The Role of Gender and Experience in The Job Satisfaction of Passenger Mobbing Victims: A SEM-Based Study on Airport Security Staff

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Abstract: The aim of this study is to test the effect of passenger mobbing on the job satisfaction of airport checkpoint staff in relation to gender and work experience by means of the created SEM model. The data in this study were obtained from 919 security staff employed in Atatürk International Airport. Three separate scales were used to determine the perceived passenger mobbing, motivation and job satisfaction of security staff. Two-phased SEM was used to identify the relationships between variables. The model for security staff with 1-5 years of work experience demonstrates the best goodness of fit among the models constructed for work experience. The model for female security staff demonstrates better goodness of fit compared to the model for males.

Keywords: Air Transportation Security, Security Staff, Mobbing, Motivation, Job Satisfaction, SEM

JEL Codes: M12, M53, M54

Yolcu Mobbingi Madurlarının İş Tatmininde Cinsiyet ve İş Deneyiminin Rolü, Havaalanı Güvenlik Görevlileri Üzerine YEM Temelli Bir Araştırma

Özet: Bu çalışmanın amacı, oluşturulan model doğrultusunda cinsiyet ve çalışma süresine bağlı olarak yolcu mobbinginin, havaalanı kontrol noktası güvenlik görevlilerinin iş tatminlerine olan etkisinin sınanmasıdır. Veriler İstanbul Atatürk Havalimanı kontrol noktalarında yer olan 919 güvenlik görevlisinden elde edilmiştir. Araştırmada, güvenlik görevlilerinin yolcu mobbingini algılama, motivasyon ve iş tatmin düzeylerinin belirlenmesi için üç ayrı ölçekten yararlanılmıştır. Analizde söz konusu değişkenler arasındaki neden sonuç ilişkisinin belirlenmesi amacı ile iki aşamalı SEM kullanılmıştır. Çalışma sürelerine bağlı olarak oluşturulan modellerden, 1-5 yıldır mesleği sürdürmekte olan güvenlik görevlilerine yönelik modelin, en iyi uyumu sağladığı belirlenmiştir. Cinsiyete bağlı olarak oluşturulan modellerden ise kadın güvenlik görevlilerine yönelik modelin, erkek güvenlik görevlilerine yönelik modele göre daha iyi uyum gösterdiği saptanmıştır.

Anahtar Kelimeler: Hava Taşımacılığı Güvenliği, Güvenlik Görevlisi, Mobbing, Motivasyon, İş Tatmini, YEM

JEL Kodları: M12, M53, M54

1. Introduction

Its scientific and social importance having been increasingly better realized after it was coined in 1984 by Leymann and Goustavsson, mobbing is a concept that needs attention from an organizational behavior perspective as well (Szigety, 2012: 418). Despite being perceived as a personal problem by some managers, mobbing in the workplace, also called as workplace bullying, is an important organizational problem especially for sectors like aviation due to its irreparable potential consequences like loss of human lives (Yaman et al., 2010: 1138-39). Essentially, the basic service provided by the air transportation industry is transportation from one point to another. However, as a result of some encountered problems, this service had to be supplemented with some support services like security as well. Nevertheless, security measures are perceived as a coercive, disturbing and even redundant service for all stakeholders, particularly for passengers. Nonetheless, the necessity and purpose of aviation security is much better understood when the past illegal events are considered (Karimbocus, 2009).

Despite all the evident necessity for them, airport security measures are the leading factors with negative effects on passenger satisfaction (Sindhav et al., 2006: 324). Passengers dissatisfied with the security procedures may direct their negative reaction directly at the security staff that are performing such procedures. This can be viewed as passengers' mobbing behavior directed at security

staff since mobbing is defined as "repeated psychologically violent acts directed either at the worker or the duty he/she performs" (Keim and McDermott, 2010: 168).

Various models have been created by many scientists to explain the complex concept of mobbing (Branch et al., 2013: 282). However, focusing on security staff, the present study utilizes the "job demand-control" model created by Karasek (1979) and later developed by Karesek and Theorell (Notelaers et al., 2012).

According to this model, the interaction between psycho-social job demand and work control determines the stress level of employees (Karasek, 1981: 696). In this model, the factor defined as "job demand" refers to the intensity of work that includes work speed, while the term "work control" refers to the skill level and having the opportunities to use it as well as participation in the decisions in performing a task (Demiral et al., 2007:12). Notelaera et al. (2012: 79-80) found a significant relationship between individuals' exposure to mobbing and their heavy workload and low control opportunities. Later on, Johnson and Hall developed the Karasek model by adding a 'social support dimension' to it, which involves the social and psychological support that an individual receives from the environment (Sundin et al. 2007: 759). The worst possible situation for workers occurs when heavy workload and low control is aggravated further by lack of social support (Demirel et al., 2007: 12). Passengers' dissatisfaction from security procedures and their direct reflection of this on security staff performing these procedures can be analyzed as a social-support factor.

