

V. CONCLUSIONS AND SUGGESTIONS

5.1. Conclusion

Based on the results and discussion, several conclusions can be reached as follows:

1. The organizational structure at Perum Perhutani East Java Regional Division is hierarchically and functionally arranged, which shows a clear division of duties, authorities, and responsibilities in each work unit. The chain of command runs systematically from the leader to the executor, thus supporting coordinated and directed decision-making. The organizational work mechanism has reflected the application of management functions which include planning, organizing, implementing, and controlling that are integrated between sections. The work process is also supported by the use of electronic correspondence as a means of formal communication, thereby accelerating the flow of information, disposition, and reporting. This condition shows that the organizational structure and work mechanism have been running effectively in supporting smooth operations.
2. Factors that affect employee performance at Perum Perhutani East Java Regional Division include work discipline, job promotion, work environment, and compensation. All of these factors have been proven to have a positive and significant effect on employee performance, both partially and simultaneously. Work discipline is the most dominant factor in improving performance, followed by the work environment, job promotion, and compensation. These results show that employee performance is influenced by a combination of individual internal factors and support from the organization,

so that Performance improvement needs to be carried out comprehensively through strengthening discipline, providing a conducive work environment, a fair promotion system, and providing appropriate compensation.

5.2. Suggestions

Based on the results of research on organizational structure, work mechanisms, and factors that affect employee performance at Perum Perhutani East Java Regional Division, some suggestions that can be given are as follows.

1. The company needs to continue to optimize the effectiveness of organizational structures and work mechanisms through improving coordination between work units, clarity of communication flows, and strengthening the internal control system so that every organizational activity runs more efficiently and directionally.
2. Companies need to improve employee work discipline through consistent enforcement of rules, fair sanctions and rewards, and examples from leaders to encourage the creation of a more productive work culture that will affect employee performance.
3. For further research, it is recommended to add other variables that have the potential to affect employee performance, such as leadership, organizational culture, and competence, as well as expand the number of samples and the scope of research so that the results obtained are more comprehensive and representative.