Factors Affecting Work Motivation of Female Flight Attendants in Chinese Civil Aviation Industry: The Case of Airline A

Jing Zhao(✉)

Rajamangala University of Technology Krungthep, Bangkok, Thailand

Abstract. More and more women have appeared in professional fields such as civil aviation services, science and education, and culture. Women's occupations have become a force that cannot be ignored in promoting China's modernization development. Based on the background of female career development and female dominance in China's civil aviation industry, this paper discusses various constraints faced by female flight attendants of domestic airlines in improving work enthusiasm. The aim was to study the factors that influence the motivation of female flight attendants. This study used descriptive and inferential statistics to conduct questionnaire surveys and in-depth interviews with some female flight attendants on the Airline's domestic routes. Using qualitative and quantitative analysis methods, the obtained data were compared and analyzed, and it was concluded that the enthusiasm of female flight attendants was affected. The main factors are personal, occupational factors and corporate factors.

Keywords: Chinese civil aviation industry · Female Employees Work Motivation · Flight Attendants

1 Background

With rapid economic development and changing markets, more and more women are taking up essential jobs outside the home. According to the 2019 "Big Data" Report on Women in the Workplace and the 2020 Survey Report on the Status of Chinese Women in the Workplace, the number of women receiving higher education has generally increased, and they dare to find their value (Fig. 1). Enter the workplace to pursue high-paying jobs and independence (Fig. 2). However, due to traditional ideology, role conflicts, high social expectations for women, and other factors, women need to invest a lot of time and energy in their family roles. Moreover, moral requirements require them to undertake family, work, and life in limited time and energy. These stresses can lead to decreased productivity, lack of motivation, frequent absences and tardiness, and even resignation. This study mainly takes female flight attendants in the civil aviation industry as the research focuses on the factors affecting female work enthusiasm from individual, career, and enterprise. In this study, frequency descriptive statistical methods are mainly used for the Individual factor variables, and descriptive statistical methods
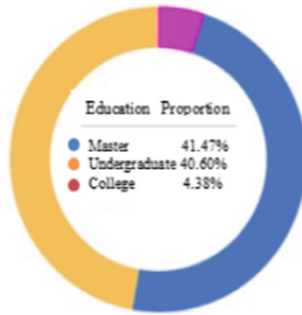
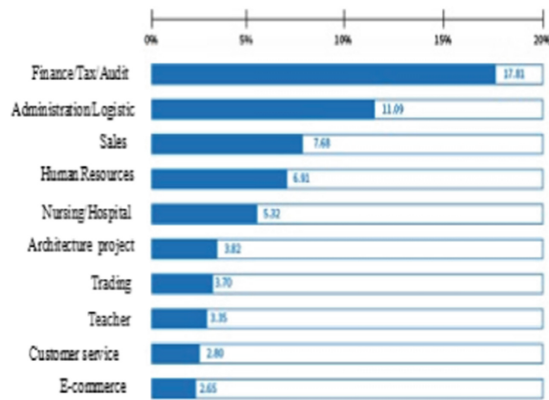**Fig. 1.** As of 2019, The proportion of females with an education.

Fig. 2. As of 2019, The portion of job-seeking jobs for females.

such as mean and standard deviation are mainly used for other variables, combined with inferential statistical methods such as ANOVA one-way analysis of variance and correlation analysis. This study can advocate for more enterprises to pay attention to the growth and development of female employees and provide a reference for enterprises (Fig. 3).

1.1 The Statement of the Research Problem

How to reduce employee turnover and maximize the motivation of female flight attendants? This is the main problem of this study. It is also an urgent problem to be solved to improve the stability and professional loyalty of aviation service talents in China.

1.2 Research Objectives and Significance of the Study

To explore the influence of occupational factors such as job burnout, work pressure, and psychological factors on female flight attendants' work enthusiasm on airlines' domestic routes.
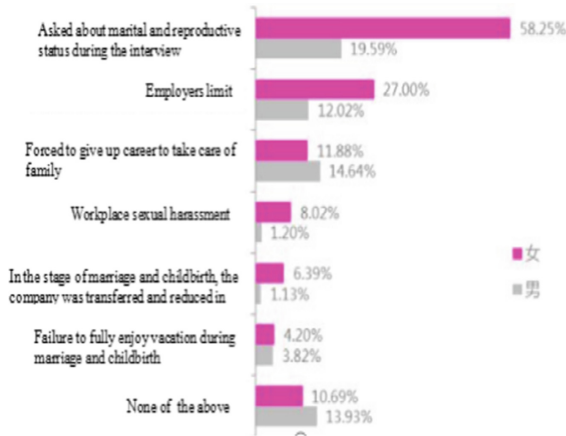
Fig. 3. The unfair treatment of females in the workplace.

