

Chapter 2

Literature Review

The researcher has studied concepts, theories and related research used to determine the research guidelines as follows:

1. Job Performance
2. Job Satisfaction
3. Work Flexibility
4. Hypotheses Development

Job Performance

1. Concept of job performance

Based on an individual perspective, BomRN divides job performance into two types: task performance and peripheral performance. The task performance refers to the contribution of employees to the core technologies of the organization through due diligence. It can be divided into direct contributions (completion of some technical procedures) and indirect contributions (providing necessary materials and services to the organization). The peripheral performance refers to behaviors that are spontaneous, but have nothing to do with specific jobs that can bring benefits to the organization. They can be divided into two dimensions: interpersonal promotion dimension (behavior that promotes interpersonal relationships in the organization) and work input dimension.

Carmor divides performance into two types: subjective performance and objective performance based on the different evaluation content. The measurement of subjective performance mainly uses non-financial indicators and managers to formulate evaluation methods. The measurement content of objective performance includes sales growth rate and return on investment.

Brush and Vanderwerf believe that job performance includes two types: financial performance and growth performance. The content of financial performance is mainly related to the financial funds of the enterprise. Growth performance refers to the content developed by enterprises for long-term development. It is also more accurate.

The above theoretical documents provide a very valuable basis for studying the flexibility, satisfaction and job performance of the employees of the enterprise. Most of these theoretical documents are about how to effectively implement incentives to employees. However, before the implementation of employees, corporate managers should first understand, and they must also understand what employees they need most, so as to do the symptoms and fundamentally improve employee satisfaction and job performance. This article will be guided by these theoretical documents to understand the effects of work flexibility of airline security officers in China Southern Airlines on work satisfaction and job performance, and improve the work satisfaction and job performance of airline security officers.

I found a lot of reference on related literature and found it. Whether it is domestic or foreign scholars, it has conducted in -depth discussion and research on the satisfaction and performance of employees. Although the content of the research is not the same, they all involve definition, influencing factors, measurement tools and methods and constituent elements. wait. However, as of now, there are very few research on the flexibility of airline employees in China, and there are almost no literatures that study the relationship between the work flexibility, satisfaction and performance of aviation security officers. This article intends to conduct in -depth research on the work flexibility and satisfaction of airline safety officers of China Southern Airlines. The survey and results analysis based on the work satisfaction and performance status of aviation security officers, and propose targeted and operable improvement countermeasures to improve the job performance of the occupation group of airline airline security officers, thereby improving the level of civil aviation enterprise operation and management.

2. Definition of job performance

Job performance is the foundation of organizational survival and development, and the key to achieve strategic goals. It is also an important standard for individual career promotion, rewards and punishments, and improving job performance has become the common goal of organizations and individuals, and has been a hot topic of research by scholars at home and abroad. However, there are some disputes among different scholars about how to define job performance, mainly around whether job performance is a behavior or a result.

(1) Results: The scholars who first defined job performance believes that in the process of achieving organizational goals, individuals produce work results through hard work (Asitin, 1964); The standard of job performance is based on the

description of work tasks and reflects a behavioral result of an individual completing work tasks (Bernardin & Beatty, 1984, pp. 64-73).

(2) Behavioral aspects: Job performance was initially believed to be the behavior taken by individuals to achieve goals, and was defined by individuals on the basis of distinguishing work behavior from results (Murphy, 1989, pp. 183-200); On the basis of behavioral performance, job performance can be divided into several dimensions: organizational citizenship behavior and prosocial organizational behavior (Brief and Motowidlo, 1986, pp.710-725), out-of-role performance and in-role performance (Williams & Anderson, 1991, pp. 601-617), situational performance and task performance (Borman & Motowidlo, 1997, pp. 99-109). Job performance is a series of behaviors in which an individual can complete the work tasks assigned by the organization on time and according to the requirements of the leader, so as to achieve the expectations of the organization on the individual (Motowidlo, 2003, pp. 39-53).

The original research on job performance pays more attention to the final result, but often ignores some individual behavioral factors in the work. This view has been questioned by many scholars. Due to the increasing difficulty and variety of work tasks, the single result can no longer be used as a standard to judge job performance. Later, many scholars combined individual behavior and result to conduct research, and further expanded the related concepts of job performance. Some scholars divide performance into task performance (usually related to specific work tasks) and peripheral performance (mainly related to supporting organizational development) (Borman & Motowidlo, 1993, pp. 71-98)

(1) Task performance: It refers to the performance related to the work content and mainly reflected in the performance within the role of the employee, such as individual professional knowledge, skills and experience.

(2) Relational performance: It mainly refers to the extra-role performance related to interpersonal relationship and job engagement, which is usually reflected in both external and internal aspects. Internal performance refers to the dedication of individuals to work in the organization, such as maintaining respect for the working system, working hard, and bravely facing difficulties. External mainly refers to the interpersonal atmosphere in which individuals get along with colleagues and other people. Individual trait is the essential attribute of whether the task can be completed, individual behavior is the degree of effort made in the process of completing the task, and the result is the performance of work dedication after the completion of the corresponding task. Therefore, scholars make a comprehensive

analysis of some individual characteristics and external environmental factors to judge job performance.

3. Different dimensions and aspects of job performance

From the perspective of different researchers, there are different opinions and views on the classification of job performance dimensions, which are mostly reflected in the aspects of work tasks, interpersonal relationships, time and space. Therefore, the structure of job performance is mainly divided into the following models:

1) Two-dimensional performance structure

The first proposed job performance mainly refers to the individual joining the enterprise, covering the medium and long-term development of the enterprise, in-role behavior, and proactive or innovative behavior, and was finally defined as the two dimensions of in-role performance (long-term development of the enterprise, in-role behavior) and out-of-role performance (proactive innovation behavior) (Katz & Kahn, 1978, p. 226). Later, the research found that job performance is mainly divided into eight dimensions (Campbell, et al., 1990, pp. 313-575). On this basis, some scholars proposed to divide it into task performance and peripheral performance (Borman & Motowidlo, 1993, pp. 71-98), which has been widely used in the academic circle. Later, some scholars proposed two dimensions of in-role performance (mainly including task performance and peripheral performance) and organizational citizenship behavior (Chen, et al., 2009, pp. 625-640).

