

# Contents

	Page
Abstract	(1)
Acknowledgments	(3)
Contents	(5)
List of Tables	(7)
List of Figures	(11)
<b>Chapter 1 Introduction</b>	<b>1</b>
Background and Significance of Research Problem	1
Research Objectives	6
Research Hypothesis	6
Scope of the Study	6
Conceptual Framework	7
Definition of Terms	8
Expected Benefits	11
<b>Chapter 2 Literature Review</b>	<b>13</b>
Job Performance	13
Job Satisfaction	20
Work Flexibility	26
Hypothesis development	30
Conclusion	38
<b>Chapter 3 Research Methodology</b>	<b>39</b>
Research Design	39
Population and Sample Size	40
Research Instruments	42
Data Collection	48
Data Analysis	48

## Contents (continued)

	Page
<b>Chapter 4</b>	<b>49</b>
<b>Research Result</b>	
General Information of the Respondents	49
Job Performance Level of Officers in China Southern Airlines	50
Quantitative Correlation Test	51
Work Flexibility Impact on Job Performance	53
Regression Analysis on Hypothesis of Mediating Role of Job Satisfaction	55
Interview Results	57
Problems Caused by the Current Work Situation of Aviation Officers in China Southern Company	61
<b>Chapter 5</b>	<b>65</b>
<b>Conclusion, Discussions and Recommendations</b>	
Conclusion	65
Discussions	68
Recommendations	72
<b>References</b>	<b>75</b>
<b>Appendix</b>	<b>89</b>
Appendix A	93
List of Experts for Research Instrument Assessment	
Appendix B	97
Certificate of Exemption from Human Research Ethics Review	
Appendix C	101
Questionnaire	
Appendix D	107
Questions for Interview	
Appendix E	111
Example of Interview Record	
<b>Biography</b>	<b>115</b>

## List of Tables

Tables	Page	
2.1	Definition of Job Satisfaction	21
2.2	Conclusions of Related Researches of Factors Affecting Job Satisfaction	24
3.1	The Effect of Work Flexibility on Job Satisfaction and Job Performance	40
3.2	Work Satisfaction Survey Sample Composition	41
3.3	Operational Definitions, Measurements, and List of References of Job Performance	42
3.4	Operational Definitions, Measurements, and List of References of Work Flexibility	44
3.5	Operational Definitions, Measurements, and List of References of Job Satisfaction	45
3.6	Interview Guidelines	46
4.1	General Information of Respondents	49
4.2	Job Performance Level of Officers in China Southern Airlines	50
4.3	Results of Common Method Bias Test	52
4.4	Results of Cronbach's $\alpha$ coefficient	52
4.5	Results of Correlation Matrix	53
4.6	Analysis Results of the Impact of Work Flexibility on Task Performance	54
4.7	Analysis of the Impact of Work Flexibility on Relationship Performance	54
4.8	Effect of Work Flexibility on Job Performance after Adding Intrinsic Job Satisfaction	56
4.9	The Impact of Work Flexibility on Job Performance after Adding Extrinsic Job Satisfaction	57
4.10	Interview Results	58
5.1	The Results of the Hypothesis Testing	67

มหาวิทยาลัยราชภัฏธนบุรี

## List of Figures

Figures		Page
1.1	Conceptual Framework	8
5.1	Effect of Work Flexibility on Job Satisfaction and Job Performance of Officers in Southern Airlines	67

มหาวิทยาลัยราชภัฏธนบุรี