The security staff working at airport checkpoints have high workload and low work control. The rapid growth tendency particularly in developing countries' aviation traffic is also evident in Turkey, where this study is conducted. The total number of domestic/international passengers using Istanbul Atatürk Airport climbed from 29,812,888 in 2009, to 46,715,821 in September 2015 (Ministry of Transport Maritime Affairs and Communications). Due to this rising number of passengers, Atatürk Airport management has increased the passenger checkpoints (TAV Private Security Services). However, no matter how many checkpoints there are, the security staff have to check each passenger under 20 seconds on average, and ideally at 16-17 seconds. Wait-times exceeding 20 seconds lead to higher passenger dissatisfaction, which is obviously an unwelcome situation (Kirschenbaum, 2013: 40-41).

With extremely heavy job demands, security staff do not have any control on their ways of performing their duty procedures. Checkpoint processes are currently in place as determined by the international and national regulators. To ensure the standardization of each member state's security processes, International Civil Aviation Organization (ICAO), as the global regulator of aviation, requires each member to prepare its National Civil Aviation Security Program (ICAO, Annex 17: Security, 2011: 1-3). Each member state has to include the security procedures in this document and take them into account in their practices. Security staff, who have to follow these created procedures, have hardly any control over them. On the other hand, all airport shareholders, passengers in particular, feel discomfort by the ever-increasing security practices. Besides the negative factors like time pressure, crowded and loud work environment (Eldar, 2010: 36-37) airport security staff may also encounter negative attitudes in the form of mobbing by dissatisfied passengers who are in the position of social support provider.

Mobbing, motivation and job satisfaction are interrelated concepts. Mobbing perception in the workplace leads to motivation loss and decreasing job satisfaction. Such a drop in job satisfaction in turn may result in lower performance or higher staff turnover (Brown & Sumner, 2006: 2509; Samnani & Singh, 2012: 584). Satisfaction of an employee is affected to a great extent by the positive feelings that the workplace make him/her feel. Thus, it would not be wrong to say that passenger mobbing perceived by checkpoint security staff will have negative effects on their job satisfaction (Pettijohn et al, 2008: 549). There is a linear relationship between employees' job satisfaction and their job performance.

Some studies have focused on whether mobbing perception varies depending on individuals' socio-demographic characteristics. One of these characteristics is their work experience. Demonstrating similarity to the present study by its focus on public service staff, another study conducted by Çelik et al. (2010) on teachers identified a significant relationship between work experience and mobbing perception. Another similar study was carried out by Çevik et al (2012) on nurses. Both of these studies found that in the early years of work when there is less of a

competence and awareness regarding the job, mobbing perception is low, whereas in the later years with the increasing awareness and competence this perception has been found to increase as well. With longer work experience, a drop in mobbing perception with increased inurement has also been found.

Some other studies focused on the relationship of mobbing perception with gender. Most of the studies on gender-based mobbing perception focus on sexual harassment (Salin, 2011: 575). However, the results of these studies vary. While some studies determined that females are more frequently subjected to mobbing, some other studies have found no significant difference on the basis of gender. In many of these studies focusing on gender-based differences, the number of females in the sample is higher than the males. However, some studies with sample balance indicating higher occupational mobbing for females do exist (Drabek & Merecz, 2013: 285). The term "gender" implies much more than simple biological differences. Societies determine different roles for females and males and expect individuals to perform these gender-specific roles (Leigh, 2014: 6059-60). For the females being exposed to more intense mobbing, the requirements of the specific job also play an important role. As in the case of female security staff working at checkpoints, when the job requirements do not match the gender-based social expectations, the risk of experiencing mobbing increases substantially (Drabek & Merecz, 2013: 285).

In the light of the information above, the aim of this study is to test the effect of airport checkpoint security staff' experiencing passenger mobbing on their job satisfaction, in relation to some socio-demographic characteristics within the context of the created model. This study aims to find out whether the hypotheses below are supported or not.

H1: The model explaining job satisfaction will show better fit for checkpoint security staff who have average work experience.

H2: The model explaining checkpoint security staff' job satisfaction will show better fit for one gender.

