



Personnel Stability in a Civil Aviation Authority Institution in Western Visayas

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Abstract

This study examined the degree of personnel stability within the civil aviation authority in Western Visayas, Central Philippines, focusing on how selected demographic characteristics relate to employees' perceptions of job security, contract regularization experience, and consistency of team composition. Utilizing a descriptive research design, data were gathered from 101 CAAP personnel using a validated survey questionnaire. The findings indicated that respondents generally reported a high degree of personnel stability, reflecting positive perceptions of employment security, regularization processes, and stable team assignments. Statistical analysis revealed that age, civil status, and length of service did not significantly influence personnel stability perceptions, suggesting that these perceptions are shaped more by organizational policies and human resource systems than by demographic factors. However, several indicators registered comparatively lower mean scores, particularly in areas related to clarity of regularization procedures and consistency of staffing arrangements. These results highlight the need for targeted organizational interventions, including improved policy communication and more predictable workforce management practices. The study concludes that while the civil aviation authority demonstrates a generally stable personnel environment, sustained attention to transparent employment processes and staffing consistency is essential to maintaining workforce stability in a safety-critical aviation context.

Keywords: *Personnel stability; civil aviation authority; perceived job security; contract regularization experience; consistency of team composition*

Bio-profiles

Jimmy F. Tambasen, Jr. is a Filipino aviation security manager at the Civil Aviation Authority of the Philippines, a licensed criminologist, and a Master in Public Administration candidate. His research interests in aviation security, safety management, leadership, and organizational effectiveness motivated him to conduct the study.



Assoc. Prof. Yasmin Pascual-Dormido, LPT, DPA, is a multi-awarded broadcast journalist, columnist, educator, and published researcher, with an academic background in Mass Communication and as a Licensed Professional Teacher specializing in Secondary Education–English. Her paper, *“Integrating Cybercrime Prevention into Sustainable MSME Practices and Business Education,”* won the Best Paper award at the Philippine Association of Collegiate Schools of Business' 5th International Research Conference in Vietnam on October 14, 2025. She teaches Public Administration, Management, Research, and Communication and Media subjects in the undergraduate and graduate programs of STI West Negros University in Bacolod City, Philippines, where she also serves as Director of External Affairs and Linkages and International Relations Officer. A fellow of WAN-IFRA's Women in News (WIN) Leadership Accelerator Programme in Southeast Asia, she is a professional lecturer and public speaker who advocates women's empowerment, gender sensitivity and equality, inclusive education, support for children with special needs, good governance, and campus journalism.

Introduction

Rationale

Personnel stability is a critical organizational concern in safety-sensitive public institutions such as the Civil Aviation Authority of the Philippines (CAAP). As the government agency mandated to regulate and oversee civil aviation safety, security, and efficiency in the country, CAAP relies heavily on a stable and competent workforce to ensure continuity of operations and compliance with national and international aviation standards. Research in public administration and organizational studies consistently shows that the personnel instability, manifested through insecure employment, frequent contractual transitions, or unpredictable staffing arrangements, can weaken institutional capacity, reduce employee commitment, and increase turnover intentions (Nguyen et al., 2020; Wong & Tetric, 2021). In high-reliability sectors, such as aviation, these risks are magnified because personnel continuity supports accountability, procedural consistency, and organizational learning.

One central dimension of personnel stability is perceived job security. Job security refers to employees' subjective assessment of the likelihood that their employment will continue in the foreseeable future (Jung et al., 2023). Studies indicate that when employees perceive their positions as stable, they are more likely to demonstrate organizational commitment, psychological well-being, and sustained performance (Nguyen et al., 2020). In the Philippine public sector, where contractual and job-order arrangements are common, perceptions of job security often vary across employment categories and tenure (International Labor Organization [ILO], 2024). For CAAP personnel, perceived job security is particularly significant given the long-term responsibility associated with regulatory and safety oversight roles.



Another important aspect of personnel stability is the contract regularization experience. Regularization processes represent a critical transition point for employees moving from temporary or contractual status to permanent or more secure employment. Empirical studies show that clarity of regularization criteria, transparency of evaluation procedures, and timely communication significantly influence employees' perceptions of fairness and trust in management (Nguyen et al., 2020; Wong & Tetrick, 2021). Inconsistent or poorly communicated regularization practices can generate uncertainty and anxiety among personnel, undermining morale and long-term organizational attachment. Within CAAP, where personnel often serve under contractual arrangements prior to regular appointment, the quality of regularization experiences plays a decisive role in shaping workforce stability.

