Examining the Nexus between Perceived Security Screening Wait Times and Employee Attitudes toward Safety Risk Management in Aviation

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Abstract:- Airport safety risk management plays a pivotal role in ensuring a positive and secure passenger experience. It significantly influences traveler confidence and satisfaction, emphasizing the critical role of strategies like advanced technology deployment, staff training, and effective communication protocols. This research investigates employee attitudes toward safety risk management, traveler perceptions of security screening services, and the relationship between perceived waiting times for security screening and employee safety attitudes at airports managed by the Manila International Airport Authority. The study employs a quantitative research design, combining surveys with both closed-ended and open-ended questions. A mixed sampling approach, including stratified and convenience sampling, was used to collect data from a representative sample of 1,475 respondents. The research focuses on selected terminals within Pasay City, Manila International Airport Authority, and excludes external factors like economic and political conditions. The findings reveal that employees possess a positive attitude towards safety risk management, demonstrating a strong understanding of its significance. Travelers perceive security screening services as essential but inconvenient, expressing a desire for shorter waiting times. Surprisingly, there is no significant correlation between perceived waiting time for security screening and employee attitudes toward safety risk management, indicating that longer wait times do not impact employee perceptions of safety risk management. These results highlight the importance of continual investment in safety risk management, employee training, and efficiency improvements in the security screening process to enhance passenger satisfaction and safety at airports managed by the Manila International Airport Authority. The study calls for further research into the complex relationship between waiting times and safety attitudes, considering different contexts and factors that may influence employee safety perceptions.

Keywords:- Safety Risk Management, Perceived Waiting Time, Manila International Airport.

I. INTRODUCTION

Airport safety risk management stands as a pivotal element in delivering a positive and secure passenger experience, significantly influencing the confidence and satisfaction levels of travelers throughout their journeys. This significance has been well-documented in various studies that establish a robust positive correlation between safety risk management and passenger contentment, underlining the critical role played by strategies such as advanced technology deployment, staff training, and the implementation of effective communication protocols. These measures collectively contribute to the mitigation of negative incidents at airports (Chen & Rainer, 2019; Lin, Wang, Hsieh, & Tsai, 2017). The comprehension of the factors shaping safety risk management not only reinforces aviation safety but also empowers airports to proactively enhance passenger experiences.

However, despite the considerable volume of research in this domain, a notable gap persists in understanding the direct relationships that exist between employee attitudes toward safety risk management, the perceived competence of ground staff in handling unruly passenger behavior, and the perceived waiting time for airport security screening services. Furthermore, an in-depth exploration into how these factors collectively impact aviation safety performance and passenger experiences remains uncharted territory. This research also seeks to uncover the potential mediating or moderating roles of variables such as personnel training, adherence to airport standards, and equipment utilization in shaping the aforementioned outcomes.

By illuminating the intricate interplay between these variables within the airport context, this study makes a noteworthy contribution to the field. The insights gained from this research will empower airport management to identify and implement best practices that not only bolster safety performance but also enrich passenger experiences. Consequently, addressing these research gaps becomes paramount in the pursuit of establishing a secure, efficient, and passenger-centric airport environment.

Ultimately, the significance of this research extends to the broader aviation landscape and the vital stakeholders involved. By advancing our understanding of the multifaceted relationships among safety risk management, ground staff competence, waiting times, safety performance, and passenger experiences, this research offers the potential to enhance aviation safety performance and satisfy the ever-increasing demands of passengers, investors, and governmental bodies. In doing so, it further strengthens the nation's economy in line with the observations made by Nwaogbe, Choudhury, and D'Cruz (2013).

With this context set, we transition to the specific focus of this study, which revolves around the prominent source of passenger frustration—perceived security screening wait times—and the influential role played by employee attitudes toward safety risk management (SRM) in the effective execution of airport security screening. The subsequent sections delve into these dynamics, addressing key research questions and emphasizing the practical implications that underpin the significance of this study.

➢ Research Objectives:
The present study aims to achieve the following:

• To assess and understand employee attitudes toward safety risk management within airport environments.
• To examine traveler perceptions of security screening services at airports, focusing on the role of waiting times in shaping these perceptions.
• To explore the impact of perceived waiting times for security screening services on employee attitudes toward safety risk management.

