International Journal for Multidisciplinary Research (IJFMR)
E-ISSN: 2582-2160 ● Website: www.ijfmr.com ● Email: editor@ijfmr.com

Airport Security: The Case of Ninoy Aquino International Airport Domestic Terminal

Dr. Ada Marie T. Campos

Airport Police Officer II, Airport Police Department- PIID

ABSTRACT

This research on airport security made use of exploratory sequential mixed methods. It was conducted at Ninoy Aquino International Airport Terminal II in Pasay City from April to May 2021. This study determined the extent of compliance of the airport, the feelings of security, and the challenges encountered by the employees and passengers in the said facility. The results showed that the Ninoy Aquino International Airport is *very much compliant* with the aspects of security as evidenced by the mean results of 3.39 for passenger respondents and 3.55 for employee respondents. Both group of respondents manifested their contentment and satisfaction about the security measures that are imposed in the airport. The security personnel were described to be respectful and responsible despite some unpleasant experiences with the airport. The challenges encountered by the respondents at the airport include the following: insufficiency of the CCTVs and no-monitoring on a 24-hour basis, policies of agencies inside the airport vary, access of regular inside the airport premises, trust issues among employees, abuse of authority inside the airport, and personnel challenges. Overall, the airport is being managed and operated with standardized security measures despite the minor problems relative to differences due to agency attachments of employees.

Keywords: Ninoy Aquino International Airport, Airport security, physical security, personnel security, document and information security

THE PROBLEM

Background of the Study

Modern airports operate under tremendous expectations and pressures, striving to meet varied, interconnected, and often contradictory performance goals. Typically, airport performance areas such as security, safety, and efficiency are studied separately. However, operational decisions made by airport management frequently influence many sectors at the same time. Currently, there is limited knowledge of how different performance categories are linked (Knol, Sharpanskykh & Janssen, 2019).

Global air traffic passenger demand has been growing for the past eight years with an average annual rate of more than 5% per year and is expected to grow in the future (IATA, 2016). This growing demand poses significant challenges for airports to operate effectively, efficiently, securely, and safely. A part of this difficulty comes from interdependencies and even conflicts between diverse performance goals of an airport, which sometimes cannot be satisfied all at the same time. For example, modern airports need to ensure a thorough security check of all passengers with increasing security threats. However, an extensive security check could also cause delays, inefficiencies, and disturbances in processing passengers' papers, especially in busy periods (Knol, et al. 2019).

According to Knol, et al. (2019), in air transport research, security and safety performance dimensions are

usually studied separately from efficiency and capacity dimensions. Partly this is because safety and security risks have a different nature than capacity and efficiency measures (e.g., passenger queue length), which makes it difficult

to identify relations between these performance areas. However, establishing and quantifying such relations and identifying latent variables through which these areas are connected is essential for effective and well-grounded multi-criteria decision-making concerning airport operations. This paper contributes to achieving this goal.

Airports worldwide are one of the critical installations that need a great team of security professionals and officers. Airport security has undergone numerous improvements in the past decade.

Airport security has evolved dramatically after the tragic 9-11 attacks. As more security measures were put in place, the airport became more secure. Simultaneously, passenger numbers have grown substantially since then. This increase in passenger numbers and additional security measures per passenger resulted in a significant increase in expenses. In 2002, the United States spent $2.2 billion on airport security. In 2013, they spent about $8 billion security now accounts for almost a quarter of an airport's operational expenditures (Gillen & Morrison, 2015). Apart from these high costs, passengers traveling by aircraft experience high amounts of stress (Janssen, 2020). These stress levels are generated by the possibility of negative air travel occurrences, furious reactions to other passengers, and a lack of faith in the airline/ability airports to provide comfort and security (Janssen, 2020). The performance of an essential security measure, the security checkpoint, should be enhanced to solve this. Current attempts to enhance the security checkpoint procedure aim to decrease passenger stress or improve security checkpoint throughput (Janssen, 2020).

The Department of Transportation and Communication thru Manila International Airport Security ensures compliance with the existing Aviation Security Manual set by

the International Civil Aviation Organization as reflected in their newly issued Manual last 2017.

In European airports, studies revealed that one-third of the passengers are not satisfied with their perceived safety. Airport entrances, security checkpoints, boarding areas, toilets, and restaurants are where passengers feel less satisfied with their safety. This was based on the satisfaction survey of passengers based on their experience and perception. Regardless of whether passengers are arriving or departing, their satisfaction

with safety is affected by their perception of an airport's environment (e.g., elevators, overall maintenance) and the overall experience of being in transit (Ceccato & Masci, 2017). Similarly, Ringle, Sarstedt and Zimmermann (2011) revealed a direct impact on the overall satisfaction of people who travel for pleasure than business travelers, which implies that airlines should more strongly emphasize safety features aimed at leisure travelers.

The events surrounding the 9-11 attacks in the United States provided a direct incentive for increased activity and the creation of new, more stringent laws (Seidenstat & Splane, 2009). Attention was also directed to training the personnel in threat detection skills and in reacting appropriately to any kinds of non-standard behavior on passengers (Alards-Tomalin et al., 2014). This is because human error, caused by deliberate action or deficiencies in training, may have catastrophic consequences for an airport, a carrier, and passengers (Price & Forrest, 2013).

The NAIA and other airports had been experiencing some incidents. Some government agencies (name of agency withheld) escort their friends and relatives not passing through the security checkpoints. This is a danger to the security of the passengers and employees.

In September 2015, there were reports about passengers at the Ninoy Aquino International Airport (NAIA) in Manila being accosted and fined for possessing bullet ammunition. This drew public attention and, as a result, the attention of both the local and international press. These events were allegedly part of a **"**bullet planting**"** plot carried out by airport security employees as a form of extortion (locally *called as* "drop bullet" or *tanim-bala).* A proposal to end these occurrences is to strengthen existing rules and regulations for airport security screeners (NAIA Investigation Reports, 2019).

The Manila International Airport Authority (MAIA) is the Philippine government body operating the NAIA. It is constituted as a government-owned and managed corporation affiliated with the Department of Transportation. The following are other private and public agencies attached under the supervision of MIAA working together to ensure safety and security within the airport's immediate premises:

1. Office of transportation Security – The mandate of this office is to secure the airport against any acts of terrorism;
2. Airport Police Department – This office has the power to exercise police authority in any crimes committed which is under the jurisdiction of Manila International Airport Authority;
3. PNP AVSEGROUP- this group is in charge of securing all airports against any acts of unlawful interference;
4. Customs Police Examiner- Its primary duty is to control and monitor imports and exports as well as foreign trades;
5. Philippine Drug Enforcement Agency – This agency implements RA 9165 within the airport premises;
6. Bureau of Immigration – This Bureau is the repository of immigration records of entry, temporary sojourn, and temporary admission of foreign nationals
7. Private Security Agencies – These agencies provide assistance and workforce to the Airport Police Department by safeguarding all the airport's premises.

This research may be deemed significant as a basis for formulating policy or seminars/workshops related to security and safety to either maintain or improve the level of security inside NAIA Terminal 2.

With the aforementioned literature, it is apparent that there is no existing research on MIAA security and safety or whatsoever despite the established principle that there is a need to monitor airport security closely, especially if it is an international airport. Hence, this study is significant as it would help the MIAA develop synchronized policies that can be used by the different government agencies in the airport to address MIAA's security issues and challenges.

Theoretical/Conceptual Framework

This study is anchored to the following theories and concepts:

In Maslow's hierarchy of needs, safety and security were defined as the basic and essential needs. The difference in location or circumstances strengthens the fact that security is a priority and should be everybody's concern (Interaction Design Foundation, 2018).

According to Janssen (2020), the rational choice theory perspective starts with the premise that offenders seek to advantage themselves through their offending.

Risk-based decision theory describes the threats that airport terminal buildings are exposed to, enhanced security measures to deal with these threats, and cost.

Crime pattern theory is the criminological approach most similar to public transportation systems Eroukhmanoff (2018). This theory is made up of three main concepts: nodes, pathways, and edges.

The last idea of crime pattern theory is edges, which are places where people are unfamiliar. This theory further implies that crimes and security issues may be expected inside transportation terminals because of unfamiliarity. Some passengers and even employees may unknowingly commit or become victims of crimes because they are unfamiliar with existing rules and regulations.

Hasisi and Weisburd (2011), in their Routine Activity Theory, emphasizes that crime occurs when three elements converge: (1) a motivated offender, (2) a suitable target, and (3) the absence of a capable guardian.

In terms of satisfaction, Lansky (2019) said that the most widely recognized theory relating to consumer satisfaction processes is the expectation theory (also known as Expectancy-Disconfirmation Theory).

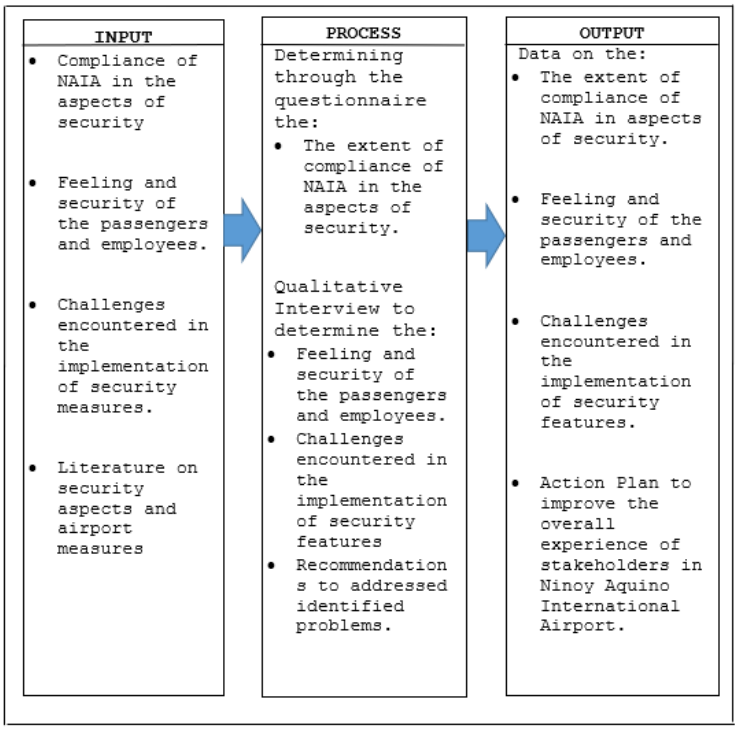
Disconfirmation theory indicates that customers compare a new service experience with a standard they have developed. Their belief about the service is determined by how well it measures up to this standard.