To study the influence of organizational factors such as corporate culture and organizational system on improving the enthusiasm of female flight attendants on domestic routes of A airline.

By comparing the salaries, benefits, bonuses, and other factors of female flight attendants of different ages and working years, this paper studies the influence of personal factors such as income on the work enthusiasm of female flight attendants on domestic routes of A Airlines.

The research in this paper has good theoretical significance. As women's social roles and status change, so do their professional development needs. Therefore, in the new era, corporate management should pay attention to the personal career development dilemma and role conflicts of female employees. Therefore, research in this area is of great significance. At the same time, it is conducive to promoting research on the motivation of modern professional women. Therefore, it is more dynamic to provide a reference for enterprises to attract, motivate and retain female talents effectively. Furthermore, it provides a reference for enterprises to implement scientific career planning.

1.3 Research Scope

The study period is from February 2021 to December 2021. This research uses female flight attendants serving as domestic flight service members in Airline A as the research object. Data were collected through interviews and questionnaires. However, due to the impact of the new coronations, many policy requirements cannot be communicated face-to-face. Therefore, the author will conduct research through online videos and emails.

1.4 The Limitation of Research

Any severe scientific study will have imperfect limits, so include them in this research. Firstly, different inferences may be drawn due to cultural background or personal perceptions of a particular subject, affecting the rationale for the research. Secondly, the limitations of the research object due to the different working hours, ages, positions, levels, and incomes of female flight attendants, will impact the study's results. Moreover, this research mainly focused on some female flight attendants in the cabin service department who performed domestic routes in China and did not conduct a comprehensive study on all female flight attendants. Thirdly, the limitations of research methods and tools. Currently, interviews and questionnaires are mainly used to collect data. However, for the global COVID-19 pandemic, the researcher can only conduct online surveys through the Internet or ask some female flight attendants. Sending questionnaires and eventually collecting data online rather than face-to-face. Fourth, the Scope of the study is small. Since the study was conducted on Airline A, we do not think it can adequately represent the overall impact of female flight attendants on their work enthusiasm (Fig. 4).

1.5 The Research Propositions

Fig. 4. Conceptual framework (by the author).

1.6 Theoretical Background

Herzberg's model of motivation theory is known by many different names, including the two-factor theory, Herzberg's motivation-hygiene theory, and dueling structure theory. We will use these terms interchangeably throughout this article. According to Herzberg, there are two factors; the "motivation factor" and the "hygiene factor." Only motivators can generate job satisfaction. Both the task/job itself and the outcomes of the job, such as recognition rewards, responsibilities, promotions, and growth, have the potential to generate job satisfaction. The organization should have a "hygiene factor" to avoid job dissatisfaction. For example, power outages, poor relationships with superiors and co-workers, low wages, restrictive policies, and lack of job security can potentially disturb employees.

1.7 Literature Review

Wang Ran (2007, p.57–63) mainly pointed out in "Higher Education Research": the relationship between job satisfaction, salary level, job content challenges, and corporate welfare of new generation employees, more details: through the research relationship between job satisfaction and salary level, challenging job content and corporate benefits of the new generation of employees, we found that challenging work and decent performance-based pay are essential factors that affect the new generation of employees' job satisfaction.

Zhang Jian & Zhang Xi Chao (2010) mainly point out that from the perspective of clinical medicine, through a large number of questionnaires, we have found that physical health factors that lead to a significant turnover of new-generation flight attendants. The common symptoms of the flight attendants, such as hearing loss, sleep disorder, and varicose veins, are caused by the flight attendants' characteristics. Mental health is greatly affected by distributive justice and interpersonal justice, while physical health is mainly affected by interpersonal justice. This finding is of great significance to the research on the measures of Z airline to reduce the turnover of new-generation stewardesses.

Xiong Ying & Xiong Xiaoyu (2011, p.24–25) mainly pointed out in "Contemporary Tourism: Academic Edition": in-depth research and formulation of proper career planning and perfect flight attendant job stability system. Conduct in-depth investigations, summarize clear goals, and make recommendations for disposal.

