

## Chapter 5

### Conclusions, Discussions, and Recommendations

#### Conclusions

This study will take the working hours of aviation safety officers of China Southern Airlines, the flexibility of work plan arrangement, the company's evaluation of their performance and their salary and bonus income as the research objects, and analyze the relationship between these variables. At the same time, questionnaire survey and other methods are used to investigate the relationship between work flexibility, job satisfaction and job performance of aviation safety officers, and analyze the specific role of job satisfaction as an intermediary variable, so as to explore how to further improve the job satisfaction and job performance of aviation safety officers.

##### **1. Job performance level of officers in China Southern Airlines**

The officers working at China Southern Airlines typically demonstrate strong task performance by consistently meeting quality standards and completing their assigned tasks on schedule. However, their ability to align their job performance with the organization's expectations and effectively manage tasks is considered subpar. Regarding relational performance, they excel in collaboration and conflict resolution, but they receive lower ratings for communication skills and feeling supported by their colleagues. In summary, their overall relational performance falls somewhere in the middle range.

##### **2. The influence of work flexibility on job performance of officers in China Southern Airlines**

In this study, first of all, work flexibility is taken as an independent variable, and the regression results of task performance and relationship performance are respectively carried out. The results show that working time has significant regression results on task performance and relationship performance, and there are positive effects, while work place has negative effects on both kinds of performance, but only the results of relationship performance are significant. Job continuity has a negative and significant effect on both kinds of performance, indicating that work flexibility has a significant impact on both task performance and relationship performance. To improve these two aspects of job performance, working hours and job continuity are a good choice, but the change of work location has a significant negative impact on

relationship performance. Therefore, when considering the relationship between workplace and performance, it is a factor that cannot be ignored. The fixed workplace should be ensured as much as possible to ensure that the relationship performance can be optimized

### **3. The mediating role of job satisfaction**

Further, in the process of studying the mediating effect of job satisfaction, the following results are obtained:

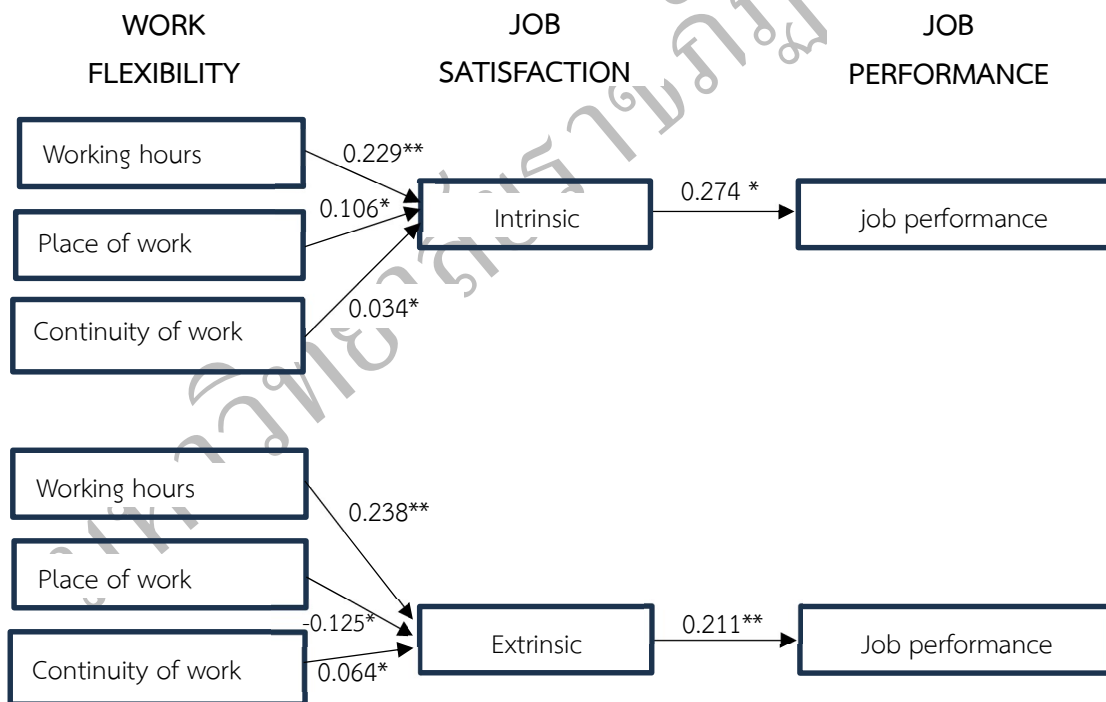
When internal job satisfaction is included, the regression coefficient of working hours on relationship performance is 0.229, which is significant at the 5% level, and the regression coefficient of working hours on relationship performance is 0.106. Compared with no internal job satisfaction, the result is significant at the 10% level, and the continuous regression coefficient of job continuity on relationship performance is 0.047. At a significant level of 10%; This is also different from a situation where there is no built-in job satisfaction. From these results, it can be seen that work flexibility has a significant positive impact on relationship performance, but with the increase of internal job satisfaction, the change of workplace has a significant negative impact on task performance. Therefore, the influence of work location should not be ignored when considering the improvement of job performance. At the same time, when internal job satisfaction is added, the impact of work flexibility on relationship performance also begins to show a more significant result, but its impact does not change much, indicating that internal job satisfaction does play a more obvious mediating role.