All the theories mentioned above explaining the occurrence of crimes, victimization, and satisfaction served as the researcher's guide to the completion of this study.

Research Paradigm

The researcher employed an Input-Output-Process paradigm as it is the fitted paradigm because of the use of the mixed method. The input provides literature regarding the satisfaction of stakeholders in the three aspects of security such as personnel, physical and document are used as the input which affects the process. The process includes administering questionnaires, conducting informal interviews, statistical analysis for the quantitative part, and thematic analysis for the qualitative part. The output of this study is the data on the compliance of NAIA on the aspects of security, feelings of security of the passengers and employees, and challenges encountered in the operationalization of the security measures in the airport. An additional output of this study is an action plan to address the identified challenges as brought out from the findings.

Figure 1. Illustration of Framework



Statement of the Problem

This study elucidated the respondents' perceptions regarding compliance with security at the NAIA, both

passengers, and employees.

Specifically, it sought to answers the following problems:

1. What is the extent of compliance of NAIA in terms of the following aspects of security:
   a. Personnel security;
   b. Physical Security; and
   c. Document and Information Security?
   1.1. Is there a significant difference in the extent of compliance of NAIA in terms of the aspects of security according to group?

Ho. There is no significant difference in the extent of compliance of NAIA in terms of the aspects of security according to the group.

2. What is the feeling of security of the passengers and employees?
3. What are the challenges encountered in the implementation of the NAIA security measures?
4. What plan of action could be developed to address challenges encountered?

Design and Methodology

CHAPTER 2
DESIGN AND METHODOLOGY

This chapter presents the research design, population and locale of the study, data gathering tools and procedures, and the statistical tools for the data treatment.

Research Design

The researcher used explanatory sequential mixed methods in this study. This was used because it is important first to describe the NAIA's compliance with the security measures; then, the qualitative data from the interviews were used to support the quantitative data.

A quantitative method was utilized to answer the study's first objective, which is the level of satisfaction of the stakeholders concerning the compliance of Manila International Airport Authority (MIA)in existing rules and regulations concerning safety. Moreover, the qualitative method was utilized in the remaining objectives, which aimed to identify the stakeholders' feelings and recommendations for airport security.

Qualitative research focuses on understanding a research query as a humanistic or idealistic approach. The qualitative method is used to understand people's beliefs, experiences, attitudes, behavior, and interactions. It generates non-numerical data. Integrating qualitative research into intervention studies is a research strategy that is gaining increased attention across disciplines that quantitative encompasses a range of methods concerned with systematically investigating social phenomena using statistical or numerical data (Pathak et al. 2019).

Population and Locale of the Study

For the first research problem, which is quantitative, there were 270 respondents, composed of 118 passengers and 152 employees. The respondents were chosen via convenience sampling wherein the passengers voluntarily participated in the study after explaining the objective. Respondents were the passengers departing or arriving from different domestic destinations. The confidence level is 95 percent, with a marginal error of 5 percent. The respondents are at least 18 years old, of legal age, not pregnant (for women), not immuno-compromised since the study was conducted during the COVID-19 pandemic. Also, the participant passengers must have experienced traveling at least twice before the pandemic to get their overall experience with the airport regardless of any pressing situation like the pandemic. The researcher interviewed the participant passengers and determined if the passenger traveled at least twice using the NAIA Terminal II. The respondents must be Filipino, have utilized Terminal II (Domestic Term-

inal), and be within the conditions.

For the second and third research problems, which are qualitative, there were 20 participants; 10 were passengers and ten employees. These participants were from the following units under the Office of the Terminal Manager Terminal II: Office for Transportation Security, Private Security Agency, Airport Police Terminal II Police Section, Janitorial Services, Terminal II Operation office. Since the study was administered last April to May 2021 and there was limited personnel reporting, only those who reported during the conduct of the interviews participated.

The study was conducted at the Ninoy Aquino International Airport (NAIA) under the direct management of Manila International Airport Authority (MIAA), Terminal 2 located along the border between the cities of Pasay City and Parañaque City, about 7 kilometers (4.3 mi) south of Manila City proper and southwest of Makati City. NAIA Terminal 2 was chosen as the study's location because it serves as the primary international gateway for visitors to the Philippines and acts as a hub for AirAsia Philippines, Cebgo, Cebu Pacific, Philippine Airlines Express, and Philippine Airlines. It is managed by the MIAA, a branch of the Department of Transportation (DOTr). The NAIA Terminal 2 was also chosen as the setting of the study due to some recorded incidents in the said airport terminal, such as the lag-lag ball incidents and other security lapses such as abuses of employees.

Data Gathering Tools

The questionnaire was the primary data collection technique in this study.

The questionnaire contained indicators that measured the extent of compliance of the NAIA considering the aspects of security such as personnel, physical, and document and information security. The questionnaire was used to gather data to answer specific problem number one. The indicators of the questionnaire were based on the International Civil Aviation Organization Manual 2017 edition. The questionnaire's content validity was tested throughout the study's proposal defense. The questionnaire was presented to the members of the panel of examiners. Their recommendations were incorporated to improve the questionnaire.

Using the questionnaire, a reliability test was conducted. It was conducted among ten employees and ten passengers at NAIA Terminal 1. The data gathered from the dry run was subjected to statistical analysis using Chronbach Alpha. Once it revealed a computed Alpha of 1.05, the questionnaire is deemed reliable and is ready for administration.

The interview was also used as an additional data gathering tool. The interview guide was utilized to address problems number 2 and 3 and serve as additional bases to address problem number 4.

Data Gathering Procedure

The researcher prepared a letter to the Dean of the Graduate School of Criminal Justice and Public Safety of the University of Baguio and sought her approval to proceed with the study. Upon the approval of the Dean, another letter was crafted for the office of Assistant General Manager of Security and Emergency Services for approval. After its approval, the researcher administered said questionnaires for the respondents.

On the other hand, the interviews were conducted with individual stakeholders face to face.

Treatment of the Data

The data for problem 1 of the study were treated using the weighted mean. The central tendency was calculated using the weighted mean. The obtained weighted mean is an advantage of all the scores by the two groups of respondents. A 4-point scale patterned after the Likert scale was used to describe the quantitative data obtained from the survey results.

In the hypothesis testing, since there are two (2) groups of respondents involved in the study, the F-test on the non-significant difference was applied using a 0.5% level of significance to determine the degree of satisfaction of the stakeholders related to the three (3) aspects of security in Terminal two (2) of Ninoy Aquino International Airport.

The following four-point scale was utilized in this study:

Design and Methodology

Point	Scale	Verbal Interpretation	Definition
4	3.26 – 4.00	Very much Complied (VMC)	The indicator fully complies with all the mandated standards and policies.
3	2.51 – 3.25	Much Complied (MC)	The indicator complies with a minimal deviation from the standards and policies.
2	1.76 – 2.50	Complied (C)	The indicator complies with noticeable deviation from the standards and policies.
1	1.00 – 1.75	Least Complied (LC)	The indicator complies with much deviation from the standards and policies.

Responses obtained during the informal interviews for problems 2 and 3 were transcribed and analyzed using thematic analysis. Coding was used to bring out the themes.

Ethical Considerations

Permission and consent were acquired from the respondents while ensuring confidentiality through the one-on-one interview. The researcher personally explained the study's objectives to the prospective participants and their rights as participants in this study.

The study's findings will be communicated via journal articles and research presentations at research colloquia. Also, results will be submitted to the management of Manila International Airport Authority and the University of Baguio Graduate School for proper verification and evaluation.

Presentation, Analysis, and Interpretation of Data

CHAPTER 3
PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

This chapter presents the findings, analyses, and interpretations of the data.

The extent of Compliance of NAIA in the Three Aspects of Security as Perceived by the Respondents

The answers to this research problem are presented below, following the three aspects of security. The tables were presented first, followed by a discussion of findings and corroborations.

Table 1 The Extent of Compliance of NAIA in the Aspects of Security as Perceived by the Passengers (N=118)

Indicators	Overall Mean	VI
A. Physical Security		
1. The airport fences are standard, having a height of at least 8 feet.	3.31	VMC
2. The airport fences have concertina or barb wires.	3.19	MC
3. All perimeter fencing is accompanied by a closed-circuit television camera (CCTV).	3.36	VMC

4. There are noticeable emergency gates for quick access for emergency vehicles.	3.38	VMC
5. All parts of the airport buildings are illuminated using a high-quality lighting system.	3.39	VMC
6. There are visible directional signs for accessibility.	3.37	VMC
7. There is a VIP (very important person) facility inside the airport premises for their security and safety.	3.31	VMC
8. All entrance gates are equipped with x-ray machines for baggage.	3.53	VMC
9. Free wireless internet connection is provided for communication purposes.	3.10	MC
Indicators	**Overall Mean**	**VI**
10. There are accurate flight details available on the information board.	3.23	MC
11. A complaint desk is visible throughout the airport vicinity.	3.30	VMC
12. There is a lost and found office accessible 24 hours.	3.27	VMC

13. Pedestrian areas are located directly outside the terminal buildings.	3.38	VMC
14. Signages are strategically placed to remind all persons to be alert for any suspicious activities.	3.33	VMC
15. There are tables in front of the baggage screening equipment for baggage that requires separate inspection.	3.34	VMC
16. The tables in front of the baggage screening equipment have appropriate lengths for baggage that require separate inspection.	2.27	VMC
17. Parking areas with the airport are well lighted.	3.17	MC
18. Parking areas are well-guarded by airport security.	3.26	VMC
19. The number of security personnel is enough to secure the area 24/7.	3.15	MC
20. Park areas are wide to accommodate vehicles of passengers and employees.	3.16	MC
21. It is evident that fences are regularly checked for degradation by engineers and security personnel.	3.17	MC
22. It is evident that garbage containers are regularly checked by security personnel.	3.22	MC
Area Mean	**3.28**	**VMC**
B. Personnel Security		
1. Spectators and visitors are informed to remain in a single monitored area for supervision purposes.	3.22	MC