Yang Hongjian (2013) mainly pointed out in "Southwestern University of Finance and Economics" that through the tracking and analysis of the daily work of M Airlines, he deeply explained the fundamental factors of flight crew loss. More details: the tracking and analysis of the daily work of M Airlines profoundly explain the fundamental factors of crew loss. By considering environmental factors, economic development and information expansion, the formation of the global market, and the subversion of employment awareness, career development is too monotonous. The level of compensation and benefits is not high, the work pressure is heavy, the personnel scheduling system must be improved, and the company's negligence leads to the departure of flight attendants. Given their high job expectations, imbalance of their abilities and job requirements, and bad psychological conditions, they lead to resignation.

2   Research Methods

This study mainly adopts the descriptive analysis method and conducts research with the questionnaire method.

2.1   Research Population and Sample

Airline A has more than 11,000 employees and 3,397 cabin crew, including more than 1,300 pilots and 2,052 cabin crew. This study focuses on female flight attendants who perform domestic missions in Airline A. According to statistics, about 700 female flight attendants are performing domestic flight missions in Airline A, with a random sample size of 247.5.

2.2   Data Collection

Survey on female employees on Working Motivation in Chinese Civil Aviation Companies, taking Airline A as an example. All the respondents were female employees at different levels of Airline A. Here are 4 parts in total. Part-1: Professional Factors, Part-2: Individual Factor; Part-3: Organizational Culture,Part-4: Working Motivation. In the questionnaire, this paper used the scale. The scale consists of items that measure the same characteristics or phenomena. Each item is equally important. Each project consists of another set of metrics. Each statement had five responses: "always," "rarely," "sometimes," "often," and "all the time."

In the report, the researchers prepared 248 questionnaires, distributed 248, and recovered 226, with a recovery rate of 91.4%. Eliminate two-thirds of the missing questions, check the same options or check invalid questionnaires with regular options, of which 215 are valid, with an effective rate95.2%. Excel and SPSS were used for data processing (Table 1).

2.3   The Reliabilities of the Questionnaires

After data calculation, the reliability coefficient values of the professional factor, organization factor, and working motivation are 0.879, 0.905, and 0.917. Although these are all greater than 0.8, the individual factor is 0.779, which is more significant than 0.7, indicating that the reliability of the research data is high and can be used for further analysis (Table 2).

2.4   The Validity Analysis of the Questionnaires

The validity of the questionnaires on occupational, personal, organizational, and work motivation factors were tested respectively, and the results were 0.873, 0.787, 0.891, 0.873 (Table 3). The KMO value Are greater than 0.8 or between0.7–0.8. The research data is suitable for extracting information (the validity is very good from the side reaction) (Table 4).

Table 1. Individual factors of respondents

		Frequency	Percentage	Effective Percentage	Cumulative Percentage
Age	20-25	108	50.2	50.2	50.2
	25-30	60	27.9	27.9	78.1
	30-35	24	11.2	11.2	89.3
	35-40	14	6.5	6.5	95.8
	At least 40	9	4.2	4.2	100.0
	Total	215	100.0	100.0	
Education Background	Less than Bachelor's Degree	58	27.0	27.0	27.0
	Bachelor Degree	104	48.4	48.4	75.3
	Master Degree	33	15.3	15.3	90.7
	Doctor Degree	20	9.3	9.3	100.0
	Total	215	100.0	100.0	
Salary	Less than 3000 Yuan	63	29.3	29.3	29.3
	3000-6000 yuan	80	37.2	37.2	66.5
	6000-8000 yuan	39	18.1	18.1	84.7
	At least 8000 yuan	33	15.3	15.3	100.0
	Total	215	100.0	100.0	
Job level	Junior staff (Flight attendants. Airport attendant…)	124	57.7	57.7	57.7
	Middle management (Chief, The captain, Director…)	53	24.7	24.7	82.3

(*continued*)

Table 1. (*continued*)

		Frequency	Percentage	Effective Percentage	Cumulative Percentage
	Senior manage-ment (General Manager)	38	17.7	17.7	100.0
	Total	215	100.0	100.0	
Working time	Less than 3 years	99	46.0	46.0	46.0
	3 years less but than 6 years	72	33.5	33.5	79.5
	6 years less but than 10 years	26	12.1	12.1	91.6
	More than 10 years	18	8.4	8.4	100.0
	Total	215	100.0	100.0	

