

Chapter 4

Research Results

General information of the respondents

This paper analyzes the collected data, and the descriptive statistical analysis of the sample structure is shown in Table 4.1 below. According to the results of correlation analysis, there were 116 males, accounting for 58%, and 84 females, accounting for 42%, slightly lower than males. The majority of the respondents were aged 25 and below and 26-35 years old, accounting for 48.8% and 43.5% respectively, while the least number of respondents were aged 46 and above. The proportion of unmarried subjects was higher than that of married subjects, and the difference was not very large. There were 148 respondents with bachelor's degree, accounting for 74%, followed by 52 respondents with master's degree or above, accounting for 26%; The working years of the respondents were mainly less than 2 years and 2-5 years, accounting for 54% and 39% respectively. The working years of the respondents were more than 10 years, accounting for only 7%. Because the length of service of the respondents mainly concentrated in two years and below and 2-5 years, a relatively short working life, so the position of respondents mainly concentrated in the ordinary employees and first-line managers, 53.1%, 37.6%, respectively of middle managers accounted for 7.5%, top managers accounted for 1.8%.

Table 4.1 General information of respondents

	Type	Rate
Gender	Male	58%
	Female	42%
Age	Under 25	48.8%
	26-35	43.5%
	Above 36	7.7%
Marriage	Married	52%
	Unmarried	48%
Education	Bachelor	74%
	Graduated	26%

Table 4.1 General information of respondents (cont.)

	Type	Rate
Work age	Under 2 years	54%
	2-5 years	39%
	Above 5 years	7%
Position	General staff	53.1%
	Junior managers	37.6%
	Middle managers	7.5%
	Senior managers	1.8%

Job performance level of officers in China Southern Airlines

The research results show that the job performance level of officers in China Southern Airlines, as demonstrated in Table 4.2

Table 4.2 Job performance level of officers in China Southern Airlines

Job performance	Mean	S.D.	Job performance level
Task performance			
1. Consistently meet the quality standards set for job tasks	3.57	0.824	High
2. Successfully complete assigned tasks within the specified timeframes.	3.02	0.955	Middle
3. Job performance aligns with the organization's expectations for role.	2.50	0.816	Low
4. Able to effectively handle the tasks and responsibilities assigned.	1.86	0.794	Low
5. The outcomes of work positively contribute to the organization's objectives	2.51	0.498	Low
Total	2.48	0.796	Low
Relational performance			
1. Able to collaborate effectively with colleagues to achieve common goals.	4.76	0.445	Highest
2. Communication within team is open, respectful, and contributes to a positive atmosphere.	2.49	0.639	Low

Table 4.2 Job performance level of officers in China Southern Airlines (cont.)

Job performance	Mean	S.D.	Job performance level
3. Feel supported by colleagues when working on projects or tasks.	1.94	0.611	Low
4. Conflict resolution within team is managed constructively and leads to positive outcomes.	3.46	0.648	High
5. The relationships among team members contribute positively to our work environment.	3.25	0.57	Middle
Total	3.04	0.854	Middle

As shown in Table 4.2, the job performance level of officers in China Southern Airlines generally exhibits high task performance in terms of meeting quality standards and completing assigned tasks on time. However, their job performance alignment with organizational expectations and effective handling of tasks is rated low. In terms of relational performance, collaboration and conflict resolution are strong, but communication and feeling supported by colleagues are rated low. The overall relational performance falls in the middle range.

Quantitative correlation test

1. Common method bias test

When collecting questionnaire data, the procedure control method was used to standardize the collection steps, so as to avoid common method bias to a certain extent. The Hausman single factor test was used in the evaluation method, and SPSS17.0 was used for principal component analysis of all the items of the variables of work flexibility, job satisfaction and job performance. According to the explained total variance results, the explained rate of the cumulative variance was 65.683%. At the same time, it is found that the variance explained by the first factor accounts for 23.997%, as showed in table 4.3, which does not exceed the standard of 40% stipulated in the study. Therefore, this paper believes that the method bias does not have an impact on this study, and the following research can be carried out.

