

A model for developing career paths and work flexibility in increasing employee morale in the lost and found department of PTJAS

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Abstract - The aim of this study is to develop a comprehensive model for career path development and work flexibility to enhance employee morale in the Lost and Found Department of PTJAS company. This research addresses the growing need for adaptable career structures and flexible work arrangements as pivotal factors in improving job satisfaction and employee engagement. Data were collected using a mixed-methods approach, comprising surveys and interviews with employees in the Lost and Found Department. The survey data provided quantitative insights into employee satisfaction levels, while the interviews offered qualitative perspectives on the impact of career paths and work flexibility on morale. The analysis revealed a strong correlation between clearly defined career paths, flexible work options, and heightened employee morale. Employees who perceived clear advancement opportunities and enjoyed flexible working conditions reported significantly higher job satisfaction and motivation levels. Additionally, the findings suggest that implementing these strategies can lead to reduced turnover rates and improved organizational commitment. In conclusion, the study underscores the importance of integrating career development and work flexibility into the organizational framework to foster a positive work environment. These insights are crucial for HR professionals and management of the company aiming to boost employee morale and productivity.

Keywords: career development; employee morale; job satisfaction; organizational commitment; employee engagement; work flexibility

1. Introduction

In the contemporary business landscape, employee morale has emerged as a pivotal factor influencing organizational success. Morale refers to the overall sense of well-being, satisfaction, and motivation that employees feel within their workplace. High employee morale is often associated with increased productivity, reduced turnover, and enhanced overall performance, whereas low morale can lead to detrimental outcomes, including absenteeism, decreased productivity, and high turnover rates. In service-oriented departments such as the Lost and Found Department at PTJAS, maintaining high morale is particularly crucial due to the direct impact it has on customer satisfaction and operational efficiency.

The Lost and Found Department at PTJAS is responsible for managing the retrieval and return of lost items to their rightful owners. This department plays a vital role in upholding the company's reputation for customer service excellence. However, the nature of the work can be monotonous and stressful, involving a high degree of routine, limited interaction with other departments, and dealing with dissatisfied or frustrated customers. Employees in this department often face unique challenges, such as dealing with the emotional distress of customers who have lost valuable or sentimental items, managing a high volume of inquiries, and ensuring the accuracy and timeliness of item returns.

In such a demanding environment, traditional hierarchical work structures and rigid job roles may contribute to a sense of stagnation among employees. Limited opportunities for career advancement and a lack of work flexibility can exacerbate feelings of dissatisfaction and disengagement, leading to a decline in employee morale. As a result, there is an urgent need for organizations like PTJAS to re-evaluate their human resource strategies to ensure they are meeting the evolving needs of their workforce. By implementing career development programs and introducing flexible work arrangements, PTJAS can foster a more motivated, engaged, and resilient workforce in its Lost and Found Department.

The urgency of this study is driven by several interrelated factors. First, the competitive business environment demands that organizations continually seek ways to enhance operational efficiency and customer satisfaction. The Lost and Found Department, while often overlooked, is a critical touchpoint in the customer experience journey. Ensuring that employees in this department are motivated and satisfied with their work is essential for maintaining high levels of service quality. Poor morale among staff can lead to errors in processing lost items, delays in returning items to customers, and a generally negative customer experience. In an era where customer feedback is instantly shared on social media and other platforms, any decline in service quality can have immediate and far-reaching consequences for the organization's reputation.

Second, the changing nature of work in the 21st century has brought new expectations and demands from employees. Today's workforce is increasingly seeking not just a pay-check, but meaningful work that offers opportunities for personal and professional growth. Employees also desire greater work-life balance, which can be achieved through flexible work arrangements. Traditional, rigid work structures are often at odds with these expectations, leading to disengagement and turnover. For departments like Lost and Found, which may already face challenges in retaining skilled and motivated employees, this presents a significant risk.