Table 2. Professional factors affecting respondents

Professional Factor	MEAN	SD	RANKING
Working pressure	2.788	1.222	1
Job burnout	2.526	1.305	2
Professional Psychological	2.367	1.137	3
Overall	2.56	1.22	

Table 3. Organization factors that affect respondents

Organization Factor	MEAN	SD	RANKING
Organization environment	2.552	1.343	1
Organization culture	2.515	1.314	2
Overall	2.533	1.328	

Table 4. Working motivation of respondents

Working Motivation	MEAN	SD	RANKING
Personal value	2.850	1.269	2
Achievement	3.07	1.286	1
Overall	2.96	1.277	

Table 5. Questionnaire reliabilities analysis

Ranking	Factor	Cronbach's Alpha Coefficient
1	Working motivation	**0.917**
2	Organization Factors	**0.905**
3	Professional factors	**0.879**
4	Individual factors	**0.779**

Table 6. Individual factors validity analysis

Individual factors	Working motivation	F-value	P-value
Age	Personal value (A)	5.027	0.001
	Achievement (B)	2.253	0.067
Education Background	Personal value (A)	8.224	0.000
	Achievement (B)	5.068	0.011
Income	Personal value (A)	6.068	0.005
	Achievement (B)	4.032	0.009
Job level	Personal value (A)	6.170	0.003
	Achievement (B)	4.767	0.018
Working time	Personal value (A)	2.233	0.189
	Achievement (B)	2.609	0.155

2.5   The Research Statistics

In this study, frequency descriptive statistical methods are mainly used for the Individual factor variables, and descriptive statistical methods such as mean and standard deviation are mainly used for other variables, combined with inferential statistical methods such as ANOVA one-way analysis of variance and correlation analysis (Table 5).

Table 7. Factors validity analysis

Ranking	Factor	KMO
1	Working motivation	**0.891**
2	Organization Factors	**0.873**
3	Professional factors	**0.873**
4	Individual factors	**0.787**

3   Results and Discussions

3.1   The Inferential Statistics

Analysis of variance (Analysis of Variance, ANOVA for short), also known as "analysis of variance" or "F test", was invented by R.A. Fisher and is used to test the significance of the difference between the means of two or more samples (Table 6). Due to the influence of various factors, the data obtained by the study fluctuates (Table 7). The causes of fluctuations can be divided into two categories: uncontrollable random factors and controllable factors imposed in the study that influence the results. In this questionnaire, the samples are all female, and age, income, education level, and working years are faced with more than three groups of people. Therefore, one-way ANOVA was used to test whether there were differences in work motivation factors.

  1. Establish test hypotheses.
  H0: Multiple sample population means are equal;
  H1: Multiple sample population means are not equal or congruent.
  The inspection level is 0.05.
  H0(A): $\mu1 = \mu2$ H0(B): $\mu1 = \mu2$.
  H1(A): $\mu i \neq \mu j$ at last one Pair.
  H1(B): $\mu i \neq \mu j$ at last one Pair.

  Table 8 shows work motivation's mean and standard deviation for different age groups. In the multiple comparison analysis, the 20–25-year-old group and the 25–30-year-old group were the same as the 35–40-year-old group. The differences were all less than the critical value of 0.05, indicating that the three groups differed significantly.

Table 8. Comparison of individual factors

		Frequency	Effective Percentage	Cumulative Percentage
Age	20–25	108	50.2	50.2
	25–30	60	27.9	78.1
	30–35	24	11.2	89.3
	35–40	14	6.5	95.8
	At least 40	9	4.2	100.0
	Total	215	100.0	
Education Background	Less than Bachelor's Degree	58	27.0	27.0
	Bachelor Degree	104	48.4	75.3
	Master Degree	33	15.3	90.7
	Doctor Degree	20	9.3	100.0
	Total	215	100.0	
Salary	Less than 3000 Yuan	63	29.3	29.3
	3000–6000 yuan	80	37.2	66.5
	6000–8000 yuan	39	18.1	84.7
	At least 8000 yuan	33	15.3	100.0
	Total	215	100.0	
Job Level	Junior staff (Flight attendants. Airport attendants…)	124	57.7	57.7
	Middle management (Chief, The captain, Director…)	53	24.7	82.3
	Senior management (General Manager)	38	17.7	100.0
	Total	215	100.0	
Working Time	Less than 3 years	99	46.0	46.0
	3 years less but than 6 years	72	33.5	79.5

