

RESEARCH PAPER

APPLIED BUSINESS

Unlocking Sustainable Employee Development: Applying the Job Characteristics Model to Employee Job Satisfaction via Work-Family Conflict and Networking

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ABSTRACT

This study examines the effect of changing work environment on employees' job satisfaction for sustainable development using job characteristics model. The author examine the effects of work-family conflict and networking of the employees in the relationship between changing work environment and their satisfaction towards their job for sustainable development. The study employed descriptive and causal comparative research design and followed the judgmental sampling technique for data collection from the employees based on their service performance. Respondents were gathered from the aspiring professionals and data were collected from 384 employees. The factors such as skill variety, task identity, autonomy showed a high degree of significant relationship between changing work environment and employees job satisfaction whereas the role of networking relationship with both internal and external parties has also made a high degree of significant impact on the employees' job satisfaction for sustainable development. Results have also shown that the task significance and feedback has shown a slight low impact on employee job satisfaction. The role of work-life conflict showed the negative impact on employee job satisfaction. Maintaining a perfect balance between work and family is considered quite difficult for current employee. Long work hours, heavy work demands, work role ambiguity and job distress have been positively linked to work-family conflict. This study contributes to the work-life conflict and its relevance in the changing work environment at work for motivating staffs at workplace based on the Job Characteristics Model (JCM) as a contemporary theory of motivation to fulfill the gaps in the empirical research in developing countries.

Keywords: Job Characteristics Model (JCM), work-life conflict, networking and job satisfaction

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Background of the study

Aviation is the practical side of aeronautics, encompassing the design, development, production, operation, and usage of aircraft, particularly those that are heavier than air. The airline industry is a fiercely competitive industry. An industry-wide shakeup has occurred in recent years, with far-reaching implications for the industry's tendency of growing domestic and foreign services. Previously, the airline sector was at least partially owned by the government in Nepal.

The airline sector provides passenger and freight transportation via flights. Airlines may rent or own aircraft to perform these services, and they may combine their services with those of another airline for mutual advantage. Airlines in the industry are identified by a license or an air-operator certificate (AOC) issued by a government aviation committee.

Along with land transportation, air transportation is a significant mode of transportation in Nepal. Due to the difficult topography for developing roads, airports are the primary mode of transportation, particularly in mountainous areas. Nepal has currently two international airports, four domestic hub airports (Pokhara, Biratnagar, Nepalgunj, and Bhairahawa, which serve as bases for flights to mountain airports or as relay points between Kathmandu and mountain airports), and other domestic airports, for a total of 53 airports, only 34 of which are currently operational. In Nepal, the sector is relatively modest and yet developing. However, Nepalese are flying like never before and setting all-time high records in domestic passenger numbers.

This job characteristics model is the most profound model utilized by job design engineers to design jobs in a way that a job result is to satisfy and motivate the jobholder. A well-designed job is a job that enriched with the five job characteristic dimension and such job is regarded as motivating and satisfying job, which makes employees to engage in the company. On the contrary, if the job characteristics are not enriched the good possibility of employees engaging in the company will be less^[3].

The job characteristics model has been studied in different organizational settings such as manufacturing, service, hospitality, etc. and studies conducted in different countries with a different culture. Being so important, however, in developing countries like Nepal, this model has not been studied for aviation sector. The role of work-life conflict and networking as a moderating role has not been covered so far in context of this sector. Thus, this study will therefore attempt to uncover the job characteristic model practices and their impacts on behavioral and affective responses in aviation sector of Nepal.

Literature Review

Job characteristics theory (JCT) of Hackman and Oldham is extensively used as a paradigm for studying how certain employment characteristics impact job outcomes, such as job satisfaction^[6]. JCT offers suggestions for improving job enrichment in organisations. According to this theory, five factors—skill variety, task identity, task significance, autonomy, and feedback—have an impact on motivation, satisfaction with work, and performance. This paradigm has been used to discover the best method for designing work so that employees are internally motivated and perform job effectively. It is found that there is a relationship between job characteristics and job satisfaction. Employees who were treated better tended to perform well in their work. Employees should be encouraged to be honest about their line of work or job description^[7].

