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The Structural Relationship between Employment Insecurity and Turnover Intention of Beauty Industry Employees

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Abstract

Purpose **–** This research paper empirically analyzes the effect of changes in the employment environment due to the 4th industrial revolution on the turnover intention of cosmetic employers and employees and seeks the necessary measures for job instability in the industrial field.

Research design, data, and methodology **–** A self-report questionnaire was conducted on 513 cosmetic implementers. Statistical processing of the data collected by the data analysis method was analyzed using the Statistical Package for Social Science (SPSS) WIN23.0 statistical package program through data coding and data organizing process.

Results **–** Changes in the employment environment were found to have a significant effect on the effect of job instability ($t=13.218$, $p<0.05$). As for the effect of organizational commitment on turnover intention, the higher the organizational commitment, which is a parameter, has a negative (-) effect on turnover intention, a dependent variable ($p<0.05$).

Conclusions **–** Our results are based on an analysis that allows cosmetic employers and workers to explore ways to address job insecurity. Based on the analysis results, it will help the growth of the cosmetics industry by providing basic data for the identity of the cosmetics industry and the development of the cosmetics service organization.

Keywords: Employment Insecurity, Turnover Intention, Beauty Industry Employees, Cosmetic Industry, 4th Industrial Revolution

JEL Classification Code: J21, J24, J31, J63, O14

1. Introduction

The World Economic Forum (WEF) held in January 2016 said 7.1 million jobs will be lost and 2.1 million new jobs will be created by 2020. It warned that more than five million jobs would be lost as a result (Leaders, 2016). It is characterized by convergence with new technologies in various fields such as 3D printing, robotics, biotechnology, and nano-engineering to connect all products and services to a network and make things intelligent. The 4th industrial revolution brings fundamental changes to the economy and life (Pottin & Dietz, 2018). It is expected that the employment environment will change due to the development of science and technology (Teagarden, 2020). Human Resource Management (HRM) experts and managers should interact and respond to disruptive work transformation (Yalenios & J, d'Armagnac , 2022). As the transition to the circular economy (CE), it has recently received more attention and attention across several fields in the 4th industrial revolution (Toha et al., 2022). The introduction of these new technologies is one of the changes in the corporate environment, such as mergers and acquisitions, downsizing, and changes in industrial structure, which threaten stable employment relationships of employees. It directly or indirectly affects the organization by making them aware of job instability that may result in job loss.

In December 2019, the COVID-19 virus, which spread from the city of Wuhan, China, hit the world in 2020 (Lee & Kwon, 2022). Employees' awareness of changes in the employment environment due to the pandemic caused by the COVID-19 virus is a cause of aggravating the stress of job anxiety (Kim, 2020). Many scholars mention that various factors, such as changes in employers' employment policies and employment environments due to globalization and informatization, and the emergence of new jobs due to the emergence of new technologies, affect changes in employment stability (Atchison, 1991; Brockner, 1998; Brockne et al., 1992; Pfeffer & Baron, 1988; Robinson et al., 1999; Kim, 1999). With the introduction of artificial intelligence (AI) and robotics, there is a need to comprehensively analyze changes in the employment environment in the service industry and its perceptions (Lee & Han, 2018). The cosmetic industry is in the spotlight as a driving force for continuous new growth of the Korean economy. Along with the popularity of Hallyu content abroad, it is possible to continuously create value-added, and it is an industry with high potential (Jung, 2017). Korea's cosmetic service industry, which is highly dependent on human beings, is essential as a representative of the company by satisfying the various needs and aesthetic needs of customers while creating value through people is the key (Jeong & Baek , 2012). Recently, the employment environment is changing due to the 4th industry, and employees' awareness of job insecurity is increasing. This is no exception to cosmetics employers, so the perception of changes in the employment environment following the 4th Industrial Revolution and the resulting employment instability is spreading to anxiety and negatively affecting both organizations and workers. In addition, the cosmetics service industry is a labor-intensive industry, and it is said that the stable working environment of workers is also important to provide the best service quality for customers (Lee & Won, 2017; Kim et al., 2016). The changed employment environment affects employees' organizational goals and performance. Although the perception of organizational members is very important as a factor influencing job instability, it was investigated that existing studies have simply focused.

On the results of job instability (James, 1982). Various factors influenced the change in employment relations between organizations and employees, such as changes in employers' perceptions of organizational structure or compensation system for corporate survival and job-related technology changes due to the rapid development of information and communication technology. However, few scientific and systematic empirical studies have been conducted on these influencing factors (Atchison, 1991). In this study, an empirical analysis was conducted on the effect of job insecurity awareness and organizational commitment in the cosmetics industry on turnover intention due to the employment environment changed by the 4th Industrial Revolution and the COVID-19 Pandemic. Based on the analysis results, it can further increase organizational commitment, establish the identity of the cosmetics industry organization nationwide and raise the sense of community.

2. Literature Review

2.1. Changes in the employment environment in the beauty industry

As the industrial structure became complicated and the demand and supply system of the labor force changed, the forms of employment became diverse. Since the type of employment is determined by the structure of the labor market or the surrounding environment, it is identified differently depending on the country or region and the criteria of the person who defines it (Choi & Lee , 2012). In employment relations, new changes have occurred around manpower, such as focusing on performance, deepening liquidity, and harmonizing work life. Traditional employment relations were disappearing, and employment stability for workers was not guaranteed. The structure

of the market and the values of service workers are rapidly changing as organizational commitment based on lifelong work is weakened and the working environment changes rapidly. The change in the employment environment has changed the employment structure centered on regular workers to pursue various types of employment, such as an increase in the number of non-regular workers (temporary, daily, contract, and dispatched workers). In addition, the labor system for the structure of the service industry is also changing among the global economy, where the proportion of the service industry is increasing. Employment is spreading due to the creation of cost effects, such as reduction of labor costs and management costs (Jun & Lee , 2012). These phenomena brought job insecurity to employees. Employees brought about a change in their perception for self-protection and, on the one hand, an employment commitment (Gallie et al., 1997).