(*continued*)

Table 8. (*continued*)

		Frequency	Effective Percentage	Cumulative Percentage
	6 years less but than 10 years	26	12.1	91.6
	More than 10 years	18	8.4	100.0
	Total	215	100.0	

Table 9. Age comparison of respondents

Dependent Variable	Age		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Personal ad value	20–25	25–30	0.072	0.197	0.314	-0.316	0.461
		30–35	-0.319	0.276	0.492	-0.864	0.225
		35–40	-1.111*	0.348	0.004	-1.797	-0.426
		At least 40	-0.944*	0.425	0.041	-1.782	-0.107
	25–30	20–25	-0.072	0.197	0.314	-0.461	0.316
		30–35	-0.392	0.296	0.305	-0.974	0.191
		35–40	-1.183*	0.363	0.005	-1.900	-0.467
		At least 40	-1.017	0.438	0.062	-1.879	-0.154
	30–35	20–25	0.319	0.276	0.492	-0.225	0.864
		25–30	0.392	0.296	0.305	-0.191	0.974
		35–40	-0.792	0.412	0.163	-1.603	0.020
		At least 40	-0.625	0.478	0.246	-1.568	0.318
	35–40	20–25	1.111*	0.348	0.004	0.426	1.797
		25–30	1.183*	0.363	0.005	0.467	1.900
		30–35	0.792	0.412	0.163	-0.020	1.603
		At least 40	0.167	0.523	0.677	-0.864	1.198

Table 9. (*continued*)

Dependent Variable	Age		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	At least 40	20–25	0.944 *	0.425	0.041	0.107	1.782
		25–30	1.017	0.438	0.062	0.154	1.879
		30–35	0.625	0.478	0.246	-0.318	1.568
		35–40	0.071	0.513	0.889	-0.94	1.08

*The mean difference is significant at the 0.05 level.

Table 10. The multiple comparisons of the education background Factor LSD

Dependent Variable	Education Background		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Personal value	Less than Bachelor's Degree	Bachelor Degree	-0.048	0.198	0.252	-0.651	0.131
		Master Degree		0.264	0.001	-1.447	-0.407
		Doctor Degree		0.314	0.001	-1.741	-0.505
	Bachelor Degree	Less than Bachelor's Degree	0.048	0.198	0.252	-0.131	0.651
		Master Degree	-0.233	0.242	0.119	-1.143	-0.190
		Doctor Degree		0.295	0.008	-1.445	-0.281
	Master Degree	Less than Bachelor's Degree		0.264	0.001	0.407	1.447
		Bachelor Degree	0.233	0.242	0.119	0.190	1.143
		Doctor Degree	-0.196	0.343	0.613	-0.872	0.480

(*continued*)

Table 10. (*continued*)

Dependent Variable	Education Background		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	Doctor Degree	Less than Bachelor's Degree		0.314	0.001	0.505	1.741
		Bachelor Degree		0.295	0.008	0.281	1.445
		Master Degree	0.196	0.343	0.613	-0.480	0.872
Achievement	Less than Bachelor's Degree	Bachelor Degree	-0.114	0.205	0.521	-0.52	0.29
		Master Degree	-0.437*	0.273	0.041	-1.25	-0.18
		Doctor Degree		0.324	0.016	-1.57	-0.29
	Bachelor Degree	Less than Bachelor's Degree	0.114	0.205	0.521	-0.29	0.52
		Master Degree		0.250	0.021	-1.09	-0.11
		Doctor Degree		0.306	0.009	-1.42	-0.21
	Master Degree	Less than Bachelor's Degree	0.437*	0.273	0.041	0.18	1.25
		Bachelor Degree		0.250	0.021	0.11	1.09
		Doctor Degree	-0.215	0.355	0.549	-0.91	0.48

*The mean difference is significant at the 0.05 level.

3.2 Correlation Analysis

Correlation analysis refers to the analysis of two or more variable elements with correlation to measure the degree of correlation between two variable factors (Table 11). There needs to be a special relationship or probability between the correlation elements before the correlation analysis can be carried out. Correlation does not equal causation, nor is it simple individualization. The Scope and fields covered by correlation cover almost everything we have seen, and the definition of correlation in different disciplines is also very different (Table 12).