II. METHODS AND PROCEDURES

The study employs a quantitative research design, a well-established approach for collecting and analyzing numerical data. This design is suitable for examining relationships between variables and testing hypotheses (Creswell, 2008). In this study, a quantitative approach facilitates the assessment of safety risk management and its impact on the airport Perceived level waiting time for security screening service. A survey was the primary data collection method chosen, aligning with this quantitative research design. Surveys are valuable tools for gathering data from a large number of participants and measuring correlations between different variables. The survey includes both closed-ended questions, where participants rate their opinions on a scale, and open-ended questions allowing for detailed responses (Babbie, 2017).

➢ Sampling Method
A combination of stratified and convenience sampling methods was employed. Stratified random sampling divides the population into smaller subgroups (strata) based on shared characteristics. Convenience sampling selects respondents conveniently, without a specific pattern. This method helps obtain a representative sample for assessing airport safety risk management and the Perceived level of waiting time for security screening service.

➢ Sample Size Computation
Table 9 presents the computed sample sizes based on the population for various respondent categories. Sample sizes were determined for each category to ensure representativeness. For instance, MIAA Airport Police had a population of 398 and a sample size of 196, while Domestic Passengers had a population of 2969 and a sample size of 341. The total population was 6254, and the total sample size was 1475.

➢ Scope and Delimitation of the Study
This study focuses on exploring the effects of employee attitudes toward safety risk management, the perceived competence of ground staff in handling disruptive passenger behavior, and waiting times for airport security screening service as predictors of the airport Perceived level waiting time for security screening service at airports managed by the Manila International Airport Authority. The study primarily examines the relationships between these independent variables and the dependent variable of the airport's Perceived level of waiting time for security screening service.

The study's scope is limited to the specific terminals in Pasay City managed by the Manila International Airport Authority, including terminals 1, 2, 3, and 4. The research excludes other airports and their respective staff, waiting times, and Perceived level waiting time for security screening services. Furthermore, the study focuses solely on the specified independent variables and does not account for other potential factors influencing the Perceived level of waiting time for security screening services. External factors, such as economic and political conditions in the Philippines, are not considered in this research. The study's timeframe covers the period from January to April 2023, coinciding with the summer season, during which both international and domestic travelers' frequent popular destinations in the country.

➢ Data Gathering Tools
The primary data for this study was collected through self-administered survey questionnaires distributed in person, emphasizing both security and convenience. Secondary data were obtained from printed materials such as books, periodicals, magazines, and government publications, sourced from libraries, publishers, and the internet. The survey questionnaire measuring the Perceived Waiting Time for Airport Security Screening Service, based on the study of Philips (2012), consists of five questions. It is a 6-item survey questionnaire using a 5-point Likert scale. Items 1, 2, 3, 4 refer to perceived waiting time, and items 5 and 6 refer to the acceptability of the waiting time. The scale uses terms ranging from "Very undesirable" to "Very desirable" and was answered by international and domestic bound passengers only, taking approximately ten minutes to complete.

The Employee Attitudes toward Safety Risk Management survey questionnaire authored by Oztekin is designed to measure the attitudes and beliefs of employees regarding safety and risk management in their workplace.

The questionnaire consists of a series of closed-ended questions with a five-point Likert-style response scale, ranging from "Strongly Agree" to "Strongly Disagree". Questions cover topics such as the importance of safety, the effectiveness of safety policies, and the quality of management when it comes to safety. In addition, the questionnaire includes a section addressing potential sources of safety risk, such as equipment and environment. This questionnaire was answered by all the respondents except the international and domestic passengers. It is answered for approximately five to ten minutes.

➢ *Data Gathering Procedures:*

A comprehensive data collection approach was employed, encompassing both qualitative and quantitative sources. Qualitative sources, such as interviews and open-ended surveys, provided insights into passengers' perceptions and attitudes regarding safety risk management at airports. Quantitative sources, including statistical data and questionnaires, allowed for an empirical understanding of the relationship between safety risk management and the Perceived level of waiting time for security screening services. The data collection phase spanned from March to May 2023.

Following the collection and organization of questionnaires, the gathered data was entered and recorded using Microsoft Excel. All collected information was documented and securely stored in a file cabinet in the researcher's office to ensure accessibility and safekeeping. Each questionnaire was carefully reviewed to ensure none were hastily completed and that no items were left unanswered. Questionnaires with incomplete responses were excluded. After data collection, the information was counted, tabulated, and subjected to analysis using SPSS version 21 for statistical computations.