2.2. Recognition of Job Insecurity among Beauty Industry

Job instability was defined as the strength of the threat to the permanence of a job perceived by an individual in relation to a job, and the inability to maintain persistence in a threatening work life (Greenhalgh & Rosenblatt., 1984). It was seen as a state of helplessness, perceived as being unable to do anything to cope with a threat (Bogr & Elizur, 1992), and was defined as 'an employee's subjective assessment of the threat and importance of future job loss' (Hallier & Lyon,1996). It was defined as a subjective evaluation of the threat and importance of job loss and is viewed as a concept that one may lose one's job as an overall concept of job insecurity (Cavanagh & Noe,1999). Regarding job instability, it was regarded as a state of possibility of job loss in which there is a risk of not being able to continuously perform the current job due to the weakening of the job influence in which the employee's job characteristics are lost and the perceived helplessness that cannot resist the psychological threat (Heo, 2005). Job insecurity was also defined according to situations in which job anxiety occurred. Job instability can be defined as 'the degree of threat that acts as a psychological anxiety as a stressor to the worker and can affect the behavior and attitude of the worker'. Job insecurity, which is an important issue around the world, can lead to personal negative effects on the social and national economic environment and inefficiency and poor performance at the organizational level. In addition, it can act as a psychological anxiety factor in society as a whole and cause various social problems

2.3. Organizational Commitment of Organizational Members

Organizational commitment refers to the tendency of members of an organization to identify themselves with the organization they belong to and to be immersed in the organization. It can be defined as a willingness to believe in and accept organizational goals and values and to voluntarily work for the organization (Han, 2010). It refers to the emotional response of members to the organization, such as identification, loyalty, and attachment to the organization. It is the degree to which an individual is immersed with a sense of unity with the organization to which he or she belongs (Bateman & Strasser, 1984). It means the attitude of trying to do one's best for the success of an organization to conform to the organization's values and goals. Emotional commitment, which is the degree of psychological attachment to the organization, continuous commitment to the opportunity cost paid when leaving the organization, and normative commitment as a sense of obligation to the organization were identified as three main factors (Meyer & Allen, 1991). The concept of organizational commitment was given two meanings: attitude commitment and behavioral commitment (Kubaas, 2003). It was defined as a reflection of mutual persistence and desire (Tellefsen & Rhomas, 2005). Regarding organizational commitment (OC), industrial psychologists conceptualized the emotional aspect. Economists have conceptualized the emotional neutral aspect. Sociologists have conceptualized emotional, emotional neutrality, and normative aspects. The degree of attachment to the organization that goes beyond the reaction to the job was cited as the attitude displayed by employees in the organization.

2.4. Turnover Intention of Beauty Industry Employees

Turnover means quitting your current job and moving to a new job or organization. Turnover refers to temporary or permanent termination of employment by oneself or by an employer (Jeong, 2009). Turnover intention was defined as the willingness of an individual who receives financial compensation from an organization to voluntarily terminate his qualification as a member of an organization (Allen & Meyer, 1990). It refers to the desire of members of an organization to explore or move to another job to leave the organization where they are voluntarily working soon. Turnover intent refers to an individual's willingness and tendency to turnover that has not yet been manifested in action and is the intention to give up being a member of the organization and leave the organization to work for (Kim & Park, 2006). Turnover intention was seen as a thought to execute a specific action to achieve a goal when a certain opportunity or condition was formed, and contained a motivating factor affecting the action, such as trying (Moon, 2010). Therefore, turnover intention is not a result

of turnover, but a state that can appear as turnover in the future and is an intention or thought to leave the current organization in a specific situation. It was said that if the variables that affect employees' intention to leave or stay are identified, the intention to turnover can be changed to the intention to stay (Kim, 2014). It is said that demand and recruitment due to turnover can be predicted through the identification of variables (Anvari et al, 2014; Baloch et al., 2014; Han & Lee, 2015). Although not all employees with high turnover intention turn over, it cannot be overlooked that employees with high turnover intention have a negative impact on the organization. In addition, in the service industry, where the need for human resources is high, the need for research is raised because the increase in employees with turnover intention is a big problem for the organization.

3. Research Methods and Materials

3.1. Research Models and Hypotheses

It represents the research model of this study. Based on the results of previous studies, the research hypothesis is reflected in the research model by analyzing the causal relationship related to the perception of job instability due to changes in the employment environment shown as a Figure 1. Research Model

