

## Effect of Organizational Culture, Career Development, and Job Satisfaction on the Quality of Employee Work-Life at the Airport Management Office of Mopah Class I Airport, Merauke

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### *Abstract:*

*The study aimed to test and analyze the effect of organizational culture, career development, and job satisfaction on the quality of employee work-life at the Airport Management Office (UPBU) of Mopah Class I Airport, Merauke. The study used a quantitative research design and collected data through questionnaires distributed to all 110 employees of UPBU of Mopah Class I Airport, Merauke. The data analysis used multiple linear regression. The findings showed that organizational culture, career development, and job satisfaction had a positive and significant effect on the quality of employee work-life. These results serve as evidence of the importance of fostering a supportive organizational culture, providing career development opportunities, and ensuring job satisfaction to improve the overall quality of employee work-life.*

### *Keywords:*

*Quality of Work-Life; Organizational Culture; Career Development; Job Satisfaction.*

## I. Introduction

Air transportation services are an important part of the community's lives, particularly in Papua Province (Mattioli et al., 2021; Rahim et al., 2013). Land or sea hub in Papua is still insufficient, making it difficult for people to travel quickly from one region to another region in this province (Efriandi, 2021; Fauzi et al., 2019; Kusdian, 2018). Therefore, airport services are important, especially in maintaining safety, security, smoothness, and order in the flow of aircraft traffic, passengers, and cargo; providing intra and/or intermodal transportation; and increasing national and regional economic growth (Umar & Nurmakkie, 2017).

The Management Office (UPBU) of Mopah Class 1 Airport, Merauke is a technical implementing unit within the Ministry of Transportation which is under and responsible to the Directorate General of Civil Aviation. Airport performance can be measured through the number of aircraft and passengers departing and arriving at the airport. Data from Mopah Airport collected from the Central Bureau of Statistics of Papua Province showed that from 2016 to 2018 there was an increase in the number of aircraft and passengers departing and arriving at Mopah Airport. However, in the following years from 2019 to 2020, the number of aircraft and passengers at Mopah Airport decreased. At the beginning to the end of 2019, before the flight restrictions due to the Covid-19 pandemic, the number of aircraft departing and arriving at Mopah Airport in Merauke decreased by 21%. In addition, the number of passengers departing and arriving at Mopah Airport also decreased by 25% in 2019. The decrease was even more significant in 2020, reaching 54%. This decrease might show a decrease in the performance of Mopah Airport, Merauke.

There are various factors of the decreasing performance of Mopah Airport, Merauke; one of which is the quality of employee work-life. Many previous empirical findings have shown that the level of quality of employee work-life is positively related to the level of organizational performance (Gupta & Sharma, 2011; Leitão et al., 2019; Nayak & Sahoo, 2015; Y. P. Singh, 2013). Quality of work-life serves as the foundation for improving employee well-being to result in improved performance (Nayak & Sahoo, 2015). Therefore, it is important to examine the quality of employee work-life at the Management Office (UPBU) of Mopah Class I Airport, Merauke. Referring to the findings of previous researchers and the results of the initial survey, there are three factors that can affect the quality of employee work-life at UPBU of Mopah Class I Airport, Merauke: organizational culture, career development, and job satisfaction.

A study by Harrington and Santiago (2006) showed that the two dimensions of organizational culture, namely hierarchical culture and rational culture, have a positive and significant effect on the quality of employee work-life. Organizations with a clear bureaucratic system which are productivity-oriented will be able to improve the quality of employee work-life (S. J. Harrington & Santiago, 2006). Organizational culture is the basis for leaders and members of the organization in making plans or strategies and tactics in designing the organizational vision and missions to achieve organizational goals (Torang, 2014).

The next factor is career development. One of the most important aspects of employee and organizational development is career development (Katic et al., 2017). The traditional model of career development is to create a career path in the organization and have a stable or predictable job (McDonald & Hite, 2005). As career development theory develops, career development is not only limited to creating a career path in the organization, but a process where employees and organizations work together to enhance employees' knowledge, skills, competencies, and attitudes that are important for their current and future jobs (Gilley et al., 2002).