The consistency of team composition also reflects the degree of personnel stability within an organization. Stable team assignments enable the development of shared knowledge, role clarity, and interpersonal trust, which are especially important in public agencies performing technical and regulatory functions (Salas et al., 2020). Conversely, frequent staff reshuffling, temporary deployments, or short-term appointments can disrupt team dynamics and weaken employees' sense of belonging (Mariani et al., 2021). Studies on public-sector workforce management emphasize that predictable staffing patterns contribute to stronger organizational identification and reduced adjustment costs, particularly in safety-critical environments (ILO, 2024).

Individual characteristics such as age, civil status, and length of service further shape how personnel experience and interpret stability within the organization. Research suggests that employees with shorter tenure or younger age groups may experience higher uncertainty regarding job security and regularization outcomes. At the same time, longer-serving personnel tend to report greater confidence in organizational processes (Nguyen et al., 2020). Civil status may also influence sensitivity to employment stability, as employees with greater family responsibilities often place a higher value on predictable and secure employment arrangements (Wong & Tetrick, 2021).

Given these considerations, this study focuses on assessing the degree of personnel stability within a civil aviation authority, specifically examining perceived job security, contract regularization experience, and consistency of team composition in relation to selected profile variables. By identifying patterns and areas requiring organizational attention, the study seeks to provide empirical evidence that can guide human resource policies, regularization procedures, and workforce planning initiatives within CAAP, contributing to a more stable, secure, and sustainable civil aviation workforce.

Theoretical Underpinnings

Personnel stability is a critical organizational condition in safety-critical institutions such as civil aviation authorities, where workforce continuity, employment security, and predictable team structures directly influence operational reliability and safety outcomes. In the Philippine context, personnel stability is shaped by employees' perceptions of job security and their experiences of contract regularization. And the consistency of team composition



within operational units. These dimensions are closely aligned with United Nations Sustainable Development Goal (SDG) 8, which promotes decent work, productive employment, and secure working environments (United Nations, 2015).

This study is grounded in Social Exchange Theory (SET) and Social Identity Theory (SIT), which together provide a coherent theoretical basis for examining the degree of personnel stability among employees of the Civil Aviation Authority of the Philippines (CAAP). Social Exchange Theory, introduced by Blau (1964), explains workplace relationships as reciprocal exchanges between employees and the organization. When employees perceive that the organization provides fair treatment, clear employment conditions, and institutional support, they are more likely to reciprocate through continued commitment, loyalty, and willingness to remain with the organization. Within the context of this study, SET is particularly relevant to perceived job security and contract regularization experience. Empirical studies show that transparent regularization processes, timely communication regarding employment status, and consistent application of personnel policies enhance employees' sense of security and trust in management, thereby reducing uncertainty and turnover intentions (De Cuyper et al., 2019; Pichler et al., 2021; Jung et al., 2023).

SET also helps explain how stability is reinforced when employees experience predictability in employment arrangements and perceive organizational actions as equitable over time. In public-sector organizations, where contractual arrangements and regularization timelines often shape employee expectations, consistent and fair exchanges contribute to sustained workforce stability and long-term organizational attachment (Rivera & Reyes, 2020; Artoppo, 2024).

Complementing SET, Social Identity Theory, developed by Tajfel and Turner (1979), emphasizes that individuals derive part of their self-concept from their membership in social groups. In organizational settings, stable team assignments and enduring work relationships strengthen employees' sense of belonging and identification with their unit organization. This theoretical perspective directly informs the domain of consistency of team composition, as employees who remain within stable teams are more likely to develop shared norms, trust, and a stronger attachment to their work group. Research indicates that predictable team membership enhances employees' organizational identification and reduces psychological uncertainty associated with frequent reassignment or restructuring (DeChurch & Mesmer-Magnus, 2019; Waller et al., 2020).

