

Chapter 1

Introduction

Background and Significance of Research Problem

Aviation security officers are one of the functional staff of civil aviation transportation enterprises. They have an important responsibility of maintaining the order of the cabin and ensuring the safety of air prevention, and shouldering the important mission of transportation safety (Klenka, 2019, pp. 39-56). Because civil aviation companies have a good overall and aviation security officers must form members. In the past two decades, the salary level of aviation security officers is generally rich and professional. The importance of preventing safety has laid a stable foundation for the occupation of aviation security officers.

Work flexibility means that employees have more choices and controls in their work, and they can independently determine the flexibility of working methods, time and place. It has an important impact on employees' satisfaction and job performance (Kattenbach, et.al, 2010, pp. 279-295).

First, work flexibility can improve employee satisfaction. By giving employees a greater autonomy and decision -making power, they can more flexibly arrange balance between work and life. The flexible working hours arrangement and location selection can meet the personal needs and family responsibilities of employees, reduce conflicts between work and life, and improve employees' satisfaction with work.

Secondly, work flexibility can stimulate employees' enthusiasm and job performance. When employees can arrange working methods and time according to their needs and preferences, they will feel greater control and sense of accomplishment. This autonomy and energy can stimulate employees' work motivation and creativity, improve work quality and efficiency, and then improve job performance.

In addition, work flexibility can also increase employees' work investment and loyalty. When employees feel the organization's trust and respect for them, giving them autonomy and choice, they will be more enthusiastic about the organization and show a higher degree of work input. This kind of work investment and loyalty can

help improve the overall performance of employees and reduce the loss rate of employees.

However, work flexibility also needs to pay attention to its rationality and feasibility. While implementing the flexibility of work, the needs of employees and organizational goals need to be balanced to ensure that the work can still be completed efficiently (Erden, et al., 2019, pp. 405-435). At the same time, proper communication and coordination are also crucial to ensure the cooperation and coordination of the team (Hornung, et.al, 2008, pp. 655-664). In short, work flexibility has a significant positive impact on employees' satisfaction and performance. It can improve employees' satisfaction with work, stimulate employees' enthusiasm and job performance, and increase employee work input and loyalty. Therefore, organizations should attach importance to and moderately provide work flexibility to promote the sustainable development of employees and the overall success of the organization (Davidescu, et al., 2020, p. 6086).

For airlines, low employee flexibility may bring the following adverse effects: First, it is impossible to meet the needs of the change. Aviation business has high uncertainty and rapid changes. If employees are low, they cannot meet the changes in business needs, and cannot adjust work tasks and working hours, it will be difficult to meet airlines' requirements for rapid response to market demand (Baltes, Briggs, & Huff, 1999, pp. 496-513).

Secondly, inefficient human resources utilization: Airlines need to deploy and schedule employees according to demand to ensure the normal operation of the flight. If the employee's flexibility is low and cannot be flexibly scheduled and deployed, it may lead to waste of human resources and unreasonable schedules (Campbell, et al., 2010, pp. 277-300).

Third, the quality-of-service declines. The service quality of airlines is very important for customer experience and brand reputation. If employees are low and cannot adapt to the environment of work tensions and high pressure, it may lead to a decline in service quality, increased customer complaints, and negative impact on the company's image. Fourth, unreasonable work (Christian, et al., 2011, pp. 89-136).

Airlines need to reasonably allocate work tasks and work responsibilities according to their needs to ensure the smooth progress of operations. If employees are low flexibility and cannot adapt to different work tasks, they may cause unreasonable work distribution. Some departments or positions have overloading or idleness, which will adversely affect efficiency and operation. Therefore, airlines should attach importance to the flexibility of employees and improve the adaptability

and flexibility of employees through training and incentive measures to meet the needs of market changes and business development.

Since the beginning of 2020, the new crown epidemic has seriously impacted the Chinese civil aviation industry, and the plunge of passengers has caused serious losses. Although after the overall implementation of China in the first half of 2020, other industries resumed their recovery with the recovery of production and operation activities from 2021 to 2022, and the situation of overseas airlines has also improved (Xu, 2022, p. 48). However, Chinese airlines are still in trouble, competition between industries is becoming more and more intense, and airline's profit margin is increasingly compressed; civil airlines' service attributes determine that airlines need to increase payment costs for services, so that airlines can make airlines so that airline The company has fallen into a situation of high investment, high risk, and low returns (Du, 2020, pp. 78-79).