2. Method

2.1. Sample

The research population is composed of private security staff working at airport checkpoints. The research sample consists of 1500 private security staff working at the domestic and international terminal checkpoints of Istanbul Atatürk Airport, which has the fastest passenger flow in Turkey. In the questionnaire administered to the airport checkpoint security staff, in addition the questions regarding their demographic characteristics, the scales aiming to identify their perception and attitudes about mobbing, motivation and job satisfaction are also included.

2.2. Data Collection Method

The data in this study were obtained through a questionnaire. The questionnaire consisted of three scales, which are separately focusing on mobbing, motivation and job satisfaction. To determine whether or not the security staff suffered mobbing by the passengers, LIPT: Leymann Inventory of Psychological Terror (Leymann, 1996) was used. However, due to the specific scope of the study, only 14 of the inventory items were adapted to the present study and a mobbing scaled was created. To determine the motivation level of security staff, 12 items were adapted from the Motivation Scale which was proposed by Whery and South (1977: 613). To determine whether or not the job satisfaction changed depending on the levels of mobbing that the security staff suffered, 5 items were adapted from the Minnesota Satisfaction Questionnaire scale, which were deemed to be appropriate for the study.

In order to ensure the validity and reliability of the scale items prepared on the basis of the researcher's subject field knowledge, managers and instructors of Atatürk Airport TAV Private Security Ltd, where the questionnaire was implemented, were interviewed. The questionnaire statements were revised on the basis of these interviews and the results from the pilot study conducted with 50 checkpoint security staff before the implementation of the actual study.

The questionnaire form was distributed to all the check-point staff by the help of the group supervisors. The questionnaires were completed

on the basis of voluntary participation. Of the 923 questionnaires that were filled out and returned, 919 were valid for analysis.

2.3. Data Analysis

The survey data was analyzed by using SPSS (22.0) and Lisrel (8.80) programs. In order to test the research hypotheses, Structural Equation Modeling (SEM) was used. To test the hypotheses, firstly exploratory factor analysis was performed to test scales' content validity, and then using the factors obtained as a result of the exploratory factor analysis, the SEM was constructed. SEM consists of two parts: The first of these is the 'measurement model' applied by linking observed variables to latent variables by using confirmatory factor analysis, and the second is the 'structural model' applied by linking latent or observed variables to each other by simultaneous equation systems (Schreiber, 2008: 83). Therefore, to determine whether the statements in the mobbing, motivation and job satisfaction scales are significant or not, measurement model needs to be tested and then after obtaining a valid measurement model, in the second stage, a structural model needs to be tested to find the factors affecting the security staff' job satisfaction perceptions. Thus, in this study a two-stage SEM was used where, following exploratory factor analysis, firstly the measurement model is tested via confirmatory factor analysis method and then the cause and effect relationship between the variables is tested via path analysis (Figure 1).

SEM is a comprehensive statistical method that tests the cause and effect relationships between independent observable (measurable) and latent (immeasurable) variables. With increasingly broader application since 1970s, SEM is a strong method that provide answers for the research questions especially in the field of psychology (MacCallum & Austin, 2000: 202).

The job satisfaction model in this study is explained by a hybrid structure that is formed by two latent variables (passenger mobbing and motivation) and external factors grouped under one dimension as satisfaction observable variable (Figure 1).

Various fit indexes are used in the evaluation of the fit of SEM models, and these fit indexes have different statistical functions. Among the most-widely used indexes are Chi-square statistics, RMSEA (Root-Mean-Square Error Approximation), SRMR (Standardized Root-Mean-Square Residuals), GFI (Goodness-of-Fit Index), AGFI (Adjust Goodness-of-Fit Index) NFI (Normed Fit Index), NNFI (Non-Normed Fit Index), CFI (Comparative Fit Index). Of these criteria, a high Chi-square value indicates a bad fit of the data to the model, and the opposite case indicates a good fit. Since chi-square statistics is a function dependent both on sampling volume and the covariance matrix predicted by observed covariance matrix, it has a limited use.