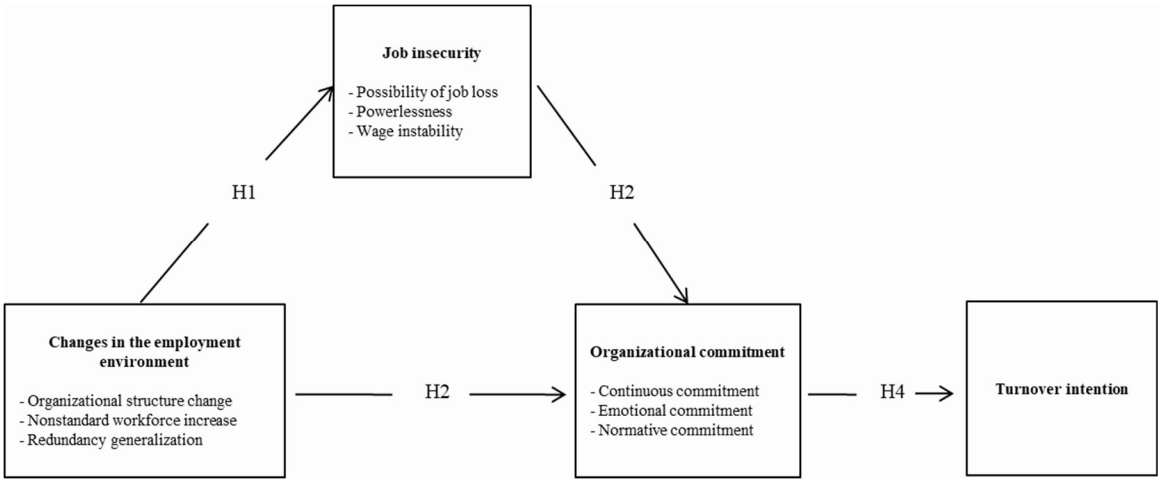

Figure 1: Research Model

3.2. Composition of Measurement Tools

The questionnaire questions used as measurement tools of this study were largely composed of 52 questions of demographic characteristics, change in the employment environment, recognition of job instability, organizational commitment, turnover intention, and work experience. The detailed configuration is as follows. Changes in organizational structure, increase in non-regular workers, and generalization of layoffs, which are factors of changes in the employment environment, are 5 questions each, totaling 15 questions. The possibility of job loss, which is a factor in the perception of job instability, 4 questions. A sense of helplessness, five questions Wage instability is a total of 13 questions, 4 questions each. The organizational commitment factors, such as continuous commitment, emotional commitment, normative commitment, and turnover intention, consisted of 10 questions. Demographic characteristics (gender, age, educational background, marriage, income) consisted of 5 questions and working characteristics were 9 questions.

3.3. Data Collection and Analysis

From March 15 to April 10, 2022, for cosmetics business owners in the Korean metropolitan area. A total of 550 copies of the questionnaire were distributed and 540 copies were collected, using 513 copies as final analysis data, excluding 27 copies of which the response was not sincere. Using the SPSS (Statistical Package for Social

Science) WIN23.0 statistical package program, the data coding and data organization process was analyzed through statistical processing of data collected by the data analysis method. The general characterization of the sample was performed through frequency analysis. The verification of the validity of the factors constituting each variable was conducted to analyze the validity and reliability of the measurement tool. An exploratory factor analysis, one of the multivariate statistical techniques, was conducted to understand the structure of the factors, and then a reliability analysis was conducted. In addition, an exploratory factor analysis was conducted to identify the feasibility index.

To find out whether variables measuring the same concept are grouped by the same factor, many variables are grouped with high correlation as an analysis method to simplify the contents. In particular, the Principals Components Analysis approach minimizes loss of information and reduces the number of factors. Mutual independence between factors was secured by using factor rotation, and the Varimax method, which is an orthogonal rotation method, was used. Through the reliability analysis, it was confirmed through the responses of the survey respondents whether the concept to be measured was consistently and accurately measured for the measurement items classified by analysis result. The internal consistency of the measurement questions was investigated through Cronbach's Alpha. To find out the correlation, a correlation analysis was conducted between the independent and dependent variables. The effect of changes in the employment environment on the perception of job insecurity and turnover intention of cosmetics workers was analyzed through regression analysis. In this study, it was verified under the significance levels $p<0.05$, $p<0.01$, and $p<0.001$.

4. Results and Discussion

4.1. Demographic Characteristics of the Sample

The empirical survey of this study was conducted on beauty industry employees, focusing on Seoul, which is close to the metropolitan area, in consideration of the empirical nature and convenience of the survey. The results of frequency analysis conducted to find out the demographic characteristics in this study are as follows shown as a Table 1

Table 1: General Characteristics of Subjects to Investigation (N=513)

variable	Sortation	Frequency (Number)	Percentage (%)
the entire		**513**	**100.0**
Shop size	Franchise 30~40	125	24.4
	Franchise 20~30	35	6.8
	Private shop 20~30	222	43.3
	Private shop 10~20	131	25.5
Number of employees	5people or less	317	61.8
	6~10people or less	112	21.8
	11~15people or less	34	6.6
	More than 16 people	50	9.7
Shop location	an apartment complex	249	48.5
	a busy street	153	29.8
	Shopping mall, department store	19	3.7
	etc	92	17.9
Working period	less than 1 year	85	16.6
	Less than 1 to 5 years	149	29.0
	less than 5 to 10 years	96	18.7
	Less than 10-15 years	35	6.8
	for more than 15 years	148	28.8
position	Intern	76	14.8
	Beginner designer	34	6.6

	Designer	67	13.1
	Manager	131	25.5
	director	205	40.0
Working hours	Less than 8 hours	193	37.6
	Less than 8-10 hours	246	48.0
	Less than 10 to 12 hours	44	8.6
	More than 12 hours	30	5.8
Holiday	less than four times	155	30.2
	5 times	101	19.7
	6 times	30	5.8
	7 times	28	5.5
	more than eight times	199	38.8
Salary	a monthly salary system	196	38.2
	Basic salary + incentive	37	7.2
	100% incentive	53	10.3
	an hourly wage system	35	6.8
	director	192	37.4
The Field of Business	Hair	291	56.7
	Skin	144	28.1
	Nail	30	5.8
	Make up	6	1.2
	Cosmetic	42	8.2
Gender	man	72	14.0
	Woman	441	86.0
Age	19 years old or younger	1	0.2
	20 years old or older - under 30 years old	52	10.1
	30 years old or older - under 40 years old	81	15.8
	Over 40 - under 50	250	48.7
	50 years of age or older	129	25.1
One's Final Educational Background.	less than high school	66	12.9
	College enrollment/graduation	120	23.4
	University enrollment/graduation	119	23.2
	Graduate school or higher	208	40.5
The State of Marriage	single	128	25.0
	married	338	65.9
	Others (divorce, widowed, separated, etc.)	47	9.2
Average Monthly Income	less than 1 million won	13	2.5
	More than 100 million won - less than 200 million won	92	17.9
	More than 2 million won and less than 3 million won	141	27.5
	More than 300 million won - 400 million won	88	17.2
	over 400 million won	179	34.9