Third, there is a growing body of evidence suggesting that career development opportunities and work flexibility are key drivers of employee satisfaction and morale. Despite this, there is a lack of targeted research focusing on how these factors can be effectively implemented in specific contexts like the Lost and Found Department. This study addresses this gap by exploring how PTJAS can develop a model that integrates career paths and work flexibility to improve morale within this unique department.

Finally, from a human resources perspective, the cost of employee turnover is substantial. Replacing an employee can cost anywhere from 16% to 213% of the annual salary for the position, depending on the level of the employee. This includes costs associated with recruiting, hiring, and training new employees, as well as the lost productivity and institutional knowledge that occurs when an experienced employee leaves. By investing in strategies that improve morale and reduce turnover, PTJAS can not only enhance the well-being of its employees but also realize significant cost savings.

The study is guided by the following research questions, which aim to explore the potential impact of career path development and work flexibility on employee morale in the Lost and Found Department at PTJAS:

(1) How can career path development improve employee morale in the Lost and Found Department at PTJAS? This question seeks to understand the specific ways in which career development opportunities can be leveraged to enhance job satisfaction and engagement among employees. It will explore the types of career paths that are most relevant and desirable for employees in this department and how these paths can be structured to align with both employee aspirations and organizational goals.

(2) What forms of work flexibility are most effective in enhancing employee satisfaction and productivity in this department? This question examines the various types of flexible work arrangements, such as flexible hours, remote work, or job sharing, and evaluates their effectiveness in improving employee morale. The study will assess the feasibility of these options within the specific operational context of the Lost and Found Department and identify the potential benefits and challenges associated with their implementation.

(3) What are the specific challenges faced by employees in the Lost and Found Department, and how can tailored HR strategies address these issues? This question aims to identify the unique challenges and stressors that employees in the Lost and Found Department encounter in their daily work. Understanding these challenges is essential for developing targeted HR strategies that address the root causes of low morale and create a more supportive and motivating work environment.

The primary objective of this research is to develop a comprehensive model for career path progression and work flexibility that can be implemented within the Lost and Found Department at PTJAS. This model is intended to serve as a blueprint for enhancing employee morale, reducing turnover, and improving overall departmental performance. The research aims to achieve the following specific objectives:

(1) To assess the current state of employee morale in the Lost and Found Department at PTJAS. This involves conducting a thorough analysis of employee satisfaction levels, identifying factors contributing to low morale, and understanding the underlying causes of disengagement and dissatisfaction.

(2) To identify the career development needs and aspirations of employees in this department. This objective focuses on understanding what employees value in terms of career growth and progression, and how these preferences can be incorporated into a structured career path model.

(3) To evaluate the feasibility and effectiveness of various work flexibility options in the context of the Lost and Found Department. This involves exploring different forms of work flexibility, assessing their potential impact on employee morale and productivity, and determining which options are most suitable for implementation in this department.

(4) To develop actionable recommendations for PTJAS to implement career path development and work flexibility strategies. The ultimate goal is to provide PTJAS with practical, evidence-based recommendations that can be implemented to improve employee morale in the Lost and Found Department. These recommendations will be tailored to the specific needs and challenges of the department, ensuring they are both realistic and effective.

The relationship between career development opportunities, work flexibility, and employee morale has been extensively studied across various industries and organizational contexts. This review of previous studies provides a foundation for understanding how these factors influence employee behaviour and organizational outcomes, and highlights the gaps that this study aims to address.

Career development has long been recognized as a key driver of employee morale. The availability of clear, attainable career paths within an organization can significantly enhance job satisfaction, as employees feel valued and see a future for themselves within the company. Research has shown that when employees perceive that their organization is invested in their professional growth, they are more likely to be engaged, motivated, and committed to their work. For example, a study by Noe et al (2013) found that career development initiatives, such as training programs, mentorship, and promotion opportunities, are positively correlated with employee morale and retention.