2. There is the visibility of Law Enforcement Officers inside the airport:		
2.1.Airport Police	3.39	VMC
2.2.Philippine National Police	3.44	VMC
2.3.Private Security Forces	3.35	VMC
Indicators	**Overall Mean**	**VI**
3. Public announcement system is delivered in real-time to provide passengers with information regarding security measures.	3.38	VMC
4. There is a separate security channel for elderly passengers, persons with disabilities, and pregnant women.	3.39	VMC
5. Only authorized personnel are allowed to access the baggage system.	3.41	VMC
A mix of males and females staffs 6. Screening checkpoints so a screener of the same gender may perform that manual searches.	3.44	VMC
7. There is a sufficient number of properly trained screeners.	3.30	VMC
8. A bomb detection squad or utilization of sniffing dogs are observable inside airport premises.	3.29	VMC
9. Confiscated dangerous goods are turned over to proper authorities for proper disposal.	3.39	VMC
10. Security personnel are approachable and provide immediate assistance when needed.	3.44	VMC
Area Mean	**3.37**	**VMC**
C. Document and Information Security		
1 Color coding is observed in all identification cards of employees.	3.36	VMC
2. Passengers are required to produce a valid boarding pass at all points of entrance.	3.61	VMC
3. A valid identification card is required as supporting proof for the boarding pass.	3.60	VMC
4. All persons working inside the airport are issued with an identification permit.	3.56	VMC
5. A list of prohibited items is strategically located inside the airport.	3.44	VMC
Area Mean	**3.51**	**VMC**
Grand Mean	**3.39**	**VMC**

Physical Security

The passengers' compliance at NAIA Terminal 2 on the physical security aspect is 3.28, interpreted as Very Much Complied. This implies that the passengers of NAIA perceive that NAIA complies with the standards and guidelines of physical security. This is evident with the gates of NAIA being equipped with x-ray machines for baggage checking. The requirement to have an x-ray at all gates of the airport is for initial screening purposes. This is to detect the obvious contraband with the help of the x-ray and other

security devices used by the personnel. As Mery et al. (2020) emphasized, the X-ray machine is used as significant equipment in detecting dangerous goods that may enter the aircraft.

On the other hand, the passengers responded that the NAIA provides wireless internet access for communication purposes but with slow connectivity. This is shown by its mean of 3.10, interpreted as much complied, and is the lowest among the indicators. There are so many passengers every minute, and almost all are using the internet connection makes cyberspace traffic. Meanwhile, a free wireless internet connection inside the airport is sometimes not available. This wireless connection plays a significant role in the communication system inside the airport. It transmits data or information to other devices bringing convenience to the passengers or users (Islam & Jin, 2019).

The findings, as mentioned earlier, support the ideas of Ming-Kei and Lau that the provision of service quality to passengers is a core advantage in airport management because high-end services also increase passenger satisfaction (Ming-kei et al. 2016). However, this did not completely happen, as shown in the level of satisfaction by the respondents. Over the past decades, NAIA has served increasing numbers of passengers due to the travel demand. It was also ranked as the fifth-worst airport in Asia (Gumasing et al., 2020). However, the quality policy of the management adheres to continually improve and develop its people, processes, and facilities that will strengthen the safety and security of Airport Users (MIAA, 2018).

According to Eroukhmanoff (2018), the rational choice theory perspective starts with the premise that offenders seek to advantage themselves through their offending. This involves making decisions to commit a crime, which are rational within their time and ability constraints. This theory explains that despite the publication of the laws, airport policies, and regulations about security and safety measures, there are still individuals who choose to challenge the capability of the security personnel by knowingly and maliciously violating existing laws and airport regulations.

Studies revealed that one-third of the passengers are not satisfied with their perceived safety in European airports in connection with the findings. Airport entrances, security checkpoints, boarding areas, toilets, and restaurants are where passengers feel less satisfied with their safety.

Personnel Security

The passengers of NAIA rated the personnel security a mean rating of 3.37, interpreted as very much complied. This means that all the standards and guidelines on personnel security at NAIA have fully complied as perceived by the respondents. In this study, personnel security is limited to hiring and firing employees as commonly understood under industrial security. It also includes the protection of passengers, employees, and all persons inside the airport premises as Part of personnel security.

The passengers perceived all these three indicators as very much complied with the highest mean of 3.44. This is an indication that they do their routine activities. These activities are maybe basic but effective in preventing the commission of crimes. To secure all persons inside the airport, the physical presence of the Philippine National Police personnel is at all times observed, the screening checkpoints are manned by male and female personnel for device and manual searches, and this personnel is ready for any assistance. However, it shows that the passengers that when they are asked to remain in an area for supervision purposes, perceived it to have the lowest mean of 3.22, interpreted as Much Complied only. This means that the passengers do not see the importance of the implementation of security measures. This implies that there are passengers who cooperate because they benefit, and still, others do not participate because they are not benefited. There are areas allowed for passengers to sit and wait for them to check-in in the airport, but due to the volume of passengers inside the airport, some parts of the building, like the floors and corridors, are occupied by the waiting passengers. This is the concern of the security personnel that

requires monitoring the passengers' activities through CCTV operations and constant patrolling the area/s concerned.

The results of the study manifest the claims of Securitization theory. The theory asserts that national security policy is not naturally given but carefully designated by politicians and decision-makers. In the study, the management of security at the NAIA involves decision-makers in the NAIA management, including security and non-security personnel and political leaders, especially the national leaders.

Accordingly, political issues are constituted as extreme security issues to be dealt with urgently when labeled as 'dangerous,' 'menacing,' 'threatening,' 'alarming,' and so on by a 'securitizing actor.' He has the social and institutional power to move the issue beyond politics. As a result, security vulnerabilities must be defined as problems by securitizing actors rather than just being out there. For example, calling immigration a threat to national security elevates it from a low-priority political concern to a high-priority problem requiring action, similar to border security. Securitization theory is an alternative to traditional security techniques in IR. It states that circumstances are not intrinsically hazardous in and of themselves; rather, they become security problems by referring to them as security issues (Eroukhmanoff, 2018).

To the findings, the classical theory viewed individuals as acting as a result of freewill and as being motivated by hedonism. The latter refers to a pleasure principle (Eroukhmanoff, 2018). As regards the study, classical theory explains that the employees and passengers of the airport involved in a crime or violation of regulation are assumed to be their choice. The presence of warning signs and posters in the airport and materials available on the internet is additional guidance for all, especially the passengers. It is assumed that the employees know all the laws and policies, but some choose to commit a crime. Thus, they are given the free will to decide whether to commit or not to commit a crime.

Document and Information Security

The passengers of the NAIA gave an area mean of 3.51 to the aspect of document and information security, interpreted as very much complied with the standards and guidelines of security policies and regulations relative to document and information security. This indicates that the passenger respondents perceive that NAIA is fully compliant with document and information security protocols. The Aviation Security Manual used by the NAIA is evident with the existence of color coding of IDs of employees, the presentation of IDs of passengers with their boarding passes, and the information provided in the website and posters around the airport for proper identification.

All passengers are mandated to show their plane ticket and/or boarding pass/es and valid ID to gain entry, as shown by the highest mean of 3.61. Hence, the personnel in charge at the entrance of NAIA only rely on the documents mentioned to validate the identity of the passengers. Unfortunately, due to the volume of the passengers, the employees have no time to thoroughly verify the authenticity of the documents presented despite the training of the screening employees to detect some indication of forgeries and frauds on the common IDs presented, boarding passes, and plane tickets.

The lowest rated indicator by the passengers is on the location of the list of contraband as indicated by the mean of 3.44. However, it is still interpreted as very much complied with. This means that the airport authorities have not installed information materials to inform the passengers on the allowed and prohibited items in the airport. This happens when some passengers complain about confiscating some items' contents that exceed the allowable contents of any liquid in a container. As provided by the Aviation Security Manual, any container with liquid content exceeding 100ml is prohibited, especially when hand carried. If the baggage is checked in, the baggage undergoes a security check of the contents of the baggage for proper action.

Based on records of the aviation police, another incident is the misinformation/lack of information of passengers who possess some items containing liquid with volume prohibited by existing laws and airport regulations. The airport's policy is that if the possessed item is more than 100ml, it is prohibited, including bottled water. This is one of the reasons passengers are complaining to the duty security guards about why their items are being confiscated. They even claim for the amount of the confiscated item. The only answer by the security personnel is that it is written in the regulations and can be used as a component in making bombs and other harmful mixtures and objects (NAIA Terminal II Annual Investigation Report, 2019).

In 2019, the Philippines' Office for Transportation Security (OTS) and the United States Transportation Security Administration (TSA) conducted a joint security assessment in NAIA. The purpose of the assessment was to push forward the best practices in implementing security measures for our airports, also to keep pace with the changing international and national security requirements. These involve the enhancement of passenger and baggage screening, access control measures, deployment of advanced explosive detection technologies such as 12 HI-SCAN 6040 2is HR units that can identify explosives in carry-on baggage, facility improvement, enhanced background checks, and most importantly, the policy and procedure improvements (Price et al. 2013).

As NAIA is under the direct management of Manila International Airport Authority, it has existing rules and regulations that commit to having safe, efficient, and reliable airport facilities. Consequently, the enforcement of this standard operating procedure is significant to fortify the coordination, coherence, and efficiency of the airport's security in preventing any potential threats that may arise or enter the country (MIAA, 2018).

According to Moyer (2018), as long as a document may be used to commit fraud, the cost of forging it is likely to be less than the value to the criminal. When individuals interpret the text as indicating trust in a security scenario, it constitutes vulnerability in society's safety.

Overall, the passenger respondents perceived that the NAIA is compliant with the laws, policies, and standards set for the installation's security. This is shown by the grand mean of 3.39, interpreted as very much complied. It further implies that the passengers did not experience another international airport's safety and security services, so they can only base their perception/ answers on their experience with NAIA. This implies that the MIA is doing its Part to secure the airport's buildings, parking areas, hallways, and other physical facilities. The personnel, including the employees, passengers, and visitors, are secured. Finally, the confidential documents are well-kept, but documents that are open to the public are helping the security department to inform the public of contraband and other related regulations. However, the information dissemination to the passengers as to the details of the prohibited items are not clear to the passengers through posters and public address system immediately outside and inside the airport.