Taken together, SET and SIT provide an integrated framework for understanding personnel stability in CAAP. SET explains how fair employment practices and transparent reorganization processes foster perceived job security and sustained commitment. At the same time, SIT elucidates how consistent team composition strengthens employees' sense of belonging and attachment to the organization.

Foreign empirical studies consistently demonstrate that perceived job security is a strong predictor of organizational commitment, morale, and retention. Research across public and aviation-related organizations shows that job insecurity is associated with higher



turnover intention, lower job satisfaction, and weakened safety engagement (Aleksynka & Tritah, 2018; Jung et al., 2023; Tabakovic, 2024). In airline and aviation-support environments, unclear career progression and unstable employment conditions intensify perceptions of insecurity, increasing burnout and disengagement (Pollio et al., 2025). These findings suggest that employment stability is not only an individual concern but also an organizational risk factor in safety-sensitive operations.

Local policy-oriented and empirical literature echoes these concerns. Analyses by the Philippine Institute for Development Studies and the Department of Labor and Employment indicate that prolonged contractual arrangements and repeated short-term hiring weaken workers' sense of security and organizational attachment (PIDS & DOLE, 2021-2023). Media and practitioner accounts further illustrate how delayed or unclear employment decisions contribute to anxiety and demotivation among public-sector employees (Paredes & Yap, 2019-2024). Together, these studies establish perceived job security as a foundational component of personnel stability in Philippine government agencies, including CAAP.

Beyond employment status itself, the process of contract regularization significantly shapes employees' perceptions of fairness and stability. Foreign empirical research demonstrates that transparent criteria, documented probationary assessments, and timely performance feedback during probation predict more positive regularization experiences and stronger long-term commitment (De Cuyper et al., 2019; Pichler et al., 2021; Rivera & Reyes, 2020). Conversely, irregular timelines and opaque decision-making undermine trust and perceived procedural justice (Mohajan, 2017).

Local studies and institutional analyses support these findings. Agency-based case studies conducted by CAAP and related government offices show that onboarding clarity, standardized probation criteria, and structured feedback mechanisms improve employees' perceptions of fairness during regularization (CAAP, 2012-2022). National policy based on end-of-contract practices further documents how budget cycles and administrative delays hinder timely regularization, reinforcing insecurity among contractual personnel (Policy Brief on ENDO, 2023). These bodies of literature collectively emphasize that contract regularization experience is a central determinant of perceived personnel stability in public aviation institutions.

Consistency of team composition is another key but often underexamined dimension of personnel stability. Foreign empirical evidence indicates that stable team membership enhances shared mental models, coordination efficiency, and performance resilience in high-reliability organizations (DeChurch & Mesmer-Magnus, 2019; Pasarakonda et al., 2023; Waller et al., 2020). In aviation and maintenance environments, stable crew assignments preserve tacit knowledge and reduce error rates, particularly under operational stress (Aviation Maintenance Studies, 2018-2021).

Local literature similarly highlights the consequences of frequent reassignment and reshuffling in public agencies. University-based case studies and practitioner evaluations report that frequent staff movements disrupt institutional memory, slow coordination, and weaken team cohesion (University Research Agency Reports, 2018-2024). CAAP's internal



operational reshuffling as a source of disruption, particularly in smaller airports where stable core teams are essential (CAAP, 2022-2025). These findings underscore the importance of predictable team structures in sustaining effective aviation operations.

Conceptual and institutional literature further contextualize personnel stability within regulatory and development frameworks. Republic Act No. 11058 mandates safe and healthful working conditions, emphasizing training consistency, hazard prevention, and employee participation in safety governance (Republic Act No. 11508, 2018). In aviation, these requirements implicitly depend on stable staffing and predictable employment arrangements. CAAP's National Aviation Safety Plan (2022-2025) reinforces this link by identifying workplace stability, training continuity, and standardized procedures as prerequisites for sustained safety performance (CAAP, 2024). These frameworks align directly with SDG 8, particularly Target 8.8 on protecting labor rights and promoting safe and secure working environments (United Nations, 2015).

Existing foreign and local literature clearly establishes that perceived job security, fair regularization processes, and consistent team composition contribute to employee well-being, organizational commitment, and operational reliability. However, a critical gap remains. While these dimensions have been examined separately across public administration, aviation, and labor studies, there is limited empirical research that integrates these components into a unified assessment of personnel stability within a national civil aviation authority, particularly in the Philippine context. Moreover, few studies explicitly link personnel stability to institutional policy frameworks and development goals such as SDG 8.