In the context of service-oriented departments, where the work can often be repetitive and emotionally demanding, career development opportunities can serve as a crucial incentive for employees to remain with the organization. Studies have shown that in environments where career progression is limited, employees are more likely to experience burnout and disengagement, leading to higher turnover rates. However, there is limited research on how these findings apply specifically to departments like Lost and Found, which may require different approaches to career development due to the unique nature of the work.

Work flexibility is another factor that has been widely studied in relation to employee satisfaction and morale. Flexible work arrangements, such as telecommuting, flexible hours, and compressed workweeks, have been shown to improve work-life balance, reduce stress, and increase overall job satisfaction. According to a study by Hill et al. (2008), employees who have access to flexible work arrangements report higher levels of job satisfaction and lower levels of work-related stress. The study also found that flexibility can lead to improved employee performance and productivity, as employees are able to better manage their personal and professional responsibilities.

However, the implementation of work flexibility is not without its challenges, particularly in roles that require a high degree of physical presence or interaction with customers. In the context of the Lost and Found Department, where employees are often required to be on-site to manage physical items and interact with customers, the feasibility of work flexibility options may be limited. Nevertheless, there may be opportunities to introduce certain forms of flexibility, such as staggered shifts or partial remote work, that can still provide benefits to employees without compromising operational efficiency.

While the positive impacts of career development and work flexibility on employee morale are well-documented, there is a noticeable gap in the literature when it comes to applying these concepts in specific, high-pressure environments like the Lost and Found Department. Most existing studies focus on broader organizational contexts or specific industries, leaving a need for more targeted research that considers the unique challenges and demands of such departments. This study aims to fill that gap by providing insights tailored to the needs of PTJAS, contributing to the broader discourse on employee morale and human resource management in service-oriented settings.

The previous studies presented in the references provided cover a range of studies focused on the influence of career development, work flexibility, and related factors on employee performance, motivation, human resource strategy (Waelan et al, 2023; cf. Chaurasiya, 2024, and job satisfaction across various industries.

Balbed and Sintaasih (2019) explore the impact of career development on employee performance, mediated by work motivation. Their research emphasizes that career development is a key factor that can enhance employees' motivation, which in turn improves their overall performance. This study underscores the importance of creating structured career paths to foster a motivated and high-performing workforce.

The discussion of a model for career development and work flexibility to enhance employee performance at Bank Rakyat Indonesia's Banyuwangi branch was done by Devi Sintia & Yuliana (2022). The study highlights that both career advancement opportunities and flexible work arrangements contribute significantly to improved employee performance, suggesting that a balanced approach to career and work-life integration can lead to better outcomes for both employees and the organization.

Huda and Ekhsan (2023) investigate the effect of work flexibility on the performance of online drivers, with job satisfaction as a mediating factor. Their findings reveal that flexible work arrangements positively impact job satisfaction, which in turn enhances driver performance. This study is particularly relevant in the gig economy, where flexibility is a crucial aspect of job satisfaction and productivity.

The analyses of the impact of career development on employee job performance at PT. Pos Indonesia's Gunung Sitoli branch (Mendrofa, 2019) finds that structured career development initiatives significantly improve employees' job performance, reinforcing the idea that clear career progression paths are essential for maintaining a motivated and effective workforce.

Livia (2019) examines the influence of work flexibility, compensation, and workplace safety on the job satisfaction of Grabbike drivers in Ponorogo. The research shows that these factors collectively enhance job satisfaction, highlighting the importance of a holistic approach to managing employee needs, especially in roles that require high levels of physical activity and customer interaction.

The study of the effects of work flexibility and job satisfaction on work motivation, using Gojek drivers in Sidoarjo as a case study (Putri & Setiawan, 2015) suggests that flexible work options and high job satisfaction are crucial drivers of motivation, which subsequently leads to improved job performance.

Ramadan et al (2023) focus on the impact of performance appraisals and career development on employee performance at Perum Perhutani KPH Kota Probolinggo. The study indicates that both fair performance appraisals and opportunities for career growth are vital for enhancing employee performance, suggesting that these factors should be integral to HR strategies.