The last factor is job satisfaction, which is employees' affective or emotional response to various aspects of work (Kreitner & Kinicki, 2001). Employee job satisfaction is usually measured from various points of view using several constructs or categories because employees can feel satisfied with certain job elements yet dissatisfied with other job elements (Schmidt, 2007). Schermerhorn (2013) explains five aspects of job satisfaction, namely the job itself, supervisors, coworkers, promotion opportunities, and salary. The fulfilment of these five aspects will lead to a high level of job satisfaction (Schermerhorn, 2013).

There has been numerous research on the quality of work-life, such as in the health care sector (An et al., 2010; Marques-Duarte & Pureza, 2019; Suhartini, 2020), education sector (O. P. Singh & Singh, 2015), banking industry (Halim et al., 2019; Surikha, 2016), and manufacturing industry (Swamy et al., 2015). However, there is still very little discussion on the quality of work-life in the aviation and airport sector. Previous studies such as Sarabia-López et al. (2017) investigated the relationship between psychosocial factors and the quality of work-life of air traffic controllers at Ecuador Airport. There is only one study focusing on the factors that affect the quality of work-life in the aviation sector, namely a study by An Le et al. (2021).

In Indonesia, research on the quality of work-life in the aviation and airport sectors is still very limited. Previous studies such as Jumlad and Putri (2021) examined the effect of work-life quality on employee engagement at PT. Avia Sejahtera Iskandar (ASI) Pangkalan

BUN. In addition, Rompis et al. (2017) examined the effect of work life quality on employee performance at PT Angkasa Pura 1 (Persero), Manado. This shows a research gap, from an international and national level, that research on quality of work-life in the aviation and airport sectors is still very limited. In air transportation services, employees are expected to have multi-tasking skills in various positions and given excessive workloads that critically affect their work-life, thus directly or indirectly causing physical and mental problems (An Le et al., 2021). Therefore, it is important to delve the factors that affect the quality of employee work-life in the aviation and airport sector, especially employees of Mopah Class I Airport, Merauke..

## **II. Review of Literature**

### **2.1 Quality of Work-Life**

Quality of work-life is the extent to which an employee is satisfied with personal and work needs through participation in the workplace while achieving organizational goals (Swamy et al., 2015). Programs of quality of work-life seek to address every aspect of employee work-life, including the aspects related to human resource policies and strategies (B. Harrington & Ladge, 2009). Quality work-life generally has a positive effect on employee performance, which in turn will also have an effect on the organization, i.e., increased organizational profits (Cascio & Boudreau, 2011). Employees with higher quality of work-life tend to feel less job stress, allowing them to achieve improved life satisfaction (Shaffer et al., 2016).

#### **a. Organizational Culture**

Culture permeates the entire aspects of an organization and brings a special character that distinguishes the organization from other organizations (Goodman et al., 2001). Many researchers are interested in examining organizational culture based on the belief that organizational culture is an important factor that affects organizational effectiveness (An et al., 2010). The pervasiveness of organizational culture requires management to recognize the underlying dimensions of their organizational culture and its impact on employee-related variables, including satisfaction, commitment, cohesion, strategy implementation, performance, etc (Lund, 2003). Organizational values and culture can affect the quality of the organization's products and services, advertising content, pricing policies, treatment to employees, as well as relationships with customers, suppliers, communities, and the environment (Singhapakdi et al., 2015).

#### **b. Career Development**

Career development is a process to improve employees' workplace skills to achieve the desired career (Sudiro, 2011). Career development is understood as continuous conditions (job, function, job category, and salary) that individuals have achieved along their career trajectory (López-Andreu & Miquel Verd, 2013). According to Yeo and Li (2011), employees see their career growth and development path as a way to define their quality of work-life. Employees correlate quality of work-life to the aspect of time that makes them develop into the most valuable employees (Yeo & Li, 2011).

#### **c. Job Satisfaction**

Job satisfaction is an expression of positive emotional bonds that result from an employee's assessment or experience of his/her job (Locke, 1976). Empirical findings have shown that job satisfaction is significantly and consistently related to employees' subjective well-being (Judge et al., 2020). According to Chan and Wyatt (2007), employees spend a lot of

time and energy at work, so it is important for them to feel satisfied with their work and work-life.