Addressing this gap, the present study contributes to the current state of knowledge by systematically examining the degree of personnel stability among CAAP personnel across its key domains. By situating empirical findings within the national policy mandates and international development frameworks, the study provides evidence-based insights to inform human resource reforms, workforce planning, and safety governance in the Philippine civil aviation sector.

Objectives

This study examined the degree of personnel stability within the civil aviation authority in Western Visayas in Central Philippines during the calendar year 2025. Specifically, the study sought to 1) determine the profile of respondents according to age, civil status, and length of service; 2) determine the degree of personnel stability within the civil aviation authority according to perceived job security, contract regularization experience, and consistency of team composition; and 3) determine if there is a significant difference in the degree of personnel stability when grouped and compared according to the aforementioned variables.

Methodology

This section presents the research methodology used, the subjects and respondents of the study, the research instrument used, the reliability of the instrument, the procedure for data gathering, and the statistical tools and data analysis procedures.

Research Design

The study employed a descriptive research design to determine the degree of personnel stability within the civil aviation authority in Western Visayas in Central Philippines. This design was appropriate for describing the current conditions and prevailing perceptions of personnel stability without manipulating variables. It allowed for the systematic assessment of key dimensions of personnel stability, named perceived job security, contract regularization experience, and consistency of team composition within the organization.

Data were gathered through a structured survey questionnaire that captured respondents' demographic profiles and their perceptions of personnel stability. The descriptive design enabled the study to determine the overall level of personnel stability across CAAP personnel and to identify specific areas that may require organizational attention. The findings of the study provide empirical evidence that may serve as a basis for improving human resource policies, workforce planning, and employment practices aimed at sustaining personnel stability in a safety-sensitive aviation institution.

Locale of the Study

The study was conducted in six airports located in Western Visayas under the jurisdiction of the Civil Aviation Authority of the Philippines (CAAP), from a total population of 135, and 101 respondents were sampled. These airports vary in operational demands, passenger movement, and staffing structure, making the region a suitable setting for examining operational cohesion and personnel stability.

Each airport functions as an individual operational unit with its own staffing allocation referred to as “line-items,” which represent the number of personnel positions assigned to each location. The distribution of respondents was aligned with the number of line items assigned to each airport to ensure proportional representation. Airports with higher staffing allocations contributed a greater number of respondents, whereas smaller airports contributed fewer participants.

Respondents of the Study

From a total population of 135 civil aviation authority personnel assigned across six airports in Western Visayas, the study involved 101 respondents who were actively engaged in airport operations. The sample included both contractual and regular personnel with varying age groups, civil status, and lengths of service. The study employed proportionate stratified sampling, a method that divides the population into subgroups and selects samples based on their actual size to ensure balanced representation (Etikan & Bala, 2017). The

distribution of respondents per airport was as follows: Airport A (9), Airport B (19), Airport C (30), Airport D (23), Airport E (3), Airport F (17), comprising the total sample of 101 respondents.

Instrument Validity and Reliability

A researcher-made survey questionnaire was used to assess the degree of personnel stability of civil aviation authority employees. The questionnaire consisted of two parts: Part I gathered respondents' demographic profiles, such as age, civil status, and length of service, while Part II measured the degree of personnel stability of respondents across three areas -- perceived job security, contract regularization experience, and consistency of team composition -- with five (5) items per area, for a total of thirty (15) items. Responses were rated on a five-point Likert scale, ranging from 5 (Always) to 1 (Rarely). The instrument underwent validity and reliability testing prior to data collection.

The questionnaire underwent face and content validation to ensure clarity, appropriateness, and alignment with the study's objectives. Validation followed the criteria of Carter V. Good and Douglas B. Scates, assessing item relevance, clarity, and construct alignment (Oducado, 2020). Three validators were involved: a civil aviation operations professional with 29 years of experience, a Doctor of Philosophy with over 20 years in aviation, and a statistician from a private university in Negros Occidental with nearly 10 years of research evaluation experience. Ethical standards were upheld through informed consent, voluntary participation, anonymity, and workplace approvals, while a pilot test confirmed the instrument's high reliability with Cronbach's alpha values of 0.928 and 0.963, both interpreted as "Excellent," ensuring consistency and dependability of the survey results (Edelsbrunner et al., 2025).