The maturity and standardization of the career development of aviation security officers, coupled with the rise of China's economic development and the level of price, the level of salary income of aviation security officers has gradually lost the halo of advantages, causing a certain gap to the occupation of the aviation security officer (Gudmundsson, 2019, pp. 9-56). The decline in work satisfaction of aviation security officers has become more and more obvious, affecting the safe operation of civil aviation companies, further improving the cost of safe operation, and affecting the positive role of airlines at the level of social stability (Singh, et al., 2019, pp. 477-488).

China Southern Airlines is one of the leading airlines in China. It has a wide and develop customer base, provides high -quality services and operations, and its aviation safety management level is widely recognized. However, the security of passengers and employees is one of the highest concerns of airlines (Zhang, 2019, pp. 43-45). Therefore, the impact of the work flexibility and their work satisfaction and job performance of employees, especially the urgency and important significance of the work flexibility of aviation safety employees It doesn't say anything. Pay attention to the work satisfaction of aviation security employees, and the work flexibility of aviation safety employees has an important impact on their work satisfaction and job performance. It can promote work satisfaction: if aviation safety employees have a certain degree of work flexibility and can arrange working hours and work tasks independently, they may be able to adapt to work pressure, balance work and life, and show higher satisfaction in work. At the same time, it can promote the improvement of job performance: work flexibility can improve employees' work

autonomy and initiative, and help them better adapt to changes and respond to work requirements. The improvement of this adaptability and enthusiasm helps improve job performance and work efficiency, and improve work quality and customer satisfaction.

In addition, there can be increased career development opportunities. Aviation security employees with high work flexibility are more competitive when facing new career development opportunities. They can adapt to the new working environment and task requirements, have wider work ability and experience, so as to have more opportunities to get opportunities for promotion and career development. Work flexibility can meet the individual needs of employees, make them more willing to stay in the aviation safety industry, and improve employees' loyalty. For enterprises, the improvement of employee's retention rate can reduce the training cost and knowledge loss of new employees, and improve the stability and sustainable development capacity of business (Kossek, et al., 2015, pp. 5-25). Therefore, aviation security companies should pay attention to the work flexibility of employees and provide employees with appropriate autonomy and flexibility to improve their work satisfaction and job performance. This can be achieved by providing employees with flexible working time arrangements, job conversion opportunities, training and continuing education.

The purpose of this paper is to study the influence of work flexibility on job satisfaction and job performance of safety officers in China Southern Aviation. Work flexibility is the degree to which employees are able to decide when, where and what to do at work. The study aimed to explore the impact of work flexibility on job satisfaction and job performance of security employees. Previous research has shown that work flexibility has a positive impact on employee satisfaction and performance. Relevant studies have pointed out that work flexibility can enhance employees' job satisfaction, promote their work engagement and positive behavior. In addition, flexible working arrangements can improve work-life balance and enhance the quality of life and happiness of employees. As for the specific group of safety officers of China Southern Airlines, relevant research also shows that although the job satisfaction of aviation safety officers within airlines has declined, it has not brought an important blow to civil aviation enterprises. At present, China's civil aviation enterprises only pay high attention to the satisfaction of the pilot team. Stabilize the flight crew by improving welfare benefits and career path planning (Kumari & Aithal, 2020, pp. 347-371). With the increase of the income of the pilot team, the income gap between aviation safety officers, flight attendants and flight personnel is getting

larger and larger, resulting in the imbalance of the proportion, and exacerbating the decline in the job satisfaction of the practitioners of aviation safety officers.

By expanding the number of aviation safety officers and intensifying training, civil aviation enterprises to a certain extent suspended the decline in aviation safety officers' job satisfaction, but could not prevent the trend of decline in satisfaction, and buried security risks for operation safety (Turner, 2019, pp. 397-399).

In recent years, the Civil Aviation Administration of China has put forward the "Safe Civil Aviation Construction" plan, and paying attention to aviation safety officers is part of the plan. Various civil airlines have begun to pay attention to the job satisfaction of aviation safety officers, but the lagging methods and improper responses still cannot effectively improve the job satisfaction of aviation safety officers. This increases the operating costs of airlines and poses risks to safe operation. By studying the impact of work flexibility on the job satisfaction of aviation security employees, we can gain insight into the experience and feelings of employees in the work environment. By exploring the changes of employee satisfaction under different levels of work flexibility, it can provide scientific basis for improving employee satisfaction.

