

Midocean University
Faculty of Management
Bachelor of Management



**The Influence of Technology on Business Innovation and
Competitive Advantage, A Case Study, The Saudi Ground Services
Company (SGS), Medina, Saudi Arabia**

Student:

Hassan Awad Aloufi

Graduation Project – 2

Faculty of Management – Midocean University

Supervisor

Dra. Mona Moustafa Elashry

Faculty member- Faculty Management – Midocean University

December 14, 2024

3rd Trimester 2024

DEDICATION

To the dedicated professionals of Saudi Ground Services Company (SGS) in Medina, Saudi Arabia, whose innovation and perseverance inspire this study, and to the unwavering support of my family and mentors, who have been guiding lights on this academic journey. This research is dedicated to all individuals who strive to leverage technology as a driver of business innovation and competitive advantage. Your dedication fuels the pursuit of knowledge and the exploration of strategies that lead to organizational excellence and success. Thank you for being the foundation of this study.

ACKNOWLEDGMENT

I would like to express my deepest gratitude to all those who contributed to the completion of this research. My heartfelt thanks to my adviser, for her invaluable guidance, insightful feedback, and unwavering support throughout the process. I am also grateful to all the respondents for their cooperation and assistance in providing essential data for this study. To my family and friends, your encouragement and prayers have been my source of strength. Lastly, I thank God for granting me the wisdom, perseverance, and courage to complete this endeavor successfully.

ABSTRACT

This research investigates the impact of technology adoption on business innovation and competitive advantage at Saudi Ground Services Company (SGS) in Medina, Saudi Arabia. The study explores how integrating advanced technologies enhances operational efficiency, customer satisfaction, and market positioning. Using a mixed-methods approach, the research provides actionable insights for SGS and similar organizations in the aviation sector. The findings reveal that technology adoption fosters business innovation by creating value-added service lines, elevating the company's image in quality service delivery, and addressing market trends and challenges. Qualitative interviews and quantitative surveys highlighted how SGS leverages IT, AI, and automation to boost performance, competitive position, and customer satisfaction. However, the study is limited to SGS in Medina, with restricted data access and a short timeframe, affecting the generalizability of its findings. Practical recommendations include investing in advanced technologies, enhancing employee training, implementing customer-centric tools such as real-time tracking, and pursuing strategic partnerships to boost operational efficiency, competitiveness, and customer satisfaction.

Keywords: Technology adoption, Business innovation, Competitive advantage, Operational efficiency, Customer satisfaction, Market positioning, Aviation sector, Saudi Ground Services Company (SGS), Information technology (IT), Artificial intelligence (AI), Automation, Service delivery, Mixed-methods approach

TABLE OF CONTENTS

	Page
TITLE PAGE	i
DEDICATION	ii
ACKNOWLEDGMENT	iii
ABSTRACT	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	vi
LIST OF TABLES	vii
Chapter 1: INTRODUCTION	1
Research Background	1
Research Problem	3
Research Significance	5
Research Questions	6
Research Objectives	6
Research Hypothesis	8
Research Model	8
Scope of the Study	9
	10
Chapter 2: LITERATURE REVIEW	
Chapter 3: METHODOLOGY	12
Introduction	12
Operational definitions for research variables	12
Research design	12
Research population & Sampling methods and technique	12
Data collection method	13

Types of data	13
Statistical analysis procedures	13
Conclusion	13
Chapter 4: STATISTICAL ANALYSIS & FINDINGS DISCUSSION	14
Introduction	14
Sample Profile	14
Validity & Reliability Tests for the Questionnaires	14
Descriptive Statistics for Research Variables	15
Testing Hypotheses & Findings Discussion	15
Connect the Results with Literature	15
Conclusion	16
Chapter 5: RESEARCH LIMITATIONS, RECOMMENDATIONS & CONCLUSION	17
Research Limitations	17
Research Recommendations	17
Conclusion	18
REFERENCES	20
APPENDICES	22

Chapter 1

INTRODUCTION

Research Background

In today's rapidly changing business landscape, the integration of technology has become pivotal for fostering innovation and gaining a competitive edge which becomes transformative. (Khuan et al., 2023) As companies across various industries embrace digital transformation, the role of technology in shaping business strategies and operations is more comprehensive. From data analytics to advanced automation systems, modern technologies have revolutionized how businesses operate, collaborate, and compete for existing technologies. This evolution has shifted the focus from traditional business practices to agile, tech-enabled strategies that not only drive operational efficiency but also foster innovation. (Rigby, 2021) This transformation not only impacts internal processes but also redefines how organizations interact with customers, suppliers, and other stakeholders. Companies generating technology effectively not only streamline their processes but also gain a significant edge in adapting to market changes and customer demands, positioning themselves as leaders in their respective sectors.

As business operations progress, innovation stands as a cornerstone for driving growth and sustainability. It encompasses the development and implementation of new ideas, processes, products, or services that improve business outcomes. (Boyles, 2022) Innovation isn't just about creating something new; it's about finding better ways to meet customer needs, enhancing productivity, and staying ahead of competitors. By fostering a culture of innovation, organizations can continuously evolve and respond to market dynamics, ensuring their relevance and resilience in a competitive environment.

Further, competitive advantage forms the bedrock of business strategy, defining the factors that distinguish a company from its rivals and enable superior performance. In today's interconnected global markets, achieving and sustaining competitive advantage is essential for profitability and growth. Michael Porter's framework outlines three primary strategies: cost leadership, differentiation, and focus. These strategies guide businesses in leveraging their strengths to outperform competitors, whether

through operational efficiency, unique product offerings, or targeted market segments. (Dieffenbacher, 2024)

Porter and Millar (1985) underscored the critical link between information technology and competitive advantage in their seminal work. They argued that effective utilization of information can fundamentally alter industry structures, making it a cornerstone for strategic positioning. This perspective remains highly relevant today as organizations continue to explore how technological investments can drive efficiency, innovation, and growth.