* p<0.05 ** p<0.01 *** p<0.001

As for the store size, 222 (43.3%) of 20 to 30 people in individual stores, 10 to 131 (25.5%) in franchise stores, 125 (24.4%) 30 to 40 people in franchise stores, and 20 to 131 (24.4%) in stores. 30 35 (6.8%). As for the number of employees, 317 people (61.8%) had less than 5 people, 112 people (21.8%) had 6 to 10 people, 50 people (9.7%) had 16 or more people, and 34 people (9.7%) had 11 to 15 people. (6.6%).. As for the location of stores, 249 people (48.5%) in apartment complexes, 153 people (29.8%), others 92 people (17.9%), and 19 people (3.7%) shopping malls and department stores. The length of service was 149 (29.0%). 148 (28.8%) 1-5 years old, 148 (28.8%) 15 years old or older, 96 (18.7%) 5-10 years old, 85 (16.6%) under 1 years old, 35 people under 10 years (6.8%) 15 years in terms of positions, 205 directors (40.0%), 131 managers and managers (25.5%), 76 interns (14.8%), 67 designers (13.1%), and 34 novice designers (6.6%). Working hours were 246 (48.0%) less than 8 to 10 hours, 193 (37.6%) less than 8 hours, 44 (8.6%) 10 to less than 12 hours, and 30 (5.8%) more than 12 hours. On holidays, 8 times or more 199 people (38.8%), 4 times or less 155 people (30.2%), 5 times 101 people (19.7%), 6 times 30 people (5.8%), 28 people (5.5%) 7 found once. As for the salary system, 196 people (38.2%), directors 192 people (37.4%), 100% incentives 53 people (10.3%), basic pay + performance pay 37 people (7.2%), and hourly wages 35 people (6.8%). In the field of occupation, hair was 291 (56.7%), skin was 144 (28.1%), cosmetics was 42 (8.2%), nail was 30 (5.8%), and makeup was 6 (1.2%). By gender, 441 (86.0%) were female and 72 (14.0%) were male. By age group, 250 people (48.7%) between the ages of 40 and 50, 129 people over the age of 50 (25.1%), 81 people between the ages of 30 and 40 (15.8%), and 52 people between the ages of 20 and 30 (10.1%). Graduate school 208 (40.5%) or higher, junior college 120 (23.4%), university 119 (23.2%), and 66 (12.9%).) During high school, 338 (65.9%) were married, 128 (25.0%) were single, and 47 were other (divorced, widowed, or separated Monthly income over 4 million won 179 (34.9%), 141 people (2 to 3 million won 27.5%, 1 to 2 million won 92 people (17.9%), 3 to 4 million won 88 people (17.2%), less than 1 million won) 13 patients (2.5%) shown as a Table 1.

4.2. Reliability and Feasibility Analysis - Employment Environment Change, Job Instability Perception, Feasibility, and Reliability of Organizational Commitment Scale

Internal consistency was measured by using the Cronbach Alpha (Cα) coefficient, and items with low reliability were excluded from the analysis using the internal consistency verification method. To ensure reliability, the Cronbach αcoefficient is generally more than 0.7 to say that the measured value is reliable because of analyzing the reliability of organizational structure change, Cronbach's coefficient was 0.942, with 0.854 for increase in non-regular workers, 0.824 for general layoffs, 0.860 for wage instability, 0.880 for continuous commitment, 0.885 for emotional commitment, and 0.817 for normative commitment. Reliability and internal consistency of responses were found to be at an appropriate level shown as a Table2

Table 2: Employment Environment Change, Job Instability Perception, Feasibility, and Reliability of Organizational Commitment Scale

		Cronbach' α,	Standardized Cronbach' α	G6(smc)	Mean correlation coefficient
Change in Organizational structure	Organizational structure – restructuring 1	0.942	0.942	0.939	0.766
	Organizational structure – education of work 2				
	Organizational structure – Business relationship 3				
	Organizational structure – Technology replacement 4				
	Organizational structure – Business integration 5				
An Increase in Non-Regular Workers	Non-regular worker – Temporary job 1	0.825	0.825	0.802	0.485
	Non-regular worker – contract worker 2				
	Non-regular worker – Full-time employee 3				

	Non-regular worker – dispatched 4				
	Non-regular worker – Part-time 5				
Generalization of Redundancy	Layoffs - Additional dismissal 1	0.824	0.824	0.801	0.483
	Layoffs – Honorary retirement 2				
	Layoffs – Dismissal Execution 3				
	Layoffs – Workforce reduction 4				
	Layoffs – New inhibition 5				
Possibility of Job Loss	Loss of duty – Possible dismissal 1	0.881	0.881	0.856	0.648
	Loss of – Unclear Future 2				
	Loss of duty – autonomy reduction3				
	Loss of duty – Promotion reduction 4				
Helplessness	helplessness – Loss of concentration 1	0.870	0.870	0.850	0.572
	helplessness – Desperation 2				
	helplessness – Irritable 3				
	helplessness – Tiredness 4				
	helplessness – Drinking and smoking 5				
Wage Instability	Wage instability – Salary level 1	0.860	0.859	0.827	0.604
	Wage instability – Salary reduction 2				
	Wage instability – Salary difficulty 3				
	Wage instability- Wage instability 4				
Continuous Immersion	Continuous immersion – Organization Required 1	0.880	0.880	0.866	0.594
	Continuous immersion - Organizational damage 2				
	Continuous immersion – Select Organization 3				
	Continuous immersion – Unable to quit 4				
	Continuous immersion - Considerations 5				
Emotional Immersion	Emotional immersion – Organizational Meaning 1	0.885	0.885	0.901	0.607