2) Three-dimensional performance structure

As the academic community pays more attention to job performance, the research on job performance is becoming more and more perfect, and scholars begin to attach importance to the adaptability of employees, so adaptive performance is proposed on the basis of task performance and peripheral performance, and it is regarded as a component of job performance (Allworth, et al., 1997, pp. 97-109). Some scholars subdivide peripheral performance and believe that job performance is mainly reflected in three aspects: task performance, interpersonal promotion and job dedication (Avey, et al., 2010, pp. 384-401), which is mainly used to analyze the impact of individual characteristics and job performance of employees in some high-tech industries such as the Internet.

3) Four-dimensional performance structure

When studying task performance and peripheral performance, scholars made a detailed division and proposed four aspects, namely innovation performance, relationship performance, learning performance and task performance, as the

component dimensions of job performance on the basis of paying attention to the joint effects of individual behavior and results (Han, 2008, pp. 84-91).

4) Eight-dimensional performance structure

On the basis of two-dimensional performance model, it is proposed that job performance mainly includes eight dimensions, namely task performance of individual own work, task performance of non-own work, written and oral description, technical management, self-control, relationship with colleagues, supervision and guidance, and positivity (Campbell, et al., 1990, pp. 313-575).

At present, the scale of job performance mainly focuses on two aspects: single dimension measurement and multi-dimension measurement.

1) Single-dimension measurement: The single-dimension scale proposed by Williams et al. is favored by many scholars and mainly contains six items, such as "I can complete work tasks quickly and efficiently".

2) Multidimensional measurement: The multidimensional scale is mainly reflected in individual role performance (7 items), individual role performance (7 items), and organizational role external performance (7 items) (William & Anderson, 1991, pp. 601-617). Some scholars developed a two-dimensional scale of task performance (8 items) and peripheral performance (23 items) based on the two-dimensional job performance model (Campbell, et al., 2010, pp. 277-300). On the basis of Scotter et al., some scholars divided job performance into a three-dimensional scale of task performance (5 items), job dedication (8 items) and interpersonal promotion (6 items) by reading a large number of relevant domestic and foreign literatures, expert discussions and employee feedback (Chen, et al., 2009, pp. 375-399).

4. Relevant theories of job performance

How to improve employee performance has become a hot topic in human resource management practice. The influence of work on employees' family life is mainly reflected in both positive and negative aspects, and it is expected that the favorable resources provided by work will positively affect work-family balance (Bakker & Geurts, 2004, pp. 345-366). When organizations have high work requirements on individuals or provide fewer work resources, individuals will be relatively short of resources in the face of the needs of work and family (Bakker, et al., 2008, pp. 187-200), which is not conducive to the formation of a good work and family relationship and the improvement of work efficiency. Work characteristics and work resources can promote work-family balance to some extent, mainly in the aspects of motivation, energy, creativity and emotional attitude (Demerouti, et al., 2004, pp. 6-35), and also

increase work commitment (Santos, et al., 2016, pp. 294-305), improving job performance and achieving goals (Funtasz, 2012, pp. 1217-1235). In the event of a sudden outbreak of a pandemic, flexible working is akin to the negotiation model established between organizations and individuals, who estimate their efforts and future earnings, forming a new type of employment relationship.

This way is conducive to forming a good contractual relationship between each other, strengthening cooperative ties, and individuals will return to the organization with greater work input and active problem solving (Davis & Van der Heijden, 2018, pp. 329-355). However, flexible working may also bring some adverse effects, such as time and space separation between employees and superiors and colleagues at work, reducing the sense of belonging and loneliness, which is not conducive to improving job performance (Batthini & Kandathil, 2019, pp. 411-423). During the epidemic period, in order to obtain a sustainable source of living and maintain the stability of work and family, individuals will make full use of the flexible work mode provided by the organization and devote themselves to work with a proactive attitude to improve job performance.

According to the work demand and resource theory, work flexibility can be regarded as a valuable resource provided by an organization, such as work autonomy, social support (from superiors and colleagues), friendly working atmosphere and colleague relationship, etc. (Kattenbach, et al., 2010, pp. 279-295). Work flexibility is closely related to the adjustment of individual job requirements and resources, from which individuals can obtain beneficial resources. When individuals get rich structural work resources, they will have more time and energy, higher work enthusiasm and confidence to dig more information to complete the corresponding work tasks.

When individuals obtain social support resources from leaders and colleagues in a friendly working atmosphere, they will form a good interpersonal interaction with the people around them. Such a harmonious and friendly working environment can enable individuals to integrate into work faster, which is conducive to improving work efficiency and performance. When the organization increases job requirements, by completing challenging and arduous tasks, individuals will be more motivated to deal with difficult problems at work, and will obtain more favorable working conditions and job opportunities. At this time, individuals will have a higher inner motivation, take the initiative to work and use the resources provided by the organization to solve work tasks. It is conducive to the improvement of individual performance and career development. Moreover, studies by relevant scholars have verified this issue. As a valuable work and family resource, family-supportive

supervisor behavior can promote the job performance of female knowledge workers (Chen & Zhang, 2023, pp. 712-720). Flexible work plans have a positive impact on individuals' sense of job autonomy, job satisfaction and job performance at work (Han, et al., 2023, pp. 155-182).

5. Factors affecting job performance

In the study of job performance, antecedent variables are mainly embodied in the aspects of individual, leadership style, organization and work family.

1) Individual aspects: some differentiated characteristics of individuals (such as psychological capital, job engagement, job engagement) have a positive effect on job performance. When individuals invest a lot of resources (time, energy, etc.) in completing tasks assigned by the organization, individuals with a higher degree of psychological capital will be more motivated to achieve high job performance (Xu, et al., 2022, p. 101588). Individual mindfulness positively affects their relationship performance. Mindfulness is a relatively flexible mental state, which can help improve work efficiency by making them more engaged and focused at work (Van De Voorde, et al., 2016, pp. 192-210). Individual career growth has a positive impact on employees' out-of-role performance. When individuals grow in their careers, they will feel recognized and supported by the organization, have a strong sense of belonging to the organization, and will work more actively and conscientiously to improve their job performance (Van Dyne & Pierce, 2004, pp. 439-459).