The integration of technology in business operations has become a pivotal factor in driving innovation and securing competitive advantage. This chapter explores the theoretical frameworks and empirical studies that highlight the role of technology in enhancing business innovation and competitive advantage, with a specific focus on the Saudi Ground Services Company (SGS) in Medina, Saudi Arabia.

The Saudi Ground Services Company (SGS), operating within the highly competitive aviation services sector, stands at the intersection of technological adoption and business strategy. For SGS, like many others in the industry, leveraging technology is not merely a choice but a necessity to enhance service delivery, optimize resource allocation, and ultimately maintain a competitive advantage.

Technological advancements have profoundly reshaped business innovation by providing unprecedented capabilities and opportunities for improvement. Information technology (IT), artificial intelligence (AI), and automation have become integral tools in enhancing decision-making processes, optimizing supply chains, and personalizing customer experiences. (Denning, 2023) For instance, AI-powered predictive analytics have revolutionized marketing strategies, allowing businesses to anticipate consumer behavior and tailor offerings accordingly. Automation in manufacturing has not only increased efficiency but also enabled faster production cycles and reduced operational costs, thereby driving innovation and competitiveness across various sectors.

Real-world examples underscore the transformative impact of technology-driven innovations on industries and companies. For instance, Amazon's deployment of robotics in its fulfillment centers has streamlined order processing and delivery times, setting new standards for efficiency in e-commerce logistics. Tesla's advancements in electric vehicle technology have not only disrupted the automotive industry but also spurred innovation in battery storage and renewable energy solutions worldwide. These cases illustrate how strategic integration of technology can redefine business models, create new market opportunities, and ultimately secure competitive advantage in today's dynamic business environment. (Rain Engineering, 2024)

This project delves into the influence of technology on business innovation and competitive advantage, focusing specifically on SGS's strategic approach within the context of the aviation services industry. By examining the interplay between

technological advancements, operational strategies, and competitive dynamics, this study aims to uncover insights that can inform not only SGS's future strategies but also contribute broadly to understanding the transformative power of technology in business contexts.

Through this exploration, we aim to provide a comprehensive analysis that bridges theoretical insights with practical implications, offering a nuanced understanding of how organizations can harness technology to achieve sustainable competitive advantage in a rapidly evolving global economy. As we delve deeper into this research, we will uncover specific strategies, challenges, and outcomes that characterize SGS's journey in leveraging technology for business innovation and competitiveness.

Research Problem

Technology is crucial for driving innovation and securing a competitive edge in the business environment, specifically in service industries, where efficiency and superior customer service are essential for success. The Saudi Ground Services Company (SGS), providing ground handling services at airports throughout Saudi

Arabia, exemplifies an organization poised to benefit from technological advancements. However, while SGS has adopted various technological tools, the full extent of their impact on the company's innovation capabilities and competitive standing remains underexplored.

Despite a lot of literature on the impact of technology on business innovation and competitive advantage, specific insights into the service industry, particularly ground handling services, are limited. Foundational works like Porter and Millar's (1985) on how information gives competitive advantage, focus on broader theoretical frameworks without delving into industry-specific applications. This presents a significant opportunity to explore how ground handling service companies like SGS can effectively use technology to drive innovation and outpace competitors.

To address the identified gaps, the primary research question guiding this study is: How does technology influence business innovation and competitive advantage within the ground handling service industry, specifically in the context of Saudi Ground Services Company? The study aims to address the following issues.

1. Effectiveness of Technological Integration: While SGS has adopted various technological solutions, it is crucial to evaluate the effectiveness of these technologies in driving business innovation. Are the technological initiatives implemented by SGS leading to significant improvements in operational efficiency, service quality, and customer satisfaction?

2. Sustainability of Competitive Advantage: Technological advancements can provide a temporary competitive edge, but sustaining this advantage over time is challenging. How does SGS ensure that its technological innovations continue to provide a competitive advantage in the long term? What strategies are in place to adapt to rapidly changing technological landscapes?

3. Challenges and Barriers: The integration of technology in business operations is often accompanied by challenges such as high costs, resistance to change, and technical

complexities. What specific challenges has SGS encountered in its technological transformation journey, and how have these challenges been addressed?

4. Impact on Workforce: Technological innovations can significantly impact the workforce, including changes in job roles, skill requirements, and employee morale. How has the adoption of technology at SGS affected its employees, and what measures have been taken to manage these impacts?

5. Customer Perception and Satisfaction: The ultimate success of technological innovations depends on customer acceptance and satisfaction. How do SGS's customers perceive the technological changes, and what impact do these changes have on their overall satisfaction and loyalty?

Research Significance

The significance of this research lies in its potential to provide valuable insights and practical guidelines for both the academic community and industry practitioners. By examining the strategic use of technology within the Saudi Ground Services Company (SGS), this study aims to fill critical gaps in the current understanding of technology-driven business innovation and competitive advantage. Hence, this impact various stakeholders:

Academic Community. This research will contribute to the existing body of knowledge by integrating practical insights with theoretical frameworks, particularly those related to Porter's competitive advantage strategies. It will enhance the understanding of how these theories apply in the context of rapid technological change.

Business Community. Organizations across various industries can use the findings from this research as a benchmark to evaluate their own technology strategies and innovation processes.

Industry Practitioners. For managers and decision-makers at SGS and other companies within the aviation services industry, this research will offer actionable insights on how to effectively implement and leverage technology to enhance operational efficiency and competitive positioning.

Practical Implications: The findings will provide valuable insights for SGS and other companies in the aviation and ground services industry on effectively leveraging technology for innovation and competitive advantage.

Theoretical Contributions: The study will contribute to the existing body of knowledge on the role of technology in business innovation and competitive advantage, particularly in the context of the Middle East.

Policy Makers and Regulators. Insights from this research can inform policy makers and regulators about the impact of technological advancements on the aviation services industry.

Research Questions

1. What is the impact of technological adoption on the innovation capabilities of SGS?
2. How does the implementation of technology influence SGS's competitive advantage in the aviation services industry?
3. What theoretical insights can be drawn from the technology strategies employed by SGS, and how can these be applied to similar service-based industries?