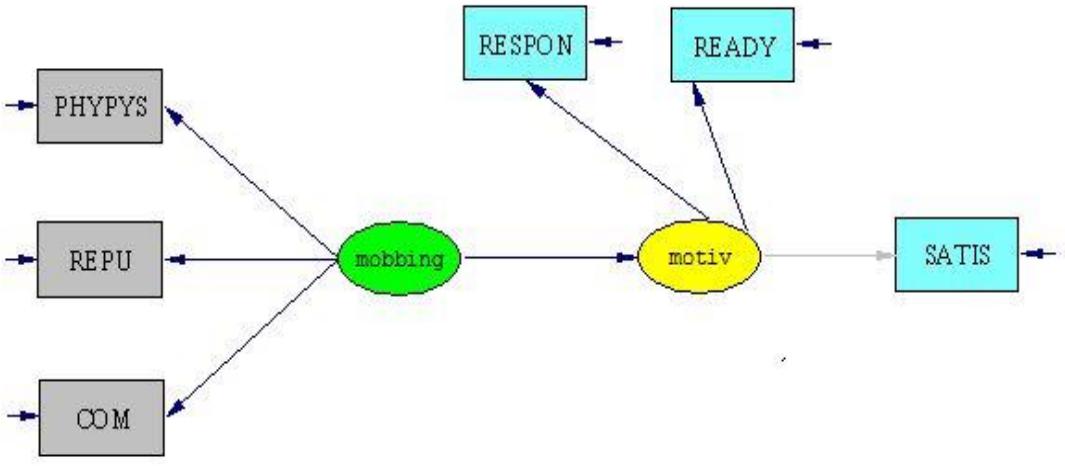

Figure 1. Passenger mobbing-motivation-job satisfaction model

Varying between 0 and 1 values and frequently used to determine goodness of fit, the GFI, AGFI, CFI, NFI and NNFI indexes' closeness to 1 indicates a better model fit (GFI/AGFI/CFI/NFI/NNFI>.90 good fit). Contrary to other goodness of fit indexes, the SRMR and RMSEA indexes are desired to be close to 0 (SMRR<.08 good fit). For RMSEA value, a value equal or close to .05 indicates perfect fit, values between .08 and .10 indicate an acceptable fit, and values bigger than .10 indicate a bad fit (Schreiber et al., 2006:229; Çokluk et al., 2014: 267-70).

3. Findings

3.1. Socio-Demographic Distribution of the Participants

401 (43.6%) of the survey respondents are female, 511 (55.6%) are male. Regarding gender, the equal distribution among the participants found be convenient in order to determine the difference in perception of male and female security staff. 13.4% of the participants have less than 1 year of work experience, and the percentage of participants with work experience of 1-5 years is 41.5%. 37,8% of the participants have 6-10 years of work experience and 7.2% of the participants have more than 11 years of work experience. According to the analysis results, the work experience distribution in the sample is adequate for testing the model on the basis of work experience length.

3.2. Exploratory Factor Analysis

In order to find answers to the research questions and to determine the content validity, factor analyses were carried out on the study scales. In order to determine whether or not the mobbing scale items were appropriate for factor analysis regarding the sample size and data structure, Kaiser Meyer Olkin (KMO) was used, and to determine their factoring suitability, Bartlett Sphericity test was applied. The result for the KMO analysis (0.914) indicated that the factor analysis results were useful and usable. The results of the Bartlett Sphericity test revealed that there were no significant relationships among the variables and the data was viable for factor analysis application. (X^2: 3946.493, Sd:55 p<0.01) (Table 1)

Upon the applied factor analysis, 14 items were reduced to 11, and based on the content validity analysis, these 11 items were found to be in 3 sub dimensions and all their factor loads were above 0.500. These factors elicited through the analyses were labeled as "Attacks on Physical and Psychological Health", "Attacks on Reputation" and "Attacks on Communication". "Attacks on physical and psychological health" sub dimension accounts for the 23.730% of the total variance, and together with the "Attacks on reputation" it accounts for 47.362% of the total variance. All three sub dimensions account for 66.120% of the total variance.

According to the KMO test result (0.762) applied to the motivation scale items, the data structure was found to be appropriate for the factor analysis. Bartlett Sphericity test result showed that there was no significantly high relationships among the variables and the data was appropriate for the factor analysis (X^2: 1600.244, Sd:28, p<0.00). According to the conducted factor analysis, 12 items on the scale were reduced to 7, and on the basis of the conducted content validity analysis these 7 items were found to fall into 2 sub dimensions and all its factor loads were found to be higher than 0.500. "Authority and Responsibility" and "Job Readiness" factors were obtained as a result of the analysis (Table 2)

While the "Authority and Responsibility" sub dimension explains 33.860% of the total variance, the "Job Readiness" sub dimension explains 26.145% of the total variance. Together, these two sub dimensions explain 60.005% of the total variance.

