

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8. Declaration of Conflicting Interests

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