## 2.2 Hypothesis Development

### a. Cultural Organization and Quality of Work-Life

Organizational culture can enhance work-related identity and bring positive effects on other life domains, such as the quality of employee work-life (Sirgy et al., 2012). A study by Goodman et al. (2001) found that organizational culture that emphasizes group values tend to improve the quality of employee work-life. Then, Park et al. (2021) found that innovative culture can encourage employees to try new approaches in completing their work and bring positive effects on the quality of their work-life. Previous researchers have also found that organizational culture can positively affect the quality of employee work-life (An et al., 2010; Halim et al., 2019; Swamy et al., 2015; TS, 2022). Thus, the following hypothesis is formulated: H1: Organizational culture has a positive effect on the quality of employee work-life.

### b. Career Development and Quality of Work-Life

The results of a study by Zulkarnain (2013) showed that increased career development leads to improved quality of work-life and improved psychological well-being. Employees who get career development opportunities will feel that their contributions are valued, allowing them to have a positive perception of the organization and improved quality of work-life (Zulkarnain, 2013). Some previous researchers also support the positive effect of career development on the quality of work-life (Rohayati & Supriati, 2020; Rose et al., 2006; Suhartini, 2020; Surikha, 2016). Referring to the findings of previous researchers, the hypothesis is formulated as follows:

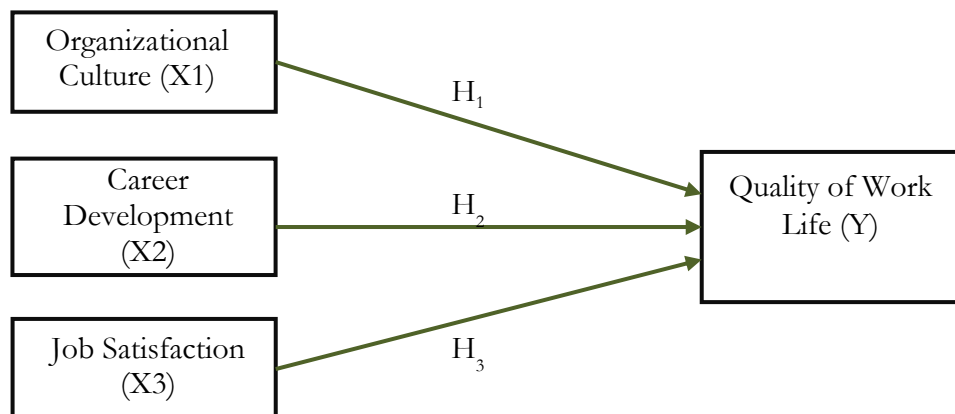
H2: Career development has a positive effect on the quality of employee work-life.

### c. Job Satisfaction and Quality of Work-Life

A study by Noor and Abdullah (2012) found that job satisfaction has a dominant effect on the quality of work-life compared to job engagement and job security. Organizations that can meet employee needs and expectations will increase employee job satisfaction, leading to a good quality of work-life (Rai & Verma, 2022). Some other previous researchers also found that job satisfaction has a positive effect on the quality of work-life (Campos & Rueda, 2017; Marques-Duarte & Pureza, 2019). Therefore, this study formulates the following hypothesis:

H3: Job satisfaction has a positive effect on the quality of employee work-life.

Based on the above-described theory and previous research, the research model is developed as follows (Figure 1).



*Figure 1. Research Model*

### III. Research Method

This study used a quantitative approach to test and analyze the effect of the independent variables (organizational culture, career development, and job satisfaction) on the dependent variable (quality of work-life). The primary data were collected directly from the research location by asking the respondents of this study, namely employees of Mopah Airport, Merauke to fill out a questionnaire. This study used the entire population (110 employees) as the sample. All the observed variables were measured using instruments adapted from previous research, of which the details of the number of indicators and sources of measurement adaptation are listed in Table 1. The data analysis technique was multiple linear regression. In addition, the data were already tested for validity, reliability, and classical assumption to ensure accuracy and reliability.

**Table 1.** Variable names, number of indicators, and adopted studies  
**Table 1.** Names of variables, number of indicators, and research adopted.