Based on the KMO test result (0.589) applied on the job satisfaction scale items, data structure was found to be appropriate for factor analysis. Bartlett Sphericity test results showed that there were no significant relationships among the variables and the data were viable for factor analysis (X^2: 304.289, Sd: 6, p<0.01). Based on the applied factor analysis, 5 items on the scale were reduced to 4, and these 4 items were all found to converge in one sub dimension and all factor loads were above 0.320 (Tabachnic & Fidell, 2013: 654). These obtained factors were labeled as "External factors" (Table 3).

Table 1. Factor Loads Regarding the Mobbing Scale Subdimension Items

Item No	Factor1 Attacks on Physical and Psychological Health	Factor2 Attacks on Reputation	Factor3 Attacks on Communication
L-10 I am (or the environment is) physically harmed by the passengers.	0.832		
L-12 I receive physical violence threats from the passengers.	0.824		
L-6 I receive verbal threats from the passengers. (Do you know who I am?).	0.600		
L-8 Passengers yell at me or raise their voices.	0.571		
L-4 My decisions are constantly questioned by the passengers.		0.781	
L-3 The passengers treat me as if I have psychological problems (the rules they must follow are as if just the personal whim or ego satisfaction of the security staff).		0.774	
L-1 My job is always negatively criticized by the passengers.		0.733	
L-5 Passengers ignore us and act as if we are not there (without heeding my directions)		0.570	
L-13 There are unfounded rumors among passengers about the application of the security procedures.			0.820
L-14 In various implications passengers stress that my job is unnecessary.			0.807
L-11 I overhear that passengers talk behind me expressing their complaints about the security procedures.			0.548

Table 2. Factor Loads of the Motivation Scale Subdimension Items

Item No	Factor 1 Authority and Responsibility	Factor 2 Job Readiness
M-7 I think that I can almost always find a solution even for the unexpected problems regarding work.	0.814	
M-4 I think that I am able to overcome even the riskiest situations while doing my job.	0.779	
M-3 It makes me happy to show my skills while doing my job.	0.737	
M-9 I can handle extraordinary situations related to my job despite their difficulty	0.721	
M-5 The hardships I encounter do not keep me from paying attention to my job.		0.836
M-2 The hardships I encounter do not discourage me.		0.761
M-8 Time pressure do not keep me from doing my job the best I can.		0.724

Table 3. Factor Loads Regarding the Job Satisfaction Subdimension Items

Item No	Factor 1 External factors
T-1 Although I may have problems with some passengers, overall I am happy with my job.	0.810
T-2 I see my job as important.	0.732
T-3 Passengers facilitate my job.	0.585
T-4 Some passengers make me feel like my job is meaningless.	0.381

4 items found as relevant and adapted from the Minnesota Job Satisfaction Scale and labeled as "external factors" account for 41.998% of the total variance. A reliability analysis was carried out on the factors obtained from the three scales and all the data indicated that sub dimensions were reliable (Tabachnic & Fidell, 2013: 612-80; Çokluk et al., 2010: 207-8).

3.3. Confirmatory Factor Analysis

The confirmatory factor analysis applied to the mobbing scale in the model found that it measured the mobbing latent variable. Since the t values of the statements subsumed under "Attacks on Physical and Psychological Health" dimension (labeled as PHYPYS) as (L10: 19.33), (L12: 19.92), (L6: 23.22), and (L8: 2.17) are above 1.96 at the level of .05, they are significant. Since the t values of the statements subsumed under "Attacks on Reputation" dimension (labeled as REPU) as (L4: 26.74), (L3: 18.77), (L1: 21.59), and (L5: 20.79) are above 1.96 at the level of .05, they are significant as well. Because the t values of the statements subsumed under "Attacks on Communication" dimension (labeled as COM), as (L13: 22.35), (L14: 25.28), and (L11: 26.50) are above 1.96 at the level of .05, they are significant. (The error covariances of item 10 and 12 in the Attacks on Physical and Psychological Health sub dimension were allowed to interact) (Table 4).

The confirmatory factor analysis applied to the motivation scale in the model determined that all statements measure the motivation latent variable. t values of the statements under the "Authority and Responsibility" dimension (labeled as RESPON) as (M3: 14.39), (M4: 16.43), (M7: 23.40), and (M9: 18.45) are above 1.96 at .05 level and thus significant. t values of the statements under the "Job Readiness" dimension (labeled as READY) as (M2: 15.33), (M5: 19.17), and (M8: 12.99) are above 1.96 at .05 level and thus significant as well. (The error covariances of item 4 and 5 in the Authority and Responsibility sub dimension were allowed to interact).

The confirmatory factor analysis applied to the job satisfaction scale in the model determined that all statements measure the job satisfaction latent variable. The t values of the statements under the "External factors" dimension (labeled as SATIS) as (T1: 4.44), (T2: 10.91), (T3: 12.78), and (T4: 8.29) are above 1.96 at .05 level and thus significant.