When external job satisfaction is included, the regression coefficient of working hours on relationship performance is 0.238, which is significant at 5% level. The regression coefficient of workplace to relationship performance was -0.125. Compared with the non-existence of external job satisfaction, the regression coefficient of job continuity on relationship performance is 0.064. At the 10% level, obviously. It can be seen from these results that work flexibility has a significant positive impact on job performance, but more attention should be paid to the influence of work location when considering improving relationship performance. In addition, when external job satisfaction is included, the impact of work flexibility on relationship performance becomes significant, indicating that external job satisfaction also plays a significant mediating role. The results of the hypothesis testing can be summarized as shown in Table 5.1.

**Table 5.1** The results of the hypothesis testing

Hypothesis	Finding
Hypothesis 1 (H1): There is a positive correlation between work flexibility and job performance of officers in China Southern Airlines.	Support
Hypothesis 2 (H2): Job satisfaction is a mediating factor in the relationship between work flexibility and job performance of officers in China Southern Airlines.	Support

The research results demonstrate the effect of work flexibility on job satisfaction and job performance: A case study of officers in Southern Airlines, as depicted in Figure 5.1.



**Figure 5.1** Effect of work flexibility on job satisfaction and job performance of officers in Southern Airlines

When internal job satisfaction exists, the influencing coefficients of working time, working place and job continuity on job performance are 0.229/0.106/0.034, respectively, which are all significant at least at the 10% level, and the influencing

coefficient of internal job satisfaction is 0.274, indicating that the inclusion of internal job satisfaction makes the influence of each variable more significant at this time. Its own impact on job performance also reflects its significant impact as an intermediate variable. Similarly, when external job satisfaction exists, the influence coefficients of working time, working place and job continuity on job performance are 0.238/-0.125/0.064, respectively, all of which are significant at least at 5% level, and the influence coefficient of external job satisfaction is 0.211, which is significant at 5% level. This indicates that the inclusion of internal job satisfaction makes the impact of each variable more significant, and its own impact on job performance also reflects its significant impact as an intermediate variable.

From the results, after the introduction of job satisfaction, both internal and external job satisfaction have a significant impact on job performance, and both have an enhanced effect on the influence of factors. For companies, if they want to improve job performance from the perspective of job satisfaction, then internal job satisfaction can bring better results, which means that they must pay more attention to the work experience of employees and avoid ignoring the actual needs of employees.