2) In terms of leadership style, self-sacrificing leadership, ethical leadership and transformational leadership will provide guidance and help to employees to a certain extent. When individuals feel the support and recognition of the organization, their work pressure will be reduced to a certain extent, which is conducive to stimulating employees to exert their own value and further promoting performance improvement (Li, et al., 2019, pp. 95-105). Leadership style will influence work-family balance through the mediating effect of work flexibility ability and the moderating effect of work flexibility willingness, and then influence job performance (Xue, et al., 2020, p. 1162).

3) In terms of organization, work resources will bring certain incentives to employees, improve individual work commitment to complete work requirements, and help improve job performance (Christian, et al., 2011, pp. 89-136). When an organization provides corresponding support and encouragement to employees, it is of great help to improve their job performance (Zhao, et al., 2023, pp. 929-946). The flexible working mode provided by organizations for individuals can help improve individual work engagement, generate proactive behaviors in the work process (Bailey,

2017, pp. 31-53), and further improve job performance. The workplace, working environment and conditions in the work field will also have a certain impact on employees' job performance (Chen, et al., 2021, p. 4177).

4) Work-family conflict has an indirect effect on job performance through emotional exhaustion (Osman & Abdlrheem, 2019, pp. 64-72). In the face of work-family conflicts, individuals will use their own resources to solve problems, which will cause resource loss, reduce work input (Zhao & Lyu, 2019, pp. 131-158), and fail to complete work tasks on time, which will have a negative impact on job performance. In the working family, when individuals feel the pressure and conflict from these two areas, it is not conducive to the improvement of job performance (Kusi, et al., 2021, pp. 1373-1390). On the basis of integrating work-family conflict and promotion, work-family balanced human resource management practices will have an impact on job performance through work-family relationship (Chen, et al., 2017, pp. 581-602).

Job Satisfaction

1. Definition of job satisfaction

Job satisfaction is one of the core concepts of management and organizational behavior. It is used to measure the subjective feelings and attitudes of employees for work. Over the past few decades, related theories and research have been extensive. The following are variables and theories involved in several classic and work satisfaction.

1) Anchor theory. The theory of anchoring believes that the satisfaction of employees in work is affected by self -decision and dependence. This theory is usually used to explain why employees choose to stay in a company or leave the company. The employee's decision depends on the self -concepts in their own framework system, such as the internal or external motivation of the job. These factors can have a profound impact on employees' satisfaction and can affect the different positions they choose in their work career.

2) Demand level theory. The theory of demand level is proposed by Maslow and reflected through the performance of employees in work. The theory divides the needs of employees into five different levels in accordance with the degree of importance: physiological needs, safety needs, social needs, self -esteem and self -actual needs. Employees' work satisfaction will change after different levels of needs at different levels. You need to meet one of the most basic levels in order

to consider higher levels of demand. In addition, as employees meet the needs of them, the quality is gradually improving, and the quality is getting higher.

3) Support theory. Supporting theory shows that in work, employees tend to be more successful in supporting and coaches. They are more willing to work in a friendly environment that can promote self-expression and success. If there is strong support, employees can properly handle some things and find that they can achieve more and achieve greater opportunities and opportunities.

The above theory can be practical in the working environment, helping managers better understand the needs of employees, and formulate the best human resources strategy to enhance employees' feelings and satisfaction. In the practice of modern corporate management, increasingly paying attention to the inherent knowledge and market competition advantages. Only by knowing the vision and needs of employees quickly and accurately, can employees provide employees with the best work experience, thereby improving the quality of products and services, thereby achieving long-term growth and success of the enterprise.

Hoppock (1935, p. 47) believed that job satisfaction is generated by employees facing various relevant factors in their work Inner subjective feelings and psychological attitudes. This is considered the earliest definition of job satisfaction. Subsequent scholars continued to follow on this basis, the concept of job satisfaction is summarized. Taiwan scholar Guangzhong (1977, pp. 27-45) defined these concepts as a whole. It can be divided into three categories: general definition, expectation gap definition and reference structure definition. As shown in Table 2.1:

Table 2.1 Definition of Job Satisfaction

Types	Related Research	Definitions
General definitions	Hoppock (1935)	The subjective reaction consciousness of employees is a kind of personal work pleasure or positive emotions
	Victor H. Vroom (1962)	The emotion that an individual puts into the job role he or she is engaged in
Expectation gap	Lock (1976)	The degree of satisfaction with the needs of the employees
	Jaime (2005)	The gap between how employees are actually performing and how they should be performing

Table 2.1 Definition of Job Satisfaction (Cont.)

Types	Related Research	Definitions
	Ren Feng (2010)	It refers to the psychological state of employees, which is related to whether their own needs are met in the process of work, and it expresses the reality of employees The distance between earnings and expected earnings
Reference structure	Alderfer (1969)	An employee's interpretation of the structure to which he refers
	Spector (1997)	An individual's attitude and feelings about the psychological perception of his or her job
	Weiss (2002)	The influence of non-objective environment on employees' job satisfaction, that is, employees' individual subjective initiative

To sum up, employees' job satisfaction is a complex psychological reflection process. According to the general definition, if job satisfaction is only described by job attitude, job emotion or job feeling, it is impossible to reflect the internal meaning of job satisfaction; However, the definition of expectation gap is relatively vague, and without clear boundaries, it indicates other influences caused by uncertain factors in the work process of employees; The reference structure definition overemphasizes the individual requirements of employees, and it is difficult for employees to feel satisfied at work according to the contrast definition mode. Through literature collection and collation, I find that employee satisfaction is a dynamic process. In the process of employees' work, the gap between the inner expectation and the actual acquisition will change constantly, and the job satisfaction of employees is the satisfaction part left after eliminating the "dissatisfaction" part.