The study of the impact of work flexibility on the job performance of aviation safety employees can reveal the relationship between employee flexibility and key performance indicators such as work efficiency, work quality and customer satisfaction. This helps companies determine the right level of employee flexibility to achieve their goals of improving job performance. Flexible work arrangements may have a positive impact on job stress and job satisfaction among aviation security employees, thereby improving the mental health of employees. By studying the relationship between work flexibility and employees' mental health, we can further understand the role of work flexibility in improving employees' well-being. Research on the relationship between work flexibility, job satisfaction and job performance of aviation security employees can provide strong support for airlines to formulate and optimize human resource management strategies.

Based on the findings, companies can adapt work flexibility policies to provide better working conditions and benefits to attract, retain and motivate talented aviation security employees. The work task and working environment of the safety officer have certain particularity. Aviation safety officers are tasked with a high degree of responsibility and need to adapt to flight uncertainty, time pressure and daily scheduling. Therefore, exploring the impact of work flexibility on aviation safety officers is of great significance for understanding and improving their work experience

and performance. Through research on relevant literature and works, it is found that the research on the work flexibility, work satisfaction, job performance and relationships between aviation safety officers in related fields in my country is relatively scarce. This study will take the working hours of aviation safety officers in 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. Through the questionnaire and other methods, the work flexibility, work satisfaction and job performance of the airline security officer are conducted. Research plan, thereby improving the work satisfaction and job performance of aviation security officers.

Research Objectives

1. To study the job performance level of officers in China Southern Airlines.
2. To analysis the effect of work flexibility on job performance of officers in China Southern Airlines.
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.

Research Hypothesis

1. There is a positive correlation between work flexibility and job performance of officers in China Southern Airlines.
2. Job satisfaction is a mediating factor in the relationship between work flexibility and job performance of officers in China Southern Airlines.

Scope of the Study

The research scope of this thesis involves the influence of work flexibility on job satisfaction and job performance of safety officers in China Southern Airlines. Specifically, the research covers the time (variability), location of the work, the length and duration of the work, the working environment, compensation, conditions, the executive power of oneself and of the work group and leaders, and the performance of the work. The research objects are aviation safety officers of China Southern

Airlines, and the specific sample scope includes 100 aviation safety officers in ten branches and subsidiaries.

The study will deeply explore the impact of work flexibility on the job satisfaction and job performance of safety officers of China Southern Airlines. Specific research methods include collecting relevant information such as working time, location, duration and continuity of security officers, on the one hand, quantitative data such as working hours, work plans, performance evaluation and salary of aviation safety officers of China Southern Airlines were obtained from relevant annual reports, financial data and other information published online, which was used as the basis for subsequent quantitative analysis. At the same time, questionnaire survey and interview methods were used to collect the intuitive feelings and satisfaction evaluation of safety personnel on working environment, salary, conditions, themselves, work groups, leadership executive ability, etc., as the basis for qualitative analysis. At the same time, the study will also collect and analyze the job performance of safety officers, including their high and low performance data.

The study was conducted in ten branches and subsidiaries of China Southern Airlines, including Beijing, Shanghai, Guangzhou, Shenzhen, Guizhou, Xinjiang, Dalian, Hubei, Northern and Henan regions. Such location selection will help to cover the different regional and cultural backgrounds of China Southern Aviation safety officers, and enhance the reliability and universality of the study. In conclusion, the research scope of this paper will deeply explore the impact of work flexibility on the job satisfaction and job performance of safety officers in China Southern Aviation.

Conceptual Framework

On the basis of relevant literature and theories, this paper intends to conduct an in-depth study on the work flexibility of aviation security guards in China Southern Airlines and design a questionnaire. The variables selected in this paper are mainly divided into three categories, namely, work flexibility, job satisfaction and job performance. According to the research objectives of this paper, work flexibility is selected as the independent variable, job satisfaction as the intermediate variable and job performance as the dependent variable in the subsequent qualitative and quantitative analysis, and work flexibility is established as the first to have an impact on job satisfaction. The research logic that has an impact on job performance.

In order to analyze the relevant impact of work flexibility on job satisfaction and job performance in more detail, this paper further subdivides it under three types

of variables, taking working hours, work place and job continuity as the relevant variables of work flexibility, and job nature, superiors, colleagues, work income, promotion opportunities and work environment as the relevant variables of job satisfaction. Task performance and relationship performance are taken as the relevant variables of job performance, and the influence relationship between them is indicated by arrows in the figure 1.1. Each variable is explained in detail in subsequent sections 1.6.