No	Variable	Number of Indicator	Source
1	Quality of Work Life	9	Walton (1975)
2	Organizational Culture	18	Sunyoto (2011)
3	Career Development	10	Busro (2018)
4	Job Satisfaction	12	Salam (2014)

### IV. Results and Discussion

Descriptive analysis was first conducted to determine the characteristics of employees at the Management Office (UPBU) of Mopah Class I Airport, Merauke. Based on Table 2, the employees were predominantly male (64.55%), had a high school education level (70.91%), fell in the age group of 31-40 years old (52.73%), and had a working period of 11-20 years (43.64%). This demographic characteristic analysis can provide valuable insight into organizational dynamics and potential areas for development within the airport management unit.

**Table 2.** Respondents' Demographic Characteristics.

Categories	Answer Alternatives	Number of Respondents	Percentages (%)
Gender	Male	71	64,55%
	Female	39	35,45%
Latest Education Level	General/Vocational Senior High School	78	70,91%
	D III	7	6,36%
	S1	25	22,73%
Age	20-30 Years	13	18,82%
	31-40 Years	58	52,73%
	41-50 Years	32	29,09%
	Above 51 Years	7	6,36%
Number of Years Worked	5 Years	10	9,09%
	5-10 Years	43	39,09%
	11-20 Years	48	43,64%

The validity was tested using the Pearson Correlation technique. Question items are said to be valid if  $r$ -statistic  $>$   $r$ -table. The  $r$ -table for  $N=110$  with a significance of 0.05 in the distribution of product moment  $r$ -table was 0.1874. Based on Table 3, it can be seen that the  $r$ -statistics of the Pearson Correlation of each question from all the variables was  $>$  0.1874, thus meeting the validity criteria. In terms of reliability, as shown in Table 3 all the variables had Cronbach's Alpha  $>$  0.70. Therefore, all the variables were reliable.

**Table 3.** Results of Validity and Reliability Test

Dimension	Indicator	Pearson Correlation	Cronbach's Alpha
Variable of Organizational Culture			0.968
Innovation and Risk-taking	X1.1 I always make innovative ideas at work.	0.747	
	X1.2 I am ready for risk-taking in completing the work that is under my responsibility.	0.847	
	X1.3 The leaders give freedom of decision-making.	0.752	
Outcome Orientation	X1.4 I work with a focus on optimal results.	0.802	
	X1.5 I always pay attention to good work processes to obtain optimal results.	0.846	
	X1.6 I work as effectively as possible to obtain optimal results.	0.847	
People Orientation	X1.7 I always try to do my work seriously.	0.747	
	X1.8 I enjoy working because it benefits the organization.	0.847	
	X1.9 I am always expected to be independent in completing my work.	0.752	
Team Orientation	X1.10 I enjoy completing work in team.	0.802	
	X1.11 I try to cooperate with team members to obtain good results.	0.846	
	X1.12 I am expected to be a solid and reliable team member.	0.847	
Aggressiveness	X1.13 I am expected to always be active in completing tasks and responsibilities.	0.802	
	X1.14 I always have time discipline, so I can complete the work properly.	0.846	
	X1.15 I feel happy when I get challenges at work.	0.847	
Stability	X1.16 I feel comfortable with the current condition of the organization.	0.747	
	X1.17 I am able to prioritize the interests of the organization compared to my personal interests.	0.847	
	X1.18 I am always proud to be part of the organization.	0.752	

Variable of Career Development			0.950
Career Certainty  Self Development  Improvement of Performance Quality	X2.1	Every employee has an opportunity to get promotion.	0.894
	X2.2	Every employee has the opportunity to become a leader or deputy leader.	0.864
	X2.3	Every employee has the opportunity to hold a certain position.	0.773
	X2.4	Every employee has the opportunity to take part in various trainings according to the field of work.	0.766
	X2.5	Every employee has the opportunity to pursue education.	0.864
	X2.6	Every employee has the opportunity to attend seminars/discussions/workshops.	0.773
	X2.7	Every employee has the opportunity to take competency-related courses.	0.766
	X2.8	I always complete my work punctually.	0.864
	X2.9	I always adhere to the rules of the organization.	0.894
	X2.10	I am always motivated to work.	0.864
Variable of Job Satisfaction			0.961
Financial Satisfaction  Physical Satisfaction  Social Satisfaction  Psychological Satisfaction	X3.1	The salary system where I work is appropriate.	0.912
	X3.2	The salary I receive is in accordance with my level of education.	0.715
	X3.3	The amount and type of allowance I receive is appropriate.	0.852
	X3.4	My workspace has great lighting.	0.912
	X3.5	My workspace has great cleanliness.	0.826
	X3.6	The work equipment is very complete.	0.852
	X3.7	Fellow employees respect each other's individual rights.	0.912
	X3.8	The family atmosphere at work is well established.	0.826
	X3.9	There is a well-established relationship between leaders and subordinates.	0.912
	X3.10	The comfort of my workspace is very adequate.	0.715
	X3.11	I am able to control the work stress that I face.	0.826
	X3.12	My workload is in accordance with my skills and competency.	0.852
Variable of Quality of Work-Life			0.941
Available Facilities Safety of	Y.1	I am satisfied with the facilities and infrastructure provided by the office.	0.771
	Y.2	I feel supported by safe and	0.908