➢ *Data Analysis Procedures*

The data analysis procedures for the research on employee attitudes towards safety risk management, the perceived competence of ground staff in handling disruptive passenger behavior, and waiting times for airport security screening service as predictors of airport Perceived level waiting time for security screening service at Manila International Airport Authority-managed airports involve several key steps:

• Data Collection: The initial phase entails gathering all relevant data required for the research, including surveys on employee attitudes, Perceived level waiting time for security screening services, airport operational data, and security screening time data.
• Descriptive Analysis: This step revolves around summarizing the data by computing statistics such as mean, median, mode, and generating frequency distributions or histograms.

• Inferential Analysis: In this stage, statistical techniques are applied to assess relationships between variables. These techniques may encompass correlation and regression analyses.
• Interpretation of Results: The final step involves interpreting the results of the analysis and drawing conclusions based on the research findings.

➢ *Ethical Considerations:*

In the course of conducting the research, ethical considerations played a pivotal role. To ensure ethical research practices, the following measures were undertaken:

• Informed Consent: The informed consent process was implemented to ensure that research participants had full awareness of the risks, benefits, and potential harms associated with their involvement. This involved providing a comprehensive explanation of the research project, its objectives, participant expectations, and procedures. It also included information about the right to withdraw from the research at any point and the right to be informed of the research outcomes.
• Right to Privacy and Confidentiality: Participants were informed of their right to privacy and confidentiality. They were assured that any information they provided would be kept confidential and secure.
• Data Storage: Data acquired was securely stored in a password-protected electronic folder to maintain confidentiality.
• Limited Risks: Participants were informed that participation carried minimal risks and inconveniences, such as the time required to complete the questionnaire (approximately 10-15 minutes).

III. RESULTS AND DISCUSSIONS

Table 1 below shows the level of employee attitudes toward safety risk management. The overall mean score for all the indicators is 3.89, with a verbal description of "agree" indicating that the attitude towards safety risk management is well accepted by the employees.

The respondents have high regard and compliance with safety risks policies. This implies that employees have a positive attitude towards safety risk management. The standard deviation and variance are also relatively low, at 1.24 and 1.54 respectively, which suggests that the responses for the different indicators are relatively consistent.

The principal findings of the study indicate that employees at airports managed by the Manila International Airport Authority (MIAA) have a positive attitude towards safety risk management. They demonstrate a strong understanding of the importance of safety risk management, are confident in their ability to identify and communicate potential risks, and are willing to take the initiative to improve safety standards. This positive attitude is reflective of employees' commitment to creating a safe work environment.

Table 1 Level of Employee's Attitudes toward Safety Risk Management as Evaluated by Airport Personnel (n= 820)

Indicators	Mean	Std. Deviation	Variance	Verbal Interpretation
1. I am confident in my ability to identify potential safety risks in my workplace.	3.87	1.31	1.70	Agree
2. I am comfortable communicating safety risks to my supervisor.	3.91	1.23	1.52	Agree
3. I understand the importance of adhering to safety protocols and procedures.	3.84	1.25	1.55	Agree
4. I believe that safety risks should be taken seriously and handled quickly.	3.90	1.23	1.52	Agree
5. I am willing to take the initiative to improve safety standards in my workplace.	3.96	1.24	1.53	Agree
6. I recognize the importance of maintaining a safe work environment.	3.90	1.23	1.51	Agree
7. I would be willing to report any safety concerns that I observe in my workplace.	3.89	1.27	1.60	Agree
8. I am aware of the safety policies and procedures in my workplace.	3.87	1.22	1.48	Agree
9. I am comfortable discussing safety risks with co-workers.	3.88	1.23	1.51	Agree
10. I believe that taking risks with safety can lead to serious consequences.	3.89	1.21	1.47	Agree
Average	3.89	1.24	1.54	Agree

The findings are of significant importance to various stakeholders, including airport management, employees, and passengers. Understanding that employees have a positive attitude towards safety risk management is crucial for maintaining a safe and secure airport environment. It can enhance passenger confidence, reduce safety incidents, and contribute to the overall reputation of the airport. For employees, it signifies their role in contributing to safety, fostering a sense of ownership and responsibility. Additionally, these findings emphasize the importance of regular risk assessments and proactive risk management efforts within airports to ensure the safety of passengers, workers, and equipment.

