A Study on Job Anxiety, Turnover Intention and Job Satisfaction of Aviation Security Search Employees

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Abstract

Background/Objectives: The purpose of this study is to analyze the effect of job insecurity on job turnover and job satisfaction. Research model and research hypotheses were set up, and surveys were conducted for the personnel in charge of security work at the airport.

Methods/Statistical Analysis: In order to analyze the effect of job security anxiety on turnover intention and job satisfaction, this study was conducted to survey employees who are in charge of security search at airport. The study period was from November 6, 2017 to November 17, 2017 for about 2 weeks. In the questionnaire, the variables were divided into three categories: “First, job anxiety, Second, turnover intention, Third, job satisfaction”.

Findings: Prior to this study, previous studies have examined the employment insecurity, turnover intention and job satisfaction of aviation security search workers. Research hypotheses have examined the effects of employment
insecurity on job turnover and job satisfaction. Analysis results showed that employment insecurity affects turnover intention and turnover intention affects job satisfaction. However, employment anxiety did not directly affect job satisfaction, so it was explained that employment stability was not linked to job satisfaction. Therefore, it is analyzed that more attention should be paid to the turnover intention before the employment anxiety is resolved. In conclusion, in order to improve the job satisfaction of aviation security searchers, efforts should be made to reduce the factors shown in the turnover intention.

**Improvements/Applications:** In addition, there should be a lot of interest in pay increase opportunity, promotion possibility and employment stability, which are caused by employment insecurity.

**Key Words:** Aviation Security Search, Security Personnel, Job Insecurity, Turnover Intention, Job Satisfaction.

1 Introduction

Aircraft security personnel are checking the following security measures against aircraft accidents: In response to emergencies such as terrorism, Knowing the first-aid measures in case of an emergency, In-flight security check, Knowing Cockpit Access Security Guidelines, Knowing how to manage and use in-flight security equipment, Report on unidentified and suspicious items. In addition, the following points are observed for the security search of terror suspects. Passenger Body: Explosive Detectors, Carry-on Baggage: 100% unsealed, only allowed to board when all searches are completed. In order to strengthen intra-flight security before/during flight, identification of passengers in the cockpit, patrolling every 30 minutes during flight, periodic inspection of security areas such as restroom, perform pre-flight security search before and after the flight. The purpose of this study is to analyze the effect of job insecurity on job turnover and job satisfaction. For this purpose, we investigate the effect of job anxiety on turnover intention and turnover intention on job satisfaction. For this study, research model and research hypotheses were set up, and surveys were conducted for the personnel.
in charge of security work at the airport.

2 Precedent Research

We have searched for a precedent study about Employment Insecurity, Turnover Intention and Job Satisfaction.

2.1 Employment Insecurity

Park (2011) analyzed that job insecurity of airlines employees had a negative(-) effect on corporate performance and organizational friendliness of employees[1]. Kim, Choi, Park (2012) investigated that the employment anxiety of railway workers negatively affects organizational behavior and job performance[2]. Ryoo etc. 2 (2016) argue that job insecurity among youth soccer leaders has a significant effect on job stress[3]. Kang (2011) analyzed as follows. The factors of job anxiety were found to have a significant effect on the level of education, education and training, monthly average wage, unfair experience in workplace and job demands[4]. Jung (2001) analyzed that job anxiety had a negative(-) effect on trust and empowerment, and job anxiety had a positive(+) effect on organizational behavior[5]. Nam & Choi (2005) suggested that job insecurity increases as the probability of unemployment increases in Korea[6].

2.2 Turnover Intention

Bang & Oh (2005) analyzed that family organizational culture has a significant effect on organizational commitment, job satisfaction and turnover intention[7]. Suh & Suh (2002) investigated that the turnover intention of kindergarten teachers had the greatest effect on organizational commitment, burnout and job satisfaction. As a result, it suggested that the quality of early childhood education should be improved by lowering the turnover intention of kindergarten teachers, improving job stability[8]. Lee & Lee (2006) showed that the job stress of police officers had a significant negative(-) impact on job satisfaction and organizational commitment, and that had a positive(+) effect on turnover intention. Job Satisfaction and Organizational Commitment have significant
negative(-) effect on turnover intention. Therefore, efforts to improve job satisfaction and organizational commitment are needed to minimize police officers’ turnover intention[9]. Hwang & Yoon (2012) analyzed that emotional labor causes mental and physical exhaustion of airline crews and affects turnover intention[10]. Cho & Koo (2010) analyzed that the role conflict and role ambiguity of airline employees had a positive effect on turnover intention[11]. Ha & Kim (2010) analyzed that the role stress of hotel employees decreased job satisfaction and organizational commitment, and increased turnover intention[12]. Park etc. 2 (2015) found that organizational fairness had a significant negative(-) effect on turnover intention[13].