	Emotional immersion – Organization: 2				
	Emotional immersion – Organization happiness 3				
	Emotional immersion – Organizational Positive 4				
	Emotional immersion – Organization problem 5				
Normative Commitment	Normative commitment - Organizational loyalty 1	0.817	0.817	0.844	0.472
	Normative commitment - Organizational value 2				
	Normative commitment - Organizational ethics 3				
	Normative commitment – Management policy 4				
	Normative commitment – Conditional Party 5				

* p<0.05 ** p<0.01 *** p<0.001

4.3. Factor analysis: KMO and Barrett Test

A total of 9 factors were derived because of factor analysis, and the total cumulative explanatory power was about 69.384%. Bartlett's test was confirmed as a significant model with χ^2=15498.265 and KMO at 0.851 (p<0.05). A total of 9 factors were derived because of factor analysis, and the total cumulative explanatory power was about 69.384%. Bartlett's test was confirmed as a significant model with χ^2=15498.265 and KMO at 0.851 (p<0.05). The explanatory power of factor 1 was 9.777%, and the eigenvalue was 4.204. Factor 2 explanatory power 8.304%, eigenvalue 3.571. Factor 3 explanatory power 8.061%, eigenvalue 3.466. The explanatory power of factor 4 is 8.012%, and the eigenvalue is 3.445. Factor 5 explanatory power 7.590%, eigenvalue 3.264. Factor 6 has an explanatory power of 7.470% and an eigenvalue of 3.212. Factor 7 has an explanatory power of 7.314% and an eigenvalue of 3.145. Factor 8 has an explanatory power of 6.757% and an eigenvalue of 2.906. Factor 9 showed an explanatory power of 6.099% and an eigenvalue of 2.623 shown as a Table 3.

Table 3: Factor Analysis: Rotated Component Matrix (KMO and Barrett)

	Ingredient								
	1	2	3	4	5	6	7	8	9
Organizational Structure- Restructuring 1	0.914	0.117	-0.047	-0.046	0.066	-0.096	0.146	0.142	0.165
Organizational Structure- Business Integration 5	0.858	0.090	-0.066	-0.062	0.085	-0.087	0.129	0.137	0.089
Organizational Structure- Business relationship 3	0.853	0.111	-0.048	-0.084	0.037	-0.094	0.066	0.078	0.115
Organizational Structure- Reduction of Work 2	0.832	0.136	-0.024	-0.041	0.008	-0.100	0.072	0.128	0.255
Organizational Structure- Technology Replacement 4	0.809	0.115	-0.066	-0.048	0.118	-0.023	0.182	0.121	0.108
Helplessness -Loss of Concentration1	0.074	0.854	-0.076	-0.046	0.078	0.009	0.004	0.104	0.221

Helplessness-Desperation 2	0.106	0.775	-0.044	0.010	0.057	-0.013	0.065	0.170	0.142
Helplessness-Irritable 3	0.161	0.774	-0.060	-0.048	0.014	0.037	0.123	0.062	0.125
Helplessness-Tiredness 4	0.141	0.702	-0.070	-0.033	0.020	-0.002	0.215	0.105	0.121
Helplessness-Drinking and Smoking 5	0.036	0.683	-0.044	-0.079	0.022	-0.044	0.022	0.243	0.247
Emotional Immersion-Organization: 2	-0.052	-0.026	0.948	0.111	-0.024	0.044	-0.044	-0.085	-0.013
Emotional Immersion-Organization Problem 5	-0.047	-0.004	0.921	0.133	-0.020	0.042	-0.036	-0.081	-0.005
Emotional Immersion-Organization Happiness 3	-0.038	-0.023	0.907	0.090	-0.025	0.028	-0.048	-0.055	0.001
Emotional Immersion-Organizational Positive 4	-0.045	-0.143	0.582	-0.012	-0.037	0.388	-0.049	-0.041	0.005
Emotional Immersion-Organizational Meaning 1	-0.075	-0.243	0.575	0.126	-0.042	0.372	-0.011	0.053	0.049
Continuous Immersion - Considerations 5	-0.045	0.007	0.110	0.856	-0.116	0.024	-0.056	-0.021	-0.047
Continuous Immersion- Unable to Quit 4	-0.053	0.052	0.099	0.831	-0.095	0.169	-0.024	-0.023	-0.070
Continuous Immersion-Organization Required 1	-0.012	-0.120	0.088	0.793	-0.093	0.204	-0.083	0.031	-0.003
Continuous Immersion- Select Organization 3	-0.147	-0.128	-0.061	0.751	-0.039	0.011	-0.142	-0.042	0.005
Continuous Immersion-Organizational Damage 2	-0.001	-0.001	0.190	0.743	-0.140	0.138	-0.068	-0.068	-0.074
Non-regular Worker-Contractor 2	0.093	0.016	-0.089	-0.097	0.822	-0.113	0.071	-0.003	0.028
Non-regular Worker-Dispatch 4	0.059	0.031	-0.082	-0.050	0.797	-0.066	0.122	0.004	0.032
Non-regular Worker-Part-time 5	-0.006	0.027	-0.024	-0.080	0.769	-0.022	0.117	0.008	0.080
Non-regular Worker-Temporary Job 1	0.079	0.070	0.098	-0.099	0.764	-0.038	0.068	0.116	-0.065
Non-regular Worker-Full-time Employee 3	0.050	0.029	-0.024	-0.123	0.730	0.019	0.169	0.054	0.118
Conventional Commitment-Management Policy 4	-0.038	0.043	0.112	0.052	-0.025	0.922	-0.041	-0.050	-0.106
Conventional Commitment-Conditional Party 5	-0.030	0.059	0.085	0.076	-0.026	0.906	-0.041	-0.049	-0.104
Conventional Commitment-	-0.086	-0.063	0.089	0.224	-0.032	0.803	-0.127	0.049	0.011