The findings are consistent with previous literature, highlighting that airport personnel generally have a positive attitude towards safety risk management. This suggests a robust safety culture within the airport industry, which is essential for maintaining high safety standards and minimizing risks. While the study underscores the positive attitude of employees, it also acknowledges the importance of continuous training and education in risk management. It suggests that employers should invest in providing employees with the necessary resources and support to manage safety risks effectively. Employers are encouraged to involve employees in the development, implementation, and maintenance of safety standards and procedures, fostering a culture of responsibility and ownership.

The research findings introduce the concept of proactive empowerment in safety risk management. It emphasizes that employees are involved in the development, implementation, maintenance, and continual improvement of safety standards and procedures. This empowerment creates a culture of responsibility and ownership between employers and employees. By involving all staff members in safety management and ensuring their understanding of risks and risk reduction, an effective and sustainable culture of safety in the workplace can be built.

Moving forward, it is essential for airport authorities to continually assess and improve their risk management systems. Regular training and updates should be provided to employees, and they should be encouraged to actively participate in the safety management process. Furthermore, exploring ways to incentivize employees to adhere to safety protocols and procedures can further strengthen the safety culture.

In light of varying security risk assessments (medium-high risk rating from the organization vs. high risk rating from ICAO), it is crucial for the airport management to align their risk assessment with international standards to ensure consistency and effectiveness in security measures.

The study underscores the significance of safety risk management in airport operations, emphasizes the need for ongoing employee involvement and training, and provides a framework for future research and improvement in safety and security practices at airports managed by the Manila International Airport Authority.

➢ *Perceived Level Waiting Time for Security Screening Service*

Table 2 provides the results of the survey on the perceived level waiting time for security screening services. The overall mean for the 15 item indicators is 3.54 which has a verbal interpretation of "*satisfied*", this is interpreted as *"The waiting time for airport security screening service was short and I felt like I was attended to in a timely manner"*. This indicates that, on average, travelers perceive the waiting time for security screening services as acceptable or slightly better than acceptable. The variance of 1.63 indicates that there is a moderate amount of variation between the perceived level of waiting times.

The finding that the overall mean for the 15 item indicators is 3.54 is indicative of an overall positive sentiment toward the airport security screening service. It suggests that passengers generally felt attended to in a timely manner and found the waiting time for the security screening to be short. Additionally, this finding suggests that airport security staff are providing a satisfactory level of service towards passengers.

Considering how security screenings are often seen as a hassle and inconvenience, the fact that the overall mean for the 15 item indicators is 3.54 indicates that the airport staff are doing a good job in making passengers feel comfortable and providing efficient service. It shows that the efforts of airport security staff to minimize customer waiting times and create a positive experience is resulting in a good overall rating for the screening service.

Table 2 Perceived Level Waiting Time for Security Screening Service (n= 820)

Indicators	Mean	Std. Deviation	Variance	Verbal Interpretation
1. Waiting in line for security screening services is an increasingly common experience for travelers.	3.66	1.30	1.68	Satisfied
2. Security screening is essential for ensuring traveler's safety, however, associated waiting times can be inconvenient and unpleasant.	3.58	1.33	1.76	Satisfied
3. A traveler who waits longer than actually is, can lead to frustration and dissatisfaction.	3.62	1.31	1.71	Satisfied
4. Waiting time for security screening service was acceptable.	3.39	1.27	1.60	Satisfied
5. A traveler can also accept waiting time for security screening service in the future.	3.49	1.23	1.51	Satisfied
6. A traveler accept the need to wait for security screening service	3.45	1.25	1.57	Satisfied
7. The waiting time to get through airport security was too long.	3.65	1.29	1.65	Satisfied
8. The airport security waiting time was reasonable.	3.60	1.28	1.63	Satisfied
9. The waiting time to get through security was more than I expected.	3.60	1.29	1.67	Satisfied
10. The time spent waiting to go through security was well managed.	3.42	1.27	1.61	Satisfied
11. A passenger felt the security screening process was efficient.	3.50	1.25	1.56	Satisfied
12. The waiting time to get through the security screening process was excessive.	3.60	1.26	1.58	Satisfied
13. The security staff managed the queue in a timely manner.	3.53	1.25	1.56	Satisfied
14. The security staff managed the queue well.	3.46	1.28	1.64	Satisfied
15. A traveler is more likely satisfied if they feel that the security screening process is providing sufficient safety.	3.54	1.29	1.66	Satisfied
Average	3.54	1.28	1.63	Satisfied

The research findings indicate that the majority of passengers at the Manila International Airport (MIA) are satisfied with the perceived waiting times for security screening services. The highest mean score, which relates to the statement "waiting in line for security screening service is an increasingly common experience for travelers," suggests that passengers generally feel the waiting time is short and that they are attended to in a timely manner. This high satisfaction level indicates that the perceived waiting times for security screening services are acceptable to travelers.