Work Environment	convenient work facilities.	
Employee Engagement	Y.3 I am always included by the leaders to come up with suggestions in making important decisions.	0.780
Adequate Compensation	Y.4 I feel that the reward and sanction system is appropriate.	0.802
Communication	Y.5 There is proper communication regarding information that needs to be known by all employees in each work unit.	0.771
Career development	Y.6 I feel that I am given the opportunity for self-development through trainings to improve my knowledge and skills at work.	0.908
Problem Solving	Y.7 I feel that whenever there is a work-related problem or conflict with fellow employees, the leaders always help in the problem solving.	0.780
Job Security	Y.8 I feel satisfied with my work so far.	0.802
Company pride	Y.9 I am proud to work at the UPBU of Mopah Class 1 Airport, Merauke.	0.908

Furthermore, the classical assumption test consisted of normality, multicollinearity, and heteroscedasticity tests. The normality test used the One-Sample Kolmogorov-Smirnov method. Based on Table 4, the significance of Kolmogorov Smirnov was  $0.402 > 0.05$ . Therefore, it can be concluded that the research data had normal distribution. Multicollinearity can be assessed from the tolerance and Variance Inflation Factor (VIF). If the tolerance is  $>0.1$  and VIF is  $<10$ , there is no multicollinearity. As seen in Table 4, there was no tolerance  $<0.1$  and VIF  $>10$ . Thus, there was no multicollinearity between the independent variables in this research model. In this study, the heteroscedasticity test was carried out with the Glejser test. Based on the test results (Table 4), all the variables had significance  $> 0.05$ . Therefore, there was no heteroscedasticity in the research data.

**Table 4.** Results of Classical Assumption Test

Normality Test		Variable	Multicollinearity Test		Heteroscedasticity Test	
Kolmogorov Smirnov	Asymp. Sig		Tolerance	VIF	t	Value of Sig
0,893	0,402	Organizational Culture	0,704	1,420	-0,418	0,677
		Career Development	0,754	1,326	-0,146	0,884
		Job Satisfaction	0,575	1,740	-0,424	0,672

After the criteria for validity, reliability, and classical assumptions had been met, the next step was to carry out multiple linear regression. Based on Table 5, the three independent variables were shown to have a positive and significant effect on the quality of employee work-life, so the first (H1), second (H2), and third hypotheses (H3) were supported. This is based on the t-statistic of the effect of all the independent variable ( $>1.659$ ) and significance ( $<0.05$ ). Organizational culture, career development, and job satisfaction had a positive effect



on the quality of employee work-life at the Management Office (UPBU) of Mopah Class I Airport, Merauke.

**Table 5.** Results of Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11,076	1,587		6,979	0,000
Organizational Culture	0,122	0,018	0,363	6,811	0,000
Career Development	0,221	0,031	0,372	7,221	0,000
Job Satisfaction	0,218	0,033	0,385	6,525	0,000
Adjusted R Square	0,782				

a. Dependent Variable: Quality of Work Life

Organizational culture was proven to have a positive effect on the quality of employee work-life, supporting previous research including An et al. (2010), Halim et al. (2019), Swamy et al. (2015), and TS (2022). This means that the better the implementation of organizational culture, the better the quality of employee work-life. The culture, in the form of innovation and risk-taking, among the employees of UPBU at Mopah Class I Airport, Merauke affected their attitudes and behavior to make innovations and innovative ideas at work. In addition, the employees were willing to take risks in relation to their responsibility; they were also given decision-making freedom by the leadership members. This supports the findings of Park et al. (2021) that innovative culture is an important factor in improving the quality of employee work-life in public sector.

