

Appendix

มหาวิทยาลัยราชภัฏธนบุรี

## Appendix A

List of Experts for Research Instrument Assessment

มหาวิทยาลัยราชภัฏธนบุรี

## List of Experts for Research Instrument Assessment

1. Assoc. Prof. Dr. Siripapun Leephajaroen  
Faculty of Business Administration and Management  
Ubon Ratchathani Rajabhat University
2. Asst. Prof. Dr. Nitidetch Koothongsumrit  
Faculty of Science  
Ramkhamhaeng University
3. Asst. Prof. Dr. Weerawit Piyanonthasin  
Maehongson College  
Chiangmai Rajabhat University


มหาวิทยาลัยราชภัฏธนบุรี

## Appendix B

Certificate of Exemption from Human Research Ethics Review

มหาวิทยาลัยราชภัฏธนบุรี

# Certificate of Exemption from Human Research Ethics Review



คณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
172 ถนนอิสรภาพ เขตธนบุรี กรุงเทพมหานคร 10600 เบอร์โทรศัพท์ 02 890 0001  
Dhonburi Rajabhat University Institutional Review Board  
172 Itsaraparb Rd., Thonburi, Bangkok 10600 Tel No. 662 890 0001

---

**เอกสารรับรองการพิจารณาโครงการจริยธรรมวิจัยในมนุษย์แบบยกเว้น**  
**Certificate of Exemption from Human Research Ethics Review**

หมายเลขเอกสารรับรอง (CDE NO.) 050/2566  
หมายเลขคณะกรรมการจริยธรรมการวิจัยในมนุษย์ (IRB NO.) DRUIRB-GOV-66-00015

ชื่อโครงการ (Research title) :  
(ภาษาไทย) -  
(English) Effect of Work Flexibility on Job Satisfaction and Job Performance: A Case of Study of Officers in Southern Airlines

เลขที่โครงการวิจัย (Research number) : 055/2566

ผู้วิจัยหลัก (Principal investigator) : (ภาษาไทย) -  
(English) Mrs. Wang Yan


หน่วยงานที่สังกัด (Institutional affiliation) : Master of Business Administration Program, Faculty of Management Science, Dhonburi Rajabhat University

ผู้วิจัยร่วม (Co-investigators) : (ภาษาไทย) -  
(English) -

หน่วยงานที่สังกัด (Institutional affiliation) : -

โครงการวิจัยนี้ ได้รับการรับรองจากคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
This research project is approved by Dhonburi Rajabhat University Institutional Review Board.

วันที่รับรอง (Certified date) : 11 กันยายน 2566 (September 11<sup>th</sup>, 2023)

  
.....  
(ดร. ผ่องศรี เวสราวิช/ Dr. Phongsri Waysarach)  
ประธานคณะกรรมการจริยธรรมการวิจัยในมนุษย์ มหาวิทยาลัยราชภัฏธนบุรี  
Chairperson of Dhonburi Rajabhat University Institutional Review Board

หมายเหตุ :  
1. ไม่ต้องส่งรายงานความก้าวหน้า  
2. ส่งรายงานการวิจัยฉบับสมบูรณ์ พร้อมแบบฟอร์มรายงานผลการวิจัย (DRU - IRB Form 14-01/2.0) เมื่องานวิจัยแล้วเสร็จ

Remarks:  
1. No requirement for progress report.  
2. When complete the research, please submit a full research report and the research report form (DRU - IRB Form)14-01/2.0).

## Appendix C

Questionnaire

มหาวิทยาลัยราชภัฏธนบุรี

## Questionnaire

Variable	Number	Type	Strongly agree	Mostly agree	Not sure	Don't quite agree	Strongly disagree
Working hours	1	I have a lot of flexibility in deciding when work starts and ends	5	4	3	2	1
	2	I have a lot of flexibility in deciding when to take time off	5	4	3	2	1
	3	My job allows me to choose when I start and finish work	5	4	3	2	1
	4	I have the freedom to take breaks or modify my work hours when necessary	5	4	3	2	1
	5	I can easily modify my work hours to accommodate personal needs	5	4	3	2	1
Place of Work	1	I have the option to choose different workspaces (e.g., shared, private, remote) based on my needs	5	4	3	2	1
	2	My job allows me to work remotely when necessary	5	4	3	2	1
	3	The organization supports flexibility in where I work	5	4	3	2	1
	4	I am able to choose a workspace that best suits my tasks and preferences	5	4	3	2	1
	5	I am satisfied with the level of flexibility I have in selecting my workspace	5	4	3	2	1