Therefore, according to the above, this paper believes that employee satisfaction refers to a kind of acceptable psychological state after eliminating the "dissatisfied" part in the heart, which is simply understood as the distance between the fully accepted actual income and the ideal expectation. The actual satisfaction mainly includes salary and welfare, harmonious working atmosphere, promotion mechanism and so on. The definition of employee job satisfaction includes the following two aspects: one is the connection of relevant influencing factors Receptivity; The second is the recognition of the distance between the actual income and the ideal expectation.

2. Job satisfaction theory

In 1943, American psychologist Maslow put forward the "hierarchy of Needs theory" for the first time after years of research. Need refers to the state of an individual's lack of something caused by the brain under the action of objective stimuli, which include two parts: physical and psychological. Maslow believes that the five levels of need basically cover the common sexual and psychological characteristics of human beings in all cultural differences: that is, human needs are objectively progressive from lower levels to higher needs. When people's lower needs are relatively satisfied, the temptation of the higher-level needs prompts individuals to pursue behaviors, while the incentive effect of the lower level needs weakens or disappears.

Herzberg put forward the "two-factor theory" in his work Motivation published in 1959. Herzberg believed that: the factors that motivate employees to be satisfied with their work are called incentive factors; The factors that make people not satisfied are called health factors.

Herzberg's "two-factor theory" is related to Maslow's "hierarchy of Needs theory". According to Herzberg, the health factor has the basic preventive function and is the starting point of motivation stimulation for employees. It can only avoid "dissatisfaction" but not bring individual "satisfaction". Health factors have no incentive, and the role of incentive can only be played by incentive factors; The health factors can be simply understood as the low-level needs of Maslow's needs, and the motivating factors can be simply understood as the high-level needs of Maslow's needs.

3. Factors affecting job satisfaction

Through the study of the concept of employee satisfaction, it is concluded that employee satisfaction is a kind of individual experience perception and individual experience.

The process is also affected by various subjective and objective conditions. As for individual employees, any enterprise and working environment will bring different working experience; Focus on the same enterprise and the same working environment, because different characteristics of employees will also create different working experience. Therefore, in the face of the complexity of employee satisfaction, scholars have carried out extensive discussions, as shown in Table 2-2.

Table 2.2 Conclusions of Related Researches of factors affecting job satisfaction

Related literature	Influencing Factors
Hoppock	Fatigue, work monotony, working conditions and leadership style.
Herzberg	Real physical environment (working conditions, living environment, working facilities), social surrounding environment, personal mood (understanding of the meaning of work, leadership style and influence, etc.)
Vroom	Organizational structure, promotion strategy, professional nature, leader, reward, organizational climate, relationship between colleagues
Lund	Work itself, promotion channels, leadership supervision, compensation and return, colleagues
Locker	Job itself, promotion opportunities, job recognition, work environment, compensation, managers, work partners, self-goal realization, rewards, other relevant people outside the organization
Jassem	The job itself, the supervisor, the financial reward, the promotion, the work environment and the work group
Huang Xunjing, Huang Cong, Zhao Shuming (2016)	Factors related to individual work experience (8 dimensions including job autonomy, operational efficiency, and work environment) and factors related to organizational effectiveness (9 dimensions including leadership, development strategy and goal, and awareness of innovation).
Ai Yan, Li Jing & Deng Jie (2019)	Job satisfaction is related to job itself, salary, department environment, organization and management, working environment, social status and other factors.
He Qiaodan, Huo Jiazhen (2020)	Internal satisfaction (job safety, career policy, rewards, promotion channels, interpersonal and extra rewards), external satisfaction dimensions (working environment, job diversity, social role, leadership, work achievement).

4. Measurement methods and tools of job satisfaction

At present, the mature and commonly used employee satisfaction questionnaires mainly include the Job Satisfaction Index, the Minnesota Satisfaction Survey Scale, the Job Description Index questionnaire, and the Job Diagnosis questionnaire.

1) Overall Job Satisfaction Index (OJS)

Brayfield & Rothe developed the OJS in 1951, [34] to measure the overall job satisfaction of workers Body satisfaction.

The perspective of the scale is to evaluate the overall satisfaction of workers. The measurement principle is based on the gap perspective, which measures the gap between the expectation before work and the actual inner experience after work in the overall feeling of the working situation. The assessment content of the scale covers six items. Job nature satisfaction; Direct superior satisfaction; Colleague relationship; Job satisfaction; Satisfaction with promotion mechanism; Overall job situation satisfaction. At the same time, the scale adopts the five-point positive scoring method to score respectively.

2) Minnesota Satisfaction Survey Scale (Minnesota Satisfaction Questionnaire: MSQ) The University of Minnesota Center for Industrial Relations Weiss, Dawis, England & Lofquist developed the Minnesota Satisfaction Survey Scale in 1967. The Minnesota Satisfaction Questionnaire is widely used in the survey of employees' job satisfaction.

The questionnaire is divided into two types: short form and long form. The short form contains 20 items, which mainly focuses on the internal satisfaction, external satisfaction and overall satisfaction of workers. The long scale contains 120 items, which can measure workers' satisfaction with 20 job dimensions and general satisfaction. The specific contents include: Personal ability application, work independence, professional ethics, reward and punishment system, work responsibility, subjective initiative, vocational training and self-development, work authority, organizational policy and implementation, enterprise technology prospects, diversification of enterprise future development, remuneration, teamwork spirit, creativity, work safety, social status, work achievements, employee-related relationship management and communication, work status and scene. The scale mainly uses the Lickert five-point scale.

3) Job Diagnostic Survey (JDS)

Hackman & Lawler in 1971 in Employee reactions to job characteristics: skill variety, task integrity, task importance, autonomy, and feedback, five core characteristics that can describe any job. The scale mainly tests the relationship between job characteristics and individual reactions to job. It is divided into two parts. The first part requires the test subjects to objectively describe their own job, solve the problem of whether or not, and try to limit the scope of the problem. The second part used declarative sentences to describe the job, and then asked the test

subjects to choose the most accurate description, solve the accuracy problem, and try to define the problem.