#### **4. Reasons for influencing employees' job performance obtained from interviews**

Through the interview with the management of the company, this paper further obtains some possible factors affecting the employee's job satisfaction and job performance, namely: poor working status, rising employee turnover rate, low employee morale, lack of effective salary management and incentive means, lack of career development planning, and complaints about the company's management level. It can be seen from these factors that most of these factors can be solved by improving work flexibility, such as improving working hours, giving employees more freedom of work to solve work status, motivating employees to improve themselves and other problems. At the same time, the company's management and management system should be started to further improve the company's management efficiency and improve employees' work flexibility. So as to achieve the purpose of solving the problems of employees' work and the development of the company.

## **Discussions**

### **1. Job performance level of officers in China Southern Airlines**

China Southern Airlines, as one of the major players in the airline industry, relies heavily on the performance of its officers to ensure the efficient and safe operation

of its flights. This research study aims to provide insights into the job performance levels of officers at China Southern Airlines, with a focus on task performance, alignment with organizational expectations, and relational performance.

The findings reveal that officers at China Southern Airlines consistently meet quality standards and complete their assigned tasks on schedule. This aligns with previous research highlighting the importance of task performance in the aviation industry (Borgen, et al., 2021, pp. 219-229). High task performance is crucial for ensuring the safety and satisfaction of passengers. In contrast to their strong task performance, officers struggle to align their job performance with the organization's expectations and effectively manage tasks. This discrepancy suggests a potential gap in training and communication between management and employees. Such findings are consistent with the literature on organizational culture and performance (Nikpour, 2017, pp. 65-72).

In terms of relational performance, officers excel in collaboration and conflict resolution, demonstrating the importance of teamwork and conflict resolution skills in their roles. These findings align with studies emphasizing the significance of interpersonal skills in the organization (Palumbo, et al., 2017, pp. 99-141). However, there are areas for improvement in relational performance. Officers receive lower ratings for communication skills and feeling supported by their colleagues. Effective communication is vital in the aviation industry, both for ensuring safety and enhancing customer service (Agarwal & Gupta, 2018, pp. 504-518). The lower rating for feeling supported may indicate the need for a more supportive work environment. Officers' overall relational performance falls somewhere in the middle range. This suggests that while they excel in certain aspects of relational performance, there is room for improvement in others. Enhancing communication skills and fostering a more supportive workplace culture may contribute to a more balanced relational performance.

This research sheds light on the multifaceted nature of job performance among officers at China Southern Airlines. While they excel in task performance and certain aspects of relational performance, challenges exist in aligning their job performance with organizational expectations and certain interpersonal skills. Addressing these challenges through targeted training and cultural improvements may lead to a more well-rounded and effective officer workforce.

## **2. The influence of work flexibility on job performance of officers in China Southern Airlines**

In this study, through the regression analysis, it is found that the indicators of work flexibility have a significant impact on task performance and relationship

performance. However, it should be noted and discussed that work flexibility has more positive effects on task performance in the research results, while it has both positive and negative effects on relational performance.

For China Southern Airlines, this research result means that if the company wants to better improve job performance, especially through work flexibility, it should first distinguish between task performance and relationship performance, and make clear which of the two performance is more critical for the company. Task performance means the measurement of job completion, while relationship performance represents the relationship between employees and between employees and management. Although both are extremely important for the long-term development of the company, China Southern Airlines still needs to make choices according to the current focus of work, so as to avoid the waste of resources.

In addition, it can also be seen from the results that even if we want to improve performance through work flexibility, we need to select corresponding indicators for optimization. For example, although work flexibility as a whole has a significant positive impact on improving employees' relationship performance, the change of work place has a significant negative impact on relationship performance. Long-term and frequent change of work place means that it is difficult for employees to form a mutually trusted work group. Therefore, when optimizing work flexibility to improve job performance is considered, This is a factor that companies cannot ignore.