Data Gathering Procedure

The study employed a structured data gathering procedure to examine the degree of personnel stability among employees of the civil aviation authority in Western Visayas. Following the validation and reliability testing of the research instrument, formal letters of permission were submitted to the concerned CAAP authorities and airport management offices, where the pilot testing and actual data collection were conducted. Upon approval, the researchers coordinated with designated focal persons in each airport and met with the respondents to explain the purpose of the study, the contents of the questionnaire, and the procedures for accomplishing it. The questionnaires were personally administered and retrieved by the researchers to ensure completeness and accuracy of data. The collected responses were subsequently coded, tabulated, and prepared for statistical analysis.

Ethical Considerations

This study strictly adheres to established research ethics standards, including the principles of respect for persons, beneficence, and justice. Participation is voluntary and based on informed consent, with participants fully informed of the study's purpose, procedures, potential risks, and benefits. In compliance with the Philippine Data Privacy Act

of 2012 (Republic Act No. 10173), all personal data collected is limited to what is necessary, processed lawfully and transparently, and protected through appropriate physical, technical, and organizational safeguards. Identifiable information is anonymized or pseudonymized, securely stored, and accessed only by the researcher, and will be disposed of properly after the retention period. Confidentiality and privacy are strictly maintained, and research data are used solely for academic and scholarly purposes.

Analytical Schemes and Statistical Treatment

Objective No. 1 used the descriptive-analytical scheme to determine the degree of personnel stability of civil aviation employees according to age, civil status, and length of service. Objective No. 2 used the descriptive analytical scheme and mean to determine the degree of personnel stability of civil aviation employees according to the following domains: perceived job security, contract regularization experience, and consistency of team composition. Objective No. 3 used the comparative-analytical scheme and Mann-Whitney U test to determine if there is a significant difference in the degree of personnel stability of civil aviation employees when grouped and compared according to demographic variables.

Results and Discussion

This section presents, analyzes, and interprets the data that were gathered consistent with its predetermined objectives.

Profile of the Respondents According to Age, Civil Status, and Length of Service

Table 1
Profile of the Respondents

Variables	Categories	Frequency	Percentage
Age	Younger (below 41 years old)	45	44.6
	Older (41 years old and above)	56	55.4
Civil Status	Single	30	29.7
	Married	71	70.3
Length of Service	Shorter (below 10 years)	45	44.6
	Longer (10 years and above)	56	55.4
Total		101	100

Table 1 presents the demographic profile of the 101 civil aviation authority personnel in six field offices in Western Visayas in Central Philippines in terms of age, civil status, and length of service. Slightly more than half of the respondents (55.4%) are 41 years old and above, while 44.6% are below 41 years old. This age distribution suggests a workforce with substantial accumulated experience, which is often associated with institutional

continuity and procedural reliability in safety-sensitive sectors such as aviation (Peña et al., 2025). However, recent studies emphasize that personnel stability in aviation organizations must be supported by continuous training and adaptive human resource systems across age groups to address evolving technological and regulatory demands (Dela Peña et al., 2024).

In terms of civil status, the majority of respondents (70.3%) are married, while 29.7% are single. A predominantly married workforce may indicate a stronger preference for employment security and predictable work arrangements, as family responsibilities tend to heighten employees' valuation of stable and long-term employment conditions (Cataluña & Ricafort, 2024). While civil status alone does not determine organizational outcomes, it provides relevant context for understanding employees' perceptions of job security and fairness in employment practices, which are central components of personnel stability in public institutions.

With regard to length of service, 55.4% of the respondents have been employed in CAAP for ten years or more, while 44.6% have served for less than ten years. This composition reflects a balance between institutional memory and workforce renewal. Research in aviation and other high-reliability organizations indicates that longer tenure is often linked to stronger organizational attachment and familiarity with safety protocols, contributing to workforce stability (de Sant & de Hilal, 2021). Nonetheless, literature also notes that perceptions of job security, transparent regularization processes, and consistent team composition remain decisive factors influencing personnel stability regardless of tenure length (Chan & Li, 2022).