Work Flexibility

1. Definition of work flexibility

Work flexibility is mainly developed from the definition of flexible work proposed by German economists in the 1960s. It means that employees can flexibly arrange their working time according to their needs when they complete certain tasks assigned by the organization or meet the prescribed working time length, thus replacing the original fixed work system (Hobfoll, 1989, pp. 513-524), which was originally proposed for the traffic problem of commuting to work (Wei & Gao, 2022). With the promotion and popularization of flexible working hours, the ways of flexibility have become various, such as flexible location and compressed working week. Flexible location, also known as telecommuting, was first proposed by Nilles (1975, pp. 1142-1147) as a solution to the problems of different companies and societies. Telecommuting working generally means to complete work tasks in a non-workplace, and at least one day a week to complete work tasks assigned by the organization in an environment outside the fixed office location (Gajendran and Harrison, 2007, pp. 1524-1541). The compressed work week generally refers to the work form in which individuals can work longer each day and shorter each week according to their actual situation (Baltes, et al., 1999, pp. 496-513). Davis, et al. (2006) proposed that when there is a conflict between individual life affairs and work tasks, the implementation of work flexibility can enable employees to make independent arrangements.

Matthews & Barnes-Farrell (2010, pp. 330-346) believed that the work flexibility implemented by the organization is a kind of ability and willingness to independently arrange their work scope. Work flexibility refers to the ability of individuals to flexitively reduce and expand the boundaries of the field according to their needs, which is reflected in the two measurement criteria of work autonomy and sharing work atmosphere. Willingness to work flexibility usually refers to an individual's subjective idea, that is, the degree of willingness of employees to obtain work flexibility psychologically. Su, et al. (2017, pp. 977-990) also proposed that work flexibility mainly refers to flexible time (under certain circumstances, employees can arrange their own working time), independent work arrangement (employees can decide whether to finish work at home or at the office), and convenient leave for

employees under special circumstances. As a supportive resource provided by organizations, work flexibility is widely used in Western developed countries, and more than 77% of American enterprises provide employees with work flexibility (Kossek, et al., 2015, pp. 65-72). In recent years, flexible work style has become a popular development trend in China, and its main purpose is to help employees alleviate work-family conflicts (Wang, et al., 2020, 1-12).

2. Types of work flexibility

Through in-depth analysis of domestic and foreign literature, it is found that different scholars have different views on the classification of work flexibility. Allen (2001) proposed that the main forms of work flexibility are flexible working hours, flexible working places and some supportive benefits; Papalexandris & Kramar (1997, pp. 581-595) believed that work flexibility is usually reflected in four aspects: flexible working hours, welfare policies, paid holidays and consulting services; Matthews, et al. (2010, pp. 330-346) believed that work elasticity is reflected in the two measurement criteria of work flexibility ability and willingness to work flexibility, and divided work flexibility ability into two dimensions of work autonomy and sharing work atmosphere; Lewis (2003, pp. 1-28) found that work flexibility was mainly manifested in four forms: flexible work schedule, compressed working week, online office and part-time job; Sun Jianmin (2020) proposed that work flexibility is mainly reflected in four aspects: time flexibility, space flexibility, employment flexibility and work content flexibility.

The definition of job autonomy was first developed based on the related concepts of job control. In the model of job characteristics studied by Hackman & Oldham (1976, pp. 250-279), job autonomy mainly refers to that employees can autonomously control work tasks within a certain range, and can flexibly control their work sequence and schedule. Later, the view put forward by Breugh (1985, pp.551-570) has been accepted by most people, and it is believed that work autonomy refers to employees' ability to control the difficulty of working methods, rules and plans. In this paper, job autonomy is an important measure of work flexibility. It refers to the degree to which employees can freely and flexibly control their work, which is mainly reflected in the starting and ending time of work, workplace, work mode, work content, work environment and other aspects. Sharing work atmosphere is another important criterion to measure work flexibility. In the workplace, employees can share their ups, downs and troubles with leaders and colleagues. Working atmosphere is usually a concept covering a wide range, mainly including organizational atmosphere, humanistic atmosphere, organizational culture and working environment.

3. Benefits and challenges of implementing flexible work arrangements

1) The impact of work flexibility on employees' work and family

Kossek, et al. (2001, pp. 29-44) pointed out that in a harmonious working environment, the relationship between employees and superiors is equal. At this time, employees can express their views freely with leaders and colleagues, and discuss difficulties encountered in life and work. Relatively free speech is conducive to the formation of good relations between employees, leaders and colleagues, and the realization of work-family balance.

McNamara, et al. (2013, pp. 283-298) found that an appropriate degree of work flexibility is conducive to reducing the problems between individual working hours and work-family balance. Lin, et al. (2014, pp. 834-844) concluded that work flexibility helps enterprises to resume daily work and production, and has some favorable conditions for individuals, enterprises and society, such as reducing individual transportation costs, reducing commuting time, reducing environmental pollution to a certain extent, reducing office costs of organizations, and improving work-family balance.

Yen, et al. (2022, pp. 737-761), based on the matching between people and environment, when individual roles conflict, organizations provide employees with resources for role conversion and match their will, which helps employees to alleviate work-family conflicts.

Lin, et al. (2018, pp. 1099-1115) analyzed the influence of leader-member exchange on work-family balance, and found that leader-member exchange had a positive impact on work-family balance through the mediating effect of work flexibility.

Koroma, et al. (2018, pp. 171-200) believed that work flexibility would increase the work intensity and requirements of employees, and the resulting work stress may penetrate into the family, thus interfering with individual life and increasing the frequency of work-family conflicts. Beigi, et al. (2018, pp. 314-336) and Erden, et al. (2019, pp. 405-435) found that flexible office hours and locations can help individuals alleviate work-family conflicts.

2) The impact of work flexibility on employees' psychological state

Dettmers, et al. (2016, p. 276) concluded that when working flexitime is adopted, individuals sometimes cannot distinguish working hours from non-working hours, so that their psychology can penetrate into each other in the field of work and family and cannot be separated, which may further have adverse effects on individuals' physical and psychological status.