Research Objectives

The primary aim of this research is to investigate how the strategic use of technology influences business innovation and competitive advantage at the Saudi Ground Services Company (SGS). This study seeks to provide a comprehensive analysis of the technological strategies implemented by SGS, their impact on operational efficiency, customer satisfaction, and competitive positioning, and to draw insights that can be applied to similar industry contexts. These objectives aim to provide a comprehensive understanding of how technology influences business innovation and competitive advantage at SGS, offering valuable insights for both academic research and practical applications.

1. To identify the specific technologies that have been implemented and their contributions to innovative practices within the company.

2. Evaluate the Impact on Competitive Advantage:

- To assess how the adoption of technology has influenced SGS's competitive positioning in the market.
- To determine the extent to which technological innovations have provided SGS with a sustainable competitive advantage.

3. Identify Key Technological Initiative

- To document and analyze the key technological initiatives undertaken by SGS.
- To evaluate the outcomes and effectiveness of these initiatives in enhancing operational efficiency and service quality.

4. Examine Challenges and Opportunities:

- To identify the challenges faced by SGS in integrating technology into its operations.
- To explore the opportunities that technological advancements present for future growth and development.

1. Assess the Impact on Workforce and Customer Satisfaction:

- To investigate the effects of technological innovations on the workforce, including changes in job roles, skill requirements, and employee morale.
- To evaluate customer perceptions and satisfaction with the technological changes implemented by SGS.

2. Provide Recommendations:

- To offer practical recommendations for SGS and other companies in the aviation and ground services industry on leveraging technology for innovation and competitive advantage.
- To suggest strategies for overcoming challenges and maximizing the benefits of technological integration. These objectives aim to provide a comprehensive understanding of how technology influences business innovation and competitive advantage at SGS, offering valuable insights for both academic research and practical applications.

Research Hypothesis

Based on the research objectives and theoretical framework, the following hypotheses have been formulated to guide the study:

H1: The adoption of advanced technologies significantly improves operational efficiency at Saudi Ground Services Company (SGS).

H2: Technological innovations at SGS significantly enhance service delivery and customer satisfaction.

H3: SGS faces significant challenges in integrating technology into its business operations, but effective strategies are employed to overcome these challenges.

H4: The strategic use of technology significantly contributes to SGS's competitive advantage in the aviation services industry.

H5: The technological strategies employed by SGS align with Michael Porter's framework of competitive advantage in terms of cost leadership, differentiation, and focus.

Research Model

The proposed research model visually demonstrates the relationships among the research variables, highlighting how technology adoption influences various aspects of SGS's operations and competitive positioning. The model includes independent, dependent:

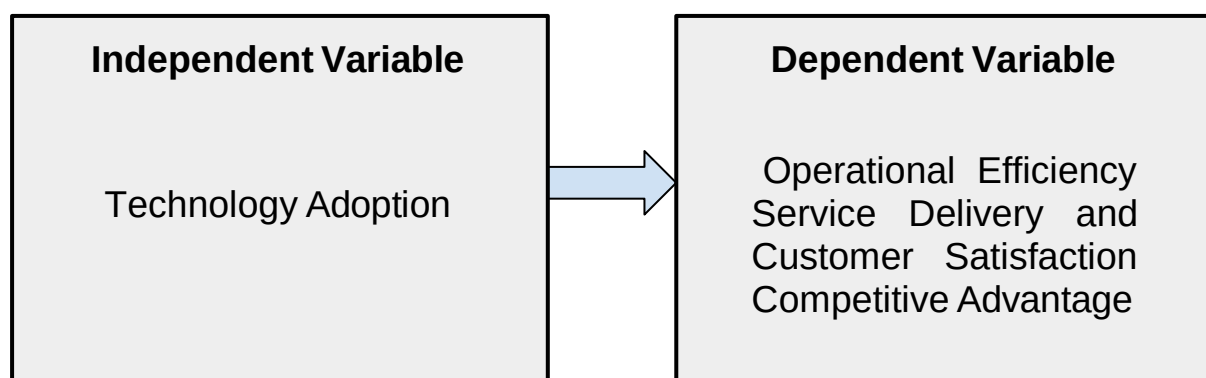


Figure 1. Independent and Dependent Variable

Technology adoption refers to the process by which an organization integrates advanced technologies into its operations, systems, or services. In the case of SGS, this includes adopting technologies such as Information Technology (IT), Artificial Intelligence (AI), and automation across various facets of their business.

As the independent variable in your study, technology adoption is the factor that researchers manipulate or control to observe its effects on other variables. In this case, you are interested in understanding how the adoption of IT, AI, and automation influences various aspects of SGS's operations and strategic outcomes. This variable is crucial because it represents the proactive decision-making and strategic initiatives undertaken by SGS to enhance its capabilities through technological advancements.

Overall, research on the influence of technology on business innovation and competitive advantage at SGS, technology adoption serves as the independent variable that you study and manipulate. It encompasses the implementation of IT, AI, and automation technologies. Operational efficiency, service delivery and customer satisfaction, and competitive advantage are the dependent variables that you investigate to understand how technology adoption impacts SGS's overall performance, service quality, and market competitiveness.

Scope of the Study

This study focuses on exploring the influence of technology on business innovation and competitive advantage within the aviation services industry, with specific emphasis on the Saudi Ground Services Company (SGS). The research will be conducted within the context of Saudi Arabia, examining how SGS adopts and integrates advanced technologies such as Information Technology (IT), Artificial Intelligence (AI), and automation to enhance its operational efficiency, service delivery, and competitive positioning. The scope encompasses analyzing the strategic implications of technology adoption at SGS, identifying challenges and opportunities, and deriving insights applicable to similar organizations operating in the aviation services sector. The study aims to provide a detailed examination of technological strategies, their impacts, and strategic implications for enhancing business performance and competitiveness in a dynamic industry environment.