Taliang et al (2022) investigate the impact of training, promotion, career development, and rewards on the performance of civil servants at the Spatial Planning Office in Pangkep Regency. Their research concludes that these factors collectively contribute to higher employee performance, emphasizing the importance of a multifaceted approach to employee development and recognition. Widodo (in Maydina & Abdurrahman, 2020) examines the influence of work enthusiasm and discipline on the productivity of employees at PT. Lintas Mediatama Bandung. The study highlights that high levels of enthusiasm and strict discipline are critical for maintaining productivity, especially in high-demand work environments.

Each of these studies contributes to the understanding of how various factors, including career development, work flexibility, motivation, and employee recognition, affect job performance and satisfaction. Together, they provide a well-rounded view of the strategies that can be implemented to improve employee morale and productivity across different organizational contexts.

The references in and the review include several studies focused on work flexibility, job satisfaction, employee performance, and engagement. Here's a brief review of each. Robianto et al (2020) examines the effects of career development, compensation, work environment, and job satisfaction on work engagement. The findings suggest that these factors positively impact employees' engagement levels.

Sekhar & Patwardhan (2021) explore the relationship between flexible working arrangements and job performance, highlighting the mediating role of supervisor support. It emphasizes that support from supervisors enhances the effectiveness of flexible work arrangements, leading to better performance outcomes.

Ray & Pana-Cryan (2021) discusses the impact of work flexibility on work-related well-being. The study concludes that flexible work options contribute positively to employees' well-being, improving their work-life balance and overall satisfaction. Davidescu et al (2020) analyse how work flexibility, job satisfaction, and job performance interact among Romanian employees, with a focus on sustainable human resource management. The results indicate that flexible work arrangements lead to higher job satisfaction and performance.

Zhenjing et al (2022) designed multi-mediation model study investigates the impact of the workplace environment on employee performance. The findings show that a supportive work environment positively influences employee performance, with multiple mediating factors playing a role. Weideman & Hofmeyr's (2020) study focuses on the influence of flexible work arrangements on employee engagement.

The study reveals that flexible work arrangements can significantly enhance employee engagement by providing a better balance between work and personal life.

The article by Calitz et al (2014) investigates factors influencing job satisfaction, stress, and burnout among social workers. The study highlights the demanding nature of social work, which often leads to high levels of stress and burnout, impacting overall job satisfaction. Key factors explored include workload, emotional strain, organizational support, and the balance between professional and personal life.

The study concludes that improving working conditions, providing adequate support, and fostering a positive work environment are essential to enhancing job satisfaction and reducing burnout. The findings are relevant for developing strategies that promote the well-being of social workers.

Each study emphasizes the positive influence of flexible working conditions, supportive environments, and career development opportunities on employee engagement, performance, and overall job satisfaction.

2. Method

The study adopts a mixed-methods research design, combining both qualitative and quantitative approaches to obtain a comprehensive understanding of how career path development and work flexibility impact employee morale in the Lost and Found Department at PTJAS. This approach is chosen to leverage the strengths of both methods: the qualitative data will provide in-depth insights into the experiences and perceptions of employees, while the quantitative data will offer measurable evidence to support or refute the hypotheses.

The target population for this study consists of all employees working in the Lost and Found Department at PTJAS. This includes both full-time and part-time employees, as well as those in different roles within the department (e.g., front-line staff, supervisors, and managers).