Degree of Personnel Stability Among CAAP Employees in the areas of Perceived Job Security, Contract Regularization Experience, and Consistency of Team Composition

Table 2

Degree of Personnel Stability Within CAAP in Perceived Job Security

Perceived Job Security Items	Mean	Interpretation
<i>As an employee of the Civil Aviation Authority of the Philippines, I...</i>		
1. Feel confident that my current position is stable	3.75	High Degree
2. believe my employer values long-term employment	3.91	High Degree
3. am not worried about being terminated without a valid reason	3.58	High Degree
4. am confident that my workplace enforces safety measures that make me feel secure	4.36	High Degree
5. believe my job is protected regardless of my age	4.02	High Degree

Overall Mean	3.92	High Degree
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Table 2 presents the degree of personnel stability of civil aviation authority employees, with an overall mean score of 3.92, interpreted as a high degree of personnel stability. The findings indicate that CAAP personnel generally experience a high degree of perceived job security, as reflected in the overall rating for this dimension. Despite this positive assessment, one indicator registered a comparatively lower mean score, suggesting that some employees continue to harbor concerns about the stability of their employment (item 3, M=3.58).

The implications of this finding are significant for CAAP as a high-reliability organization. Research indicates that fear of unjust termination can elevate stress levels, weaken institutional awareness, and impair decision-making, particularly among personnel involved in safety oversight and operational roles (Campos, 2024; Pratama, 2023). Although the overall perception of job security remains favorable, addressing this lower-rated item is essential to reinforcing workforce stability. Clear communication, transparent disciplinary procedures, and consistent application of labor standards are necessary to mitigate perceived risks and sustain confidence among CAAP personnel.

Table 3

Degree of Personnel Stability Within CAAP in Contract Regularization Experience

Contract Regularization Experience Items	Mean	Interpretation
<i>As an employee of the Civil Aviation Authority of the Philippines, I...</i>		
1. am clearly informed about my probationary period	3.84	High Degree
2. am aware of the criteria for regularization; these were explained to me	3.88	High Degree
3. received timely performance feedback during probation	4.07	High Degree
4. am aware that my probationary status lasted within the legal time frame	3.95	High Degree
5. was regularized based on clear and fair criteria	3.78	High Degree
Overall Mean	3.90	High Degree

Table 3 shows the degree of personnel stability of CAAP employees in contract regularization experience, with an overall mean score of 3.90, interpreted as a high degree of personnel stability. The results indicate that CAAP personnel generally view the regularization process positively, particularly in relation to the provision of performance feedback during the probationary period. This suggests that evaluative mechanisms are preset

and functioning, contributing to employees’ sense of preparedness and procedural guidance during their transition toward permanent status.

Despite this favorable overall assessment, one indicator registered a comparatively lower mean score, reflecting concerns regarding clarity and fairness in the criteria used for regularization decisions. Although still within the “high degree” range, this finding implies that some personnel perceive ambiguity in how regularization outcomes are determined. Empirical studies note that unclear or inconsistently applied regularization standards can weaken trust in management and increase turnover intentions, especially in safety-sensitive sectors such as aviation (Bautista, 2022; Pratama, 2023).

The implication of this finding is critical for CAAP as a regulatory and safety-oriented organization. Research emphasizes that transparent and equitable regularization procedures reinforce employee commitment and reduce uncertainty that may compromise focus and performance (Campos, 2024). Aligning regularization practices with established labor standards and ensuring consistent communication of criteria can strengthen personnel stability, support workforce retention, and sustain safe and reliable aviation operations.

Table 4

Degree of Personnel Stability Within CAAP in Consistency of Team Composition

Items	Mean	Interpretation
<i>As an employee of the Civil Aviation Authority of the Philippines, I...</i>		
1. work with the same core group of people consistently	4.23	High Degree
2. believe that team assignments are stable and predictable	4.20	Moderate Degree
3. am aware that sudden staff reshuffling rarely happens	3.91	High Degree
4. believe that our manager maintains consistent team structures	4.01	High Degree
5. believe that stable team members improve our productivity	4.29	High Degree
Overall Mean	4.13	High Degree

Table 4 presents the degree of personnel stability within CAAP in terms of consistency of team composition, with an overall mean score of 4.13, interpreted as a high degree of personnel stability. This finding indicates that CAAP personnel generally perceive team assignments as stable and beneficial, particularly in relation to productivity gains derived from working with familiar team members. This suggests that consistent team composition supports efficiency, shared understanding of tasks, and smoother coordination within aviation operations.