The satisfaction of passengers with security screening waiting times is essential for both the airport and travelers. Passengers' contentment with the process directly affects their overall airport experience and can influence their choice of airline and airport for future travel. Airport authorities and airlines must ensure that security screening processes are efficient to meet customer expectations and enhance customer satisfaction.

The implications of these findings suggest that airports and airlines need to maintain their efforts to optimize security screening procedures. Implementing more efficient processes, introducing new technologies, and providing additional amenities can further improve the passenger experience. Additionally, passenger education and transparency about security processes are essential for reducing anxieties and enhancing satisfaction.

The research findings align with previous literature, which has consistently shown that passengers are generally satisfied with the perceived waiting times for security screening services. These findings provide additional support to the notion that further measures should be implemented to enhance the security screening process continually.

While the majority of passenger's express satisfaction with waiting times for security screening, a minority expressed dissatisfaction in the interview. These passengers felt that the lines were too long and the process was slow. This dissatisfaction indicates the need for the airport to further improve the efficiency of its security screening process. The deployment of additional personnel, advanced technology, and better training for security staff may help in addressing this concern.

Ideal Time for Security Screening: The interviewees suggested that two hours before the flight departure is the ideal time for security screening. This timeframe allows passengers and airport personnel to go through security efficiently without feeling rushed. This finding provides valuable insights for airport operations and flight planning, emphasizing the importance of giving passengers sufficient time for the security process.

Airport's Security Improvements: The Manila International Airport (MIA) has implemented several security improvements, including advanced scanning technologies, stringent screening procedures, and pre-screening programs. These measures are essential to enhance security while minimizing passenger inconvenience.

To further improve passenger satisfaction, the airport and airlines should continue to invest in advanced technologies, staff training, and amenities to streamline the security screening process. Continuous feedback collection and analysis will help identify areas of improvement and ensure a seamless and efficient passenger experience. Future research could focus on the specific areas that need improvement and assess the effectiveness of various measures taken to enhance passenger satisfaction and safety.

➤ *Relationship between Perceived Waiting Time for Security Screening Service and Its Relationship with Employee's Attitudes towards Safety Risk Management*

Table 3 shows that there is no correlation between the perceived competence of ground staff in dealing with unruly passenger behavior and perceived waiting time for security screening service. The correlation coefficient is 0.087, which is quite small. The correlation is not statistically significant because the corresponding significant value, 0.758, is larger than 0.05, hence the hypothesis is accepted. This indicates that there is no significant evidence suggesting that perceived waiting time for security screening services affects the perceived competence of ground staff in dealing with unruly passenger behavior.

Multiple factors could explain why there is no significant relationship between perceived waiting time for security screening services and employee attitudes toward safety risk management.

Table 3 Relationship between Perceived Waiting Time for Security Screening Service and Its Relationship with Employee's Attitudes towards Safety Risk Management

Correlations		Perceived Competence of Ground Staff in Dealing with Unruly Passenger Behavior	Perceived Waiting Time for Security Screening Service
Perceived Competence of Ground Staff in Dealing with Unruly Passenger Behavior	Correlation Coefficient	1	0.087
	Sig. (2-tailed)	.	0.758
Perceived Waiting Time for Security Screening Service	Correlation Coefficient	0.087	1
	Sig. (2-tailed)	0.758	.

Understanding the lack of a significant relationship between perceived waiting time for security screening and employee attitudes toward safety risk management is crucial for airport management and security personnel. This information can help them make informed decisions about resource allocation and employee training, ensuring that the safety and security of both passengers and staff are maintained efficiently. Moreover, this finding is valuable for employees themselves as it highlights that their attitudes toward safety risk management should not be negatively impacted by perceived waiting times for security screening.

Several factors can explain the lack of a significant relationship between perceived waiting time for security screening services and employee attitudes toward safety risk management. These factors include the potential mismatch between perceived waiting time and actual exposure to security risks, external emotional and psychological factors, and the effectiveness of safety management systems. While these findings provide insights into the complex nature of this relationship, they also suggest that shorter perceived waiting times and robust safety management systems may mitigate the impact of waiting times on employee attitudes.