3.4. Goodness Statistics of Job Satisfaction Structural Model by Work Experience

When analyzed in terms of χ2 values, this model was found to show better fit in all work experience groups, and when compared with the model fit coefficients of employees with less than 1 year work experience, it showed better fit in all other work experience groups. However, since χ2 statistics is known to be affected by the sampling a lot, other goodness statistics that are less affected by sampling were used. Yielding stronger goodness statistics, RMSA, CFI and NFI values indicated that the model demonstrates the best goodness of fit for the security staff with 1-5 year of experience (Table 5).

Table 4. Confirmatory Factor Analysis Fit Values of the Mobbing, Motivation and Satisfaction Scales

	χ2	**df**	**χ2/ df**	**RMSEA**	**GFI**	**AGFI**	**SRMR**	**NNFI**	**CFI**
Mobbing	164.38	40	4.11*	0.058*	0.97*	0.95*	0.032*	0.98*	0.99*
Motivation	29.83	12	2.49*	0.040*	0.99*	0.98*	0.033*	0.98*	0.99*
Satisfaction	3.83	2	1.92*	0.032*	1.0*	0.99*	0.018*	0.98*	0.99*

χ2/df< 5 RMSEA < .10 GFI/ AGFI> .90 SRMR< .10 NNFI/ CFI> .90

Table 5. Goodness Values of the Job Satisfaction Model Analysis Regarding Length of Work Experience

Group	**Chi Square**	**Δchi Square**	**Chi Square/df**	**GFI**	**AGFI**	**NFI**	**CFI**	**ΔCFI**	**SRMR**	**RMSEA**	**ΔRMSEA**
Less than 1 year	121.10		15.14	0.96	0.89	0.91	0.92		0.058	0.12	
1-5 year	43.13	**77.97***	5.39	0.98	0.96	0.98	0.98	**0.06***	0.042	0.069	**0.051***
6-10 year	84.50	**41.37***	10.56	0.97	0.92	0.96	0.96	**0.02***	0.068	0.10	**0.031***
11+ year	297.31	**212.81**	37.16	0.90	0.74	0.86	0.86	**0.1**	0.068	0.20	**0.1**

χ2/df< 5 RMSEA < .10 GFI/ AGFI> .90 SRMR< .10 NNFI/ CFI> .90

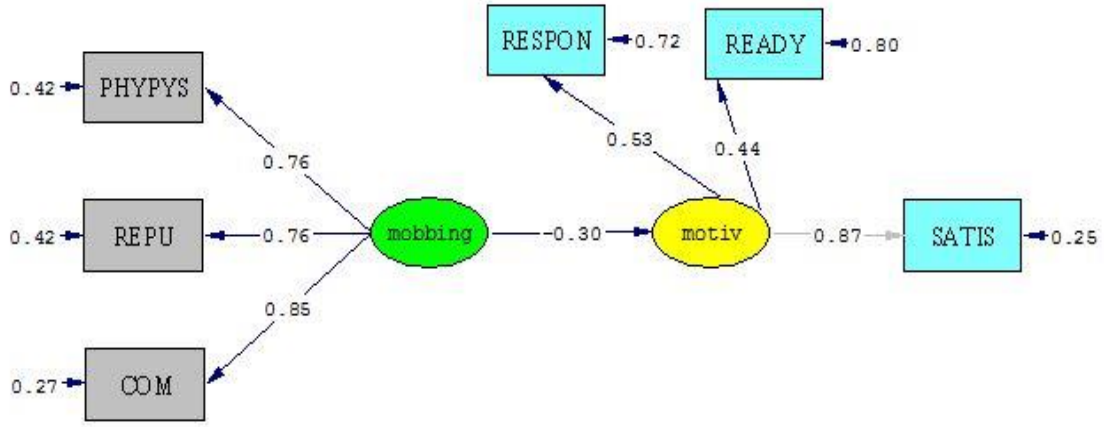

Figure 2. Job Satisfaction Model for Security Staff with 1-5 Year Work Experience

Figure 2 shows the Beta values and error rates of the job satisfaction model for security staff with 1-5 year experience. Whereas an inverse relationship was found between mobbing latent variable and motivation latent variable, a linear relationship was found between the motivation latent variable and job satisfaction observed variable in the model. According to the model, a 1-unit increase in the mobbing latent variable, composed of 'Attacks on Physical and Psychological Health' (PHYPYS) and 'Attacks on Reputation' (REPU) and 'Attacks on Communication' (COM) observed variables, results in a .30 (β = - .30) unit decrease in the motivation latent variable, and a 1-unit increase in motivation, composed of 'Authority and Responsibility' (RESPON) and 'Job Readiness' (READY) observed variables, results in .87 (β = .87) unit increase in the satisfaction observed variable (Figure 2).