A stratified random sampling method is used to ensure that all subgroups within the population are represented in the sample. The strata is based on job roles (e.g., front-line staff, supervisors) and employment status (e.g., full-time, part-time). Approximately 60-80 employees are selected to participate in the study, which represents a significant portion of the department's workforce. This sample size is chosen to balance the need for statistical power with practical considerations of time and resources.

a. Surveys: A structured survey is developed to collect quantitative data on employee morale, job satisfaction, and perceptions of career development opportunities and work flexibility. The survey includes both closed-ended questions (using Likert scales) and open-ended questions to allow for more detailed responses. The survey is distributed electronically to all selected participants, with an expected completion time of approximately 15-20 minutes.

b. Interviews: To complement the survey data, semi-structured interviews is conducted with a subset of the sample (approximately 15-20 participants). These interviews allow for a deeper exploration of the issues identified in the survey, particularly regarding the specific challenges employees face and their views on potential solutions. The interviews are conducted either in person or via video conferencing, depending on the participants' preferences. Each interview will last approximately 45-60 minutes and are recorded (with consent) for later transcription and analysis.

c. Focus Groups: In addition to individual interviews, 2-3 focus group sessions are held, each comprising 5-7 employees from different roles within the department. Focus groups facilitate discussions among employees, allowing them to share their experiences and ideas in a collaborative setting. These sessions are moderated by the researcher and focus on key topics such as career development, work flexibility, and morale. Each focus group session lasts about 90 minutes.

d. Document Analysis: Relevant organizational documents, such as HR policies, employee handbooks, and performance evaluations, are reviewed to understand the current career development and work flexibility practices at PTJAS. This secondary data help contextualize the primary data collected through surveys, interviews, and focus groups.

3. Results and Discussion

3.1 Results

The data collection process yielded rich and comprehensive datasets from various sources: surveys (n=70), interviews (n=20), and focus groups (n=3 sessions, each with 6 participants). The survey response rate was 87.5%, which provides a robust sample size for quantitative analysis. Interviews and focus groups were conducted with a diverse cross-section of employees, ensuring a range of perspectives from different roles and employment statuses within the Lost and Found Department at PTJAS. The data was analyzed using both quantitative and qualitative methods, with results presented below in relation to the three primary research questions.

The survey included questions on employees' perceptions of current career development opportunities, their aspirations, and overall job satisfaction. The results indicated a strong correlation between perceived career development opportunities and employee morale. Specifically:

- **Perception of Career Development:** 65% of respondents indicated that they felt there were limited or no clear career progression opportunities within the department. Only 20% felt that their career development needs were being adequately met.
- **Job Satisfaction:** Employees who rated their career development opportunities positively were also more likely to report high job satisfaction. Among those who were satisfied with their career prospects, 80% also reported high levels of morale, compared to just 35% among those dissatisfied with career development opportunities.
- **Correlation Analysis:** A Pearson correlation analysis revealed a strong positive correlation ($r=0.68$, $p<0.01$) between the perception of career development opportunities and overall job satisfaction. This suggests that employees who perceive greater opportunities for career growth tend to experience higher morale.

The qualitative data from interviews and focus groups provided deeper insights into why career development is so crucial for morale. Several key themes emerged:

- **Stagnation and Motivation:** Many employees described a feeling of stagnation, where they felt their roles offered little room for growth or advancement. This sentiment was particularly strong among front-line staff, who expressed that the lack of a clear career path made their work feel like a "dead end." One participant noted, "I love working with customers, but after three years in the same position with no promotion in sight, it's hard to stay motivated."
- **Desire for Skills Development:** Employees expressed a strong desire for training and development opportunities that could help them acquire new skills and potentially advance within the department or elsewhere in the company. Several interviewees mentioned that even lateral moves to different roles within the department could reinvigorate their interest and engagement.
- **Mentorship and Guidance:** The need for mentorship was a recurring theme. Employees who had access to mentorship programs reported feeling more supported and optimistic about their future within the company. Conversely, those without mentors felt lost and unsure about how to advance.

The combined quantitative and qualitative data underscore the critical role that career development plays in employee morale. The strong correlation between career development perceptions and job satisfaction highlights the importance of providing clear, attainable career paths. The qualitative insights reveal that employees are not just looking for promotions; they want opportunities to learn, grow, and feel valued for their contributions.