2.3 Job Satisfaction

Kang & Cho (2010) investigated that job satisfaction of social welfare workers is determined by factors such as organizational form, job type, and working environment. And job satisfaction is influenced by responsibility and authority, job environment, job clarity, professional development and organizational management[14]. Ko etc. 2 (2013) investigated the relationship between airline crew job satisfaction and job performance as follows. When employee use deep face, they will show low emotional exhaustion and then lead to higher job satisfaction; when employees use surface acting, they will show high emotional exhaustion and then lead to lower job satisfaction[15]. Lee etc. 2 (2012) showed that emotional exhaustion and lack of personal accomplishment of casino employees had a significant effect on job satisfaction, and job satisfaction had a positive effect on organizational commitment[16]. Shin etc. 2 (2015) is suggested that the effect of the superiority of the supervisor on job satisfaction as follows: Organizational silence leads job satisfaction negatively(-) and organizational silence had significant negative(-) influence on career commitment[17]. Cho & Koh (2010) insisted that job satisfaction of the airline crew has a negative(-) effect on job satisfaction, and job satisfaction has a positive(+) effect on organizational commitment. In order to prevent the departure of the crew, they proposed a solution to eliminate job related stress[18]. Kim (2013) analyzed that all factors of job satisfaction affect the turnover intention of the hotel enterprise[19].
3 Data Collection and Research Hypothesis

3.1 Data Collection
In order to analyze the effect of job security anxiety on turnover intention and job satisfaction, this study was conducted to survey employees who are in charge of security search at airport. The study period was from November 6, 2017 to November 17, 2017 for about 2 weeks. In the questionnaire, the variables were divided into three categories: “First, job anxiety, Second, turnover intention, Third, job satisfaction”. The questionnaire survey was conducted on a 5 point Likert scale for each factors, and we investigated at the importance, validity, reliability and relevance analysis. We used SPSS WIN 18.0 to investigate the reliability & validity analysis and exploratory factor using the questionnaire.

3.2 Research Model
The research model in this study is [Figure 1]

![Figure 1: Research Model](image-url)
3.3 Research Hypothesis

3.3.1 Employment Insecurity and Turnover Intentions

Cheon & Lee (2012) analyzed that job anxiety had a negative(-) effect on turnover intention, while job anxiety of travel agency workers had a positive(+) effect on turnover intention[20]. Kang etc. 2 (2016) analyzed that the job anxiety of the sports instructor had a positive(+) influence on the turnover intention, but the turnover intention had no significant effect on the job insecurity[21]. Lee (2012) argued that job security, organizational commitment and turnover intention were higher when private security guards perceived higher levels of job insecurity[22]. Lee (2009) analyzed that job insecurity has a positive(+) relationship with turnover intention and negative(-) relationship with job satisfaction. Job satisfaction was found to have mediating effects between job insecurity and organizational commitment[23]. Yook & Lee (2002) analyzed that the role ambiguity of casino employees affects job satisfaction, job insecurity and turnover intention[24].

Hypothesis 1: The more job insecurity, the higher the turnover intention.

3.3.2 Turnover Intention and Job Satisfaction

Lee (2010) investigated that job satisfaction and organizational commitment of airlines worker have a negative(-) effect on turnover intention[25]. Yook & Cho (2001) found that the fair distribution and perception of casino workers had a positive(+) effect on job satisfaction and that job satisfaction had a negative(-) effect on turnover intention[26]. Han & Cho (2014) were selected that wage, stability, job description, work environment, working hours, communication and human relations were selected as job satisfaction factors influencing turnover intention. In the effect of job characteristics of airline crew on job satisfaction and turnover intention[27]. They analyzed that the higher the level of feedback, the more positive impact was on the intrinsic value and external value of job satisfaction. And that the higher the level of task importance, the more positive the implicit value of job satisfaction[28]. Han etc. 2 (2014) analyzed that job satisfaction of hotel employees had a significant negative(-) impact on turnover intention[29].
Hypothesis 2: The higher the turnover intention, the lower the job satisfaction.