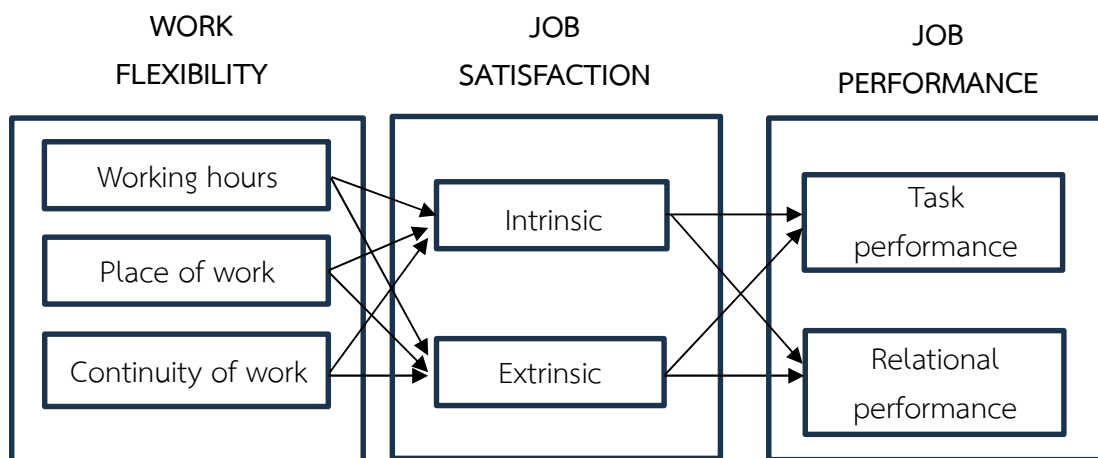


Figure 1.1 Conceptual framework

Definition of Terms

1. The aviation security officer referred to as the aviation security officer of this article is a staff member of the air safety of Southern China.

Under the leadership of the leader, they are responsible for maintaining the order in the aircraft, preventing the act of threatening the safety of civil aviation, and protecting the persons on the aircraft. Under the requirements of rules and regulations, aviation security officers can fulfill the following responsibilities according to the law: carry out cabin security inspections on the aircraft in accordance with the division of labor; check the boarding vouchers of passengers and other boarding personnel as needed; search for the threatened aircraft or assist relevant departments to search for search Work, properly dispose of explosives, burners, and other suspicious items; stop unauthorized persons or items into the cockpit or cabin; take necessary control measures or forced their off -aircraft to disturb the actor on the

aircraft; Stop illegal interference behaviors such as serious harm to flight safety and other responsibilities stipulated in laws, administrative regulations and regulations.

2. The flexibility of work flexibility refers to the ability to adjust and change the working hours, work place, working time and work continuity in the professional field.

This concept involves four dimensions. The first is the time variability, that is, the individual can adjust the working time independently according to the actual needs, and arrange work flexibly. Secondly, the work place is variable, which means aviation security officers can possibly work in different locations according to the requirements of supervisors, not limited to specific office space. The third is the variability of the working duration, that is, you can flexibly choose different working durations, and carry out full-time or part-time jobs as needed. Finally, work continuity is degenerative, that is, flexibly adjust the work continuity, and adapt to different working modes, such as continuous work, project work or scattered work throughout the year. Through this flexibility, workers can better balance the needs of occupations and personal life, improve work efficiency and productivity, and improve overall work satisfaction and quality of life.

3. Job satisfaction refers to the satisfaction of the staff of the aviation safety of the aviation safety in Southern Airlines China.

By investigating and describing this article, this article has quantified the satisfaction of the work of aviation security officers, namely the specific evaluation of the China Southern Airlines. Airlines' work in Southern China Airlines is studied in a quantitative manner. This can convert the satisfaction of subjective feelings into a relatively concept. Expressing satisfaction when the expected value is; it is basically satisfactory to the expected value; the moisturizing value is not satisfactory than the expected value.

4. Job performance refers to the ability, quality and behavior of individuals during the work process.

Job performance involves the achievements, tasks completed by individuals, and the performance of professional knowledge, skills and attitudes in work. This item aims to measure the performance and contribution of individuals in work, and evaluate the impact of its achievements and work effects on organizational goals. Through the evaluation and analysis of job performance, aviation security officers can provide reference for the organization so that they can better manage and motivate employees, improve work efficiency and quality, and achieve the

strategic goals of the organization. Therefore, this article selects job performance to measure job performance.

5. Working hours refers to legal hours of work, namely the time that the laborer engages in work or production in the employing unit within the legal limit in order to fulfill his work obligations.