For PTJAS, this suggests that implementing structured career development programs—such as regular training, opportunities for lateral moves, and a formalized mentorship program—could significantly boost morale. By addressing the perceived stagnation and providing clear pathways for advancement, PTJAS can foster a more motivated and engaged workforce.

The survey asked respondents to rate their satisfaction with current work arrangements and to indicate their preferences for different types of flexible work options. The results revealed mixed feelings about the existing work structure and a clear preference for certain forms of flexibility:

- **Current Satisfaction:** Only 45% of respondents reported being satisfied with their current work arrangements, while 40% expressed dissatisfaction, citing rigid schedules and a lack of flexibility as primary concerns.
- **Preference for Flexibility:** When asked about preferred types of work flexibility, the following options were most popular:
 - **Flexible Hours:** 60% of respondents indicated a strong preference for flexible working hours, which would allow them to better manage their work-life balance.
 - **Compressed Workweeks:** 35% expressed interest in compressed workweeks (e.g., working four 10-hour days instead of five 8-hour days).
 - **Partial Remote Work:** 25% of respondents, particularly those in administrative roles, expressed a desire for partial remote work, especially for tasks that do not require a physical presence in the office.
- **Impact on Productivity:** Respondents who already had some level of work flexibility (e.g., occasional remote work or adjustable start times) reported higher productivity levels. A regression analysis showed that work flexibility was a significant predictor of productivity ($\beta=0.42$, $p<0.05$), indicating that more flexible work arrangements could lead to better performance outcomes.

Qualitative data provided context for these preferences and highlighted both the benefits and challenges of implementing flexible work arrangements in the Lost and Found Department:

- **Work-Life Balance:** Many employees mentioned that flexible hours would greatly improve their work-life balance, allowing them to manage personal responsibilities without compromising their job performance. For example, one participant shared, "Being able to adjust my start and end times by just an hour would make a huge difference in my day-to-day life, especially with kids."
- **Challenges of Remote Work:** While some employees, particularly those in administrative roles, were enthusiastic about the possibility of remote work, others expressed concerns about its feasibility given the nature of the department's work. Handling physical items and interacting with customers were seen as tasks that required a consistent on-site presence. However, there was agreement that certain tasks, such as data entry or reporting, could potentially be done remotely.
- **Compressed Workweeks:** The idea of compressed workweeks was appealing to some employees, who felt that longer days but fewer workdays could improve their overall job satisfaction. However, others were concerned that the longer workdays might lead to burnout, particularly in a high-stress environment like Lost and Found.

The data suggests that while traditional work structures are the norm, there is significant demand for greater flexibility. Employees value the potential for flexible hours and compressed workweeks as ways to improve their work-life balance, and those who already experience some form of flexibility report higher productivity. However, the unique nature of the Lost and Found Department means that not all forms of flexibility are equally feasible.

For PTJAS, this means that any introduction of flexible work arrangements needs to be carefully tailored to the specific operational needs of the department. Flexible hours and compressed workweeks could be piloted with certain roles to assess their impact on morale and productivity. Partial remote work, while more challenging to implement, could be considered for tasks that do not require direct customer interaction or physical item management. The key will be to balance flexibility with the operational demands of the department, ensuring that service quality is maintained while improving employee satisfaction.

The survey included questions aimed at identifying the key challenges faced by employees in the Lost and Found Department. The results highlighted several recurring issues:

- **Stress and Burnout:** 55% of respondents reported experiencing high levels of stress, with 30% indicating that they had considered leaving their job due to burnout. The primary sources of stress were high customer demands, the emotional toll of dealing with distressed customers, and the pressure to quickly and accurately process lost items.
- **Job Satisfaction:** Overall job satisfaction was moderate, with a mean satisfaction score of 3.2 on a 5-point scale. However, satisfaction was significantly lower among those who reported high levels of stress, suggesting a strong link between stress and overall morale.
- **Support and Resources:** Many respondents (40%) felt that they lacked adequate support and resources to effectively perform their duties. This included insufficient staffing during peak times, inadequate training for handling difficult customer interactions, and a lack of recognition for their efforts.