Organizational Loyalty 1									
Conventional Commitment-Organizational Value 2	-0.146	0.057	0.206	0.145	-0.129	0.509	-0.139	-0.121	-0.017
Conventional Commitment-Organizational Ethics 3	-0.198	-0.101	-0.018	0.135	-0.071	0.354	-0.302	0.017	-0.003
Layoff- Workforce Reduction 4	0.121	0.073	-0.054	-0.029	0.121	-0.012	0.818	0.091	0.043
Layoff- New Inhibition 5	0.127	0.076	-0.040	-0.107	0.064	-0.034	0.739	0.015	0.007
Layoff- Honorary Retirement 2	0.027	0.030	0.045	-0.114	0.115	-0.152	0.703	0.138	0.165
Layoff-Additional Dismissal 1	0.185	0.133	-0.075	-0.062	0.139	-0.085	0.701	0.010	0.280
Layoff- Dismissal Execution 3	0.064	0.097	-0.072	-0.035	0.162	-0.116	0.618	0.055	0.167
Wage Insecurity-Salary Difficulty3	0.101	0.172	-0.083	0.004	0.093	-0.011	0.048	0.855	0.074
wage Insecurity-Salary level 1	0.063	0.138	-0.066	-0.044	-0.018	-0.049	0.040	0.843	0.080
Wage Insecurity-Wage Instability 4	0.164	0.163	-0.031	-0.036	0.065	-0.006	0.127	0.743	0.102
Wage Insecurity-Salary Reduction 2	0.204	0.132	-0.037	-0.034	0.041	-0.061	0.071	0.738	0.151
Loss of Job- Self-Reduction 3	0.273	0.305	0.007	-0.010	0.075	-0.077	0.132	0.121	0.754
Loss of Job- Unclear Future 2	0.150	0.223	0.020	-0.103	0.128	-0.067	0.197	0.175	0.719
Loss of Job- Possible Dismissal 1	0.213	0.307	0.016	-0.061	-0.044	-0.084	0.208	0.132	0.717
Loss of Job-Promotion Reduction 4	0.260	0.319	-0.005	-0.052	0.099	-0.026	0.221	0.128	0.702
Eigenvalues	4.204	3.571	3.466	3.445	3.264	3.212	3.145	2.906	2.623
Explanatory Power	0.098	0.083	0.081	0.080	0.076	0.075	0.073	0.068	0.061
Cumulative Explanatory Power	0.098	0.181	0.261	0.342	0.417	0.492	0.565	0.633	0.694
***KMO*=.851Bartlett's χ^2=1,5498.265(*p*<0.001)**									

* p<0.05 ** p<0.01 *** p<0.001

4.5 Changes in the Employment Environment by Mediating Effect Analysis and Organizational Commitment

The explanatory power of the parameters of the first-stage independent variables was 25.5%, which was statistically significant (F=174.713, p<0.05). It was found that the change in the employment environment had a significant positive (+) effect on parameter job instability (t=13.218, p<0.05). The result of the dependent variable of the second stage independent variable was 14.6%, which was statistically significant (F=87.472, p<0.05). Changes in the employment environment, an independent variable, have a significant negative (-) effect on organizational commitment, a dependent variable (t=-9.353, p<0.05). The independent variables and parameters for the three-stage dependent variable were the results of regression analysis, and the explanatory power was 14.9%, and it was found to be statistically significant (F=44.523, p<0.05). The parameters did not show a significant effect (t=-1.221, p>0.05). The independent variable was found to have a significant negative (-) effect (t=-7.461, p<0.05). As the parameter did not have a significant effect, it was found that there was no mediating effect in step 3 shown as a Tables 5~16.

Table 5: Step 1 Regression Analysis Results (Independent Variables → Parameters)

R	R Squared	Modified R Squared	Standard Error of Estimates	Durbin-Watson
0.505	0.255	0.253	0.46433	1.290

Table 6: Step 1 Regression Analysis Results (Independent Variables → Parameters)

	Sum of Squares	Degree of Freedom	Mean Square	F	Significance Probability
regression model	37.669	1	37.669	174.713	0.000
Residual	110.174	511	0.216		
Sum	147.84300000000002	512			

* p<0.05 ** p<0.01 *** p<0.001

Table 7: Step 1 Regression Analysis Results (Independent Variables → Parameters)

	Non-Standardized Coefficient		Standardization Coefficient	t	Significance Probability	Collinearity Statistics	
	B	Standard Error	Beta			Tolerance	VIF
(Constant)	0.922	0.243		3.796	0.000		
Employment Environment Change	0.739	0.056	0.505	13.218	0.000	1	1

* p<0.05 ** p<0.01 *** p<0.001

Table 8: Step 2 Regression Results (Independent Variable → Dependent Variable)

R	R Squared	Modified R squared	Standard Error of Estimates	Durbin-Watson
0.382	0.146	0.144	0.33904	1.007

* p<0.05 ** p<0.01 *** p<0.001

Table 9: Step 2 Regression Results (Independent Variable → Dependent Variable)