Variable	Number	Type	Strongly agree	Mostly agree	Not sure	Don't quite agree	Strongly disagree
Continuity of work	1	Tasks are consistently managed and handed over without disruptions	5	4	3	2	1
	2	Changes in personnel do not significantly impact the overall workflow and progress	5	4	3	2	1
	3	There is a smooth transition of responsibilities during shifts or personnel changes	5	4	3	2	1
	4	The organization effectively manages disruptions that could affect work continuity	5	4	3	2	1
	5	Work quality remains consistent, even during transitions or unexpected events	5	4	3	2	1
Job satisfaction	1	Be happy with your vacation arrangements	5	4	3	2	1
	2	Be satisfied with the benefits package	5	4	3	2	1
	3	The company's compensation system is reasonable	5	4	3	2	1
	4	Be satisfied with your personal income	5	4	3	2	1
	5	Be satisfied with the amount of work assigned	5	4	3	2	1
	6	Be satisfied with the stability of your job	5	4	3	2	1
	7	7. Be satisfied with your job	5	4	3	2	1



Variable	Number	Type	Strongly agree	Mostly agree	Not sure	Don't quite agree	Strongly disagree
	8	Be happy with your hours	5	4	3	2	1
	9	Be happy with your schedule	5	4	3	2	1
	10	Be satisfied with your company's leave policy	5	4	3	2	1
Task performance	11	I consistently meet the quality standards set for my job tasks	5	4	3	2	1
	12	I successfully complete my assigned tasks within the specified timeframes.	5	4	3	2	1
	13	My job performance aligns with the organization's expectations for my role.	5	4	3	2	1
	14	I am able to effectively handle the tasks and responsibilities assigned to me.	5	4	3	2	1
	15	The outcomes of my work positively contribute to the organization's objectives	5	4	3	2	1
Relationship performance	16	I am able to collaborate effectively with my colleagues to achieve common goals.	5	4	3	2	1
	17	Communication within our team is open, respectful, and contributes to a positive atmosphere	5	4	3	2	1

Variable	Number	Type	Strongly agree	Mostly agree	Not sure	Don't quite agree	Strongly disagree
	18	I feel supported by my colleagues when working on projects or tasks.	5	4	3	2	1
	19	Conflict resolution within our team is managed constructively and leads to positive outcomes.	5	4	3	2	1
	20	The relationships among team members contribute positively to our work environment.	5	4	3	2	1

## Appendix D

Questions for Interview

มหาวิทยาลัยราชภัฏธนบุรี

## Questions for Interview

Research objectives	Questions
1. To study the job performance level of officers in China Southern Airlines.	<ol style="list-style-type: none"> <li>1. Can you describe your typical job responsibilities and tasks as an officer at China Southern Airlines?</li> <li>2. How do you assess the quality of your work and your ability to meet the expectations of your role?</li> <li>3. Can you provide examples of significant achievements or contributions you've made in your current position that you consider as indicators of your job performance?</li> </ol>
2. To analyze the effect of work flexibility on job performance of officers in China Southern Airlines.	<ol style="list-style-type: none"> <li>1. How would you describe the level of flexibility you have in determining your work hours and location as an officer?</li> <li>2. In your opinion, does the flexibility in work hours or location influence your ability to complete tasks effectively? Could you share specific instances where work flexibility positively or negatively impacted your job performance?</li> <li>3. What factors do you think contribute to the relationship between work flexibility and your overall job performance?</li> </ol>
3. To study the influence of job satisfaction as a mediating factor on the relationship between work flexibility and job performance of officers in China Southern Airlines.	<ol style="list-style-type: none"> <li>1. How satisfied are you with your current job role and the work environment at China Southern Airlines?</li> <li>2. Do you believe that your level of job satisfaction plays a role in how effective you are in carrying out your job responsibilities? Can you provide examples?</li> <li>3. From your perspective, do you think job satisfaction mediates the relationship between work flexibility and job performance? If yes, how do you perceive this mediation occurring in your experience?</li> </ol>

## Appendix E

Example of Interview Record

มหาวิทยาลัยราชภัฏธนบุรี

## Example of Interview Record

**1. Can you describe your typical job responsibilities and tasks as an officer at China Southern Airlines?**

*Interviewee: The main content of the work of aviation security officers is to check whether passengers carry dangerous goods, such as explosive, controlled knives, etc., at the same time, check whether there are prohibited items and dangerous items in the luggage, and also be responsible for the maintenance of cabin safety.*