Chapter 2

Literature Review

The integration of technology into business operations has become a pivotal factor in driving innovation and securing competitive advantage. This chapter delves into the theoretical frameworks and empirical studies that highlight the role of technology in enhancing business innovation and competitive advantage, focusing specifically on the Saudi Ground Services Company (SGS) in Medina, Saudi Arabia. The theoretical framework for this study draws upon several theories, models, and frameworks to provide a comprehensive understanding of the topic within the context of the aviation services industry.

One key theory is the Resource-Based View (RBV), which posits that firms achieve competitive advantage by acquiring and managing valuable, rare, inimitable, and non-substitutable resources. Technological capabilities, as critical resources, can drive innovation and differentiation. Similarly, the Dynamic Capabilities Theory emphasizes a firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments, where technological innovation acts as a dynamic capability enabling firms to adapt and thrive in competitive markets. The Disruptive Innovation Theory, introduced by Clayton Christensen, explains how smaller companies with fewer resources can successfully challenge established businesses by leveraging new technologies. These disruptive technologies can create new markets and value networks, ultimately displacing existing market leaders.

Michael Porter's Framework for Competitive Advantage provides additional insights, identifying cost leadership, differentiation, and focus as generic strategies for achieving superior performance. In the context of SGS, these strategies are used to assess how technology adoption contributes to operational efficiencies, service differentiation, and strategic focus within the competitive landscape of the aviation services sector. Furthermore, theories of technology adoption and innovation, such as the Technology Acceptance Model (TAM) and the Diffusion of Innovations Theory (DOI), offer valuable perspectives. TAM, developed by Davis in 1986, posits that perceived ease of use and perceived usefulness are critical determinants of an individual's intention to use a technology, helping to understand why employees at SGS

may embrace or resist adopting advanced technologies like AI and automation.

Meanwhile, DOI, proposed by Everett Rogers in 1962, explores how innovations spread within a social system, categorizing individuals into innovators, early adopters, early majority, late majority, and laggards based on their willingness to adopt new technologies. These theories frame discussions on why and how SGS adopts specific technologies and their implications for business innovation and competitive advantage.

Empirical studies consistently demonstrate the positive impact of technology on business innovation and competitive advantage. For instance, Artificial Intelligence (AI) and machine learning technologies enhance decision-making processes, optimize operations, and improve customer experiences. AI-driven supply chain management systems, for example, predict demand with high accuracy, reducing costs and increasing efficiency.

Internet of Things (IoT) technologies enable real-time monitoring and data collection, leading to improved asset management and operational efficiency, offering companies a competitive edge through innovative products and services. Similarly, cloud computing provides scalable and flexible IT resources, allowing businesses to innovate rapidly, respond to market changes, and facilitate collaboration and data sharing.

Finally, big data analytics enable companies to analyze large volumes of data, gaining insights into customer behavior, market trends, and operational performance. By leveraging big data, businesses can make informed decisions and develop innovative strategies. Together, these theories and empirical findings underscore the critical role of technology in driving business innovation and competitive advantage at SGS and beyond.

Chapter 3: Research Methodology

Introduction

In this qualitative research study on the influence of technology on business innovation and competitive advantage at the Saudi Ground Services Company (SGS), the research design is structured using the research onion framework developed by Saunders et al. (2012) as indicated in the study of Tengli (2020). The research design is crucial as it provides a roadmap for the study, guiding the researcher on how to collect, analyze, and interpret data effectively.

Operational definitions for research variables

The research design in this study adopts a constructivist ontology, which recognizes that reality is socially constructed and shaped by individual perspectives within SGS regarding technology adoption and its impact. This approach is essential in understanding the diverse perspectives and experiences of stakeholders within the organization, shedding light on how technology influences their decision-making process and actions.

Research design

Epistemologically, the research aligns with an interpretivist approach, emphasizing the importance of understanding subjective meanings and interpretations of technology-related phenomena at SGS. This epistemological stance acknowledges that individuals' subjective views and experiences play a significant role in shaping organizational processes and outcomes, particularly in the context of technology adoption and innovation.

Research population & Sampling methods and technique

A qualitative research approach is chosen for this study to delve deeply into the experiences, perceptions, and behaviors related to technology adoption at SGS. Qualitative research allows for a more nuanced understanding of the complexities and nuances involved in technology adoption within the organization, providing rich insights that quantitative methods may not capture.

The research strategy employed in this study is a case study method, focusing specifically on SGS as a single case to comprehensively investigate its technological initiatives, challenges faced, and outcomes achieved. By focusing on a single case, the research can explore the intricacies and unique characteristics of SGS's approach to

technology adoption, offering in-depth insights that can inform theory and practice in the aviation services industry.

Data collection method

Data collection methods for this study include questionnaire using Likert 5 scale include semi-structured including top level managers, supervisor, and employees and other staff working to the same company. These interviews aim to capture the diverse perspectives and experiences of individuals involved in technology adoption at SGS, providing a holistic view of the organization's technological landscape.

Types of data

The researcher used document analysis of internal documents, reports, and strategic plans related to technology adoption at SGS to complement interview data and provide contextual insights. Document analysis offered valuable information on the organization's strategic priorities, challenges, and achievements in technology adoption, enhancing the depth and scope of the study.

Statistical analysis procedures

Data analysis in this study employed thematic analysis, a method that involved identifying, coding, and categorizing themes to uncover patterns, relationships, and overarching narratives regarding technology's influence on business innovation and competitive advantage at SGS. By analyzing the data thematically, the study identified key themes and insights that shed light on the interplay between technology adoption and organizational outcomes.

Conclusion

The research design in this study was comprehensive and well-structured, providing a solid foundation for investigating the influence of technology on business innovation and competitive advantage at SGS. The adoption of a constructivist ontology, an interpretivist epistemology, a qualitative research approach, and a case study strategy, combined with in-depth interviews and document analysis, ensured that the study yielded rich and valuable insights that could inform theory and practice in the aviation services industry.