	Sum of Squares	Degree of Freedom	Mean Square	F	Significance Probability
Regression Model	10.055	1	10.055	87.472	0.000
Residual	58.739	511	0.115		
Sum	68.794	512			

* p<0.05 ** p<0.01 *** p<0.001

Table 10: Step 2 Regression Results (Independent Variable → Dependent Variable)

	Non-Standardized Coefficient		Standardization Coefficient	t	Significance Probability	Collinearity Statistics	
	B	Standard error	Beta			Tolerance	VIF
(Constant)	3.351	0.177		18.891	0.000		
Employment Environment Change	-0.382	0.041	-0.382	-9.353	0.000	1	1

* p<0.05 ** p<0.01 *** p<0.001

Table 11: Step 3 Regression Results (Independent Variables + Parameters → Dependent Variables)

R	R Squared	Modified R Squared	Standard Error of Estimates	Durbin-Watson
0.386	0.149	0.145	0.33888	1.010

* p<0.05 ** p<0.01 *** p<0.001

Table 12: Step 3 Regression Results (Independent Variables + Parameters → Dependent Variables)

	Sum of Squares	Degrees of Freedom	Mean Square	F	Significance Probability
Regression Model	10.226	2	5.113	44.523	0.000
Residual	58.568	510	0.115		
Sum	68.794	512			

* p<0.05 ** p<0.01 *** p<0.001

Table 13: Step 3 Regression Results (Independent Variables + Parameters → Dependent Variables)

	Non-Standardized Coefficient		Standardization Coefficient	t	Significance Probability	Collinearity Statistics	
	B	Standard Error	Beta			Tolerance	VIF
(Constant)	3.387	0.180		18.842	0.000		
Employment Environment Change	-0.353	0.047	-0.353	-7.461	0.000	0.745	1.342
Job Instability	-0.039	0.032	-0.058	-1.221	0.223	0.745	1.342

* p<0.05 ** p<0.01 *** p<0.001

Table 14: Analysis of the Mediating Effect of Job Instability on Changes in the Employment Environment and Organizational Commitment

A Factor	Variable	Parameters: Job Instability				Dependent Variable: Organizational Commitment				Dependent Variable: Organizational Commitment			
		b	standard error	t-value	p	b	standard error	t-value	p	b	standard error	t-value	p
	(constant)	0.922	0.243	3.796	0.000***	3.351	0.177	18.891	0.000***	3.387	0.180	18.842	0.000***
Control variable	Changes in the employment environment	0.739	0.056	13.218	0.000***	-0.382	0.041	-9.353	0.000***	-0.353	0.047	-7.461	0.000***
Parameters	job instability									-0.039	0.032	-1.221	0.223
R^2		0.255				0.146				0.149			
Adj.R^2		0.253				0.144				0.145			
F-value		174.713				87.472				44.523			
p		0.000***				0.000***				0.000***			

* p<0.05 ** p<0.01 *** p<0.001

Table 15: Analysis of the Mediating Effect of Job Instability on Changes in the Employment Environment and Organizational Commitment

Independent variable		Parameters		dependent variable		Indirect effect size	t-value	p
Changes in the employment environment	→	Job instability	→	Organizational commitment	→	-0.029	-1.216	0.222

* p<0.05 ** p<0.01 *** p<0.001

4.6. Model Fit Analysis - Changes in the Employment Environment, Employment Insecurity, and Organizational Commitment by Analysis of Turnover Intention

If the probability of significance is greater than or equal to 0.05, the null hypothesis is generally accepted that the population fits the data. Satisfactory figures should be obtained for GFI, which indicates overall fit, AGFI, which allows comparison of the proposed model with the base model, RMR, and TLI. goodness fitness index (GFI), adjusted goodness of fit index (AGFI), normed fitness index (NFI), Tucker-Lewis Index (TLI), root mean residua. A good model is evaluated when RMR and RMSEA are less than 0.05 to 0.08 and GFI, AGFI, NFI, and TLI are 0.8 to 0.9 or more. CFI 0.548, RMR 0.054, RMSEA 0.274 showed that the fit of the model was normal shown as a Table 16.

Table 16: Analysis of Changes in Employment Environment, Job Insecurity, Organizational Immersion, and Turnover Intention

Model fit index	x2(CHi-square)	degree of freedom (Df)	p-value	Q	GFI	AGFI	NFI	TLI(NNFI)	CFI	RMR	RMSEA
Research model	472.653	12	0.000***	39.388	0.794	0.056	0.555	-0.582	0.548	0.054	0.274

* p<0.05 ** p<0.01 *** p<0.001

Table 17: Correlation Analysis between Employment Environment Change, Job Insecurity, and Organizational Immersion

		Correlation								
		Changes in the employment environment			Job instability			Organizational commitment		
		Organizational structure change	an increase in non-regular workers	Generalization of redundancy	Possibility of job loss	helplessness	wage instability	Continuous immersion	emotional immersion	normative commitment
Changes in the employment environment	Change in organizational structure	1								
	an increase in non-regular workers	0.180***	1							
	Generalization of redundancy	0.340***	0.320***	1						
Job instability	Possibility of job loss	0.490***	0.200***	0.450***	1					

	helplessness	0.330***	0.120**	0.260***	0.530***	1				
	wage instability	0.340***	0.140**	0.230***	0.380***	0.380***	1			
Organizational commitment	Continuous immersion	-0.170***	-0.260***	-0.240***	-0.170***	-0.120**	-0.110*	1		
	emotional immersion	-0.160***	-0.110*	-0.150***	-0.080	-0.170***	-0.160***	0.250***	1	
	normative commitment	-0.260***	-0.180***	-0.300***	-0.220***	-0.090*	-0.130**	0.320***	0.330***	1
Average		4.06	4.47	4.46	4.29	3.98	4.10	1.69	1.69	1.71
Standard Deviation		0.64	0.42	0.46	0.57	0.85	0.61	0.50	0.48	0.52