Table 2 ***Extent of Compliance of NAIA in the Aspects of Security as Perceived by the Employees (N=152)***

Indicators	**Overall Mean**	**VC**
A. Physical Security		
1. The airport fences are standard, having a height of at least 8 feet.	3.41	VMC
2. The airport fences have concertina or barb wires.	3.27	VMC
3. All perimeter fencing is accompanied by a closed-circuit television camera (CCTV).	3.03	MC

4. There are noticeable emergency gates for quick access for emergency vehicles.	3.38	VMC
5. All parts of the airport buildings are illuminated using a high-quality lighting system.	3.29	VMC
6. There are visible directional signs for accessibility.	3.29	VMC
7. There is a VIP (very important person) facility inside the airport premises for their security and safety.	3.60	VMC
8. All entrance gates are equipped with x-ray machines for baggage.	3.79	VMC
Indicators	**Overall Mean**	**VC**
9. Free wireless internet connection is provided for communication purposes.	3.47	VMC
10. There are accurate flight details available on the information board.	3.47	VMC
11. A complaint desk is visible throughout the airport vicinity.	3.36	VMC
12. There is a lost and found office accessible 24 hours.	3.74	VMC
13. Pedestrian areas are located directly outside the terminal buildings.	3.60	VMC
14. Signages are strategically placed to remind all persons to be alert for any suspicious activities.	3.38	VMC
15. There are tables in front of the baggage screening equipment for baggage that requires separate inspection.	3.61	VMC
16. The tables in front of the baggage screening equipment have appropriate lengths for baggage that require separate inspection.	3.58	VMC
17. Parking areas with the airport are well lighted.	3.08	MC
18. Parking areas are well-guarded by airport security.	3.32	VMC
19. The number of security personnel is enough to secure the area 24/7.	3.53	VMC
20. Park areas are wide to accommodate vehicles of passengers and employees.	3.26	VMC

21. It is evident that fences are regularly checked for degradation by engineers and security personnel.	3.22	MC
22. It is evident that garbage containers are regularly checked by security personnel.	3.40	VMC
Area Mean	**3.41**	**VMC**
B. Personnel Security		
1. Spectators and visitors are informed to remain in a single monitored area for supervision purposes.	3.46	VMC
2. There is the visibility of Law Enforcement Officers inside the airport:		

2.1.Airport Police	3.66	VMC
2.2.Philippine National Police	3.65	VMC
2.3.Private Security Forces	3.56	VMC
Indicators	**Overall Mean**	**VC**
3. Public announcement system is delivered in real-time to provide passengers with information regarding security measures.	3.43	VMC
4. There is a separate security channel for elderly passengers, persons with disabilities, and pregnant women.	3.41	VMC
5. Only authorized personnel are allowed to access the baggage system.	3.63	VMC
A mix of males and females staffs 6. Screening checkpoints so a screener of the same gender may perform that manual searches.	3.64	VMC
7. There is a sufficient number of properly trained screeners.	3.55	VMC
8. A bomb detection squad or utilization of sniffing dogs are observable inside airport premises.	3.56	VMC
9. Confiscated dangerous goods are turned over to proper authorities for proper disposal.	3.54	VMC
10. Security personnel are approachable and provide immediate assistance when needed.	3.58	VMC
Area Mean	**3.56**	**VMC**
C. Document and Information Security		
1 Color coding is observed in all identification cards of employees.	3.68	VMC
2. Passengers are required to produce a valid boarding pass in all points of entrance.	3.67	VMC
3. A valid identification card is required as supporting proof for the boarding pass.	3.78	VMC
4. All persons working inside the airport are issued with an identification permit.	3.73	VMC
5. A list of prohibited items is strategically located inside the airport.	3.56	VMC
Area Mean	**3.68**	**VMC**
Grand Mean	**3.55**	**VMC**

Physical Security

It could be gleaned that the respondent employees of the NAIA gave an area mean of 3.41, interpreted as Very Much Complied. This means that the physical security regulations that are imposed at the NAIA complied. Further, the findings show that the NAIA security level has very much complied as all the 19 indicators were rated very much complied.

Relative to the findings, the need for safety was acknowledged as a basic human need by Abraham Maslow in his Hierarchy of Needs. Safety needs represent the second tier in Maslow's hierarchy, and these needs

include the security of body, employment, resources, and the morality and health of the family. Another related theory is the disconfirmation theory that indicates that customers compare a new service experience with a standard they have developed. Their belief about the service is determined by how well it measures up to this standard. The theory presumes that customers purchase based on their expectations, attitudes, and intentions (Ringle et al. 2011).

The employees gave the highest mean to the physical security measure of the airport, particularly on equipping all the gates of NAIA with x-ray machines that would help detect contrabands. This was rated 3.79 by the respondents, interpreted as VMC. This finding is the same as that of the passengers mentioned earlier in the preceding paragraphs. This is because it is a basic part of physical security to install detection devices in all gates to fast track the security check due to the volume of passengers. Time is essential in the airport, passengers and employees always rush to catch up with time, but security measures are not an element to skip for the safety of everyone. Based on the Aviation Security Manual, the security and safety of the passengers and employees are one of the top priorities of the airport security personnel.

As shown by the findings of the study, it shows in the literature that the concepts such as security and privacy mean in practice is not merely a matter of policy choices or value concepts but is inherently tied up with the socio-material and technological arrangement of the practices in which they come to matter. In a general vein, the chief problem for airport security to solve consists of sorting out items that are and items that are not allowed to be brought onboard airplanes (Valkenburg & Van der Ploeg, 2015).

Employee 5 said, “Yes, all gates of the airport is equipped with x-ray machines. If any of the machine’s malfunction, we have alternates. While it is being fixed, the other gates may be used to gain entry in the airport.” Based on the statement, the airport has contingencies in case of security failures. This complies with physical security measures standards set by the Philippine Society for Industrial Security (PSIS), one of the authoritative firms that conduct professional security training of security managers, and the International Civil Aviation Organization (ICAO) for airport safety and security.

Similarly, Passenger 8 said, I *have observed that all gates are equipped with x-ray machines to check on illegal items and prevent these items from being brought inside the airport*. Almost the same as the previous discussions, this is part of the routine activity of the security personnel, not only in airports. The security check is done step-by-step, and all actions are well-coordinated from the first to the final security check.

The employees gave the lowest mean rating to an indicator that states, all perimeter fencing are accompanied with CCTVs with a mean of 3.03, interpreted as much complied.” This means that the employees see the insufficiency of the installed CCTVs. This could also mean that the employees are not aware of the location of the CCTVs in their areas of responsibility. In an airport, not all CCTVs are visible to the public. Some are physically hidden and monitored, though not all CCTVs are monitored. The hidden CCTVs outside and inside the airport are designed to monitor the activities of individuals. If unusual activity is spotted, the CCTV operator shall report to the airport and aviation police for proper action. The CCTV monitors that are displayed are used to record the daily happenings. The Aviation Security Manual provides that the CCTV recordings must be kept for at least three months. However, the Philippine Society for Industrial Security (PSIS) provides at least one month for the CCTV recordings to be kept for reference purposes. On the other hand, the policies of private companies differ from each other. The operations of CCTVs in some cities and municipalities also differ due to differences in ordinances.

Employee 1 said, we in the security department have some 24/7 CCTV monitoring of some strategically located CCTVs. This is part of the security techniques considered as electronic surveillance of the airport

authorities.

However, Passenger 4 said I can only see CCTVs installed in the entrance, and some specific counters and hallways." This statement is common to the other passengers interviewed by the researcher. Based on the researcher's observation, it is true that some CCTVs are not revealed to the public, and the statement of the passenger is correct. The researcher saw that the physical number of CCTVs is insufficient, but all the strategic points of the airport are installed with CCTVs. The installation of the CCTVs was based on a security survey by security professionals and security and safety consultants. The NAIA Terminal 2 and other terminals are subjected to an annual security survey and, after that, security audit. The findings are the basis for developing security and safety plans and programs to strengthen the existing security measures implemented at the airport. One of the findings is on the low light illumination of the park areas of the airport. This is one of the key problems in safety and security since the absence or presence of low light may provide possibilities for criminals to conduct a crime. Based on the records of the airport Police of NAIA Terminal 2, most of the crimes committed in park areas include theft for unattended and open vehicles and vandalism.

Concerning the findings, the crime pattern theory by Brantingham and Brantingham (1993) explains that employees of airports follow a pattern in committing a crime. The criminals have a mode of commission, a set of strategies in doing a crime, and usually, this involves more than one individual; thus, conspiracy is common.

Personnel Security

For the personnel security that includes the protection of all persons within the airport premises, this was assessed to have 3.56, interpreted as Very Much Complied. This implies that the employees, passengers, and visitors within the airport premises are generally secured. Further, this finding means the airport has all the physical security measures to secure all persons inside and immediately outside their areas of responsibility. The findings coincide with the findings of Arcúrio et al. (2018) that the intervention in aviation security is based on the professionals involved in real work situations are not identical. These people bring their experience, strategies, and representations and use them to perform security screening procedures.

As gleaned from Table 2, the highest mean is 3.66, interpreted as VMC, which refers to the visibility of the airport police personnel and members of the PNP. This finding shows that even in the airport, the best measure to prevent the commission of almost all crimes is the physical presence of uniformed personnel. The mere presence of the airport police and PNP personnel in the area would discourage would-be criminals from committing a crime. This is a manifestation that the airport police personnel are patrolling their respective areas of concern.

It has been observed by the airport police personnel who participated in this research that the finding is correct because it is happening in the airport. Despite the insufficient number of airport police personnel, they are working in synergy with the security guards and members of the PNP.

According to Employee 8, the airport police personnel are stationed at several security checkpoints, but some are roaming around for patrol. This affirms the previous findings that airport police are physically present as part of their crime prevention activities.

Employee 10 said the patrolling conducted by the airport police and the PNP inside the airport is a feeling of security on our Part. Yes, we feel secure when we meet and see airport police and PNP members. This manifests that patrolling an area intended to be protected is one of the best means of preventing crimes.