Table 11. The multiple comparisons of the income factor LSD

Dependent Variable	Income		Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Personal value	Less than 3000 Yuan	3000–6000	0.189	0.207	0.258	-0.08	0.73
		6000–8000	-0.125	0.250	0.328	-0.62	0.37
		At least 8000		0.264	0.009	-1.21	-0.17
	3000–6000	Less than 3000	-0.189	0.207	0.258	-0.73	0.08
		6000–8000	-0.365	0.240	0.094	-0.92	0.02
		At least 8000		0.254	0.001	-1.52	-0.52
	6000–8000	Less than 3000	0.125	0.250	0.328	-0.37	0.62
		3000–6000	0.365	0.240	0.094	-0.02	0.92
		At least 8000	-0.401	0.290	0.117	-1.14	0.00
	At least 8000	Less than 3000		0.264	0.009	0.17	1.21
		3000–6000		0.254	0.001	0.52	1.52
		6000–8000	0.401	0.290	0.117	0.00	1.14
Achievement	Less than 3000	3000–6000	0.068	0.212	0.573	-0.35	0.49
		6000–8000	-0.200	0.257	0.314	-0.82	0.19
		At least 8000		0.271	0.008	-1.28	-0.22
	3000–6000	Less than 3000	-0.068	0.212	0.573	-0.49	0.35
		6000–8000	-0.381	0.246	0.163	-0.87	0.10
		At least 8000		0.261	0.002	-1.33	-0.30
	6000–8000	Less than 3000	0.200	0.257	0.314	-0.19	0.82
		3000–6000	0.381	0.246	0.163	-0.10	0.87
		At least 8000	-0.334	0.298	0.184	-1.02	0.15

*The mean difference is significant at the 0.05 level.

Table 12. The correlation analysis of the professional factors

		Job Burnout	**Working Pressure**	**Professional psychological quality**
Job Burnout	Pearson correlation	**1**		
	Sig.			
	Number of cases	**215**		
Working Pressure	Pearson correlation	**0.58175****	**1**	
	Sig.	**0.000**		
	Number of cases	**215**	**215**	
Professional psychological quality	Pearson correlation	**0.53125****	**0.5465****	**1**
	Sig.	**0.000**	**0.000**	
	Number of cases	**215**	**215**	**215**

**The correlation is significant at the 0.01 level (two-tailed).

Table 13. The correlation analysis of the organization factors

		Organization Environment	**Organization Culture**
Organization Environment	Pearson correlation	**1**	
	Sig.		
	Number of cases	**215**	
Organization Culture	Pearson correlation	**0.678****	**1**
	Sig.	**0.000**	
	Number of cases	**215**	**215**

It can be seen from Table 8 that there is a significant positive correlation between female flight attendants' work motivation, work pressure, and professional psychological factors. The correlations are 0.58175, 0.53125, 0.5465 (Table 12).

It can be seen from Table 9 that there is a significant positive correlation between female flight attendants' work motivation, Organization Culture, and Organization Environment factors. The correlations are 0.678 (Table 13).

Table 14. The correlation analysis of the motivation factors

		Personal value	Personal value
Personal value	Pearson correlation	1	
	Sig.		
	Number of cases	215	
Achievement	Pearson correlation	0.608**	1
	Sig.	0.000	
	Number of cases	215	215

Table 15. Correlation analysis of professional.factors and work motivation.

	Personal value	Achievement
Job Burnout	0.224*	0.208
Working Pressure	0.171	0.115
Professional psychological quality	0.237*	0.128**

*p < 0.05 ** p < 0.01

Table 16. Correlation analysis of organization factors and work motivation

	Personal value	Achievement
Organization environment	0.219*	0.15
Organization culture	0.274*	0.231*

*p < 0.05 ** p < 0.01

It can be seen from Table 10 that there is a significant positive correlation between female flight attendants' work motivation, Personal value, and Achievement factors. The correlation is 0.608 (Table 14).

It can be seen from the above table that among Professional factors, job burnout and Professional psychological quality are significantly correlated with female flight attendants' value. The correlations are 0.224, 0.237. However, female flight attendants' achievement is only correlated to Professional psychological quality. The correlation is 0.128 (Table 15).

It can be seen from the above table that among Professional factors, organization environment and organization culture are significantly correlated with female flight attendants' value. The correlations are 0.219, 0.274. However, female flight attendants' achievements are only correlated by organizational culture. The correlation is 0.231 (Table 16).