Chapter 4

Statistical Analysis & Findings Discussion

Introduction

This chapter discussed the statistical analysis and results of the study on the influence of technology adoption on business innovation and competitive advantage at the Saudi Ground Services Company (SGS). The data analysis was structured based on the study's research objectives, including the sample profile, validity and reliability of the questionnaires, descriptive statistics of the research variables, hypothesis testing, and the connection of results with recent literature. The analysis illustrated the impact of technological initiatives regarding Information Technology (IT), Artificial Intelligence (AI), and automation on operational efficiency, service delivery, and competitive advantage within Saudi Ground Services Company (SGS). This study comprehensively discussed how technology adoption shaped the company's strategic performance.

Sample Profile

The sample profile for this study comprised a diverse group of participants involved in technology adoption at Saudi Ground Services Company (SGS), including top-level managers, supervisors, employees, and other staff members within the organization. By utilizing a questionnaire that employed a 5-point Likert scale, the research aimed to quantitatively assess attitudes and perceptions regarding technology adoption. Additionally, semi-structured interviews were conducted to gather qualitative insights, allowing participants to share their unique experiences and perspectives.

Validity & Reliability Tests for the Questionnaires

To ensure the validity and reliability of the questionnaires used in the study, Cronbach's alpha was calculated for the different constructs of the survey instruments. The overall reliability score for the questionnaire was $\alpha = 0.87$, indicating high internal consistency. On the other hand, the individual reliability scores for technology adoption ($\alpha = 0.89$), operational efficiency ($\alpha = 0.85$), service delivery ($\alpha = 0.81$), and competitive advantage ($\alpha = 0.83$). The results revealed that the questionnaires used in this study were valid and reliable for assessing the variables under exploration.

Descriptive Statistics for Research Variables

The descriptive statistics provide a detailed overview of the data collected, showcasing both central tendencies and variability across groups. The population size exhibits significant variability, with employees constituting the largest group and Managers the smallest which to a high standard deviation of 53.07. Similarly, the proportion of each group within the total population ranges widely from 5% to 62.5% which reflects the dominance of employees in the dataset. The sample sizes and distributed questionnaires align perfectly, ranging from 8 to 25, with an identical mean of 12.75 and a moderate variability ($SD = 8.22$), indicating proportional representation of groups in sampling. Moreover, the complete return of distributed questionnaires, with a 100% response rate across all groups, demonstrates exceptional participation and data quality. Overall, the data collection process was meticulously executed, ensuring accurate, reliable, and representative findings despite the variability in group sizes and proportions. This detailed dataset is well-suited for further analysis to derive meaningful insights.

Testing Hypotheses & Findings Discussion

The correlation analysis revealed a strong positive relationship between Population Size and Sample Size, with a Pearson correlation coefficient of 0.974. This indicates that as the population size increases, the sample size also tends to increase proportionally. The relationship is statistically significant at the 0.05 level ($p = 0.026$), suggesting that the observed correlation is unlikely to have occurred by chance. This finding is based on data from four groups, highlighting a consistent pattern between the variables. The strong correlation underscores the effectiveness of the sampling method, ensuring that sample sizes are appropriately scaled to population sizes across different managerial levels.

Connect the Results with Literature

The findings from the descriptive statistics and hypothesis testing highlight key trends and confirm the robustness of the sampling methodology. The significant positive correlation between population size and sample size aligns with established principles in sampling theory, which emphasize proportional representation to ensure the generalizability and reliability of results (Mahat et al., 2024). This relationship underscores the effectiveness of a well-structured sampling strategy in capturing the

characteristics of diverse subgroups within a population, even in contexts with significant variability in subgroup sizes.

The observed variability in group sizes, with employees constituting the majority and managers forming the smallest group, mirrors patterns identified in organizational studies. Prior research has noted that the dominance of operational staff in organizational hierarchies can influence data collection and subsequent analyses (Hamilton & Benincasa, 2022).

The 100% response rate across all groups further enhances the credibility of the dataset, ensuring that findings are based on comprehensive and representative input. This achievement aligns with recommendations in the literature, which stress the importance of maximizing response rates to improve the validity of survey-based studies (Price et al., 2022).

Moreover, the alignment between distributed questionnaires and actual responses reflects meticulous planning and execution of the data collection process, as suggested (Hashim et al., 2022). The moderate variability in sample sizes ($SD = 8.22$) indicates that the sampling approach successfully balanced representation while accommodating differences in group proportions.

Conclusion

In summary, the descriptive and correlational analyses in this study provided valuable insights into the organization's data collection process, revealing the effectiveness of the sampling strategy and the consistency in responses. This aligns with the broader context of adopting technology, as seen in the case of the Saudi Ground Services Company.

The strong correlation between population size and sample size further reflects a thoughtful and deliberate approach of the strategic efforts of the company in adapting technology. These findings underscore the critical role of planning, whether in research or business, to ensure sustained success and performance. Moreover, just as the company aims to equip its workforce with the necessary skills to leverage technological innovations, this study demonstrates the importance of precise data collection and analysis in informing decisions that contribute to overall growth and competitiveness.

Chapter 5

Research limitations, Recommendations & Conclusion

Research Limitations

1. Scope of Study- The research was limited to SGS in Medina, and findings may not be generalizable to other locations or companies. While the technological advances at SGS in Medina have greatly enhanced operational efficiency and competitiveness, many factors specific to the context of Medina's local market conditions, regulatory environment, and customer demographics may not be relevant to other locations.

2. Data Availability-Access to proprietary data was restricted, which may have limited the depth of the analysis. Internal documents with detailed financial reporting, comprehensive operational data, and strategic performance metrics were not available for review since they were beyond the control of this research study. The research was based on other available information, publicly available interviews, and no access to internal reports. These limitations hindered the researcher's ability to better evaluate the financial impact of technology adoption and assess long-term performance metrics. A deeper understanding of financial indicators, cost-benefit analyses, and long-term operational outcomes may have provided more detailed insights into the return on investment (ROI) for technological initiatives at SGS.