3.5. Fit Statistics of Job Satisfaction Structural Model by Gender

Analyzed in terms of χ2 values, a comparison of female security staff' model fit coefficients and male staff' model fit coefficients revealed that the model shows better goodness of fit for female security staff. When the stronger goodness of fit statistics, RMSA, CFI and NFI values are analyzed, the model showed the best goodness of fit for female security staff.

Figure 3 shows the standardized solution values and error rates in the female security staff' job satisfaction model. In the model, an inverse relationship between the mobbing latent variable and motivation latent variable was found, and a linear relationship between motivation latent variable and job satisfaction observed variable was found. According to the model, a 1-unit increase in the mobbing latent variable consisting of 'Attacks on Physical and Psychological Health' (PHYPYS), 'Attacks on Reputation' (REPU) and 'Attacks on Communication' (COM) observed variable results in a .46 (β = - .46) unit decrease in the motivation latent variable consisting of 'Authority and Responsibility' (RESPON) and 'Job Readiness' (READY), while a 1-unit increase in motivation results in a .90 (β = .90) unit increase in the satisfaction observed variable (Figure 3).

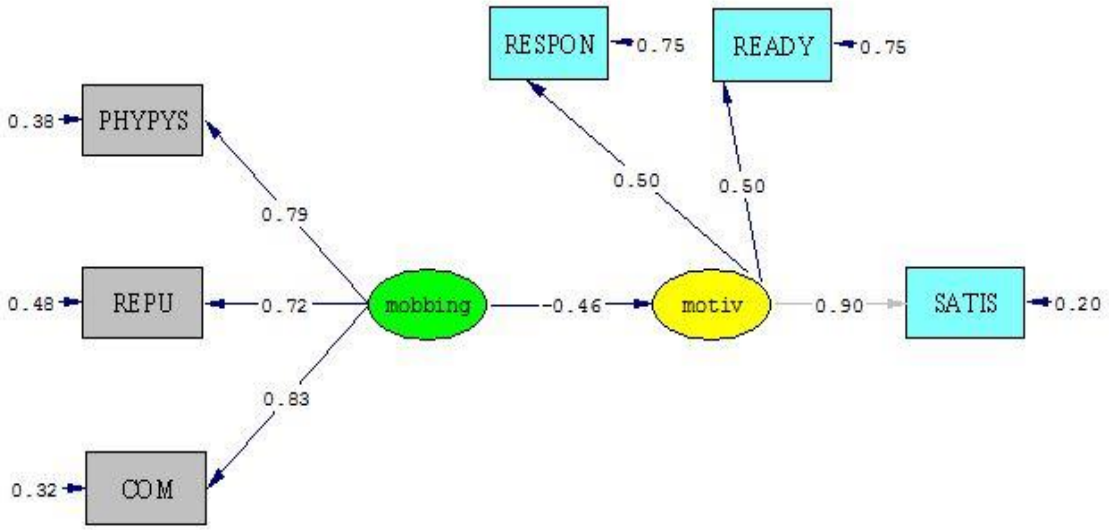

Figure 3. Job Satisfaction Model for Female Security Staff

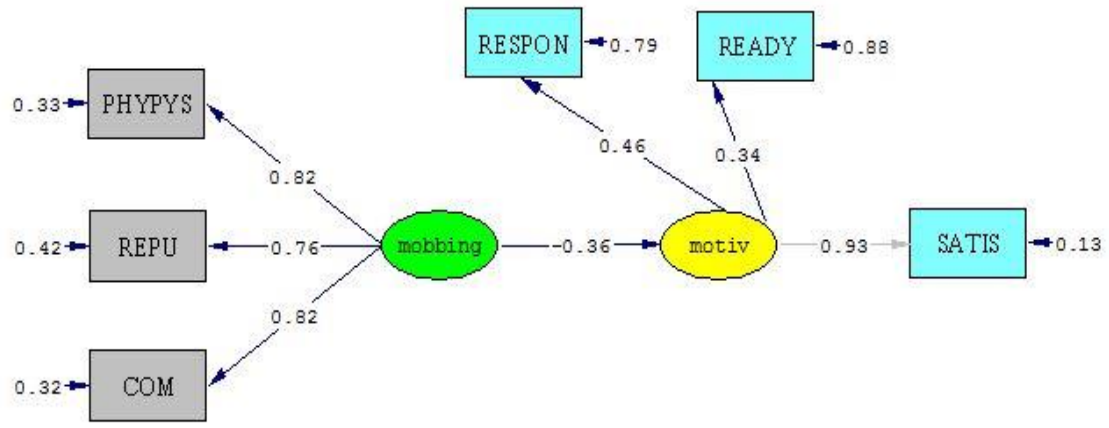

Figure 4. Job Satisfaction Model for Male Security Staff

Figure 4 shows the standardized solution values and error rates in the male security staff' job satisfaction model. The model shows an inverse relationship between the mobbing latent variable and motivation latent variable, while it displays a linear relationship between the motivation latent variable and job satisfaction observed variable. According to the model, a 1-unit increase in the mobbing latent variable, composed of 'Attacks on Physical and Psychological Health' (PHYPYS) and 'Attacks on Reputation' (REPU) and 'Attacks on Communication' (COM) observed variables, results in a .36 (β = - .36) unit decrease in the motivation latent variable, and a 1-unit increase in motivation, composed of 'Authority and Responsibility' (RESPON) and 'Job Readiness' (READY) observed variables, results in a .93 (β = .93) unit increase in the satisfaction observed variable (Figure 4).

4. Conclusion

The data obtained through the analysis supports the H1 hypothesis. Whether the created model shows different fit for the checkpoint security staff with different work experiences was tested and job satisfaction model was found to show the best fit for the security staff with 1-5 years of work experience. For the groups with work experience of less than 1 year or more than 5 years, the job satisfaction model was found to show low model-data fit. Thus, the model explains the job satisfaction of security staff with 1-5 year of work experience at their perception levels of passenger mobbing, while it does not explain other groups' job satisfaction. This obtained result can be explained by two factors: the rate of having occupational competencies and awareness is lower for the security staff with less than 1 year of work experience than the staff in other work experience groups. This result supports the existence of a linear relationship between having occupational competencies and awareness and passenger mobbing perception. On the other hand, due to the increasing inurement paralleling longer work experience, overall mobbing perception may drop. Therefore, security staff' with more than years of work experience level of passenger mobbing perception can be said to drop as well.