3.3 Discussions

3.3.1 Individual Factors

The research shows that in terms of personal factors, as far as education is concerned, most of them are bachelor's degrees, and the higher the degree, the less emphasis on work enthusiasm. On the career front, junior employees are more concerned with work motivation. From the perspective of income division, those with a monthly income of 3,000–6,000 yuan are more willing to participate in the survey and pay more attention to work enthusiasm. This is like the study of Yang Hongjian (2013) because salary problems lead to the turnover of airline employees.

3.3.2 Organization Factors

The research shows that in terms of organizational factors, as far as the enterprise environment is concerned, most respondents think that the organizational system is not perfect, the system is not fair, and the daily management is not perfect. If these rules are not strictly followed in the process, it will decrease motivation to work. Secondly, in terms of corporate culture, the work of female flight attendants greatly needs the encouragement and support of organizations and leaders. Wang Ran (2007) studied the relationship between the job satisfaction of the new generation of employees and the salary level, challenging work content, and corporate welfare. We found that challenging work and decent performance pay are important factors affecting the job satisfaction of the new generation of employees. Therefore, the organizational system significantly impacts employees, especially the pay and performance system.

3.3.3 Professional Factors

Through the research, it can be concluded that among occupational factors, job burnout has a universal impact on the enthusiasm of female flight attendants. However, a more significant influence on work enthusiasm is work stress. In the face of pressure, the interviewees could not adjust their mentality in time and felt physically tired every time after work. Regarding occupational and psychological factors, most interviewees will find it difficult to control their emotions due to work problems, resulting in psychological problems and affecting the stability of work enthusiasm. This finding is of great significance for the study of Z Airlines' measures to reduce the turnover rate of the new generation of stewardesses.

4 Conclusions and Recommendations

4.1 Conclusions Based on Individual Factors

Research shows that in terms of personal factors, in terms of education, most of them have a bachelor's degree, and the higher the degree, the lower the emphasis on work enthusiasm. In terms of careers, junior employees are more concerned about work motivation. Regarding income division, people with a monthly income between 3,000–6,000 yuan are more likely to participate in this survey and pay attention to work enthusiasm.

4.2 Conclusions Based on Professional Factors

It can be concluded from the research that among occupational factors, job burnout has a general impact on the enthusiasm of female flight attendants, mainly because most of the respondents have worked for ≤ 3 years and these people can know their role in work. Role and see their work as valuable. However, the factors that have a more significant impact on work enthusiasm are work pressure. The respondents could not adjust their minds when faced with work pressure and felt physically exhausted every time they got off work. Regarding occupational and psychological factors, most of the respondents will find it difficult to control their emotions because of work problems, causing psychological problems, which will affect the stability of work enthusiasm.

4.3 Conclusions Based on Organization Factors

The research shows that among organizational factors, in terms of a corporate environment, most respondents believe that the organizational system is imperfect, the system is unfair, and the daily management execution is imperfect. If the rules are not strictly followed in the process, these can decrease work motivation. Secondly, in terms of corporate culture, the work of female flight attendants must be encouraged and supported by organizations and leaders to a large extent.

5 Recommendation for Improving the Work Motivation

5.1 Inclusion of Non-monetary Compensation into the Compensation System

Employee work allowances and wages include fixed and variable wages. In order to maximize the motivation of employees through wages, companies need to divide employees' work subsidies into variable wages, which are linked to employees' work performance and are assessed based on actual assessment results.

Airline A's redesigned compensation system focuses on four areas: fixed compensation; variable compensation; wage subsidy; and continuing to work.

5.2 Corporate Culture Incentives

Corporate culture plays a guiding role in corporate development. Giving people respect is much better than giving people money as an incentive. Respect is one of the most humane and effective incentives. Airline A wants to stress that managers at all levels should increase their emotional engagement with flight attendants. Whether work or life, they should spend more time caring for and helping flight attendants. The distance from the company makes them more willing to pay for the company and establish and create a good working environment.

5.3 Optimizing the Content and Indicators of the Performance System

To build a new performance appraisal system, we must follow scientific principles to ensure the smooth progress of the formulation process. Specifically:

Divide Performance: Categorize the work standards of flight attendants.

Performance appraisal: There must be a set of fair, scientific, and unified appraisal standards.

Performance feedback: A feedback mechanism should be established between the company and flight attendants to ensure timely performance delivery.

Comprehensive application: apply different assessment results to the enterprise's overall operation to provide essential help.

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