3.3.3 Employment Insecurity and Turnover Intentions

Jung & Jung (2013) suggested that job anxiety reduces job satisfaction for both regular and irregular workers. They found that when job satisfaction was low, both regular and irregular workers had significantly higher turnover intentions[30]. Park (2009) suggested that job stress of private security guards influences job satisfaction and turnover intention, and job satisfaction affects turnover intention. He analyzed that the customer satisfaction index did not show sufficient predictive validity as an operational variable of customer satisfaction. Therefore, it is suggested that development of operational variables that can accurately reflect customer satisfaction is required[31]. Park & Lee(2004) confirmed that job insecurity had a negative effect on perceived attitude toward the company. However, contrary to expectations, the relationship between job insecurity and job performance was rather positive[32].

Hypothesis 3: The higher job insecurity, the lower job satisfaction.

3.3.4 Operational Definition of Variables

Operational definition of each variable is shown in the <table 1>.

<table>
<thead>
<tr>
<th>Measurement Concept</th>
<th>Measurement Item</th>
<th>References</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Insecurity</td>
<td>Opportunities to raise salaries in the company are decreasing.</td>
<td>S. Y. Park, (2011)</td>
</tr>
<tr>
<td></td>
<td>Opportunities for promotion in the company are decreasing.</td>
<td>J. W. Kim, et al. 2 (2012)</td>
</tr>
<tr>
<td></td>
<td>I am not satisfied with the employment stability of our company.</td>
<td>Y. J. Ryou, et al. 2 (2016)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>E. N. Gung (2011)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>S. Y. Jung, (2001)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>J. R. Nam &amp; H. M. Choi (2005)</td>
</tr>
<tr>
<td>Turnover Intentions</td>
<td>I want to work for another company.</td>
<td>M. J. Baug &amp; S. J. Oh (2005)</td>
</tr>
<tr>
<td></td>
<td>It is unlikely to remain a member of the current workplace.</td>
<td>J. Y. Sun &amp; Y. S. Soo (2002)</td>
</tr>
<tr>
<td></td>
<td>I want to demonstrate my ability through my current job.</td>
<td>B. G. Ko, et al. 2 (2013)</td>
</tr>
<tr>
<td></td>
<td>Most of my concerns are about jobs.</td>
<td>G. H. Shin, et al. 2 (2013)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B. G. Kim (2013)</td>
</tr>
</tbody>
</table>
4 Empirical Analysis

The purpose of this study is to analyze the effects of job insecurity on turnover intention and job satisfaction of aviation security search workers. Prior to the verification of major hypotheses, operational definitions and measurement items were derived through previous studies and the reliability and validity of the measurement tools were analyzed. Reliability analysis is the process of determining how well the characteristics of the sample are being made. This is an internal consistency check process in which respondents clearly understand the contents of the questionnaire and make sure that they are responding consistently[33].

In this study, Chronbach’s Alpha coefficient, which is a reliability test method used in social science research, is used as a method to confirm the internal consistency. In the preliminary study of Nunnally (1978), it is believed that a coefficient of 0.6 or more is reliable, and in the actual study, it is said that reliability is 0.7 or more[34]. In Table 2, Chronbach’s Alpha coefficient is 0.7 or higher, therefore, the measurement tools used in this study have internal consistency.

In order to verify the validity of the measured variables, exploratory factor analysis was performed using Varimax rotation for principal component analysis. As can be seen in Table 2, 3>, the factor loadings of the study were all above 0.4 as the standard value, and it was judged that the same variables were tied together. In Table 4, the average variance extracted value and the Construct Reliability value of the measurement items are 0.5 and 0.7 or more, respectively, and it can be said that the intensified validity of the variables used in this study is largely secured.

For the discriminant validity analysis, the correlation between the variables was analyzed and the AVE square root value of each variable was compared with the correlation coefficient. As shown in Table 3, the AVE square root of the variables is larger than the other correlation coefficients. Thus, it was judged that the validity of discrimination between variables was secured.