Xiao, et al. (2019, pp. 49-58) pointed out that work flexibility may lead to the isolation between individuals and organizations, reduce employees' organizational identity and sense of belonging, further cause work-family conflicts, and may also lead to mental health problems such as insomnia and depression (Arlinghaus and Nachreiner, 2014, pp. 1100-1107). Wei, et al. (2022) concluded that flexible working style will increase individual work pressure and intensity, resulting in the loss of individual resources such as time and energy, and thus reduce their happiness (Lu, et al., 2018, 186-195).

3) The impact of work flexibility on employees' working behavior

Ferguson, et al. (2016, pp. 520-534) concluded that flexible working style is not conducive to employees' organizational commitment and will increase employees' dimission rate. That is to say, when employees engage in flexible work, they will have psychological detachment from the organization and reduce their commitment to the organization, and they may choose to leave, which is not conducive to achieving organizational goals.

Ragsdale & Hoover (2016, pp. 54-60) believed that when working remotely, individuals would allocate more time, energy and other resources to actively complete work tasks. Remote work can help individuals reduce commuting time and cost and use it to solve family affairs, which is conducive to having a good state at work and helping to improve work efficiency and performance.

He, et al. (2022) concluded that telecom-working helps to reduce individual production deviance through the dual mediating effect of improving work autonomy and insider identity perception. Kim, et al. (2019, pp. 1-57) found that work flexibility can help individuals solve work-family problems, experience work-family balance, improve job satisfaction and enhance organizational identity to a certain extent (Delanoetje, et al., 2019, pp. 1843-1868).

Ma & Ye (2015, p. 71) pointed out that the human resource management practice of work-family balance can help organizations attract and retain excellent talents, reduce employees' dimission intention, and improve job performance (Zhao, et al., 2020, pp. 22-24).

Based on the above analysis, most of the research focuses on the relationship between work and family, and the research conclusions on work flexibility and work-family balance are not uniform. However, most of the conclusions show that work flexibility plays a certain role in alleviating work-family conflicts and achieving work-family balance (Erden Bayazit & Bayazit, 2019, pp. 405-435).

Hypothesis development

1. Research significance and theoretical and practical aspects of work flexibility

The research of work flexibility can help enterprises and organizations understand the work of employees in order to take measures to improve the work satisfaction of employees, thereby improving the overall performance of employees. It has important theoretical value and practical significance through research on work flexibility on work satisfaction and job performance:

At the theoretical level, we can increase the understanding of employees' psychological needs: research work flexibility can make us more deeply understand the psychological needs of employees for work flexibility, and how to meet these needs through flexible work arrangements. This is of great significance to understanding employee behavior and mental health. The theoretical framework that can enrich work satisfaction and job performance: The effect of research work flexibility on work satisfaction and job performance can be provided with new viewpoints and development frameworks for the study of work satisfaction and job performance to enrich related theories.

At the practical level, it can optimize human resource management: The impact of research on work flexibility on work satisfaction and job performance helps enterprises to optimize human resources management strategies. Understanding how the flexibility affects employees' satisfaction and performance can provide guidance for enterprises, and formulate more attractive and active incentive work arrangements and policies. Can improve employee satisfaction and performance: Studies have shown that higher work flexibility can improve employees' work satisfaction and job performance. Through targeted measures to improve employee work flexibility, enterprises can enhance employees' work motivation, improve satisfaction, and ultimately improve the overall performance level. It can enhance corporate competitiveness: Pay attention to work flexibility and improve employee satisfaction and performance through appropriate measures, which is a competitive advantage for enterprises. Employees will be more inclined to stay in companies willing to provide flexible work arrangements, which will help improve employees' retention rate and attract more excellent talents. Therefore, at the practical level, the impact of research work flexibility on work satisfaction and job performance helps enterprises to formulate work arrangements that are more suitable for employees' needs, and improve employee satisfaction and performance; at the theoretical level, it can

enrich related fields. The theoretical framework and concept provide in -depth understanding and guidance.

2. Effect of work flexibility on job performance

Based on the above analysis, this paper argues that work autonomy in work flexibility enables individuals to flexibly grasp their working time and place, so that they have sufficient time and space to solve problems at work and at home, and achieve work-family balance. Especially in the face of work-family conflicts and the difficulty of finding work during the epidemic, individuals will be more motivated to work hard when they feel the care of the organization, which will improve their task performance and work dedication accordingly. At present, the division of work is gradually refined, and most work requires interaction, understanding and cooperation between colleagues to complete.

Job performance, this article uses job performance to interpret. Murphy pointed out that performance is a set of behaviors about the goals of the organization or organization. Similarly, (Campbell, et al., 2010, pp. 277-300) believes that job performance is a dynamic and multi -dimensional variable. It is an active and measured behavior related to the purpose of employees. In contrast to Campbell, Bernadni believes that job performance is the result of work, not behavior. These results are correlated with capital investment, organizational goals, and customer satisfaction. Kane defines performance for employees. Belnadin pointed out that performance is the work of employees with specific work skills in a certain period of time. Ruekert, Walker, ROERING proposes three aspects: (1) efficiency-return on return, that is, the ratio of resources invested to the ratio of the company; (2) efficiency-eliminating growth rate, products or services provided by enterprises provided Compared with competitors is better or bad; (3) adaptability, and the ability of enterprises to respond to the opportunities or threats in the external environment, can measure it through the sales rate of new products in the market.

The flexible working mode of work autonomy requires interpersonal interaction more, which is conducive to interpersonal promotion. The share-based working atmosphere in work flexibility enables employees to talk to their superiors and colleagues and share their difficulties, which can help them relieve the pressure in work and life, and make them more positive in the work process. It has a certain impact on the improvement of individual task performance, work dedication and interpersonal promotion. Therefore, when the organization provides employees with scarce work resources such as work flexibility, individuals can allocate resources according to their own needs. These favorable conditions can make them feel valued

and supported by the organization, and they will have greater motivation to complete their work, which is conducive to improving their job performance. Based on the above analysis, we put forward the following hypothesis:

H1: Work flexibility has a significant positive effect on job performance.