Relative to the findings, Moyer (2018), in their routine activity theory, emphasizes that crime occurs when

three elements converge: (1) a motivated offender, (2) a suitable target, and (3) the absence of a capable guardian. This theory includes the routine activities of both offender and victim. An offender may routinely walkthrough specific neighborhoods looking for homes that appear as easy targets for burglary or into buildings in a commercial area to seek opportunities for theft.

Security and safety are basic needs, as pointed out in Maslow's hierarchy of needs. This includes protection against accidents and harm, demonstrating that individuals seek to control and order in their lives and that this need for safety and security contributes significantly to behaviors.

Furthermore, it is innate to human beings to seek security and protection from dangers for them to survive and continue existing free from anything that may cause damage to their properties or may result in injury or death.

Document and Information Security

The respondents rated this variable on the compliance of NAIA to the document and information security aspect with an area mean of 3.68, interpreted as very much complied. It can be inferred that the NAIA is following the existing laws relative to the security of the airport and other existing regulations as being a vital installation that needs protection. Based on the researcher's observation, the NAIA is very strict about releasing classified and secret information. It is a policy of the airport that only authorized personnel, not even ranking airport police or members of the PNP, are allowed to handle some classified documents. It is only limited to the airport top brass officials, chief of the police unit assigned in the airport, and the chief of the airport police concerned.

The HR director of a big company inside the airport said, we require our employees to submit all their requirements and to update their files annually, but all these documents remain within reach of the HR officer only and can only be used when the situation requires. One situation is during promotion, investigation, and other circumstances that require examining the employee's documents.

The respondents perceived that the presentation of a valid ID of passengers with their boarding pass/es is Very Much Implemented, as indicated by its mean of 3.78. Similar to the findings of the NAIA passengers, the employees also gave a high rating for this indicator. This means that this is one of the best means to learn the identity of the individual concerned if he/she is the same person whose name appears on the boarding pass/es.

Relative to document and information security, the finding shows that the NAIA is doing its best to secure the proper identity of individuals using legal documents such as valid IDs of passengers especially.

A PNP officer assigned in the airport said, “I agree with the standard operating procedure of the airline employees to make use of valid IDs to check the identities of the passengers. The only problem is, the airline employees have no means of verifying the authenticity of the IDs presenting to them because these employees only rely on the name and face indicated on the said ID.” The participants believe that because of their employment period, for the airline employee/s to check the ID is crucial. The time is not enough for the airline employee to verify the authenticity of the IDs presented. According to an airline employee, the concerned employees are aware of their responsibility. It is our responsibility to check the boarding pass/es coupled with valid ID to match if they are the ones in the boarding pass/es. We do not make our ID examination lengthy due to the volume of passengers. If the number of the passengers is small and if the time is okay, we can do it for some suspicious IDs. We do verification by asking some questions to the owner and/or we require another valid ID to be presented.

On the other hand, employees complained that the list of forbidden products within the airport is insufficient and not strategically positioned, as evidenced by the lowest mean of 3.56. Though all the five

(5) indicators were rated very much complied, this indicator got the lowest mean rating.

The routine theory of corporate security posits that salespeople, drivers, and others who are on the road can become suitable targets when a capable guardian is unavailable, and a motivated offender is encountered. In airports, some hub accepts non-passengers or those who are merely shopping infamous designer brand stores. This could attribute to the opportunity for non-passengers to victimize passengers and immediate exit from the vicinity. A suitable target was maybe applicable to those passengers who are not familiar with the place and environment that often result in property crimes such as robbery and theft. Overall, the NAIA employees assessed the airport's compliance in terms of physical security, personnel security, and document and information security with a grand mean of 3.55, interpreted as Very Much Complied. This is a general manifestation that the NAIA is implementing the standards of security measures needed for an airport.

The findings show that the NAIA's three security aspects are abided by the authorities in the Airport Security Programs. The content of airport security concerns the passengers, staff, aircraft, and airport's property against any form of threat. In addition to that, various techniques, necessary procedures, and methods are used to develop and implement safeguarding.

Ninoy Aquino International Airport is managed and operated by Manila International Airport Authority (MIAA). Its objective is to create a safe, secure, and efficient environment for passengers and other airport users while contributing to economic growth. Furthermore, the amended Executive Order No. 778 authorizes MIAA to develop and implement internationally acceptable standards of airport accommodation service for application in airports; to improve and offer safe, efficient, and dependable airport facilities for international and domestic air travel and to encourage and promote international and domestic air traffic as a source of economic growth in the country.

Tests of Significant Differences

Physical Security

Table 3 presents the group data for passengers and employees on the Extent of Compliance of NAIA in terms of Physical security.

Table 3 Test of Significant Difference on the Extent of Compliance of NAIA in terms of Physical Security

Independent Samples Test											
			Levene's Test for Equality of Variances		t-test for Equality of Means						
	Mean	SD	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper

Passengers	3.2814	0.59306	17.047	0.000	-1.619	200.306	0.107	-0.10384	0.06412	-0.23029	0.02260
Employees	3.4142	0.41467									

As shown in the table, the mean for Passengers is 3.28, which is slightly less for the mean of Employees that is 3.41. The standard deviation for Physical security of Passengers and Employees is 0.59 and 0.41, respectively, which indicates that data points are close to the mean. This means that the passengers are not much aware of the security measures compared to the employees.

Furthermore, an independent-samples t-test was conducted to compare the Physical Security perceptions of Passengers and Employees. The test shows that there were no significant differences (t (-1.61)=200.30, p=<.001) in scores for Passengers (M=3.28, SD=0.59) and Employees (M=3.41, SD=0.41). The magnitude of the difference in the means (mean difference = -0.10, 95% CI: -0.23 – 0.02) was very small. Thus, the null hypothesis is accepted.

Personnel Security

Table 4 presents the data for passengers and employees on the Extent of Compliance of NAIA in terms of Personnel security.

Table 4 ***Test of Significant Difference on the Extent of Compliance of NAIA in terms of Personnel Security***

	Independent Samples Test										
			Levene's Test for Equality of Variances		t-test for Equality of Means						
	Mean	SD	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper
Passengers	3.3714	0.59306	23.137	0.000	-3.99	190.228	0.000	-0.25121	0.06289	-0.37526	-0.12716
Employees	3.5626	0.38479									

As gleaned in the table, the mean for Passengers is 3.37, which is slightly less for the mean of Employees that is 3.56. The standard deviation for Personnel security of Passengers and Employees is 0.59 and 0.38, respectively, which indicates that data points are close to the mean.

Moreover, an independent-samples t-test was conducted to compare the Personnel Security for Passengers and Employees. The test shows that there were no significant differences (t(-3.99)=190.22, p=<.001) in

scores for Passengers (M=3.37, SD=0.59) and Employees (M=3.56, SD=0.48). The magnitude of the difference in the means [(mean difference = -0.25, 95% CI: -0.37 – (-0.12)] was also small. Thus, the null hypothesis is accepted that there is no significant difference in the extent of compliance of NAIA in terms of Personnel Security.

Document Security

Table 5 presents the group data for passengers and employees on the Extent of Compliance of NAIA in terms of the document and information security.

Table 5

Test of Significant Difference on the Extent of Compliance of NAIA in terms of Document and Information Security

Independent Samples Test											
			Levene's Test for Equality of Variances		t-test for Equality of Means						
	Mean	SD	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
										Lower	Upper
Passengers	3.5127	0.37108	0.041	0.840	-0.429	254.524	0.669	-0.01972	0.04603	-0.11038	0.07093
Employees	3.6824	0.38043									

The table shows that the mean for Passengers is 3.51, which presents slightly less for the mean of Employees that is 3.68. The standard deviation for Document security of Passengers and Employees is 0.37 and 0.38, respectively, which indicates that data points are close to the mean.

In addition, an independent-samples t-test was conducted to compare the Document Security for Passengers and Employees. The test shows that there were no significant differences (t(-0.42)=254.52, p=<.001) in scores for Passengers (M=3.51, SD=0.37) and Employees (M=3.68, SD=0.38). The magnitude of the difference in the means (mean difference = -0.01, 95% CI: -0.11 – 0.07) was very small. Thus, the null hypothesis is accepted that there is no significant difference in the extent of compliance of NAIA in terms of Document Security.

The Feeling of Security of the
Passengers and Employees

This section presents the participant's perception, knowledge, and experiences on the feeling of security in Ninoy Aquino International Airport. The themes that were derived from the responses were combined due to their nature and similarity.

Feeling Secured and Safe

It can be gleaned from the participants' answers that they feel secure and safe when they are at the NAIA. Employee 1 said, *Yes, ma'am. Very secured because I can see that the security is very strict these days."* This was supported by Passenger 2 when he said, *Yes because security personnel are visible in the area."* It is also apparent that the other participants supported the claims of Employee 1 and Passenger 2 as they stated, *"Yes because strict security is implemented, and law enforcement officer are visible in their areas."*

In the security practice, if security measures fail, it shall be the concern of the safety department. But in the case of NAIA terminal 2, where security and safety are given to the security personnel, the security and safety services are delivered by the same groups of law enforcement agencies.

An employee said, "the only thing that destroyed the reputation of the NAIA includes the 'lag-lag-bala' issue and the over-rating of fare by the taxi drivers. But now, I have felt that the airport is well-secured." This is another affirmation of the safety of the airport at present.

However, a passenger said, *"Noon, takot talaga ako at ang mga kasama ko na mag-travel dahil sa mga allegation na lalagyan ng bala ang bagahe mo kaya binabalot talaga naming ang aming mga bagahe"* (Before, me and my friends are afraid to travel due to the alleged 'laglag-bala' issue, so what I did was I covered my baggage with plastics).

Based on the participants' answers, it can be gleaned that passengers feel safe and secured at the airport because of the visibility of the uniformed personnel. (Moyer, 2018).

Relative to the theme, Oliver (1996) discussed that expectation theory is the most widely accepted theory concerning customer satisfaction processes. The theory holds that satisfaction/dissatisfaction results from a customer's comparison of performance (of a product or service) with predetermined performance standards. Domestic travel will explain the comparison between other local airports, while those who travel abroad have a higher perception of airport security and amenities.