Despite the positive overall assessment, one indicator registered a comparatively lower mean score, pointing to lingering concerns about the predictability of staffing



arrangements. Although still interpreted as a high degree of personnel stability, this result implied that some personnel remain aware of occasional potential sudden staff reshuffling. Prior studies have shown that unpredictability in team assignments can disrupt workflow continuity, weaken morale, and introduce adjustment costs in safety-critical environments such as aviation (Cahill et al., 2022; Key, 2023).

The implication of this finding is significant for CAAP as a high-reliability organization. Regional studies consistently report that stable team composition strengthens institutional memory, reduces coordination errors, and enhances workplace safety, while frequent reshuffling undermines personnel stability and performance (Asian Development Bank, 2022; Bautista, 2022; Campos, 2024). Strengthening staffing policies and minimizing abrupt team changes can therefore reinforce personnel stability and align organizational practices with labor and occupational safety standards, supporting sustainable and safe aviation operations.

Table 5

Differences in the Degree of Personnel Stability Within CAAAP in Perceived Job Security, Contract Regularization Experience, and Consistency of Team Composition when grouped and compared according to variables

Variable	Category	N	Mean Rank	Mann-Whitney U	p-value	Sig. level	Interpretation
Age	Younger	45	41.50	832.5	0.003	0.05	Significant
	Older	56	58.63				
Civil Status	Single	30	39.82	729.5	0.012		Significant
	Married	71	55.73				
Length of Service	Shorter	45	44.28	957.5	0.038		Significant
	Longer	56	56.40				

Table 5 presents the differences in the degree of personnel stability in terms of perceived job security within CAAP when respondents are grouped according to age, civil status, and length of service. The data reveal that older employees, married personnel, and longer-tenured staff consistently report higher levels of perceived job security compared to younger, single, and shorter-tenured colleagues. These differences were statistically significant ($p < 0.05$), indicating that demographic characteristics meaningfully influence how personnel experience job stability.

The findings suggest that accumulated experience, familiarity with organizational processes, and tenure-based benefits contribute to stronger perceptions of security. Older and longer-serving personnel likely possess deeper institutional knowledge, established networks, and confidence in role continuity, which reinforce their sense of stability (Nguyen et al., 2020; Peng & Chiu, 2022). Similarly, married employees may prioritize stable employment research that associates family obligations with heightened appreciation for job security in structured work environments (Liu & Liu, 2023).

Conversely, younger and newer personnel report lower perceived job security, potentially reflecting contractual uncertainties, delayed regularization, or limited familiarity with career pathways (Bautista & Canasa, 2022; Kim & Kang, 2022). These disparities underscore the need for targeted human resource strategies, such as clear communication on career progression, mentorship programs, and transparent regularization procedures, to enhance confidence and engagement among less-tenured staff. Overall, the results highlight that personnel stability in CAAP is shaped not only by organizational policies but also by demographics of tailored interventions to support a secure and resilient workforce (Wong & Tetrick, 2021).

Table 6

Differences in the degree of Personnel Stability Within CAAP in Contract Regularization Experience when grouped and compared according to variables

Variable	Category	N	Mean Rank	Mann-Whitney U	p-value	Sig. level	Interpretation
Age	Younger	45	41.44	830.0	0.003	0.05	Significant
	Older	56	58.68				
Civil Status	Single	30	38.90	702.0	0.007		Significant
	Married	71	56.11				
Length of Service	Shorter	45	45.52	1013.5	0.090		Not Significant
	Longer	56	55.40				

Table 6 presents the differences in personnel stability in the area of contract regularization experience among CAAP employees, based on age, civil status, and length of service. The data reveal no statistically significant difference when grouped by length of service ($p=0.090$), indicating that tenure alone does not substantially influence how employees perceive their regularization experience. However, significant differences were observed across age and civil status, with older personnel and married employees reporting more positive experiences ($p<0.01$).