### **3. The mediating role of job satisfaction**

Compared with the research model of job satisfaction, the model that does not consider job satisfaction is easy to miss the impact of employees' attitude towards work and satisfaction in the specific work process. From the point of view of the results, the original results also changed to different degrees after the addition of the mediating variable of job satisfaction, which means that job satisfaction played a significant role in it.

After the inclusion of job satisfaction, work flexibility has a more significant effect on both task performance and relationship performance, and with the inclusion of external job satisfaction, the impact of work flexibility on relationship performance also begins to show a more significant result, but its impact does not change much. It can be seen that no matter internal or external job satisfaction, work flexibility has a more significant effect on relationship performance. It plays an obvious mediating role in the relationship between work flexibility and job performance.

What needs to be discussed is that the addition of job satisfaction undoubtedly deeply links job performance with employees' perceived work content and work

attitude, which means that if we want to better analyze the impact of job performance, The employee's own factors (such as personality, career planning, actual needs) may be equal or even more important than the existing work rules and regulations, because the actual working attitude of the employee due to the working environment and relevant regulations may generate more important internal motivation for the completion of the work content. This also puts forward a new direction of attention for China Southern Airlines from the aspect of employee treatment, that is, the attention is transferred from the traditional system regulations to the employees.

#### **4. Reasons for influencing employees' job performance**

As can be seen from the previous analysis and discussion, when job satisfaction is added, the impact of work flexibility on job performance will be more significant. Meanwhile, some factors that originally had no significant impact become significant, which indicates that current employees' actual work feelings are already having an important impact on job performance. As can be seen from the interview results, The current situation mainly stems from employees' dissatisfaction with the current work system and their emphasis on their own needs and development. For example, employees' work status words, rising turnover rate, low morale and lack of effective salary management incentive means will all lead to low job satisfaction of employees, which will further affect the maintenance of their work status.

Therefore, China Southern Airlines should consider providing flexible working methods for individuals, so that employees can have more work autonomy and more sharing of thoughts in the working atmosphere. Individuals can independently allocate their own time and space in a targeted way, help employees relieve psychological pressure by telling, and make employees more active in meeting difficulties and accepting challenges, which is conducive to the smooth solution of problems. In addition, through the ecological balance theory, the organization provides work flexibility welfare policies, which to a large extent help employees reduce work and family pressure and role conflicts, better balance work and family, and form a new type of friendly employment mode, so that employees' individual needs and psychology can be satisfied and their job performance can be improved.

At the same time, when the company implements the flexible working mode, it also needs to conduct timely evaluation and feedback on this "flexible" management strategy. A new human resource management strategy and working mode may not always bring positive results. The comprehensive effect of this strategy should be evaluated in a timely manner according to the application of the model and the interests of the organization and employees, and targeted solutions should be

proposed according to specific problems. The communication channels between individuals and the company should be improved, and staff training and management should be strengthened. Provide more positive HR policies to employees, improve employee performance, and promote the common development of the company and individuals.

Generally speaking, the sample sampling in this paper has some limitations. Limited by energy and research conditions, this survey only conducted a questionnaire survey on the job satisfaction of aviation safety officers in China Southern Airlines. Whether the survey results can reflect similar problems in other civil aviation enterprises in the entire aviation industry needs further scientific proof.

Besides, the discussion on the job satisfaction of aviation safety officers in this paper mainly focuses on the selected dimensions, but it does not mean that only these factors will have an impact on the job satisfaction of employees, including family influence, vacation arrangement, job rotation and other factors may have an impact on the job satisfaction. And the combination of these factors and work flexibility may produce new effects. In view of this, this paper chooses the most important factors to demonstrate and analyze, so the influencing factors in the paper do not mean all possible influencing factors.