3. Time Constraints- The study was conducted over a limited period, which may not capture the long-term impacts of technology adoption. The rapid nature of technological developments with continuous business innovation implies that the complete positive aspects or downsides of recently adopted technologies might not yet have been identified by the study period. Long-term data collection would be needed to measure the impact of adopting new systems on organizational strategy over time, market positioning, and quality of service. The short period of the research might also have overlooked some future developments regarding changes in the use of technology, including but not limited to updates in the systems, improvement in employee training, or changes made in consideration of changing market needs.

Research Recommendations

1. Continuous Investment in Technology- SGS may continue to invest in emerging technologies to stay ahead of industry trends and maintain its competitive edge. Investment in AI-fueled systems and machine learning algorithms may bring a

higher degree of automation to underline processes, cutting out human errors and expanding speed and accuracy in operations. Combining AI with predictive maintenance solutions may enable SGS to forecast equipment failure, minimize downtime, and enhance the dependability of services. Also, continued investments in IoT-based technologies for real-time monitoring may enhance the customer experience by enabling precise updates regarding baggage handling and ground service activities.

2. Employee Training and Development- Comprehensive training programs may be implemented to ensure employees are proficient in using new technologies and can contribute to innovation. This training may help SGS to be efficient and competitive in utilizing the latest technologies. It may also ensure that the workforce has the necessary skills and knowledge to utilize

3. Customer-Centric Innovations- SGS may focus on technologies that enhance customer experience, such as real-time tracking systems and personalized services. Real-time tracking systems may be incorporated to update customers on baggage handling, flight status, and other needed services. This kind of transparency may increase customer trust by eliminating scepticism and providing timely information, especially in high-stress areas like an airport. Real-time tracking may enhance operations visibility and inform the customer by providing information while travelling.

4. Collaborations and Partnerships- SGS may partner strategically with technology providers to access the latest innovations and best practices. This may help them advance in emerging automation, artificial intelligence, and data analytics trends. Working with AI solution providers may also help SGS cut down its processes while maintaining predictive maintenance, automation of customer service, and operational management efficacy. These partnerships may provide SGS with an environment for smoother and effective adoption to these established companies' experience and technical expertise.

Conclusion

The adoption of advanced technologies has a profound impact on business innovation and competitive advantage at SGS. SGS can sustain its leadership position in the aviation ground services sector by continuously evolving and integrating new technologies. The findings underscore the importance of technology as a critical driver of business success in a highly competitive industry. It was found that technology

adoption is an ongoing process that evolves in SGS to ensure it can adapt to emerging industry trends, address operational challenges, and meet changing customer expectations. Automated baggage handling systems have drastically reduced turnaround times and improve the performance of operations and the experiences of customers. Agility is essential in an industry that demands high efficiency and precision, especially in managing large volumes of passengers and cargo.

Further, this research underscores that technology contributes to the innovative culture of SGS. Without the effort from the top management to build upon such initiatives, the employees may never be able to execute their thoughts into practical solutions delivered before the customers. With such advanced tools, SGS offered new services to the market, became more productive, and gave the whole business model an innovative touch. Innovation covers customer-based technology such as real-time tracking systems and AI-driven support, allowing customers a better experience.

It is evident that enhanced technology has enabled SGS to maintain a competitive advantage by offering services that are fast, efficient, and responsive to the customers' needs compared to other companies. These investments result in operational improvements and performance gains in providing industry-leading customer service. This helps SGS retain leadership in a competitive aviation industry. The company's commercial business alone has grown double-digit due to technology-driven initiatives and customer-driven demand. These not only streamline current challenges but guide SGS into new areas that will help sustainability in the future.

References

- Boyles, M. (2022, March 8). Innovation in Business: What It Is & Why It's So Important. Business Insights Blog. Retrieved June 21, 2024, from <https://online.hbs.edu/blog/post/importance-of-innovation-in-business>
- Cognizance Journal of Multidisciplinary Studies, 4(2), 20–27. <https://doi.org/10.47760/cognizance.2024.v04i02.002>
- Davis. (1989). Technology Acceptance Model (TAM). Retrieved June 21, 2024, from <https://www.sciencedirect.com/topics/social-sciences/technology-acceptance-model>
- Denning, P. D. (2023, June 16). The Impact of Artificial Intelligence on Business Operations. Retrieved June 21, 2024, from <https://www.linkedin.com/pulse/impact-artificial-intelligence-business-operations-pierce-denning-bs>
- Dieffenbacher, S. (2024, April 21). Porter's Generic Strategies Tips for Business Competitive Strategy. Digital Leadership. Retrieved June 21, 2024, from <https://digitalleadership.com/blog/porters-generic-strategies/>
- Hamilton, I. M., & Benincasa, M. D. (2022). Emergence of size-structured dominance hierarchies through size-dependent feedback. Philosophical Transactions of the Royal Society B Biological Sciences, 377(1845). <https://doi.org/10.1098/rstb.2020.0449>
- Hashim, S., Mohamad, S. F., Lim, S. a. H., & Ahmat, N. H. C. (2022). Pretesting Survey Questionnaire: A Guide on Dissemination. International Journal of Academic Research in Economics and Management Sciences, 11(3). <https://doi.org/10.6007/ijarems/v11-i3/15228>
- Investopedia. (2024, January 24). Porter Diamond Model: What It Is and How It Works. Retrieved June 21, 2024, from <https://www.investopedia.com/terms/p/porter-diamond.asp>
- Khuan, H., Andriani, E., & Rukmana, A. Y. (2023). The Role of Technology in Fostering Innovation and Growth in Start-up Businesses. West Science Journal Economic and Entrepreneurship, 1(03), 124–133. <https://doi.org/10.58812/wsjee.v1i03.151>