The working time of the officers includes the preparation time, the working time, the interruption time naturally required by the laborer and the interruption time of the process. (1) The time for the end of preparation refers to the time consumed by the laborer in the working day (shift) to prepare and finish the production task or operation; (2) Working time refers to the time consumed by the laborer directly for completing the specified production tasks or operations; (3) The interruption time naturally required by the worker means the time during which the worker must interrupt his normal work due to his own physiological needs; (4) Process interruption time refers to the time during which the work must be interrupted due to the needs of technological characteristics.

6. Place of work refers to the specific geographical location of the worker's post, which is essentially the so-called place of contract performance.

7. Continuous work: that is, continuous working hours of the same unit are calculated due to the merger or merger of the employer, etc. After the employer is merged, merged or divided, the working hours of the workers in the original unit are regarded as working hours of the same unit and are calculated together with the working hours of the current unit.

8. Nature of work refers to the meaning of classification according to different angles and standards, and the classification is different. Such as working with your head and your hands; Assume leadership and non-leadership roles; Service jobs and non-service jobs.

9. Superior leader refers to the leader who is in direct contact with himself and has direct management power over himself

Short for leader and leadership activities. Leaders are those influential people in the organization, they can be the executive who has the legal position in the organization and has the right to decide on various management activities, or they may be some authority figures who have no definite position. Leadership is a process in which the leader uses power or authority to guide or influence the members of the organization, so that the members of the organization consciously work with the leader to achieve the goals of the organization. Leadership is the basic

function of management, which runs through the whole process of management activities.

10. Income from work refers to money and goods brought in.

The accounting term, one of the accounting elements, refers to the total inflow of economic benefits formed in the daily activities of an enterprise, which will lead to the increase of the owner's equity and have nothing to do with the owner's invested capital.

11. Promotion opportunities refers to promotion to a higher level, promotion opportunities, opportunities.

12. Task performance refers to the part of performance indicators that are directly related to work output and can directly evaluate its work results. It is closely related to the work content of the specific position, and it is also closely related to the ability of the individual, the proficiency of completing the task and the work knowledge

13. Relational performance refers to the performance related to peripheral behavior. Peripheral performance does not directly contribute to the technical core of the organization, but it constitutes the social and psychological background of the organization, can promote communication within the organization, and lubricates interpersonal or departmental communication. What Borman and Motowidlo call relationship performance consists of five aspects :(1) maintaining a high level of enthusiasm and putting in extra effort to successfully complete the work; (2) Volunteer to do some work that is not within the scope of their responsibilities; (3) Help and cooperate; (4) comply with the rules and procedures of the organization; (5) endorses, supports and upholds the objectives of the organization ". Simply put, it is support for others, support for the organization and attitude towards work.

Expected Benefits

This research has the potential to offer several expected benefits:

1. Enhanced employee welfare could result from analyzing how work flexibility influences job satisfaction and performance, as the research might unveil how making changes to work timetables, work sites, and work conditions can have a favorable impact on the general welfare of safety officers. This, in turn, could result in an improved equilibrium between work and personal life, lowered stress levels, and a boost in mental well-being.

2. Improved job satisfaction can be achieved by comprehending how various elements of work flexibility influence job contentment, enabling the identification of particular factors that contribute to the fulfillment of safety officers in their positions. This understanding has the potential to assist airlines, China Southern included, in customizing their policies to align with employee preferences and expectations, resulting in a more joyful and actively involved workforce.

3. The study has the potential to reveal connections between work flexibility and the job performance of safety officers. If adaptable work arrangements have a positive influence on performance, airlines such as China Southern might contemplate adopting these approaches on a broader scale to boost overall operational efficiency and effectiveness.

4. The knowledge acquired from this research could play a pivotal role in shaping strategic decisions made by management at China Southern Airlines, as well as potentially influencing choices made by other entities in the aviation sector. This could encompass the enhancement of policies pertaining to flexible work arrangements, allocation of resources, and strategies for fostering employee engagement.

5. The study has the potential to add to the current knowledge base about work flexibility, job satisfaction, and job performance, especially within the aviation sector. It might serve as a point of reference for upcoming academic research and discussions related to these subjects.

Through the study of the work flexibility, satisfaction and job performance of China Southern Airlines, Airlines, the company's managers can in -depth understanding of the work flexibility, satisfaction and job performance of the company, so that they can develop it to formulate A more reasonable incentive and management plan to ensure that the work satisfaction and job performance of the aviation security officer are improved. At the same time, the research conclusions can also provide reference and reference for other airlines. Finally, the work flexibility, satisfaction and satisfaction of aviation security officers can be improved. While job performance, it will better help the development of the aviation industry.