Feeling of Contentment

The passengers feel content about the physical, personnel and documents, and information security services at the NAIA Terminal 2. Almost all of the participants from both groups told the researcher that they were content with the security services being rendered by the NAIA.

Employee 4 said, "t*he airport security has been consistent in providing almost the highest security standard for the people within the airport and the stakeholders."* This was affirmed by Employees 5, 6 and 9 when they stated, *"Yes because all entrances have checkpoints. All your things are checked so if you are inside the airport, you can feel that nothing bad will happen to you because everything are checked even employees…", "I can say as an employee including the passengers here in the airport that we are satisfied with the security services. We have many security protocols that are well-implemented…".* This was also supported by Passenger 6, who said, "*Of course, since we are in pandemic rules in distancing are followed and that makes me satisfied with the services."* As shown by their responses, participants felt satisfied physically with the rules and policies implemented within the airport vicinity.

Passenger 10 said, *yes ma'am since everything that's going inside is checked. Our baggage is checked as well as the individuals.* This statement was seconded by Passenger 5, saying, *all your things are checked so if you are inside the airport, you can feel that nothing bad will happen to you because everything are checked even employees.*

According to the NAIA security manual, the Airport Security Center's (ASC) general responsibility is to protect the NAIA's security regularity and efficiency by developing and implementing the necessary procedures by the provisions of the National Civil Aviation Security Program for safeguarding persons,

terminals, air navigations, aircraft, and equipment against acts of terrorism (MIAA, 2018).

Moreover, the study conducted by Agarwal & Gowda (2021) states that service quality in the aviation industry is one of the best examples of distinguishing customer expectations and perceptions.

Based on the participants' responses, it can be inferred that they are secured, particularly regarding the documents and other important things they have with them. As Agarwal and Gowda (2021) further said, the most crucial step in identifying and providing quality service is understanding what the customers expect. During the interview, I made sure that I empathized with them to feel that their feedback was valued.

These participants show that they are already content with the security measures present in the airport and did not feel any problem. This feeling of the participants supports the expectancy-disconfirmation theory. This theory may explain the satisfaction of stakeholders who commonly travel domestically compared to those who travel internationally.

Skorupski and Uchronski (2014) claimed there should be noted there is no universally accepted definition of customer satisfaction because there are still passengers and employees who may not be satisfied or content with the security services at the airport. Satisfaction is the buyer's cognitive state of being adequately or inadequately rewarded for the sacrifice he has undergone. It is probably a complex human process involving "extensive cognitive, affective and other undiscovered psychological and physiological dynamics" (Vania & Stefano, 2017).

Professionalism of Uniformed Personnel

For discussion, uniformed personnel refer to the PNP aviation personnel, security personnel, and airport police personnel.

Employee 2 said, *"Lahat naman ng mga security personnel dito ay mapagkakatiwalaan"* (All security personnel here can be trusted by anyone.

Employee 6 said, in an airport where many cultures converge and many kinds of people meet, all security personnel should act professionally at all times, and there is no excuse for that. This was stated by a ranking officer of the NBI who is assigned at the NAIA.

Meanwhile, the professionalism of Canadian airport security personnel was measured using three survey questions in which respondents rated: 1) how appropriate the behaviors of Canadian security personnel are; 2) how well-trained Canadian security personnel is, and 3) how confident respondents are that Canadian security personnel make correct decisions.

Sindhav et al. (2016) discovered in a prior study that passengers traveling through airport security exhibited a high link between their degree of perceived justice (that airport security personnel's choices are regarded to be fair and unbiased) and their overall happiness.

Based on the previous findings, it is hypothesized that perceived security personnel professionalism (e.g., how appropriate and in-keeping with regulations the behaviors of the security screening personnel were) would positively correlate with enplanement intentions; and that the effect of security personnel professionalism would be mediated through perceived safety onto enplanement intentions.

Personal safety is reported as one of the most important factors considered when selecting an air carrier (Boussadia, 2019).

Additionally, overall satisfaction tends to decrease as the perceived risk of an activity increases (Boussadia, 2019). At the same time, other studies have failed to find a correlation between perceived safety and enplanement (Seidenstat & Splane, 2009). Ringle et al. (2011) found a significant positive

correlation between perceived safety levels and customer satisfaction for leisure travelers using commercial aviation.

The debate over privacy issues inherent in security measures that involve pat-downs and body scans continues. For example, American civil liberties organizations have stated that while the body scanners implemented in North America (millimeter wave body-scanning technology) are less invasive than X-ray scanners or pat-downs, the operator may still view intimate details (Boussadia, 2009).

Alternatively, body-scanning technology appears to be gaining favor as an alternative to enhanced pat-downs. For instance, passengers at a United Kingdom airport were found to prefer body scans to pat-downs, which were seen as more intrusive (Mitchener-Nissen et al. 2012). Based on Hasisi and Weisburd's (2011) findings, in which higher levels of humiliation experienced during airport security screening led to lower levels of overall perceived safety, it was predicted that the perceived dignity threat of a security screening measure would be negatively correlated with enplanement intentions.

In summary, the researcher tried her best to get more data on the experiences of the passengers and employees, but only the themes earlier presented and discussed were given.

Challenges Encountered in the Implementation of the NAIA Security Measures

This section presents the answers to the third research problem of the study. The theme was presented and discussed below.

Limited CCTV Monitoring

This is one of the challenges of NAIA since, at present, the number of CCTV units installed within its premises is not enough. Also, not all CCVTV rooms are monitored by security personnel 24/7, which is supposedly done since the airport is a vital installation.

Employee 1 said, yes I am aware that the NAIA has a lot of CCTVs but not all of the CCTV rooms are well-monitored.

Employee 2 said, the issue is in the number of personnel in the security department, as a result, not all the CCTV rooms are filled with security personnel in a 24-hour basis.

Employee 4 said, the CCTVs are working, there is no doubt about that. The challenge is, only the priority areas are monitored by security personnel. The rest of the CCTVs are recording but are not monitored.

Employee 7 said, I have heard from a security who is my friend that not all CCTVs are monitored."

Employee 9 said the airport has a lot of CCTVs, and all of these accordingly are working, but the security department is not monitoring all CCTV rooms due to their insufficient number.

Employee 10 said, yes, not all the CCTVs are monitored daily, especially during nighttime because there are a lot of police, and some security personnel are doing foot patrol.

Regarding security, disconfirmation theory customers compare a new service experience with a standard they have developed. The theory presumes that customers purchase based on their expectations, attitudes, and intentions (Komasová, 2020). Later, during or after consumption, perception of performance occurs as customers evaluate the experience. The same theory also explains the level of satisfaction and experiences encountered by the passenger in airports (Komasová, 2020).

Varying Policies of Agencies Inside the Airport

Many agencies such as those in charge of the different airlines, security guards, maintenance personnel, business shops, and other employees inside the airport.

Employee 1 said, yes, we have a lot of set of policies, and it varies per company.

Employee 3 said, the policies inside the airport are not the same. It depends on the agency handling the

group/s of employees.

Employee 5 said, *"Ang mga polisiya sa loob ng airport ay magkakaiba at naka depende sa kanilang service providers"* (The policies inside the airport are different and they depend on what are their service providers).

Employee 6 said, *"Ang mga iinapatutupad na mga polisiya sa loob ng airport ay magkakabiba"* (The policies that are implemented inside the airport are different form each other).

Employee 7 said, it is normal that inside the airport, the employees need to follow the policies of their respective agencies, though we have common policies especially when it comes to the security of the airport.

Employee 10 said, we have common policies, but the agencies have their own too." The agencies like the PNP, NBI, BoC, and other private companies have their policies and standards. Thus, it is a challenge to reconcile their policies in one setting.

An adage states that security in every organization is everybody's business. This means that the avoidance of loss and damage to properties and the prevention of injury or loss of life because of hazards is not possible without the support of all individuals within an organization. Among Filipinos, however, personnel of organizations and business enterprises are virtually leaving their security and protection to the members of their security force. It is unfortunate also that compliance and sometimes as low as props in the company (Siddiqui & Sahar, 2019).

Access of White Regular Taxi Inside the Airport

Employee 2 said, part of the security problem is the allowed entry of white taxi inside the airport compound. These taxis are not in a way connected with the airport administration, but they deliver public services to passengers. The only problem is some contribute to the bad image of the airport.

Employee 3 said one of the contributors to the security risks of the airport is the presence of the regular taxi. I cannot blame them because they are providing services to the passengers but their entry to the airport gates really a big opportunity for all persons including would-be-criminals.

Employee 7 said, one time in my area of responsibility, a taxi passenger happens to steal a baggage of another passenger." This is one situation where CCTV monitoring is required 24/7. Many security professionals say that the best security is still the presence of human security.

Employee 8 said, I understand that while regular taxis need to be allowed entry to limited premises of the airport. Thus, this creates an additional burden on the part of the security personnel to continuously monitor all incoming and outgoing regular taxis, including the profiling of the acts of the drivers and the passengers.

Presentation, Analysis, and Interpretation of Data

Employee 10 said, though, the presence of white regular taxis along the roads near the airport is allowed, they pose unregulated actions to airport passengers and visitors. This includes their overcharging of taxi fare in the form of contract, not using the supposed taxi meter. Also, based on records of the airport police, some of the taxi drivers are involved in "hold-up" robbery among passengers." This kind of incident happens due to the non-presence of security or police personnel within the area.

The theoretical foundation for security is based on several assumptions. First, individuals choose pleasure over pain and often make inappropriate decisions in search of gratification. Second, individuals commit crimes when conditions exist that promote suitable targets of opportunity, and the influence of social control is lacking. Third, crime incidents can be reduced through the manipulation of the environment. Fourth, in addition to the threat of criminal behavior, numerous human activities and natural phenomena create situations through which great harm may occur if appropriate prevention and intervention strategies

are not implemented (Siddiqui & Sahar, 2019).

Trust Issues to the Employee of the Airport

Employee 1 said, due to the presence of several employees inside the airport, including our side – security personnel, we need to be cautious always by carefully observing other employees. This is done as a form of routine activities of the area's non-uniformed and uniformed security and police personnel.