[7]discussed that in many organizations today a lot of employees complaining about having no time, experiencing job stress, burnout and even to the lengths of quitting their job. By looking at a series of elements of job characteristics, this study predicted the reasons as to why employees behave the way they are. All variables have very good internal consistencies. It was found that job characteristics are significantly correlated with job satisfaction with the highest correlation is between task identity and job satisfaction. It means that employees were aware that in order to find the satisfaction they seek, they need to know whether or not there was meaningfulness in their job and in what they do. Managers, personnel and supervisor need to help employees find meaning in their work in order for the employee to grow and perform. With good management over employee's well-being, it was believed not only it improved on productivity in employees work but it also helps to create a character within the employees itself so that they will be more efficient in their work and multitasking. This research also provided managerial implications as well as suggestions for future researches.

Based on the results of the above study, it was found that there is a relationship between job characteristics and job satisfaction. Employees who were treated better tended to perform well in their work. Employees should be encouraged to be honest about their line of work or job description. The researchers also suggest that the right placement of employees will bring prosperity and happiness to a company and its people. It applies to not only managers, supervisors or personnel but the entire organization. The right placement of people cannot be implemented without employees understanding. The key to an organization's success lies in whether their managers chose to view their employees as competent or incompetent. If they are given jobs that they do not have any knowledge, skills or the ability of their interest to do in, they should inform their supervisors and manager. This could save the organization from a great deal of losses. The employees and managers need to recognize that it is their responsibility to support one another. Employee who found satisfaction in their work attains optimum performance, and the work that they produce becomes excellent.

Research Hypothesis

Alternative Hypothesis were developed to test the relationship between the variables.

RESEARCH METHODS

Sampling and data collection

This study had followed judgmental sampling that gathered information from individuals of the population who has been working in their organization above 5 years and more to take part in the study sample. In this sampling procedure, participants were the aspiring aviation professionals who has made up this stratum. 384 samples were taken into study and response was in full respect at 95% confidence level.

Aviation professionals of various ages, genders & experiences, who seem to have positive attitudes toward the study, were surveyed. The respondents were interviewed & their perception regarding the job satisfaction were examined. Respondents in the field were provided with a standardized questionnaire directly face to face.

Ethical Consideration

Researcher visited each respondent personally without using any enumerator and described the purpose of the study as well as confirmed the anonymity of their voluntary participation and their responses. Researcher also assured the data analysis in an aggregate level, neither individual level nor the organization wise, to eliminate the chance of conflict of interest.

Instrumentation of Data

The research includes primary data, which was obtained via questionnaire. The questionnaire design was based on the conceptual framework and was designed to find how job characteristics affects the employee job satisfaction and their moderating variables. Questionnaires were designed with a list of questions for the target respondents. 7-Likert Scale is used to measure the degree of the employee job satisfaction using job characteristic model of the aviation professionals. 7-point Likert Scale rates all variables like from “4-strongly agree, 3-agree, 2-somewhat agree, 1-neither agree nor disagree, 0-somewhat disagree, -1-disagree and -2-strongly disagree”.

RESULTS AND ANALYSIS

Inferential Analysis

Inferential analysis refers to the analysis of data that was done to see whether the variable have a relation with the outcomes or not and test whether there exists a strong relationship with each other. In this study, two types of analysis were done; Correlation analysis and Regression analysis.

Pearson’s Correlation Analysis

The correlation data are presented in following table 1.

Table 1: Correlation between Independent Variables, Moderating and Dependent Variable

Independent Variables		SV	TI	TS	A	FB	WF	N
JS	Correlation	.629**	.597**	.672**	.653**	.610**	.676**	.687**
	Sig.	0	0	0	0	0	0	0

**Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2025.

In the table 1, there are eight variables includes both dependent, moderating and independent variables. Skill Variety (SV), Task Identity (TI), Task Significance (TS), Autonomy (A), Feedback (FB), Work-Family Conflict (WF) and Networking (N) are independent variables whereas Employee Job Satisfaction (JS) is dependent variable.

From the above result it showed that relationship between the independent, moderating and dependent variables has a moderate level of positive correlation and highly significant relationship between them.

Regression Analysis

Regression Analysis refers to the statistical process of analysis that estimates the relationship among others. It does examine whether one variable does have a relationship with others. Regression Analysis is tested to know and study the relationship of Independent Variables: Skill Variety (SV), Task Identity (TI), Task Significance (TS), Autonomy (A), Feedback (FB), Moderating Variables: Work-Family Conflict (WF) and Networking (N) and Dependent Variable: Employee Job Satisfaction.