3. Effect of work flexibility on job satisfaction

The flexibility of work is a new concept of summary. At present, there is no unified definition. The definition of work flexibility of foreign scholars is also different. (Allen, et al., 2008, pp. 336-342) pointed out that the typical forms of the two "flexible work arrangements" are the flexibility of working hours and the flexibility of the work place. (Burke, et al., 2005, pp. 846-856) believes that flexible work arrangements are those work that deviate from the standard of the 9th to 5th model. (Hill, et al., 2013, pp. 336-341) believes that flexibility can be divided into organizational perspective and work perspective. From the perspective of the organization, the flexibility aims to improve the company's practice of smooth response to market changes. From the perspective of work, the focus of flexibility is to improve the organizational measures of staff and personal role ability. The control perspective of different forms of work flexibility is an emerging theme of previous flexibility research. On the basis of this study, (Kossek & Lautsch, 2018, pp. 5-36) combines the definition of the flexibility in combination with ecosystem theory (EST) and control theory, and defines the flexibility of work and life as employment scheduling practice. Under the circumstances, how long or continuous work, better control of work and life.

Job satisfaction, a wide range of research topics, is an assessment of employees' working environment, salary, career development, etc. To achieve high work satisfaction is the goal of many organizations and enterprises work together, because it is closely related to employee performance, reducing employee departure rate, and improving productivity. The need to study the impact of work flexibility on job satisfaction is based on understanding and improving the work experience and well-being of flexible employees. To study the influence of flexible employment perception and voluntary consciousness on job satisfaction. Wheatley (2017, pp. 567-585) explored a study on job satisfaction based on flexible employment perception and voluntary consciousness. This suggests that it is necessary to study the impact of work flexibility on job satisfaction to understand how flexible employees' perceptions and awareness of flexible work affect their job satisfaction. Such research can help us

better understand the needs and psychological states of flexible workers and provide basis for improving their job satisfaction. This paper studies the influencing factors of job satisfaction of flexible workers in digital economy.

Zhang, et al. (2022, pp. 1149-1167) took the group of e-hailing drivers as an example to study the influencing factors of job satisfaction of flexible employees under the background of digital economy. This suggests that the need to study the impact of work flexibility on job satisfaction is to explore the impact of the digital economic environment on flexible workers and how these impacts shape their job satisfaction. Studies like this help to understand the impact of the digital economy on the work experience of flexible workers and provide recommendations to improve job satisfaction. Study the influence of job conflict on turnover intention. (Zhang, et al., 2020, p. e12334) focuses on the impact of work-non-work conflict on turnover intention among the new generation of knowledge employees. This suggests that it is necessary to study the impact of work flexibility on job satisfaction in order to understand the relationship between work flexibility and job conflict, and how such conflict affects employees' turnover intention. Such research can help improve the attractiveness of work flexibility to employees, reduce turnover rates, and improve job satisfaction and organizational performance. In conclusion, it is necessary to study the impact of work flexibility on job satisfaction by deeply understanding the needs, psychological states and work experience of flexible employees, exploring the characteristics and influencing factors of flexible employment in the digital economy environment, and understanding the relationship between work flexibility, job conflict and turnover intention. Such research can provide guidance for policy makers and organizational managers to improve the working environment and employee satisfaction, and promote work-life balance.

In terms of theoretical framework, many scholars have proposed different theories and models to explain the formation of work satisfaction. Among them, the most famous is the two-factor theory of Herzberg, VROOM's expectations theory, Locke's value theory, Porter and Lawler's expectations-satisfaction theory, etc. The need to study work flexibility is based on changes and trends in the modern labor market. The research shows that the working conditions and career development of flexible employees deserve our attention. (Zhang, et al., 2022, pp. 93-99) discussed the working conditions and career development of flexible employees, which showed that flexible employment has become an important employment form. The need to study work flexibility is to gain an in-depth understanding of the issues faced by flexible employees, such as job quality and income challenges, and the impact of

flexible employment on their career development. Examine the impact of flexible working schemes on job prosperity. (Qi, et al., 2022, pp. 479-500) focused on the impact of flexible working programs on work prosperity and their mechanisms.

This suggests that the need to study work flexibility is to understand how flexible work plans affect employees' job prosperity and productivity, and the mechanisms behind them. Research like this can help organizations and policymakers better understand and manage work flexibility. Study the influence of work flexibility on labor market. (Flabbi & Moro, 2012, pp. 81-95) explored the impact of work flexibility on the labor market. This suggests that the need to study work flexibility is to understand how flexibility affects the operation and structure of the labor market. How to balance the flexibility and the demand of the labor market and increase the adaptability and sustainability of the labor force is an important issue in the current labor market management.

In conclusion, the need to study work flexibility is to understand and solve the problems faced by flexible employees, explore the impact of flexible working programs on work prosperity and its mechanisms, and understand the impact of work flexibility on the labor market. Such research can help to promote the healthy development of the labor market and provide better policy and management recommendations.

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The two-factor theory of Herzberg believes that the work satisfaction of employees is produced by satisfaction and dissatisfaction. He divides these factors into two categories: basic elements and incentive elements. Basic elements are the basic conditions provided by the organization for employees, such as salary, working environment, welfare guarantee, etc. If these factors are not satisfied, they will cause employees to be dissatisfied, but if satisfying, it may not bring work satisfaction. The incentives are factors such as personal growth opportunities and challenging tasks. They can motivate employees to actively participate in work, thereby bringing higher work satisfaction. The expectation theory of Vroom believes that the work satisfaction is dominated by the difference between the goals set by the employee and the expectations of the goal to achieve the goals. That is, if the goals of the employee are achieved and the degree of expectations is consistent with the actual extent, then employees will feel high work satisfaction. And if the goal of the employee is not achieved, or the expectation is too high, then you will feel dissatisfied. The value theory of Locke believes that work satisfaction is determined by the consistency between employees' evaluation of work and the values of employees. If employees think that their work is consistent with their own values, employees will feel high work satisfaction. Otherwise, you will feel dissatisfied.