<table>
<thead>
<tr>
<th>factor</th>
<th>Employment Insecurity</th>
<th>Turnover Intentions</th>
<th>Job Satisfaction</th>
<th>Chronbach's α</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.882</td>
<td>-.020</td>
<td>-.119</td>
<td></td>
</tr>
</tbody>
</table>

Table 2: Reliability Analysis and Exploratory Factor Analysis Result
The purpose of this study is to verify empirically the effects of job insecurity on turnover intentions and job satisfaction. In order to verify the proposed research model, we use the structural equation model using AMOS 18.0. Prior to the hypothesis testing, the appropriateness of the research model was verified through Maximum likelihood estimation. The results of the analysis were $X^2 = 40.299$ (df=32, $p=0.01$), $CMIN/DF=1.259$, $CFI=0.968$, $TLI=0.955 (<0.9)$, $GFI=0.923 (<0.9)$, $RMR=0.062 (<0.5)$, $RMSEA=0.051 (<0.7)$.

Since this is above the recommended standard of fitness, this research model was deemed appropriate and hypothesis testing was conducted. <Table 4> shows the results of analysis of the causal relationship between job insecurity, turnover intention and job satisfaction through structural equation. In addition, the analysis results of this hypothesis model express in [Figure 2].

### Table 3: Discriminant Validity Analysis

<table>
<thead>
<tr>
<th>Factor</th>
<th>AVE</th>
<th>CR</th>
<th>Employment Insecurity</th>
<th>Turnover Intentions</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Insecurity</td>
<td>0.594</td>
<td>0.662</td>
<td>0.709</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover Intentions</td>
<td>0.538</td>
<td>0.673</td>
<td>0.733</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.359</td>
<td>0.773</td>
<td>-0.35</td>
<td>-0.454</td>
<td>0.747</td>
</tr>
</tbody>
</table>

Note: $R^2=0.670$, Barfen's $t^2=111.553 (p<0.001)$

### Table 4: Hypothesis Testing through Structural Equation

<table>
<thead>
<tr>
<th>Theory</th>
<th>Route</th>
<th>Standardized coefficients</th>
<th>P</th>
<th>Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hypothesis 1</td>
<td>Employment Insecurity $\rightarrow$ Turnover Intentions</td>
<td>0.716</td>
<td>0.001***</td>
<td>Selection</td>
</tr>
<tr>
<td>Hypothesis 2</td>
<td>Turnover Intentions $\Rightarrow$ Job Satisfaction</td>
<td>-0.754</td>
<td>0.041*</td>
<td>Selection</td>
</tr>
<tr>
<td>Hypothesis 3</td>
<td>Employment Insecurity $\Rightarrow$ Job Satisfaction</td>
<td>-0.104</td>
<td>0.781</td>
<td>Dismissal</td>
</tr>
</tbody>
</table>

Notes: * $p<0.05$, ** $p<0.01$, *** $p<0.001$. Correlation coefficient is significant at 0.1, 0.05, 0.01 level.
5 Conclusion

Prior to this study, previous studies have examined the employment insecurity, turnover intention and job satisfaction of aviation security search workers. Research hypotheses have examined the effects of employment insecurity on job turnover and job satisfaction. Analysis results showed that employment insecurity affects turnover intention and turnover intention affects job satisfaction. However, employment insecurity did not directly affect job satisfaction, so it was explained that employment insecurity was not linked to job satisfaction. Therefore, it is analyzed that more attention should be paid to the turnover intention before the employment insecurity is resolved. Based on the research result, the following points should be solved in order to solve the employment insecurity. First, opportunities for pay increases are diminishing. Second, opportunities for promotion are decreasing. Third, not satisfied with the employment stability of our company.

To reduce turnover intention, the following should be removed. First, I want to work for another company. Second, if I move my job, I think I can work in a better environment. Third, it is unlikely to remain as a member of the current workplace. To improve job satisfaction in the company, you should pay attention to the following points. First, I want to feel pleasure and happiness in my...
current job. Second, I want to demonstrate my ability through my current job. Third, I think the current job is worth experiencing. Fourth, most of my concerns are about jobs. In conclusion, in order to improve the job satisfaction of aviation security searchers, efforts should be made to reduce the factors shown in the turnover intention. In addition, there should be a lot of interest in pay increase opportunity, promotion possibility and employment stability, which are caused by employment insecurity.

References


