

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results of the research and discussions that have been carried out, the following conclusions can be drawn:

1. Perum Perhutani East Java Regional Division has implemented a structured and sustainable MSDM mechanism through an integrated POAC (Planning, Organizing, Actuating, Controlling) approach. Planning is carried out through projection of labor needs, a compensation system based on Board of Directors Decree No. 400/KPTS/DIR/2015, and an ADDIE-based training program with PeFI. HR organization is divided into four KSS which include compensation and benefits, career development, industrial relations, and performance assessment. Implementation is shown through a multi-layered allowance system, work-life balance program in the form of leave without salary deductions, training, and workload management through the IKAT Web. Supervision is carried out with a digital performance appraisal system, supervisor verification, and periodic health control. Overall, this mechanism has been proven to form a work environment that supports well-being and is the basis for high employee loyalty, reflected in 80% of the working period > 5 years and 83.33% lasting until retirement.
2. Based on the results of the analysis, the four variables studied were proven to have a positive and significant influence on employee loyalty at Perum Perhutani East Java Regional Division. The research model showed strong explainability, with 74% of the variation in employee loyalty being explained

by variables in the model, while the rest were influenced by other factors outside the study. From a managerial perspective, Perum Perhutani needs to strengthen policies that support work-life balance, conduct periodic evaluations of the fairness of employee benefits, provide clear career development opportunities, and ensure a distribution of workload that is in accordance with the role of each employee.

5.2. Suggestions

Based on the results of the analysis and conclusions above, the suggestions that can be given are as follows:

1. Strengthening job satisfaction as the most dominant factor needs to be directed at improving the promotion system through clearer, measurable, and responsive criteria to individual achievements, considering that the indicator of satisfaction with promotion (X3.4) still shows the highest level of neutrality at 48%. In addition, organizations need to optimize regular and structured two-way communication forums so that all employees can convey their aspirations effectively, thereby increasing their sense of appreciation and involvement in work. This effort also needs to be supported by the development of more varied non-financial reward schemes, such as performance awards, competency certifications, and internal recognition programs, as a complement to team performance-based incentives.
2. Optimization of the benefit system needs to be carried out through periodic evaluation of the benefit structure to remain competitive and proportional to the workload and responsibilities of the position, especially in the face of inflation or changes in the cost of living. In addition, organizations need to increase

transparency and socialization regarding the mechanism for calculating each component of benefits to employees, so that the perception of distributive justice according to *Equity Theory* is stronger and the potential for social jealousy can be minimized. This effort also needs to be supported by simplifying the procedure for accessing loan facilities through employee cooperatives, in order to strengthen the guarantee of short-term financial welfare for employees.

3. Maintaining and improving work-life balance is carried out by maintaining and expanding work flexibility policies proportionally to the units that are possible without disrupting operational effectiveness. Organizations need to add a variety of leave types that are more adaptive to employee needs, such as more comprehensive parental leave. Work culture needs to be directed to limit unstructured overtime through the timing of work communication outside of operational hours to maintain the psychological health of employees. The workload redistribution mechanism is formally strengthened through the IKAT Web to be more structured and monitored. Workload audits are carried out periodically at each KSS and work unit to detect task accumulation early and prevent burnout that has the potential to reduce employee loyalty.