Table 4.3 Results of Common Method Bias Test

	Initial eigenvalue			Extract the sum of squared loads		
	Total	Percent of variance	Accumulate%	Total	Percent of variance	Accumulate%
Task performance	10.53	23.997	23.997	10.53	23.997	23.997
Relational performance	8.12	18.505	42.502	8.12	18.505	42.502
Hours worked	4.02	9.161	51.663	4.02	9.161	51.663
Continuity of work	3.14	6.478	58.141	3.14	6.478	58.141
Work continuity	2.03	4.326	62.467	2.03	4.326	62.467
Intrinsic job satisfaction	1.18	3.216	65.683	1.18	3.216	65.683
External Job satisfaction	0.82	2.235	67.491	0.82	2.235	67.491
Place of work	0.68	1.853	69.344	0.68	1.853	69.344

2. Reliability analysis of the scale

This paper mainly uses software to test the reliability of relevant variables in this paper. Cronbach's α coefficient of all measurement items is greater than 0.7, which shows that the reliability of these variables is relatively good.

Table 4.4 Results of Cronbach's α coefficient

Variables	Cronbach's α
Hours worked	0.835
Place of work	0.836
Work continuity	0.906
Continuity of work	0.849
Intrinsic job satisfaction	0.854
External job satisfaction	0.842

3. Correlation matrix

Of this study are dependent and independent variables, mediation variables and continuous variables, and thus used by statisticians K.Pearson created product-moment correlation method (product - moment correlation). The product-

moment correlation ranged from -1 to +1, with positive coefficient values indicating positive correlation and negative coefficient values indicating negative correlation. The absolute value of the coefficient indicates the strength of correlation. The larger the absolute value of the coefficient is, the stronger the correlation is, and the weaker the correlation is.

Table 4.5 Results of Correlation Matrix

	Hours worked	Place of work	Work continuity	Continuity of work	Intrinsic job satisfaction	Extrinsic job satisfaction	Task performance	Relational performance
Hours worked	1	0.126**	0.063*	0.038**	0.073*	0.082*	0.241**	0.269**
Place of work	0.126**	1	0.138*	0.449**	-0.096	0.021	0.354*	0.285*
Work continuity	0.063*	0.138*	1	0.092*	0.68	0.41*	0.376*	-0.365**
Continuity of work	0.038**	0.449**	0.092*	1	0.069*	0.056*	0.274*	-0.297*
Intrinsic job satisfaction	0.073*	-0.096*	0.68	0.069*	1	0.13	0.412**	0.279*
Extrinsic job satisfaction	0.082*	0.021	0.41*	0.056*	0.13	1	0.381*	0.263**
Task performance	0.241**	0.354*	0.376*	0.274*	0.412**	0.381*	1	0.316*
Relational performance	0.269**	0.285*	-0.365**	-0.297*	0.279*	0.263**	0.316*	1

Work Flexibility impact on job performance

1. Regression analysis of work flexibility and task performance

In this study, the independent variable was work flexibility, and the dependent variable was task performance. The results are shown in Table 4.6 below. It can be seen from the results that the F-value of the model is 10.123, P is significant at the level of 0.1%, and the R-squared value is 0.169, indicating that the explanatory power of the model is 16.9%, and the model is established. The regression coefficient of working time on task performance is 0.089, which is significant at the level of 5%; the regression coefficient of working place on task performance is -0.057, which is not significant; the regression coefficient of work continuity on task performance is 0.07, which is significant at the level of 5%. The results show that work flexibility has a significant positive effect on task performance.

Table 4.6 Analysis results of the impact of work flexibility on task performance

Variables	Dependent variable: Task performance		
	Coefficient	t-value	Variance
Working hours	0.089 **	1.931	0.054
Place of work	0.057	0.417	0.677
Continuity of work	0.070 **	0.477	0.634
R2	0.169		
F	10.123 ***		

2. Impact of work flexibility on relationship performance

Variables in this study for the work flexibility, the dependent variable for the relationship performance. The results are shown in Table 4.7 below. It can be seen from the results that the F-value of the model is 10.581, P is significant at the level of 1%, and the R-squared value is 0.176, indicating that the explanatory power of the model is 17.6%, and the model is established. The regression coefficient of working time on relationship performance is 0.089, which is significant at the level of 5%; the regression coefficient of working place on relationship performance is -0.091, which is significant at the level of 5%; the regression coefficient of work continuity on relationship performance is -0.047, which is significant at the level of 5%. Flexibility has significant positive effect on relationship performance, but due to work location change for relational performance is significant negative effects, therefore work place when considering the relationship between performance is a factor that not allow to ignore.