* p<0.05 ** p<0.01 *** p<0.001

4.7. Study Hypothesis Test Results and Discussion

As a result of conducting multiple regression analysis to verify the hypothesis of the study, it was found that changes in the employment environment had a significant positive (+) effect on job instability. Employees make many negative predictions about unstable changes in their external and internal environments because they are worried that there will be changes in their employment. Therefore, if companies provide employees with more information to respond to environmental changes and allow employees to predict them positively, they will be able to participate more actively in business activities with confidence in employment. Changes in the employment environment were found to have a significant negative (-) effect on organizational. When changes in the external environment due to the 4th Industrial Revolution and COVID-19 are negative, employees' organizational commitment will improve further by giving goals to be more open and motivate employees, communicating a lot with each other, and educating employees in new forms. Finally, in the relationship between organizational drive and turnover intention, it was found that the higher the continuous commitment and normative commitment, the more negative (-) effect on turnover intention. In the 4th Industrial Revolution and COVID-19 Pandemic environment, companies are expected to reduce concerns about workers' turnover if they communicate with employees and devise appropriate control of external and internal environmental changes and responses to the future to ensure job security regardless of employment. Several issues are emerging in relation to the Fourth Industrial Revolution, including its impact on social factors (Nascimento et al.,2019). Sustainable and socially responsible development is an important prerogative of the industry (Denoncourt, 2020). It emphasized the need to protect social interests, including employment and welfare of existing and future generations, while ensuring industrial innovation and development (Mukhuty et al., 2022). Therefore, it is essential to find a way to overcome the barriers of the Fourth Industrial Revolution (Ghobakhloo et al., 2021). We assert that human resource management (HRM) can act as an enabler in sustainable development in a socially responsible way (Mukhuty et al., 2022). As the industrial structure became complicated and the demand and supply system of the labor force changed, the form of employment became diverse (Choi, 2012). In terms of employment, new changes are taking place centered on manpower, such as performance orientation, liquidity improvement, and harmony in work life. There has been a change in the employment environment from a regular employment-oriented employment structure to a variety of employment pursuits, such as an increase in non-regular workers (temporary workers, daily workers, contract workers, dispatched workers) (Jeon, 2012). These phenomena brought job instability to the employees, and the employees changed their perception for self-protection, and on the other hand, they brought about employment commitment (Gallie et al., 1997).

5. Conclusions

Job instability can be defined as 'the degree of threat that acts as a psychological anxiety as a stressor to the worker and can affect the behavior and attitude of the worker'. Employment insecurity, which has become an

important issue worldwide, can have a negative impact on individuals in the social and national economic environment and lead to organizational inefficiency and performance degradation. Organizational commitment refers to the tendency of organizational members to identify themselves with the organization they belong to and to participate in the organization. It is three main factors: emotional commitment, the degree of psychological attachment of the organization, continuous commitment to opportunity costs paid when leaving the organization (Meyer, 1911). It placed the concept of organizational commitment in two meanings: attitude commitment and behavioral commitment (Tellefsen & Thomas, 2005). As an attitude shown by the employees of the organization, more than the response to the job was called the attachment to the organization. Turnover refers to quitting the current job and moving to a new job or organization. Turnover means temporary or permanent termination of employment by himself or his employer. Turnover intention refers to an individual's willingness and tendency to change jobs that have not yet appeared as actions, and the intention to give up being a member of an organization and leave it to work.. Therefore, turnover intention is not a result of an action, but a condition that may appear in the future, and is an intention or idea to leave the current organization in a certain situation. In the beauty service industry, where manpower demand is high, the need for research is raised because the increase in employees who are willing to change jobs is a big problem for the organization. This study aims to provide implications by analyzing the impact of social environment uncertainty and organizational culture on employment insecurity and turnover intention in the COVID-19 environment and the 4th industrial revolution on the psychology of cosmetics employees. It can be seen employees make many negative predictions about unstable changes in their external and internal environments because they are worried that there will be changes in their employment.

Therefore, if companies provide employees with more information to respond to environmental changes and allow employees to predict them positively, they will be able to participate more actively in business activities with confidence in employment. The cosmetic service industry is a labor-intensive industry, and it is said that a stable working environment for workers is also important to provide the best service quality for customers. Research on how the perception of job instability correlates with employees' organizational commitment and turnover intention has become a very important task in organizational management. Therefore, integrated studies that can help managers and employees adapt to job instability should be conducted.

Despite the above implications, it has several limitations, so I would like to propose a research direction for follow-up research as follows. This study investigated employees' perception of changes in the employment environment of the beauty industry in the COVID-19 situation, which is a period from August 15 to September 10, 2022. As a result, it is not clear whether the trend of change in the employment environment in the domestic beauty industry and social environmental factors have had a specific effect on the employment environment. Therefore, in-depth research needs to be conducted based on specific social environmental factors for future research. Second, it is a limitation about investigation. The subjects of the study were limited to Seoul and parts of Gyeonggi-do. There is a limit to generalizing to the entire beauty industry in Korea. In future studies, it is believed that the limitations can be overcome if the target selection and investigation are conducted by expanding the domestic distribution area further. focused on the effect of job insecurity and organizational commitment on turnover intention of beauty industry workers and workers as the employment environment has recently changed due to the 4th Industrial Revolution. Based on the analysis results of this study, we have provided basic data to find countermeasures for employment instability of cosmetics employees and workers and to increase organizational commitment. It is expected that the cosmetic industry organization will contribute to the development and growth of the cosmetic service industry by establishing an identity and promoting a sense of community.

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