**2. How do you assess the quality of your work and your ability to meet the expectations of your role?**

*Interviewee: To ensure that there are no contraband and dangerous goods on the aircraft, to ensure the safety and maintenance of normal order of passengers and crew during the flight, and to ensure the overall safety of the aircraft is the best interpretation of the completion of the work of safety officers.*

**3. Can you illustrate in your current job on major achievements or contributions, as index of job performance?**

*Interviewee: In the work, the biggest achievement is to be able to timely and accurately discover the contraband carried by passengers and luggage, and the contraband found is usually small in size and high in concealment, it is difficult to be found in time by the security inspection machine, as a manual detection can find these items in time, it can effectively ensure the safety of the flight process and personnel on board, which is a high working standard.*

**4. How would you describe the level of flexibility you have in determining your work hours and location as an officer?**

*Interviewee: At present, due to the work needs and the limited number of personnel, the working flexibility of aviation safety officers is relatively low, and they need to obey the work arrangement of the company. They have relatively little flexibility in working time and working place, and can not make independent choices.*

**5. In your opinion, does the flexibility in work hours or location influence your ability to complete tasks effectively? Could you share specific instances where work flexibility positively or negatively impacted your job performance?**

*Interviewee: In my opinion, work flexibility can indeed affect my normal work content. If I encounter some things outside of work, I often cannot deal with them in time due to the limitation of working time. Moreover, due to the relatively fixed work place, it is almost always on the plane or at the airport security checkpoint, and it is difficult to get away to deal with them. For example, once my father was hospitalized due to acute illness and needed someone to sign the operation and take care of him, while other family members could not arrive at the hospital due to physical reasons or other reasons, so I had to ask for leave and could not temporarily adjust my working hours, and I could not arrive at the hospital until that evening at the earliest, which would make me feel anxious and distracted at work. It is difficult to complete the work content well.*

**6. What factors do you think contribute to the relationship between work flexibility and your overall job performance?**

*Interviewee: In my opinion, the freedom to choose when and where I work is the most important factor affecting my flexibility at work, and this flexibility will also affect my job performance. Of course, there are other factors that also influence the relationship between job performance and work flexibility, such as whether the salary is high enough and whether the work partner is permanent.*

**7. How satisfied are you with your current job role and the work environment at China Southern Airlines?**

*Interviewee: On the whole, I am satisfied with the current work content and working environment. However, as mentioned before, the lack of flexibility makes it difficult for me to complete my work well at certain times, and I even feel upset because I can't adjust my working hours, which is a shortcoming in my opinion. In addition, frequent changes in the work place also make me feel uncomfortable, especially the change of work partner, which makes me feel that I need to re-integrate into the new team every time, and I need to invest more energy in interpersonal relationship, which sometimes even affects the normal work.*

**8. Do you believe that your level of job satisfaction plays a role in how effective you are in carrying out your job responsibilities? Can you provide examples?**

*Interviewee: Job satisfaction is a very important aspect for me, because if I feel dissatisfied, it may not affect me much in the short term, but in the long run, I will definitely feel depressed and even become restless. As a security officer, I often need stable emotions and careful observation to find out potential dangers, and changes in mood will inevitably have negative effects. For example, when I feel dissatisfied with my work, including my salary or my partner, I will feel particularly impatient and impatient at work. Once when I checked my luggage, I missed a relatively obvious contraband. Fortunately, some colleagues pointed out in time that I gradually eliminated my dissatisfaction in the subsequent company counseling and regained a higher job satisfaction. Then it can work properly again.*

**9. From your perspective, do you think job satisfaction mediates the relationship between work flexibility and job performance? If yes, how do you perceive this mediation occurring in your experience?**

*Interviewee: In my opinion, job satisfaction is a relatively accurate factor that can have an important impact between work flexibility and job performance, because work flexibility means that we can independently choose the working time and place, as well as the partners we want to work with, which will greatly improve our work experience and enable us to obtain better satisfaction. As mentioned earlier, when we get a better job satisfaction, we will reflect a better level of emotion and attention, and we will be able to better complete the work of aviation safety officers and better maintain flight safety and order.*



## Biography

**Name** Wang Yan  
**Day Month Year of Birth** 09 April 1993  
**Domicile** Yangguang Jiayuan, Shuncheng District, Fushun City,  
Liaoning Province, China

### Academic Background

2017 Bachelor of Art  
Art Design  
Jilin College of the Arts

2023 Master of Business Administration  
Dhonburi Rajabhat University

### Position and Office

KUN MING Airplane Flight attendant