Furthermore, with the implementation of people-orientated culture, employees will feel that the organization cares about their work-life, thus increasing their perception of the quality of work-life. This is in line with a statement by Koonmee et al. (2010) that, when an organization creates an environment that allows employees to behave and act consistently with their ethical values and policies, it can lead to higher quality of work life. This study also supports the findings of An et al. (2010) that employees who work in an organization that has culture of cohesion and emphasizes on the importance of interpersonal relationships have better quality of work-life.

Career development was also proven to have a positive effect on the quality of employee work-life, thus supporting previous researchers including Zulkarnain (2013), Rohayati and Supriati (2020), Rose et al. (2006), Suhartini (2020), and Surikha (2016). This means that the better the career development, the better the quality of employee work-life; the poorer the career development, the lower the quality of employee work-life.

Based on the results of the descriptive analysis, the self-development indicator obtained the highest mean score compared to the other indicators. Every employee at UPBU of Mopah Class I Airport, Merauke had the same opportunity to take part in various trainings, seminars, and competency courses that are in accordance with their work; they were also given the opportunity to pursue education. With these self-development opportunities, employees will have improved quality of work-life. This result supports the findings of Astuti and Soliha (2021) that employee self-development programs will reflect a quality work-life which in turn can improve employee performance. A study by TS (2022) found that career development, with its indicators, including training programs and employee competency development, is an important factor that measures the quality of employee work-life.

Furthermore, this study also showed that job satisfaction had a positive effect on the quality of employee work-life, thus supporting previous research including Campos and Rueda (2017), Marques-Duarte and Pureza (2019). This means that the higher the job satisfaction, the better the quality of employee work-life. Based on the results of the descriptive analysis, the job satisfaction indicators that obtained the highest mean score were financial satisfaction and physical satisfaction. The employees of UPBU at Mopah Class I Airport, Merauke were satisfied with their jobs because the organization gave them appropriate salaries and benefits. In addition, the working environment conditions supported effective work activities such as good lighting conditions, clean work space, as well as complete and adequate work equipment. Both sufficient financial gain and adequate working conditions improve the quality of employee work-life.

Mosadeghrad (2013) in his research explained that if employees are given excess workloads yet the salary is not sufficient, the employees might experience job stress, causing them to have poor quality of work-life. The financial gain received by employees are a very important aspect that increases the level of quality of work-life (Sinha, 2012). A meta-analysis study conducted by Judge et al. (2010) found that there is a simple correlation of salary level and overall job satisfaction. Salary can increase the value of work identity, thus contributing to positive self-evaluation at work and subjective well-being (Judge *et al.*, 2010; Sirgy *et al.*, 2012). Fulfilment of employees' economic needs such as adequate salary will lead to a high quality of work-life (Chan & Wyatt, 2007). In addition, a good quality of work-life can be achieved if the employees are given safe and healthy work environment (Rose *et al.*, 2006).

## V. Conclusion

The findings of this study have shown that organizational culture, career development, and job satisfaction positively affect the quality of employee work-life at the Management Office of Mopah Class I Airport, Merauke. More specifically, a well-implemented organizational culture that can foster innovation, risk-taking, and people-oriented culture significantly improves employee work-life. Career development also plays an important role, in which better opportunities lead to a higher quality of work-life. Besides, job satisfaction, particularly financial and physical satisfaction, has a significant contribution to the quality of work-life. Improving organizational culture, career development, and job satisfaction are important strategies to improve the quality of employee work-life.

To improve the quality of employee work-life, it is important that the leadership of the Management Office at Mopah Class I Airport, Merauke incorporate the philosophy of quality of work-life in the decision and policy making, by ensuring that the decision and policy reflect the employees' needs and aspirations. In addition, it is also important to pay greater attention to providing career certainty for employees and motivating them to continuously improve their skills and contribute to organizational success. It is recommended that future researchers explore different research variables apart from those already used in this study.

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