Table 4.7 Analysis of the impact of work flexibility on relationship performance

Variables	Dependent variable: Relationship performance		
	Coefficient	t-value	Variance
Hours worked	0.084**	1.838	0.038
Working place	-0.091 **	1.149	0.677
Continuity of work	-0.047 *	0.808	0.634
R2	0.176		
F	10.581 ***		

Regression analysis on hypothesis of mediating role of job satisfaction

1. job satisfaction in mediating role between the elasticity and work dedication regression analysis

To study the mediating effect of job satisfaction, the process is as follows: in the first step, work flexibility and intrinsic job satisfaction are independent variables, task performance and relationship performance are dependent variables, and the first set of results is obtained; In the second step, work flexibility and extrinsic job satisfaction were used as independent variables, and task performance and relationship performance were used as dependent variables to obtain the second set of results.

The independent variables in this study were work flexibility and intrinsic job satisfaction, and the dependent variable was job performance. The results are shown in Tables 4.8 below. It can be seen from the results that the F-value of the model is 10.259, P is significant at the level of 1%, and the R-squared value is 0.136, indicating that the explanatory power of the model is 13.6%, and the model is established. After join the intrinsic job satisfaction, working hours on relationship performance of regression coefficient is 0.229, the 5% significance level, work on relationship performance of regression coefficient is 0.106, the result compared with no intrinsic job satisfaction, presents the result of the significant at the 10% level, Continuity of relationship between performance of regression coefficient is 0.047, the 10% significance level, this with the condition that there is no intrinsic job satisfaction is also different. From these results, it can be seen that work flexibility has a significantly positive effect on relationship performance, but because of the addition of intrinsic job satisfaction, workplace change has a significantly negative effect on task performance, so workplace should not be ignored when considering relationship performance. At the same time, after adding intrinsic job satisfaction, the impact of work flexibility on relationship performance also began to show more significant results, but its influence did not change much, so it can be seen that intrinsic job satisfaction does have a relatively obvious mediating effect.

Table 4.8 Effect of work flexibility on job performance after adding intrinsic job satisfaction

Variables	Dependent variable: job performance			Dependent variable: Intrinsic job satisfaction		
	Coefficient	t-value	Variance	Coefficient	t-value	Variance
Hours worked	0.229 **	3.239	0.001	0.265 ***	3.314	0.002
Place of work	0.106 *	2.187	0.029	0.142 **	3.217	0.001
Work continuity	0.034 *	0.849	0.396	0.021 **	0.553	0.581
Intrinsic job satisfaction	0.284 ***	4.414	0.003	0.274 **	3.569	0.425
R2	0.136					
F	10.259 **					

2. extrinsic job satisfaction intermediary role of job performance

The independent variables in this study were work flexibility and extrinsic job satisfaction, and the dependent variable was relationship performance. The results are shown in Tables 4.9 below. It can be seen from the results that the F-value of the model is 10.264, P is significant at the level of 1%, and the R-squared value is 0.185, indicating that the explanatory power of the model is 18.5%, and the model is established. After adding intrinsic job satisfaction, the regression coefficient of working time on relational performance is 0.238, which is significant at the level of 5%, and the regression coefficient of working place on relational performance is -0.125. Compared with the absence of extrinsic job satisfaction, the regression coefficient of work continuity on relational performance is 0.064. On the level of 10%, significantly. It can be seen from these results that work flexibility has a significantly positive effect on job performance, but since the change of job location has a significantly negative effect on task performance after adding intrinsic job satisfaction, job location should not be ignored when considering relational performance. At the same time, with the addition of extrinsic job satisfaction, the impact of work flexibility on relational performance also began to show more significant results, but its influence did not change much, so it can be seen that extrinsic job satisfaction also has a relatively obvious mediating effect.

Table 4.9 The impact of work flexibility on job performance after adding extrinsic job satisfaction

Variables	Dependent variable: job performance			Dependent variable: Extrinsic job satisfaction		
	Coefficient	t-value	Variance	Coefficient	t-value	Variance
Hours worked	0.238 **	1.249	0.011	0.284 ***	4.264	0.034
Place of work	-0.125 *	2.277	0.022	0.156 **	3.437	0.084
Continuity of work	0.064 *	1.549	0.065	0.032 **	0.478	0.091
External job satisfaction	0.269 ***	3.267	0.016	0.211 **	3.156	0.225
R2	0.185					
F	10.264 ***					

Interview results

From the interview, the results are shown in three aspects:

First of all, some aviation security officers are not satisfied with their current work situation. In particular, they think that their workload is too large, and they often need to work overtime, and they rarely have rest time. At the same time, some aviation security officers are not satisfied with the monotonous work they are engaged in. They are involved in too mechanical activities every day, so they are often frustrated that their abilities are not being used effectively.