Employee 4 said, I think it is normal for security personnel to be suspicious. That is normal to be judgmental to spot violations of criminals. One of the security principles is to catch safe passengers and visitors inside the airport compound by asking what you can do for them.

Employee 5 said, to protect our clients, we need to be suspicious. To serve our agency well, we need to act as if we are discovering something unusual, but we always bear in mind the security and safety of the majority.

Employee 8 said, "Pag *lahat ay pakikisamahan, mahirap yan. Dapat ay pasimple na nakikibagay pero observant sa kanila"* (It is difficult if everything is assumed okay for someone. One should be very observant but careful from the acts of others). This happens due to the different agencies inside the airport that has jurisdiction over the security of NAIA.

Employee 9 said, yes, we need to be suspicious. We need to secure the premises by suspiciously observing all activities inside and outside the airport premises.

The theoretical foundation for security may also be viewed from the standpoint of the crime. It consists of the following elements: offender, opportunity, and victim. All three elements must be present for a crime or harmful event to occur. The elimination of any one of the three elements may prevent crime, solve the problem, or mitigate the harm caused by an event.

Gillen and Morrison (2015) asserted vital installation violence should be considered a serious campus health issue. The definition of violence to include suicide, arson, murder, aggravated assault, celebratory violence, and hate crime-based violence. The authors concluded acts of violence are significantly and pervasively underreported on college campuses nationwide.

Airport safety and security from internal and external threats should be paramount since they serve as guardians of passengers entrusted to them. These people pay a hefty sum for their protection from danger Gillen & Morrison (2015). As they always say, an ounce of prevention is worth a pound of cure.

Abuse of Authority Inside the Airport

Abuse of authorities refers to the acts of employees from different agencies in overpowering or abusing the responsibilities of others. This includes the escorting of passengers by employees without proper coordination.

Employee 1 said, there are some employees who have access to the areas in the airport and access to sensitive information are relayed to others without proper authority.

Employee 4 said, there are some security personnel who use their position and designation in violating some security protocols such as non-compliance with the procedures in entering the airport. This is a bias for most of the passengers and visitors who are required to undergo the various procedures. This is also a security risk to many.

Employee 6 said, I do not trust all the employees, especially those assigned in the xxx, because they were involved in many cases such as the controversial *'tanim-bala"* and other anomalies. The employees mentioned here are the airport police officers, aviation police (PNP) officers, NBI personnel, Bureau of Customs personnel, and private security agency personnel. Some do not trust each other due to agencies' differences, especially for the private security guard personnel, aviation, and PNP personnel. Some of

these personnel are also not properly turning over the confiscated ed items to the depository box. Based on the standard operating procedures of the NAIA and as provided in the Aviation Security Manual, all confiscated items must be submitted and stored in the depository box. Thus, this requires intensive monitoring of the actions of the concerned employees.

Employee 9 said, yes, we do not trust other employees for security and safety reasons. We need to be cautious and security conscious.

Employee 10 said there are some employees who are abusing their authorities. Some of their actions eventually led to security violations like escorting passengers without undergoing security checks. This practice may lead to security problems and, to the worst, the commission of a crime.

Personnel Challenges

These challenges are the problems faced by the personnel or the officers employed in the airport. Under this challenge/theme, we formulated subthemes such as frequent Violation of Security Protocols by the Employees and the passengers who are hard-headed.

Subtheme frequent violation of security protocols by the employees was evident due to the statement of Participant 1 wherein the respondent said, *as a security ma'am, sometimes, not all security but there are times that we cannot implement the rules and regulation of NAIA. Some employees sometimes do not follow.* Participant 14 seconded this statement saying, *those employees who are not aware of the protocol in the airport.* To add, Participant 26 also stated, w*hen I started work, sometimes there are employees who are not following the protocols or standard operating procedure of security.* Lastly, to provide any evidence regarding this challenge, Participant 5 said, *we have heard before that there are VIP's who escort the usual security protocols and also there are sometimes the security checks involves shoes, bags sometimes they will just let all things through the x-ray, so I think that consistency should be made and security checks particularly security checks.*

The above-stated responses are under the personnel as a theme. Half of the respondents encounter these challenges or problems regarding implementing security features inside the airport for both passengers and employees. It clearly shows a need to improve or enhance some points of implementing security protocols inside the airport. According to several studies, the most effective way to create the best workplace is engaging the team in SOP reviews, training, and seminars (Siddiqui & Sahar, 2019).

There are principal theoretical foundations of security. First, the rational choice theory states that man governs his behavior by considerations of pleasures and pain. The pleasures anticipated from a particular act may be balanced against the gains anticipated from the same act, or the algebraic sum of pleasures and pains from one act may be balanced against the algebraic sum of pleasures and pains from another act. The actor is assumed to have free will and choose the hedonistic calculation alone (Graham, 2014).

Issues on Proper Communication

It can be read in the respondent's statement that the airport authorities failed to inform the passenger of the changes in the flight. Passenger 3 said, when my flight was cancelled, and they didn't update me. This is also seconded by Passenger 4, saying, i*n other airport, yes, because they always cancel the flight and they remind you especially when you are in the province, they remind you late not on time."* This explains that, unlike any other airport, NAIA did not even bother to update their passengers. Another challenge was also faced by Passenger 7, saying, *"There was this time when I didn't know the policy on baggage only to know that I can claim my baggage in the province.* Passenger 9 also added, *"Sometimes the emails entered in the machine are blurred.*

With the current pandemic situation, most domestic travel has restrictions. On the airline's end, the

cancellation of flights is not updated, leaving their customers' negative feedback. As shown, these problems are considered by passengers as minor problems which can be addressed if the passenger was properly informed.

Rational choice theory is predicated on the assumptions that individuals choose to commit crimes. The theory predicts that individuals evaluate alternative courses of action that maximize their gain. Thus, passengers need to be aware of their responsibilities and duties, one of which is to know the law and airport regulations. Thus, despite knowledge of the passengers on the safety and security measures, the passenger has the rational decision whether to violate or follow the policies.

Machine Malfunctions

Passengers experienced problems, particularly with the machines and equipment housed in the airport. As Passenger 1 stated, I have encountered challenges with security. Sometimes we have lapses with frisking. Also, Passenger 3 added, images in the x-ray machines in air are not clear.

X-ray machines are used in screening and are very important in maintaining security inside the airport. As these concerns involve machines capable of detecting dangerous items, these must be addressed immediately. Preventive maintenance will be recommended to ensure that these machines are in good working condition. If the airport failed to address these problems, most especially on their x-ray machines, bombs and other dangerous things might not be detected, hence, might cause trouble.

The researcher cannot deny the fact that challenges are arising in every airport. Hence, there should be actions implemented to assist the passengers and to consider their security significantly. It is very important, not only to the security personnel/officers but the airport administration, also to always take into consideration the lives of their passengers and their employees as well to lessen the challenges/problems that may arise.

The rational choice perspective starts with the premise that offenders seek to advantage themselves through their offending. This involves making decisions to commit a crime, which are rational within their time and ability constraints. Though there are problems with assessing what is and is not rational, this perspective has directed attention to the structure and decision-making associated with offending (Graham, 2014).

Second, the Routine Activities Theory stresses that some people engage in regular or routine activities that increase their victimization. The volume of criminal offenses is related to the nature of everyday life patterns of interaction. There is a symbiotic relationship between legal and illegal activities (Graham, 2014).

Furthermore, it is innate to human beings to seek security and protection from dangers for them to survive and continue existing free from anything that may cause damage to their properties or may result in injury or death. Humans learned to unite themselves into clans, then into tribes, and later into bigger communities in the ancient world. As they organize themselves, their primary reason is the security of their life, their livelihoods, and the security of their existence.

Initially, humans were only worried about the natural causes of dangers such as earthquakes, typhoons, lightning, and attacks from animals. Later, other tribes became their enemies as other tribes, and people competed for survival (Janssen, 2020).

Proposed Action Plan to Address the Challenges in the Implementation of the NAIA Security Measures

The action plan below was based on the findings of the study. The KRAs are the three security aspects since the findings indicate no serious concern about the NAIA Terminal II security. The contents of this

action may be studied by a technical working group to check the fitting of the security plan of the NAIA Terminal II and to add strategies in addressing the identified challenges in the study. Consultation of technical people who have the knowledge and skills about airport security is also imperative to come-up with a sustainable and responsive security action plan.

KEY RESULT AREA	OBJEC-TIVES	STRATEGY	STAKEHOL-DERS	PERIOD	FUND	FEEDBACK MECHANISM
Physical Security	To fully inform all the passengers and visitors on the contrabands and not-allowed items inside the airport.	The strategic premises, such as near entrance gates, counters, final security gate, and posters, must be available and coupled by a public address system on certain items' allowed quantity and volume.	PNP personnel Security Personnel Airport Police personnel	Daily basis	5,000	Weekly reports of security officers
	Malfunct ion of x-ray machines	The NAIA shall conduct periodic maintenance of x-ray machines when there are low passengers	NAIA Security Department Personnel	Monthl y	N/A	X-ray mainte-nance report
KEY RESUL T AREA	**OBJEC-TIVES**	**STRATEGY**	**STAKEHOL-DERS**	**PERI OD**	**FUN D**	**FEEDBAC K MECHANI SM**
Personne l Security	To conduct person-nel's regular	MIAA may provide a Training Officer that will conduct an orientation/training/seminara	MIAA, Personnel/Trai ning Officer	Annual	40,0 00	Training reports

	re-trainings or re-orienta-tion on the Policy Stan-dards of NAIA based on the Aviation Security Manual.	pplicable for all Personnel/Officer That personnel who did not undergo such training shall not be allowed to render duty and may be charged administratively.				
	To create a committe e that will assess the Quality Service of the airport.	The MIAA may designate personnel to chair a committee with two other members to compose the committee.	MAIA	CY 2021	10,0 00	Monthly review of feedbacks
	To have additiona l admin person-nel in every departme nt for monitori ng	The admin personnel will be responsi-ble for monitoring and reporting the everyday deliverables.	Admin, MIAA	CY 2021	12,0 00	Monthly review of depart-ment's perfor-mance
KEY RESUL T AREA	**OBJEC-TIVES**	**STRATEGY**	**STAKEHOL-DERS**	**PERI OD**	**FUN D**	**FEEDBAC K MECHANI SM**

Document and Information Security	To inform the passengers on the contra-bands for security and safety reasons.	The information materials, posters about the list of contraband shall be surveyed to ensure that it is accessible to the public to read while on their cue or while waiting for their check-in.	MIAA Safety Officers in collaboration with the PNP and Airport Police offices	CY 2021	50,000	Monthly monitor-ing Reports

Overall, the compliance of the NAIA on the aspects of security has Very Much complied as indicated by the two means of 3.39 (passengers) and 3.55 (employees). The feeling of security of the passengers and employees were combined into themes, including contentment, satisfaction, and security. They also felt the genuine services of the honest NAIA personnel. The challenges encountered by the NAIA in securing its premises include the varying policies that are implemented, mistrust among its employees, abuse of authority, and personnel-related problems.