The model summary between Dependent Variables and Independent Variables is presented in following Table 2.

Table 2: Regression Analysis Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836 ^a	.698	.693	.26358

^aPredictors: (Constant), N, TI, SV, A, FB, WF, TS

Source: Field Survey, 2025.

Analysis and Interpretation: In the above table, the Coefficient of the “R Square” value refers to the coefficient of determination, which can help in explaining variance. The value of R square 0.698 can be stated as 69.8% which means that other remaining 30.2 % are not explained. In simple words, we can interpret that Independent variables; Skill Variety (SV), Task Identity (TI), Task Significance (TS), Autonomy (A), Feedback (FB), Work-Family Conflict (WF) and Networking (N) explains 69.8% of the impact of Employee Job Satisfaction. Whereas other important variables are also remaining to explain that impact in Employee Job Satisfaction, which has not been considered in the study.

ANOVA result showed that F-value is 124.290 and the significance level is 0.000, which is, less than 0.05 so, the model is considered to be fit for the study.

The next table is the Regression coefficient that is presented in following Table 3.

Table 3: Coefficient Table

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.493	.144		3.434	.001
SV	.148	.031	.179	4.765	.000
TI	.130	.032	.148	4.049	.000
TS	.080	.034	.101	2.341	.020
A	.147	.035	.170	4.246	.000
FB	.079	.034	.091	2.352	.019
WF	-.124	.038	-.138	-3.235	.001
N	.211	.034	.246	6.267	.000

^aDependent Variable: JS; **Source:** Field Survey, 2025.

So, Employee Job Satisfaction = $0.493 + 0.148 \text{ Skill Variety} + 0.130 \text{ Task Identity} + 0.080 \text{ Task Significance} + 0.147 \text{ Autonomy} + 0.079 \text{ Feedback} - 0.124 \text{ Work-Family Conflict} + 0.211 \text{ Networking}$.

Among these seven factors, it was found that the beta coefficient of the Networking factor is 0.211, which is the highest coefficient. It indicates that the Networking factor is the most important factor that affects Employee Job Satisfaction. This means that employees are more satisfied if their job characteristic allows them to network within as well as outside the organization in order to enhance themselves personally.

Summary of Hypothesis

Once data and the impact of independent variables on dependent variables has been analyzed, the results of hypotheses testing were determined which showed that all the hypothesis was supported at $p < 0.05$.

FINDINGS

Findings based on Objectives

To examine the effects of Changing Work Environment on Employee Job Satisfaction using Job Characteristics Model in the Aviation Sector, Kathmandu, Nepal. The Correlation Analysis and Regression Analysis were conducted to determine the influencing Job Characteristics factors that influences the Employee Job Satisfaction.

Skills Variety

From the **Correlation Analysis**, it is found that the Skill Variety has moderate correlation coefficient value is 0.629 with significant level of 0.000. From the **Regression Analysis**, it is found that the Skill Variety and Employee Job Satisfaction has a beta coefficient of 0.148 with the significance level of 0.000 ($p < 0.05$). Hence, the Skill Variety has a significant influence on the Employee Job Satisfaction.

Hence, this means that employees are found to be more satisfied by their job if the job is demanding and allows them to use different set of skills to enhance themselves personally as well as professionally in the aviation sector.

Task Identity

From the **Correlation Analysis**, it is found that the Task Identity has moderate correlation coefficient value is 0.597 with significant level of 0.000. From the **Regression Analysis**, it is found that the Task Identity and Employee Job Satisfaction has a beta coefficient of 0.130 with the significance level of 0.000 ($p < 0.05$). Hence, we can say that, employee are more satisfied by their job if they are allow to work completely from start to finish. Employee always prefer to do the complete task assigned to them and never leave the task unfinished.

Task Significance

From the **Correlation Analysis**, it is found that the Task Significance has moderate correlation coefficient value is 0.672 with significant level of 0.000. From the **Regression Analysis**, it is found that the Task Significance and Employee Job Satisfaction has a beta coefficient of 0.080 with the significance level

of 0.020 ($p < 0.05$). Hence, it means that employees are more satisfied if they consider their day-to-day task as significant. Employees feel more responsible toward their and feel more satisfied to perform such job as it provides them accountability.