Secondly, some aviation security officers are not satisfied with the current salary. On the one hand, most aviation security officers are not satisfied with the current salary level. On the other hand, part of the aviation security officer found the benefits between different department employees there are unfair. Think there are a few security officer shall work in the company is engaged in the security officer of the lack of a broader development prospects, many older employees work for many years, is still in a basic jobs, even have some ability, but still can't get good promotion, a lot of work for a few years of aviation security officer wants to move to achieve the goal of promotion and wage increases.

However, some aviation security officers think that the relationship between colleagues is not ideal. Some employees communicate and get along with their colleagues in a cold way, and are distant from their superiors. This kind of relationship

makes them depressed for a long time, so it is difficult to achieve happiness and relaxation in the company's work.

The specific interview results as shown in table 4.10:

Table 4.10 Interview results

Objectives of the Study	Questions
1. Study the job performance level of officers in China Southern Airlines	<p>1. Can you describe your main job responsibilities and tasks at China Southern Airlines?</p> <p>According to the interviewee, his main responsibility is to supervise the safety supervision affairs in flight, including the inspection of aircraft safety performance, the assessment of passenger safety, etc., and also to evaluate and supervise the possibility of safety problems in flight;</p> <p>2. How do you evaluate the quality of your work and your ability to meet the expectations of your role?</p> <p>According to the interviewer, the quality of work is the rate at which problems are identified and dealt with in a timely manner during incidents of safety performance, while personal ability is the ability to detect and deal with them in a timely manner.</p> <p>3. Can you illustrate in your current job on major achievements or contributions, as index of job performance?</p> <p>At present, your greatest achievement in this position is the timely detection of contraband items from passengers' luggage and the timely disposal of them to avoid potential safety incidents. However, this case is a special incident, which is still insufficient as a work indicator.</p>
2. Analysis the effect of work flexibility on job performance of officers in China Southern Airlines.	<p>1. As an officer, how much flexibility do you have in deciding when and where to work?</p> <p>According to the interviewees, as an aviation security officer, he does not have much flexibility in deciding when and where to work. This is within the scope of company regulations, and employees do not have the autonomy to make adjustments.</p> <p>2. In your opinion, does the flexibility of working hours or location affect your ability to perform your tasks effectively?</p> <p>Can you share a specific example of a time when work flexibility had a positive or negative impact on your job performance?</p>

Table 4.10 Interview results (cont.)

Objectives of the Study	Questions
	<p>The interviewees said that whether the flexibility of working time or place is enough has an impact on the completion of their tasks, because as an aviation security officer, his mood, energy and physical strength are all important work factors, and sometimes it is inevitable that family or personal affairs will affect these factors, so if he has enough flexibility, It will have a great positive effect on the work of the security officer.</p> <p>3. What factors do you think affect work flexibility and your overall job performance?</p> <p>Respondents said that being able to choose when and where you work, as well as being able to tailor your hours to suit your situation, affect overall performance.</p>
<p>3. 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.</p>	<p>1. Are you satisfied with your current job role and working environment at China Southern Airlines?</p> <p>Respondents said that they generally satisfied with their role and working environment in the company, while a small number of unsatisfied respondents expressed dissatisfaction due to their salary and job development</p> <p>2. Do you believe that your job satisfaction has an impact on your job responsibilities? Can you provide examples?</p> <p>Respondents said that being satisfied with their current job makes them better able to stay enthusiastic and complete their work, while when they are dissatisfied with their current job, it is difficult to approach their work in a normal state of mind and may even be peremptuous.</p> <p>3. From your point of view, do you think job satisfaction plays a mediating role between work flexibility and job performance? If so, how do you see this mediating effect occurring in your experience?</p> <p>Respondents said that whether there is enough work flexibility has a relatively direct impact on the safety officers' better job satisfaction and thus better job completion and better job performance. Because if the safety officers can have better work flexibility, such as better ability to independently choose working hours and working places, As a result, security officers can maintain relatively high job satisfaction and perform their job duties better.</p>

The job performance of officers at China Southern Airlines, as revealed through interviews, primarily involves supervising flight safety affairs, which includes aircraft safety inspections and passenger safety assessments. They also assess and supervise the possibility of safety problems during flights. Regarding quality and ability, it is evident that work quality is defined as the rate at which safety issues are identified and promptly addressed. Personal ability is related to the capability to detect and address safety issues in a timely manner. Furthermore, officers' major achievement includes the timely detection and disposal of contraband items from passengers' luggage to prevent potential safety incidents. However, this is considered a special incident and is not sufficient as a performance indicator.

