

CHAPTER V

CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of this study using PLS to determine the influence of organizational structure, leadership and work environment on employee performance at Persada Indonesia, the following conclusions can be drawn:

1. The organizational structure has been proven to contribute to improving employee performance at Persada Indonesia. This allows for clear, consistent, and structured direction in decision-making at the top level. Strong control at the leadership level promotes better work coordination, more uniform work standards, and minimizes the potential for errors. Clearly communicated instructions from superiors and a well-organized command structure enable employees to work with greater focus, responsiveness, and a more purposeful approach to their tasks.
2. Leadership contributes to the performance of Persada Indonesia employees. This shows that better and more effective leadership is implemented, improving employee performance. Leaders who have good communication skills can convey instructions firmly, provide constructive feedback, and maintain warm relationships with the team. In this way, the ability to Leader communication is a key factor in ensuring work runs smoothly, collaboration becomes more effective, and employee performance improves.

3. The work environment contributes to the performance of Persada Indonesia employees. This suggests that a better work environment leads to improved performance. Harmonious, respectful, and conflict-free relationships make employees feel comfortable and accepted within the team. When employees can interact seamlessly and work in a conducive environment, motivation and focus increase, leading to increased productivity..

5.2 Suggestion

Based on the results of the research conducted, several suggestions can be found and put forward that can be considered and used as material in decision making and evaluation, including the following:

1. Persada Indonesia is advised to maintain centralization in its organizational structure until the change process is fully implemented (unfreeze). Afterward, the company should provide work autonomy to all employees to foster a sense of belonging.
2. Persada Indonesia is advised to carry out an assessment of the communication skills of leaders at all levels of the organization. The company can carry out a simulation of delivering work instructions holding open discussion forums, one-on-one meetings between superiors and subordinates and implementing a regular feedback system.
3. Persada Indonesia is advised to implement team assignments or small task rotations, icebreakers, or team building activities, which are expected to help lighten the mood and strengthen a sense of togetherness among

employees. This is expected to create a more comfortable and conducive work environment, thus increasing employee motivation and productivity.

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