## **Recommendations**

### **1. Practical Recommendation**

Airline safety officers' satisfaction with working conditions is poor. The reason for this result is that the company's current cost input in improving working conditions is much lower than that in other aspects. Therefore, to improve their satisfaction with working environment, the following two measures can be taken:

First, for the improvement of the company's working conditions, leaders should attach great importance to it. While increasing capital investment, it is also necessary to rectify the poor working conditions. If it concerns the working conditions of aviation safety officers, no effort should be spared to improve them. For aviation safety officers, appropriate investment is needed to improve their working environment, create a comfortable working environment for aviation safety officers, timely update various work facilities, and other work equipment need to be continuously improved, so as to promote aviation safety officers to better complete their work. In addition, aviation safety officers should be equipped with good working equipment and provide comfortable working environment and conditions, such as



changing uniforms, adding exclusive lounges, equipped with new duty equipment and equipped with new training equipment according to the new training program can be improved, and such specific measures can be taken to improve the satisfaction of aviation safety officers on the working environment.

Second, the company can implement flexible management of working hours, humanely and reasonably arrange the working hours of aviation safety officers, and fully ensure that each aviation safety officer can have his own time and space after tight work. After the completion of the daily fixed work, employees have their own free time; Aviation safety officers with outstanding job performance can be rewarded with a certain amount of paid rest or arranged in the Spring Festival, National Day and other important national holidays to share with their families, which can not only improve the work enthusiasm of aviation safety officers, but also increase the sense of honor of aviation safety officers, and thus improve the work satisfaction of aviation safety officers.

Third, we should ensure the fairness of performance evaluation and formulate reasonable rules and standards for salary distribution. Establish a reasonable performance evaluation system to accurately evaluate and position the actual value of employees. The current evaluation system is based on the classification of aviation safety officers as the main standard, increasing the assessment of aviation safety officers' contributions to their units and companies, and giving appropriate remuneration rewards, will be more able to mobilize the enthusiasm of this occupational group.

Fourthly, there are two points that need to be noted in the review results of work flexibility on job performance: the negative impact of work location on relationship performance, and the negative impact of work location on job performance after adding external job satisfaction. The first point means that in the work of aviation safety officers, frequent change of work location will not help them maintain the relationship with colleagues, but also hinder their communication in work and integration into new working groups, thus affecting their work performance. Therefore, from this point of view, China Southern Airlines should try its best to immobilize the work location of safety officers involved in aviation safety work. Avoid frequent changes in their work place and work content, promote them to form work groups with fixed personnel, and better maintain good relationship performance. The second point that needs to be noted is that when external job satisfaction is added, that is, when external factors such as salary and job cognition that affect the job satisfaction of aviation safety officers are added, the negative impact of the work

place is more obvious and will have a negative impact on the whole job performance index. China Southern Airlines should further consider immobilizing the work location of aviation safety officers, which can also have a better promotion effect on their work continuity, interpersonal relationship with colleagues and improve their job satisfaction, and thus fully improve their work performance and performance.

## **2. Recommendation for Future Research**

First, based on this survey, future studies will further expand the scope of sample research, select as many research samples as possible, and unify sample selection methods to measure the applicability of the questionnaire, so that the research results will be more convincing.

Second, although the dimensions selected in this paper have influence on the job satisfaction of aviation safety officers of NF Company, the degree is different. Moreover, job satisfaction should be a dynamic process and change with the time and stage of aviation safety officers. Follow-up studies should be continued in the future to observe the changes of factors affecting job satisfaction and work flexibility. In order to further achieve satisfactory results.

Thirdly, the purpose of studying the job satisfaction of aviation safety officers in airlines is to improve the quality of flight safety and service quality of airlines, so as to further develop the enterprises. Therefore, airlines should have strict requirements for aviation safety officers, and at the same time provide them with better treatment. In order to retain talents better, they should provide more comfortable working environment and more promotion opportunities for employees, and improve the employment mechanism. Make aviation safety officers have a sense of responsibility and mission to the company, and better work for the company, which is conducive to the long-term development of the company.