CHAPTER 4
CONCLUSION AND RECOMMENDATIONS

This chapter presents the conclusion and recommendations of the study.

Conclusion

Based on the findings, it is concluded that the Ninoy Aquino International Airport (NAIA) is practicing the security standards for an international airport concerning physical, personnel, and document and information security aspects. However, some areas can still be improved to make the NAIA a more secure international airport to fit the international standards beyond average.

The NAIA Terminal 2 passengers and employees are appreciative and cooperative on the security measures imposed regarding security aspects. Consequently, the NAIA has been improving with its compliance with international standards.

The focus of challenges that NAIA faces is more internal security. The employees of the different agencies play an important role in maintaining this internal security.

Recommendations

Based on the findings and conclusions, the following are recommended:

1. All personnel/officers that comprise the NAIA may conduct a regular review on Standard Operating Procedures to freshen up their knowledge towards work and be a highly motivated individual who aims for excellence every day.
2. The NAIA security management may conduct a periodic or quarterly assessment of their security measures to evaluate their performance in implementing the security measures within the airport.
3. A new security survey and inspection that will focus on the location, quality, and quantity of CCTVs and the competencies of CCTV operators must be conducted. This is to check the issue of the lack of CCTVs and personnel. The survey recommendations must be checked through a security audit conducted internally or by an external security firm.

4. To address the malfunctioning of the machines, the MIAA should create a technical team to conduct regular maintenance of the x-ray machines to eliminate malfunctioning. This shall contribute to the free-flowing human traffic outside and inside the airport, especially during peak hours.
5. The MIAA may use the proposed action plan in this study to address the pressing challenges encountered in implementing NAIA safety measures. The action may serve as a basis in creating more security-related measures. It can also be a basis in amending existing security practices in the airport.
6. Future researchers may conduct similar studies about the aspects of security to include the other terminals of NAIA. Other research may focus on the security checking of personnel themselves.

REFERENCES

A. Books

1. Creswell, J. W., & Plano Clark, V. L. (2011). Designing and conducting mixed methods research (2nd ed.). Los Angeles, CA: Sage.
2. Seidenstat, P., & Splane, F. X. (2009). Protecting Airline Passengers in the Age of Terrorism. Praeger.
3. Skorupski, J., & Uchronski, P., (2014). A fuzzy system for evaluation of baggage screening devices at an airport. Safety and Reliability: Methodology and Applications - Proceedings of the European Safety and Reliability Conference, ESREL 2014. CRC Press, pp. 797e804.

B. Journals/Magazines/Newspapers

1. Arif, M., Gupta, A., & Williams, A., (2013). Customer service in the aviation industry – An exploratory analysis of UAE airports. Journal of Air Transport Management.
2. Boussadia, K. (2019). The evolution of airport screening technology Communications and Networks. Vol. 5, No. 1, 2019
3. Tomalin, D., Ansons, T., Reich, T., Sakamoto, Y., Davie, R., McGowan, J., & McGowan, L., (2014). Airport security measures and their influence on enplanement intentions: Responses from leisure travelers attending a Canadian University, Journal of Air Transport Management, Volume 32, Pages 1-7,ISSN 0969-6997,Volume 37, Pages 60-68, ISSN 0969-6997,
4. Vania, C. & Stefano, M. (2017) Airport Environment and Passengers' Satisfaction with Safety, Journal of Applied Security Research, 12:3, 356-373, DOI: 10.1080/19361610 Wireless Communication Network. Advances in Wireless
5. Rosbough, Christopher (2012). Property Crime at the Atlanta International Airport: An Examination of the Rational Choice Theory and the 9/11 Intervention. Journal of Applied Security Research 7:3, pages 354-374.

C. Online References

1. Agarwal, I., & Gowda, K. (2021). The effect of airline service quality on customer satisfaction and loyalty in India. *Materials Today: Proceedings*, *37*, Part 2, 1341-1348. ISSN 2214-7853, https://doi.org/10.1016/j.matpr.2020.06.557
2. Gumasing, M. J., Gatchalian, E., & Marquez, M. Y., (2020). A Service Quality Model for Bureau of Immigration in NAIA Terminal 1. *2020 IEEE 7th International Conference on Industrial Engineering and Applications (ICIEA),* 1065-1069. DOI: 10.1109/ICIEA49774.2020.9102022
3. Hasisi, B., & Weisburd, D. (2011). *Going beyond ascribed identities: the importance of procedural justice in airport security screening in Israel.* https://www.scopus.com/record/display.uri?eid=2-s2.0-83255164414&origin=inward&txGid=d47c9542e0c394be48b28c0a244a8260&featureToggles=FE

ATURE_NEW_METRICS_SECTION:1
4. IATA. (2016). *IATA forecasts passenger demand to double over 20 years*. http://www.iata.org/pressroom/pr/Pages/2016-10-18-02.aspx.
5. Eroukhmanoff, C. (2018). *Securitization theory: An introduction.* https://www.e-ir.info/2018/01/14/securitisation-theory-an-introduction
6. Gillen, D., & Morrison, W. G. (2015). *Aviation security: Costing, pricing, finance and performance*. J. Air Transp. Manag. MDPI Journal, Switzerland.
7. Graham, A. (2014). Managing Airport: An international perspective. Routledge (Ed.). Glasgow, United Kingdom.
8. Interaction Design Foundation (2018). *Safety: Maslow's hierarchy of needs*. https://www.interaction-design.org/literature/article/safety-maslow-s-hierarchy-of-needs
9. International Civil Aviation Organization (2017). NAIA Aviation Security Manual (10th ed). NAIA, Pasay City.
10. Janssen, S. A. M. (2020). *Data-driven analysis of airport security checkpoints operations*. DOI: 10.3390/aerospace7060069
11. Knol, A., Sharpanskykh, A., & Janssen, S. (2019). Analyzing airport security checkpoint performance using cognitive agent models. *Journal of Air Transport Management, 75*, 39-50.https://doi.org/10.1016/j.jairtraman.2018.11.003
12. Lansky, N. (2019). Victim Precipitation Theory. Retrieved from https://onlinelibrary.wiley.com/doi/full/10.1002/9781118929803.ewac0517
13. Maliwat, J. (2018). Five Typical Emotional Reactions to Airport Security Screening: A Case Study. Journal of Psychology Research. volume 8. 594-602. 10.17265/2159-5542/2018.12.003.
14. Mery, D., Saavedra, D., & Prasad, M., (2020). X-Ray Baggage Inspection With Computer Vision: A Survey. *IEEE Access, 8*, 145620-145633. doi: 10.1109/ACCESS.2020.3015014
15. Mitchener-Nissen, T, Bowers, K, & Chetty, K (2012). *Public attitudes to airport security: the case of whole body scanners.* https://www.scopus.com/record/display.uri?eid=2-s2.0-84864880101&origin=inward&txGid=1f07352c2f0d6c24374c52fb756683f5&featureToggles=FEATURE_NEW_METRICS_SECTION:1
16. Moyer, J. (2018). *Security document theory whitepaper*. http://www.cfp2004.org/spapers/moyer-sdt.pdf
17. Ninoy Aquino International Airport Terminal 2(2019). Annual Investigation Report. Aviation Security Group. Pasay City
18. Pathak, V., Jena, B., & Kalra, S. (2013). Qualitative research. *Perspectives in Clinical Research, 4*(3), 192. https://doi.org/10.4103/2229-3485.115389
19. Price, J.C., & Forrest, J.S. (2016). *Practical airport operations, safety, and emergency management: Protocols for today and the future*. Elsevier
20. Price, J. C., Forrest, J. S. (2013). Practical Aviation Security, Predicting and Preventing Future Threats. Elsevier.
21. Ringle, C., Sarstedt, M., & Zimmermann, L. (2011). Customer satisfaction with commercial airlines: The role of perceived safety and purpose of travel. *Journal of Marketing Theory and Practice, 19*(4), 459-472. DOI: 10.2753/MTP1069-6679190407
22. Komasová, S., (2020). Airport Security and Visibility: Security as Visualization and Its In-Place Performance, Journal of Applied Security Research, 15:3, 332-354, DOI:

10.1080/19361610.2020.1738315

23. Sindhav, B., Holland, J., Rodie, A., Adidam, P., & Pol, L. G. (2016). *The impact of perceived fairness on satisfaction: are airport security measures fair? Does it matter?* https://www.scopus.com/record/display.uri?eid=2-s2.0-33751088787&origin=inward&txGid=f8d44f0ac389f57bb46c2d5fa5841ded&featureToggles=FEATURE_NEW_METRICS_SECTION:1
24. Siddiqui, D. & Sahar, N. (2019). The impact of training & development and communication on employee engagement¬ – a study of banking sector. *Business Management and Strategy. 10,* 23. 10.5296/bms.v10i1.14592.

D. Others

1. Alards-Tomalin, G., Ansons, T.L., Reich, T.C., Sakamoto, Y., Davie, R., Leboe-McGowan, J.P., & Leboe-McGowan, L.C. (2014). Airport security measures and their influence on enplanement intentions: responses from leisure travelers attending a Canadian University. *J. Air Transp. Manag. 37*
2. Coskun, E. & Hoey, J. (2005). *Airport security complexity: Problems with the information system components.* Proceedings of ISCRAM 2005 - 2nd International Conference on Information Systems for Crisis Response and Managementss