These findings suggest that older employees likely benefit from greater institutional knowledge, stronger organizational networks, and clearer expectations of job continuity, contributing to higher perceived stability during the regularization process (Peng & Chiu, 2022; Manzoor et al., 2021). Similarly, married personnel may perceive regularization more favorably due to family responsibilities and a stronger emphasis on employment security, consistent with research linking civil status to heightened appreciation for stable work arrangements (Liu & Liu, 2023; Wong & Tetrick, 2021).

The lack of a significant difference across length of service aligns with studies indicating public-sector regularization processes often depend more on organizational

policies, budgetary constraints, or administrative cycles than on individual tenure (Rivera & Reyes, 2020; Islam & Noronha, 2021; Nguyen et al., 2020). Overall, these results underscore the importance of considering demographic factors, particularly age and civil status, in designing interventions to enhance perceptions of fairness, transparency, and predictability in contract regularization within CAAP.

Table 7

Differences in the degree of Personnel Stability Within CAAP in Consistency of Team Composition when grouped and compared according to variables

Variable	Category	N	Mean Rank	Mann-Whitney U	p-value	Sig. level	Interpretation
Age	Younger	45	41.17	817.5	0.002	0.05	Significant
	Older	56	58.90				
Civil Status	Single	30	44.25	862.5	0.129		Not Significant
	Married	71	53.85				
Length of Service	Shorter	45	46.90	1075.5	0.204		Not Significant
	Longer	56	54.29				

Tab 7 presents the difference in the degree of personnel stability and the area of consistency of team composition among CAAP personnel based on age, civil status, and length of service. The analysis shows no statistically significant differences for civil status and length of service, with married and longer-tenured personnel reporting slightly higher mean ranks but p-values well above 0.05, indicating these differences are not meaningful.

However, a significant difference was found based on age, with older personnel reporting higher perceived stability in team composition than younger personnel ($p = 0.0022$). This suggests that senior employees, often with longer institutional exposure and specialized roles, experience more predictable team arrangements, contributing to a stronger sense of stability and clarity in their work environment (Peng & Chiu, 2022; Kim & Kang, 2022).

Conversely, younger personnel may encounter more frequent reassignment or rotation to address operational needs or develop broader competencies, which can reduce their perception of team consistency and early organizational attachment. Such patterns aligns with findings in aviation and other safety-critical sectors, where early-career employees often report lower stability and greater uncertainty due to temporary or flexible assignments (Mariani et al., 2020). These results highlight the importance of considering age-related differences when designing policies to enhance predictable team composition and personnel stability.

Conclusion

The analysis of personnel stability among CAAP employees in Western Visayas indicates that employees generally experience a high degree of stability across perceived job security, contract regularization experience, and consistency of team composition. Personnel feel secure in their employment, report largely positive experiences during the regularization



process, and recognize the value of stable team arrangements, suggesting that CAAP has established a supportive and stable workforce environment that enhances operational reliability and organizational commitment.

Despite these positive findings, certain gaps were identified. Some personnel continue to experience concerns about job security, particularly regarding clarity and fairness in termination practices. The contract regularization process was perceived as less transparent and consistent, and younger employees reported less predictability in team assignments and more frequent reassignments, which may affect their sense of stability and organizational attachment. These gaps highlight the need for focused measures to reinforce workforce confidence and continuity.

To address these gaps, CAAP management should strengthen transparent communication regarding employment policies, regularizational criteria, and career pathways. Implementing consistent staffing practices, predictable team assignments, and structured handover procedures can improve personnel stability for younger and less experienced employees. Mentorship programs, periodic performance feedback, and targeted training initiatives can further enhance job security perceptions, support workforce development, and foster a more resilient, engaged, and stable aviation workforce.

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Authorship Contribution Statement

Tambasen: Concept and design, literature review, data collection, analysis, and interpretation. **Pascual-Dormido:** Reviewing, editing, supervision, material and technical support.

Conflict of Interest

The authors declare the absence of any conflict of interest that could have influenced the content or conclusions of this paper. They affirm that no financial, personal, or professional relationships with other individuals or organizations have compromised the objectivity, integrity, or



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