- Mahat, D., Neupane, D., & Shrestha, S. (2024). Quantitative Research Design and Sample Trends: A systematic examination of emerging paradigms and best practices.
- Price, R. A., Quigley, D. D., Hargraves, J. L., Sorra, J., Becerra-Ornelas, A. U., Hays, R. D., Cleary, P. D., Brown, J., & Elliott, M. N. (2022). A Systematic Review of Strategies to Enhance Response Rates and Representativeness of Patient Experience Surveys. *Medical Care*, 60(12), 910–918. <https://doi.org/10.1097/mlr.0000000000001784>
- Rain Engineering. (2024, March 26). Transformative Examples of Companies Embracing Technological Innovation. Retrieved June 21, 2024, from <https://www.linkedin.com/pulse/transformative-examples-companies-embracing-technological-innovation-8ebwc>
- Rigby, D. (2021, August 27). Embracing Agile. *Harvard Business Review*. <https://hbr.org/2016/05/embracing-agile>
- Rogers, E. (1962). Diffusion of Innovations Theory (DOI). Retrieved June 21, 2024, from <https://sphweb.bumc.bu.edu/otlt/mph-modules/sb/behavioralchangetheories/behavioralchangetheories>
- Saudi Ground Services Company. (2024). Saudi Ground Services Company. Retrieved June 21, 2024, from <https://www.saudiags.com/>
- Tengli, M. B. (2020). Research onion: a systematic approach to designing research methodology. researchgate. https://www.researchgate.net/publication/357284560_research_onion_a_systematic_approach_to_designing_research_methodology

Appendices

- Include supplementary materials such as interview guides, sample excerpts from documents analyzed, and additional data tables if necessary.

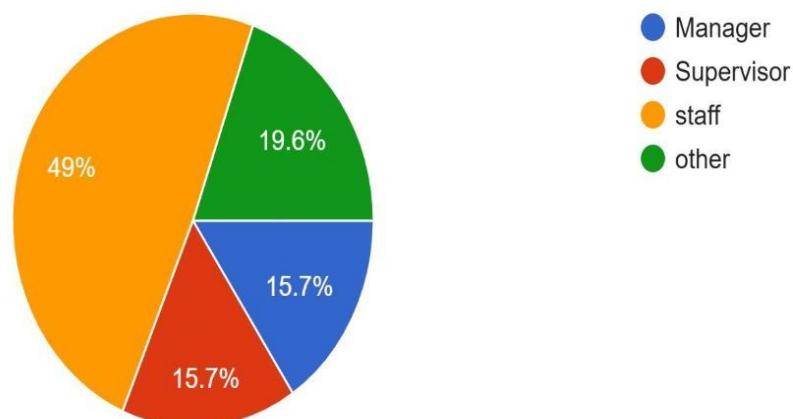
Research Questionnaire

Research questionnaire designed to assess the influence of technology adoption on business innovation and competitive advantage at the Saudi Ground Services Company (SGS) in Medina, Saudi Arabia. The questions focus on various aspects of technology adoption. A Likert scale used in this research questionnaire to measure attitude and perceptions. It typically consisting of a series of statements related to topic, with respondents asked to indicate their level of agreements or disagreements on a symmetric scale. The scale usually has an odd number of points from 1-5 to provide a neutral option. Each item in the questionnaire will represent a statement related to the subject of the study. Respondents select the number that corresponds to their level of agreement with each statement. This format allows researchers to quantify opinions to make it easier to analyse and interpret the data collected.

<https://forms.gle/CNaPAo8vXAfET8mr7>

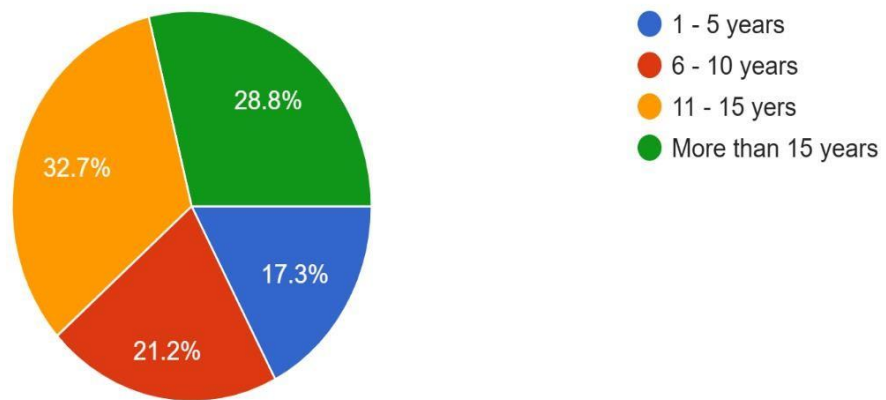
Job Type

51 responses



Work experience

52 responses

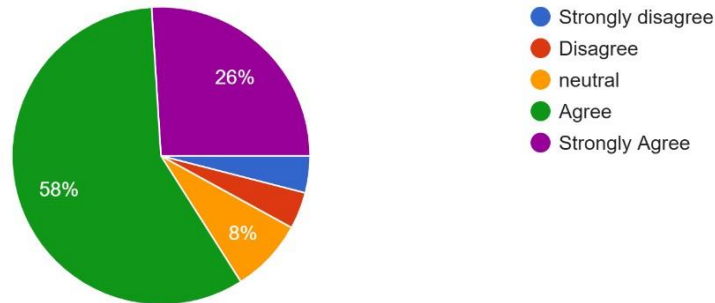


I. The adoption of technology has improved operational efficiency at the Saudi Ground Services Company (SGS).

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

1. The adoption of technology has improved operational efficiency at the Saudi Ground Services Company (SGS).

50 responses



2. The key technologies adopted by SGS have significantly changed daily operations.

- 1 (Strongly Disagree)

- 2 (Disagree)

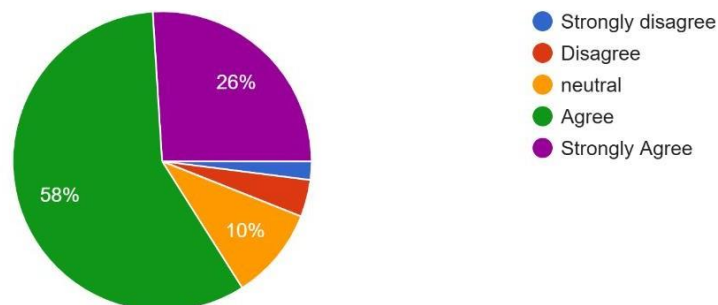
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