In the context of the effect of work flexibility on the job performance of officers in China Southern Airlines, interviews have revealed that officers, particularly aviation security officers, have limited flexibility in deciding when and where to work due to company regulations. Flexibility in working hours and location does affect their ability to perform tasks effectively. Personal factors such as mood, energy, and physical well-being can be influenced by family or personal affairs, making flexibility crucial. Furthermore, it has been found that the ability to choose work hours and locations directly affects overall job performance.

For the influence of job satisfaction as a mediating factor on the relationship between work flexibility and job performance of officers at China Southern Airlines, interviews with respondents generally revealed satisfaction with their roles and working environment, with some exceptions related to salary and career development. Job satisfaction positively affects job responsibilities by fostering enthusiasm and commitment to work, while dissatisfaction can lead to a negative attitude and may affect job performance. Moreover, it is crucial to note that work flexibility has a direct impact on improving job satisfaction for security officers. Enhanced flexibility, such as the ability to choose working hours and locations, leads to higher job satisfaction, subsequently contributing to better job performance.

In summary, the study found that work flexibility significantly influences job satisfaction, which, in turn, has a positive effect on job performance. However, achieving flexibility in work hours and locations was challenging for aviation security officers, potentially impacting their performance.

Problems caused by the current work situation of aviation officers in China Southern Company

No matter what kind of enterprise, its long-term development must depend on its employees. Therefore, the management of the company must not ignore the interests of employees. Only through the efforts of employees can the enterprise achieve better development. But if you want to get rapid and good development, it must be based on employee are positive, but also to work for the development of the company. But for now, China southern airlines, aviation security officer shall work enthusiasm is not high, before the investigation, we want to clear if the group staff work enthusiasm is not high which will bring to the company.

1. Poor working status

The working status of employees has a great impact on their work efficiency, which can affect the company's business development level to a large extent. For aviation security officers, if the job satisfaction is not high, it will certainly have a negative impact on their working status. Bad condition of China southern airlines work aviation security officer shall mainly reflects in: one is old and some senior employees think their own work and the existence of unequal wages, most of the old qualifications for the aviation security officer shall pay return there are not satisfied with the situation, it is lead to the lack of enthusiasm, one reason for the low satisfaction; Another reason is the coordination between the various departments on the existing problems, the causes for some need help there are mutual delegating problems of work done. Through the understanding, China Southern Airlines has many departments, and the communication and coordination of each department is not good, which is mainly reflected in the cabin department, Marketing Department and ground service department. For the delay of the flight ticket overbooked, and service quality problems caused by customer dissatisfaction situation occurs frequently, often is in the interests of the Marketing Department to the department and service security responsibility to the ground, and hold department pushes it to the security group, group or crew on board processing, mutual blame mistakes, making safety personnel is also difficult to uphold a good working attitude. In the long run, the relationship between departments and employees will become more and more fierce, which will lead to the decline of the working attitude of aviation security officers and their feelings of job satisfaction will also decrease.

2. Employee dimission rate increases

The trend of economic globalization is constantly strengthening, and the economic level is rising year by year. The high-level and high-quality development status makes enterprises put forward higher requirements when recruiting talents. Aviation enterprises not only require employees with high quality and ability, at the same time, due to their demand is bigger, in actual circumstances it is difficult to recruit talents to retain the talent. The double contradiction between the high cost of talent training and the large loss of talents makes the disadvantages of the development of airlines increasingly apparent.

At present, China Southern Airlines has a serious problem of staff loss and employee dimission, which is also prominent in the whole industry. Through understanding, it is found that the dimission rate of aviation security officers in the company has been in a rising state. Based on the background of increasing employee dimission rate, it will seriously affect the daily operation of the company and the mood of employees. Employees leaving the company will inevitably cultivate new employees, which will increase the cost of talent training, resulting in a vicious cycle. Also make some good experience and the ability also lost, aviation security officer shall this for the development of the company is a big loss, can lead to company lack of sustainable innovation ability and the coma. Although the company has paid enough attention to this, it has taken corresponding measures in time. However, the effect of the implementation failed to meet the expectations. If the problem of employee dimission rate is still not fully solved in the follow-up talent training and development process, it will not be conducive to the long-term development of the company.