The H2 hypothesis that the job satisfaction model would show better fit for one gender was found to be supported by the obtained data. Whether the created job satisfaction model showed, different fit on the basis of gender for the checkpoint security staff was tested and job satisfaction model was found to show better fit for female security staff (ΔRMSEA= 0.048). The job satisfaction model for male security staff was found to have low model-data fit. Accordingly, female security staff's level of perception of passenger mobbing explains the job satisfaction model better than their male counterparts. The roles and the related behavior patterns expected by society from women and men are also thought to affect the study results. Professions like security involve processes that may be contrary to the gender-specific behavior patterns defined by society for women. Therefore, it can be said that, due to professional requirements female security staff are more frequently exposed to passenger mobbing than the male staff are.

In both work experience length and gender models, the effect of passenger mobbing on motivation was found to be higher than the effect of motivation on job satisfaction. (In the work experience length model, mobbing perception level affects motivation by -.30 and motivation level affects job satisfaction by .87; in the gender level, mobbing perception level affects motivation by -.46 and motivation level affects job satisfaction by .90 for women; mobbing perception level affects motivation by -.36, and motivation level affects job satisfaction by .93 for men). The effect of motivation on job satisfaction is much higher than the effect of passenger mobbing on motivation. The main reason for this is thought to be the fact that security staff work at airport security checkpoints under strict supervision. The security staff in Turkey perform the security procedures under the supervision of Turkish National Police. Additionally, the security staff are subject to frequent checks and tests and face disciplinary punishments when necessary (Directorate General of Civil Aviation: National Civil Aviation Security Program: 2015). Therefore, security staff' job readiness is ensured and their motivation loss is prevented in some way. However, job satisfaction is ensured directly by individuals' satisfaction with their work environments. Consequently, security checkpoint security staff' job satisfaction levels are affected to a much greater extent.

Improving these study findings with future studies will help better analyze the job satisfaction model based on passenger mobbing. Thus, in future studies, researching the effect of increasing inurement related to longer work experience on perception, and testing job satisfaction model will allow better explanation of the model. Furthermore, re-testing the job satisfaction model to determine female security staff' social role adoption rates may also contribute to a deeper understanding of the reasons for the model's yielding different goodness of fit analysis results based on gender.

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