Autonomy

From the **Correlation Analysis**, it is found that the Autonomy has moderate correlation coefficient value is 0.653 with significant level of 0.000. From the **Regression Analysis**, it is found that the Autonomy and Employee Job Satisfaction has a beta coefficient of 0.147 with the significance level of 0.000 ($p < 0.05$). Hence, we can say that employees are more satisfied by their job if they have freedom to perform the assigned task staying within the required regulation in the aviation sector.

Feedback

From the **Correlation Analysis**, it is found that the Feedback has moderate correlation coefficient value is 0.610 with significant level of 0.000. From the **Regression Analysis**, it is found that the Feedback and Employee Job Satisfaction has a beta coefficient of 0.079 with the significance level of 0.019 ($p < 0.05$). Hence, it was found that employees are more satisfied by their jobs if they are provided with the feedback to improve themselves in order to enhance their overall performance by constantly working on the feedback provided.

Work-Family Conflict

From the **Correlation Analysis**, it is found that the Work-Family Conflict has moderate correlation coefficient value is 0.676 with significant level of 0.000. From the **Regression Analysis**, it is found that the Work-Family Conflict and Employee Job Satisfaction has a beta coefficient of -0.124 with the significance level of 0.001 ($p < 0.05$). Hence, we can see that employees are more satisfied by their job if there is a perfect balance between their work-family. However, it seems that there seems to be some sort of imbalance between work and family. Thus, work family conflict must be reduced in order to enhance the employee job satisfaction.

Networking

From the **Correlation Analysis**, it is found that the Networking has moderate correlation coefficient value is 0.687 with significant level of 0.000. From the **Regression Analysis**, it is found that the Networking and Employee Job Satisfaction has a beta coefficient of 0.211 with the significance level of 0.001 ($p < 0.05$). Hence, we can say that employees are more satisfied if they are provided with better opportunities whether it is within the organization or outside the organization. Employees are found seeking better opportunities in order to enhance themselves personally.

DISCUSSION

The study has been undertaken to assess the employee job satisfaction using job characteristics model of the Aviation Sector-Kathmandu. For that purpose, at first, the literature review was carried out which led to a conclusion that there is a relationship between the job characteristic model and the employee job satisfaction.

The findings from the study shows that the independent variables taken for the study Skill Variety, Task Identity, Task Significance, Autonomy, Feedback, Work-Family Conflict and Networking do have an impact on Employee Job Satisfaction. The findings are similar to the article based on research published on F1000 Research^[7]. The study concluded that there is a positive impact of job characteristics on Employee Job Satisfaction.

As the article published on NMIMS Management Review Volume XXXIV^[5] relates significant relationship between work-family conflict and networking to employee job satisfaction in airline sector, which is similar to our study.

Similarly, as per the article published on International Journal of Education and Research^[11], revealed that Job Characteristics has a positive and significant impact on Employee Job Satisfaction with Task identity is the highly significant and positive predictor of job satisfaction. In our study, we have found that task identity does have moderate and significant relationship with employee job satisfaction.

Overall, it can be concluded that there seems to be significant relationship between the various factors defining the job characteristics and employee job satisfaction. However, which factor most impact differs from other author's findings. In the context of Aviation Sector- Kathmandu Employee are more affected by their ability to develop their networking, task identity, autonomy and skill variety compared to others. Similarly, there seems to be slightly low significant relations with work-family conflict, task significance and feedback and employee job satisfaction.

CONCLUSION

This study aims to gain a more thorough understanding of the impact of Job Characteristics on Employee Job Satisfaction in the Aviation Sector- Kathmandu.

The results and findings of the study have been able to fulfill the objectives. All the research hypothesis are tested and found acceptable. The demographic statistics of respondents showed that employee are more satisfied if their job characteristics involves networking for personally development along with balance of work-family conflict, skill variety, autonomy, task identity, task significance and feedback does have a significant relationship with the employee job satisfaction.