3. Loss of employee morale

Employee morale not only reflects the enthusiasm of employees, but also reflects the overall working atmosphere and environment of the company. As for China Southern Airlines, it has been mentioned above that the current aviation safety officers of the company are not highly motivated and their working attitude is not good enough. These problems greatly reduce the morale of the employees in this position. In addition, the poor corporate environment and working atmosphere also reduce the morale of employees. It is mainly reflected in two aspects: first, the management of the company makes the aviation security officers have greater work pressure, so that the aviation security officers are subject to more restrictions in the work process. In the long run, the dissatisfaction of aviation security officers with the company will be extended to all aspects. At the same time, with the increasing dissatisfaction of the

old employees, the working status of the new employees will also have a negative impact. In the long run, the safety operation of China Southern Airlines will decline day by day, and the management status will be unsatisfactory. Second, the company's more serious working atmosphere, so that the aviation safety officer in a more depressed working environment. The lack of communication among employees makes the security personnel have a false sense. The lack of communication between managers and executives, among other things, contributes to the low morale of aviation security officers. The lack of enthusiasm and enthusiasm of employees is easy to cause low work rate and low job satisfaction, which seriously affects the development of the company.

4. Lack of effective salary management and incentive methods

In terms of compensation management system, China Southern Airlines mainly uses fixed compensation, supplemented by performance-based compensation system. It mainly includes four aspects of subsidies: basic salary, post salary, length of service and others. Merit pay will also affect pay file. The implementation measures of the company's salary management system do not clearly explain what non-economic rewards include, but only indicate that employees with excellent year-end assessment can give priority to their superiors to participate in the company's advanced training. This kind of reward belongs to the category of material, to some extent, aviation security officers will ignore the need for spiritual reward, resulting in too much reliance on material reward. As the above dependence will affect the demand of employees for spiritual rewards to a certain extent, most of the security officers in the airline are not very satisfied with the incentive reward system implemented by the company. They believe that the reward system is mostly material subsidies and the year-end bonus is too monotone, which cannot meet the actual needs of employees at the spiritual level.

5. Lack of career development planning

At present, the reason why the air safety officers of China Southern Airlines feel that the satisfaction of the company's work returns is poor is that the air safety officers do not feel that they have a good prospect for their future promotion and development. The main reason for the existence of such problems is that the company does not have a good and clear arrangement for the career development plan of aviation security officers. Airlines do not pay attention to the future development and promotion of aviation security officers, resulting in many aviation security officers believe that no matter how long they work in the company, no matter how much effort they put in, they will not have a good development prospect. In the long run,

the enthusiasm of aviation security officers for their work will continue to decline, which will have a negative impact on the overall job satisfaction, and then have a negative impact on the development of the company.

6. Complaints about the management level of the company

In the above survey, the correlation coefficient between the corporate management satisfaction of aviation safety officers of China Southern Airlines and their overall satisfaction is 0.711, ranking second in the overall satisfaction relationship. The level of management affects the daily operation and development of the company to a large extent. Once the level of management is not high, it will affect the actual work of aviation safety officers.

The main reasons for the low management level of China Southern Airlines are as follows: First, there are loopholes in the company's management system. In particular, there are serious deficiencies in the management of its staff team. Many of the company's leaders cling to power and do everything themselves, while others do things on a whim without a plan. Leaders in many things of inaction, disorderly behavior makes it difficult for aviation security officers to adapt to the working environment, lack of enthusiasm for work. As a result, job satisfaction will be reduced, resulting in more and more serious dissatisfaction among employees. In addition, some leaders believe that there is no need to make too harsh rules and regulations in the operation of the company. The staff within the team can be properly human and harmonious. But in fact, if this kind of malpractice exists for a long time and there is no effective supervision and restraint for employees, the long-term operation of the company will be seriously damaged. Only under appropriate constraints and supervision can the cohesion of the team be enhanced, the sense of responsibility of aviation security officers be improved, and fairness be guaranteed. Otherwise, it will lead to their lack of enthusiasm for work, which will lead to a serious decline in their job satisfaction. Second, the implementation of the company's management system and regulations is still insufficient. Although China Southern Airlines has a set of aviation safety officer management system, in order to give full play to its autonomy to a certain extent, the company will not implement some rules and regulations in the actual work, so that the air safety officer in the daily work part of the time in a state of unrestraint, over time, it will make them pick up the behavior habit of neglect. This will also have a negative impact on their job satisfaction.