The lack of a significant relationship between perceived waiting time and attitudes toward safety risk management is in line with some previous research, including studies by Iqbal, Nordin, Badin, Nordin (2014), and McBride (2012). These studies similarly found that perceived wait times had little impact on attitudes toward

safety risk management. However, the findings contrast with research by Conklin (2015), which proposed an inverse relationship, indicating that longer wait times heightened the perceived risk.

This research highlights the importance of further examining how waiting times may or may not influence employee attitudes toward safety risk management in specific contexts. Future studies can consider factors such as the impact of different waiting contexts, the role of part-time versus full-time security staff, and the level of investment employees have in organizational safety decisions. Exploring these aspects can provide a more comprehensive understanding of the relationship between waiting times and safety attitudes.

To further understand this complex relationship, future research could involve conducting more extensive and context-specific studies in various airport settings. Additionally, considering other factors that may influence employee attitudes toward safety risk management, beyond waiting times, would provide a more comprehensive view of the issue. Furthermore, it would be beneficial to examine how the findings apply to different types of employees and how organizational interventions can mitigate any potential negative effects of waiting times on safety attitudes.

IV. CONCLUSIONS

- Employee Attitudes Toward Safety Risk Management: The study's findings indicate that employees possess a commendable understanding of the importance of safety risk management. They exhibit confidence in their ability to identify and communicate potential risks and are willing to proactively contribute to the enhancement of safety standards. This positive attitude extends to their commitment to fostering a safe work environment. Overall, employees exhibit a robust and favorable stance toward safety risk management.

- Perceived Waiting Time for Security Screening Service: The research findings reveal that travelers indeed recognize security screening services as an integral part of their travel experience. However, they also perceive this process as inconvenient due to the waiting times involved. While travelers are generally accepting of the necessity to wait, they express a desire for improved efficiency to reduce waiting times. This poses important implications for various stakeholders in the travel industry, including airports and airlines, as it highlights the need for enhancing the security screening process.

- Relationship Between Waiting Time and Employee Attitudes Toward Safety Risk Management: The analysis of the data suggests that there is no significant correlation between perceived waiting time for security screening services and employee attitudes toward safety risk management. When waiting times are prolonged, employees are not more likely to believe that security measures are effective, and they may, in turn, take safety risk management less seriously. This finding implies that waiting times do not have a substantial impact on employees' perceptions of safety risk management, which is a critical component of overall safety in airport operations.

➢ *Theoretical Implications:*

- Employee Attitudes Toward Safety Risk Management: The study's findings align with existing theories on safety culture and employee commitment to safety. It emphasizes the importance of fostering a positive safety culture within organizations and encouraging employees to actively participate in risk identification and mitigation efforts.

- Perceived Waiting Time for Security Screening Service: The research contributes to the existing literature on traveler perceptions and expectations concerning airport security. It underscores the importance of improving the efficiency of the security screening process to align with traveler preferences and enhance the overall travel experience.

- Relationship Between Waiting Time and Employee Attitudes: The results challenge previous assumptions and theories suggesting that waiting times at security screenings could significantly affect employee attitudes toward safety risk management. This suggests that factors other than waiting times may play a more dominant role in shaping employee perceptions of safety measures.

➢ *Practical Implications:*

- Employee Attitudes Toward Safety Risk Management: Organizations should build on the positive attitudes displayed by employees and encourage their active participation in safety initiatives. This can be achieved through continuous training, open communication, and recognition of their contributions to safety improvements.

- Perceived Waiting Time for Security Screening Service: Airports and airlines should prioritize enhancing the efficiency of the security screening process to minimize waiting times. This may involve the use of advanced technologies, additional personnel, and improved queue management to make the process smoother and more traveler-friendly.

- Relationship Between Waiting Time and Employee Attitudes: While waiting times may not have a direct influence on employee attitudes toward safety risk management, organizations should still consider the broader factors that do affect safety culture. These include training, organizational support, and the effectiveness of safety management systems.

- In summary, these findings emphasize the importance of maintaining a positive safety culture and improving the efficiency of security screening processes to meet the expectations and needs of both employees and travelers within the airport environment. Further research is warranted to delve into the nuanced dynamics of safety risk management and the factors that influence employee attitudes.

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