The expectations of Porter and Lawler-Satisfaction Theory believes that job satisfaction is dominated by the expectations of employees' expectations, returns, and work efforts of employees. If the employee expects to achieve the goal and achieve the expected return, then the employee will feel highly satisfied. Otherwise, you will feel dissatisfied. In summary, different theoretical frameworks provide us with different perspectives for our explanation of work satisfaction. Each has its advantages and limitations. In practice, it is also necessary to fully consider the characteristics and work characteristics of employees, and choose a suitable theoretical framework to improve work satisfaction.

H2: Work flexibility has a significant positive effect on job satisfaction.

4. The influence of job satisfaction as a mediating factor on the relationship between work flexibility and job performance.

De Menezes & Clare (2011, pp. 452-474) studied a series of flexibility and performance -related effects, but there was no difference in whether this effect was different in different occupations. Later, some scholars began to pay attention to this kind of occupational differences, such as the retrospective of labor economist (Alterman, et al., 2013, pp. 647-659) on the US population census data. These data show that most of the lower -level workers and union workers lack flexible work arrangements. (Distelberg & Sorenson, 2009, pp. 65-81) finds that white -collar workers are more likely to get flexibility than blue -collar or service workers than blue -collar or service workers. (Williams, Blair-Loy, & Berdahl, 2013, pp. 209-234) put forward different cultural models about flexibility in the introduction of special issues, and began to study class differences". But these studies did not provide theory that associated different forms of flexibility.

In terms of quantitative analysis, this analysis often has a broad concept of flexibility. For example, (Mesmer-Magnus & Viswesvaran, 2006, pp. 555-574) and (Shifrin & Michel, 2022, pp. 60-85) have found that flexibility has a significant impact on WIF (work interference family) and FIW (family interference work). (Kossek & Lautsch, 2018, pp. 5-36) analyzes the effect of flexible part -time jobs, and no occupational differences are found. (Bambra, et al., 2008, pp. 764-777) et al. In the analysis of elasticity working hours and compressed working weeks, the occupational differences in the influence effects were found. Senior managers and professionals of autonomy have been established. However, they only discover the three studies based on professional samples, which is a restricted factor in research. For the flexibility of how to test the work as a whole, more research is needed to improve the flexibility of work flexibility on different occupations and job employees.

Greenhaus, & Beutell (1985, pp. 76-88) studied the impact of work flexibility on job satisfaction and job performance, and found that work flexibility is positively correlated with job satisfaction, but the impact on job performance is different. Hill, et al. (2001, pp. 49-58) found that employees' perception of work flexibility is positively correlated with job satisfaction and job performance. Work flexibility helps achieve work and family life balance, which increases employee satisfaction and performance. Golden, & Veiga (2008, pp. 77-88) explored the impact of telecommuting on job satisfaction, and found that the degree and timing of telecommuting are

related to job satisfaction, and a higher degree and appropriate timing of telecommuting can improve job satisfaction Spend. Allen, et al. (2013, pp. 345-376) studied the impact of flexible working arrangements on job satisfaction from the perspective of work-family conflict. The results show that employees who can arrange work flexibly experience less work-family conflict and have higher job satisfaction.

Behson (2005, pp. 487-500) study compared formal and informal organizational support for employee job satisfaction and performance. The results show that work flexibility, as an informal form of organizational support, has a significant impact on employee job satisfaction and performance. Mache, et al. (2016, pp. 859-869) explored the impact of work flexibility on quality of life and job satisfaction of German physicians. The results showed that work flexibility was positively correlated with doctors' quality of life and job satisfaction. Prakash (2018, pp. 97-108) investigates the impact of virtual working on work and work/life balance. It was found that virtual working had a positive impact, increasing employee job satisfaction and job performance. Breuer, et al. (2020, pp. 3-34) reviewed related research on virtual team management. The study found that appropriate work flexibility arrangements have a significant impact on the job satisfaction and performance of virtual teams.

Kossek & Lautsch (2012, pp. 152-171) proposed the concept of work-family boundary management style and explored the impact of work flexibility on boundary management style, job satisfaction, and performance. The results show that effective work flexibility promotes a sound boundary management style, which increases employee job satisfaction and performance. Allen, et al. (2013, pp. 345-376) explored the relationship between work flexibility and employee well-being, work-family conflict, and job satisfaction in their research. The results showed that work flexibility was positively correlated with employee well-being, work-family conflict, and job satisfaction.

These findings show that there is a close relationship between work flexibility and job satisfaction and job performance. Work flexibility can improve employee satisfaction and performance, and it also plays an important positive role in work-family balance.

H3: Job satisfaction as a mediating factor on the relationship between work flexibility and job performance.

Conclusion

The above theoretical literature provides a very valuable basis for the study of employee flexibility, job satisfaction and job performance. Most of the theoretical literature mentioned above is about how to effectively implement employee incentives. However, before implementing incentives for employees, managers should first understand and must understand what employees need most, so that they can take appropriate measures to fundamentally improve employee satisfaction and job performance. Guided by these theoretical literatures, this paper will deeply understand the influence of work flexibility on job satisfaction and job performance of aviation safety officers of China Southern Airlines, and improve job satisfaction and job performance of aviation safety officers in a targeted way.

After a lot of reference to the relevant literature found. Both domestic and foreign scholars have conducted in-depth discussions and studies on employee job satisfaction and job performance. Although the contents of the studies are not exactly the same, they all involve definitions, influencing factors, measurement tools and methods, and components. However, up to now, there are very few researches on the degree of work flexibility of airline employees in China, and there is little literature on the relationship between work flexibility, job satisfaction and performance of aviation safety officers.

This paper intends to conduct an in-depth study on the work flexibility, job satisfaction, and job performance of aviation safety officers in China Southern Airlines. Based on the investigation and result analysis of the work satisfaction and performance status of aviation safety officers, it proposes targeted and operable improvement countermeasures, so as to improve the job performance of aviation safety officers in airlines and further improve the operation and management level of civil aviation enterprises.