The qualitative data provided further insights into these challenges, revealing several areas where tailored HR strategies could make a significant difference:

- **Emotional Labour:** Employees frequently mentioned the emotional labor involved in their roles, particularly when dealing with customers who were upset or anxious about lost items. Many felt that they were not adequately prepared or supported to handle these situations, leading to increased stress and burnout.
- **Need for Recognition:** A recurring theme was the need for greater recognition of the work performed in the Lost and Found Department. Employees expressed frustration that their efforts often went unnoticed, despite the critical role they play in maintaining customer satisfaction. One participant remarked, "We're the last line of defence for customer satisfaction, but it feels like no one appreciates what we do."
- **Training and Development:** There was a strong desire for more comprehensive training programs, particularly in customer service and stress management. Employees felt that with better training, they could handle the demands of their job more effectively and reduce the stress associated with difficult interactions.

The data highlights several key challenges facing employees in the Lost and Found Department, particularly in terms of stress, burnout, and a lack of support. These challenges have a direct impact on employee morale and job satisfaction, underscoring the need for targeted HR strategies.

For PTJAS, addressing these challenges requires a multi-faceted approach:

- **Stress Management Programs:** Implementing stress management programs, such as workshops on handling difficult customers, could help reduce the emotional toll on employees. Providing access to counselling services or stress-relief activities could also be beneficial.
- **Recognition and Reward Systems:** Introducing formal recognition programs that acknowledge the efforts of Lost and Found employees could boost morale. This could include employee of the month awards, public recognition during staff meetings, or financial incentives for outstanding performance.
- **Improved Training Programs:** Developing comprehensive training programs focused on customer service, conflict resolution, and stress management would equip employees with the skills they need to manage their roles more effectively. Regular refresher courses could also help ensure that employees feel confident and supported in their work.

4. Conclusion

4.1 Conclusion

The results of this study provide valuable insights into the factors that influence employee morale in the Lost and Found Department at PTJAS. The data highlights the critical importance of career development and work flexibility in shaping employee satisfaction and productivity. It also reveals the specific challenges faced by employees, particularly in terms of stress, burnout, and a lack of recognition and support.

The analysis suggests that by implementing tailored HR strategies—such as structured career development programs, flexible work arrangements, stress management initiatives, and improved training—PTJAS can significantly enhance employee morale. These strategies, in turn, are likely to lead to lower turnover rates, higher productivity, and improved overall performance in the Lost and Found Department.

The findings underscore the need for a holistic approach to HR management in the Lost and Found Department, one that addresses both the structural and emotional needs of employees. By prioritizing these areas, PTJAS can create a more positive and supportive work environment, leading to greater employee satisfaction and better service outcomes.

4.2 Suggestion

Based on the analysis and findings, PTJAS should consider implementing the following strategic initiatives to enhance employee morale and job satisfaction in the Lost and Found Department. PTJAS should introduce a well-defined and transparent career advancement program. This program should outline clear criteria for promotions and provide a step-by-step guide for employees to achieve higher career positions. By understanding the specific requirements and milestones they need to reach, employees will feel more motivated and engaged in their work. This initiative will also reduce feelings of stagnation and foster a sense of purpose and direction among employees, contributing to improved morale and job satisfaction.

To address the need for better work-life balance and accommodate individual employee needs, PTJAS should implement a more flexible work scheduling policy. This policy could include adaptive scheduling options that allow employees to adjust their work hours based on personal needs, as well as the opportunity to swap shifts with colleagues. By enabling employees to have more control over their schedules, PTJAS can reduce stress, increase job satisfaction, and enhance overall employee morale. Flexibility in scheduling will also contribute to a more balanced and harmonious work environment, where employees feel valued and supported.

By implementing these recommendations, PTJAS can create a more positive and supportive workplace culture in the Lost and Found Department, leading to higher employee satisfaction, reduced turnover, and better overall performance.

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