From the study, it was found that networking and skill variety are the most important factor that influences the employee job satisfaction in the aviation sector. Employee prefers to develop their internal as well as external circle which not only help them in completing their job in order to enhance their performance but also in building the informal relationship which allows them to have better opportunities in the future. Since, the aviation circle is small and involves few operators only; the skill variety also does have a high impact on employee job satisfaction along with job autonomy. Employee tends to be more satisfied if given opportunities to expand their skill in their day to day as it allows them to have future opportunities. Skill required to carry out their job is being enhanced by providing trainings in most of the organizations. Training is considered as the crucial portion of the job design in aviation sector as the regulation itself has emphasized on it. Similarly, it is seen that autonomy does play one of the major role in employee job satisfaction. In aviation, we can find fine guidelines in performing their duties and responsibilities and is more organized way of operating than most of the other business industry, due to this job autonomy do have significant impact on employee job satisfaction.

As per the research, it is seen that all the factors considered do have significant impact on employee job satisfaction however; the degree of impact does differ. We can see that feedback and task significance as low factors that affect the employee job satisfaction. In aviation, we do not see the much practice of signifying any task as the most crucial task it is only possible to have the safe travel if the employee as required fulfills each assigned task. Likewise, even though there is day-to-day monitoring, the continuous feedback system is not in practice in the aviation sector, which might have resulted in the research findings.

As per the research analysis, it can be concluded that employee do prefer their personally growth along with their organization and are pursuing to enhance their overall performance. Discussing the work with new connections offers a unique perspective. It also enhances motivation and creative thinking. Having an industry mentor or connection outside the company is valuable. Similarly, a high level of skill variety stimulates challenging and meaningful aspects of job crafting, and employee are motivated to craft such jobs to achieve a positive sense of self and control over the job by taking on those challenges and opportunities. However, we cannot neglect a factor work-family conflict, which has one of the significant impact on employee job satisfaction. Maintaining a perfect balance between work and family is considered quite difficult for current employee. Long work hours, heavy work demands, work role ambiguity and job distress have been positively linked to work-family conflict. There however, exist a barrier through the human factor to be considered in the aviation. As per the regulation, human factor is considered as one of the major factor that hampers the safety thus, considered very crucial aspect of job characteristics in the aviation sector. Hence, it is clear by decreasing the work-family conflict we can increase the employee job satisfaction in aviation sector.

According to the research, we can conclude that the impact of age and length of service on employee job satisfaction is greater than the impact of gender and department as age, gender, length of service, and department were considered as moderating variables.

Based on the different analyses performed (correlation analysis, regression analysis, and coefficient of variance) above, it is concluded that the employee job satisfaction can be increased by increasing skill variety, task identity, task significance, job autonomy, feedback and networking and decreasing the work-family conflict. The main findings of the study showed that networking, skill variety, autonomy, task identity, work-family conflict factors have a high impact on employee job satisfaction. Results have also shown that the task significance and feedback have low impact on employee job satisfaction. However, the significant level of all the considered variable seems to be high.

IMPLICATIONS

Implication for Aviation Industry: Aviation industry is considered as one of the major transportation sector of Nepal considering its topology and landlocked nation. Recent ICAO and European Union audits have provided positive feedback regarding our nation's aviation sector. However, much work needs to be done to improve this sector and there is no better way than increasing the employee job satisfaction by designing the job that provides meaningfulness of work, responsibility of the outcomes of the work, knowledge of the actual results of the work activities and area to progress themselves through positive work environment.

Implication for Employer: In the process of analysis and finding, employees can be motivated through the job design. Employers can have the maximum output from their employees if they are satisfied with the job they are supposed to do. Thus, designing the proper job design is one of the crucial aspect for

employers. If the employers are able to design the job that provides meaningfulness of work, responsibility of the outcomes of the work, knowledge of the actual results of the work activities and area to progress themselves through positive work environment than they can motivate the employee. This increase high internal work motivation, high work quality performance, high work satisfaction, low absenteeism, turnover and high self-motivation.

Implication for Future Researchers: From the study, we can know that the study explains 69.8% only so that the other 30.2% are still not covered in the study which impacts on employee job satisfaction so that future studies can be done covering with more other influencing predicting factors that may influence on employee job satisfaction. The influencing factors for employee job satisfaction can be taken into two aspects employee involvement and emotional intelligence.

GENERATIVE AI DECLARATION

The author(s) confirm that there was no use of artificial intelligence (AI)-assisted technology for assisting in the writing or editing of the manuscript, and no images were manipulated using AI. The authors developed and verified all scientific content, data analysis, interpretation of results, and conclusions. The authors take full responsibility for the accuracy, integrity, and originality of the work presented, and no AI tool was listed as an author.

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