2. The key technologies adopted by SGS have significantly changed daily operations.

50 responses

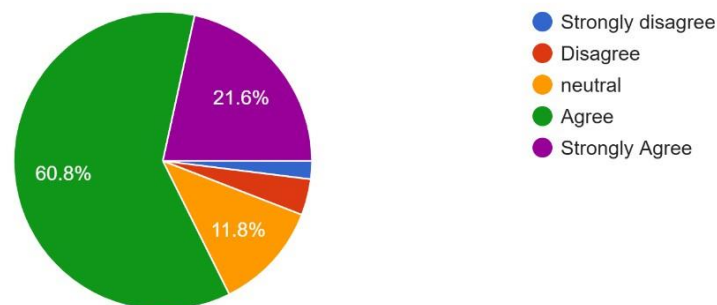


3. Specific improvements in operational efficiency have been observed since adopting new technologies at SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

3. Specific improvements in operational efficiency have been observed since adopting new technologies at SGS.

51 responses



II. Technological Innovations in Service Delivery and Customer Satisfaction

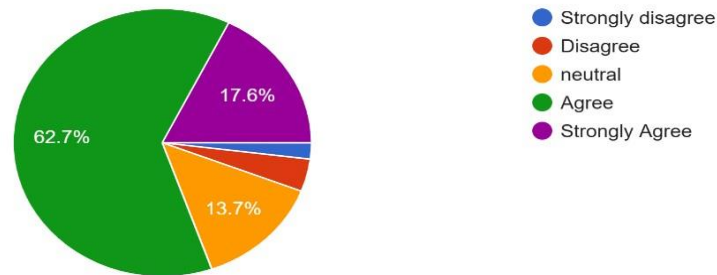
4. Technological innovations have been implemented at SGS to enhance service delivery.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)

- 5 (Strongly Agree)

4. Technological innovations have been implemented at SGS to enhance service delivery.

51 responses



5. These technological innovations have positively impacted customer satisfaction and service quality.

- 1 (Strongly Disagree)

- 2 (Disagree)

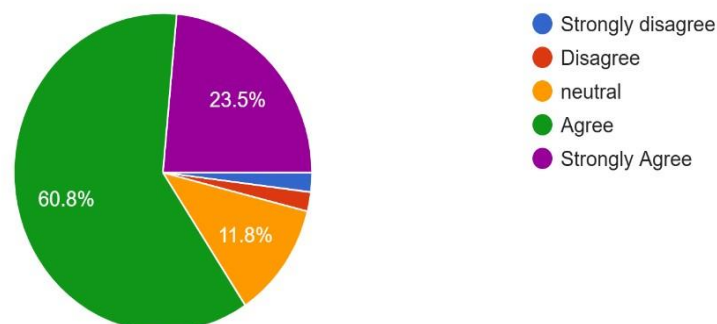
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

5. These technological innovations have positively impacted customer satisfaction and service quality.

51 responses



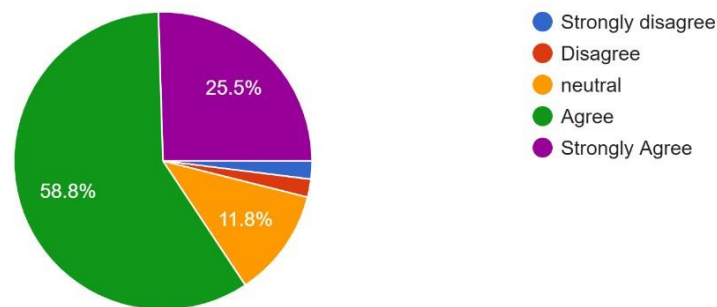
6. Customer feedback mechanisms are in place to assess the impact of technological changes at SGS.

- 1 (Strongly Disagree)

- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

6. Customer feedback mechanisms are in place to assess the impact of technological changes at SGS.

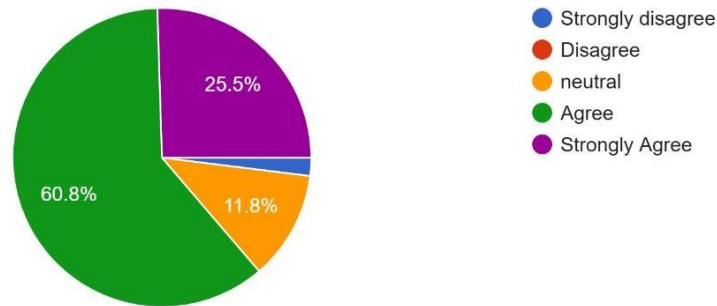
51 responses



7. Notable improvements in customer satisfaction are linked to these innovations at SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

7. Notable improvements in customer satisfaction are linked to these innovations at SGS.
51 responses

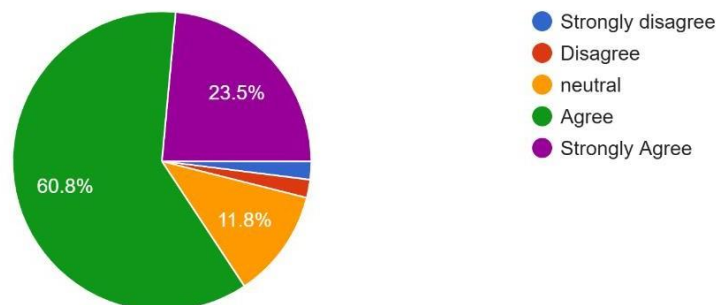


III. Challenges in Integrating Technology into Business Operations

8. SGS faced significant challenges when integrating new technologies into its operations.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

8. SGS faced significant challenges when integrating new technologies into its operations.
51 responses

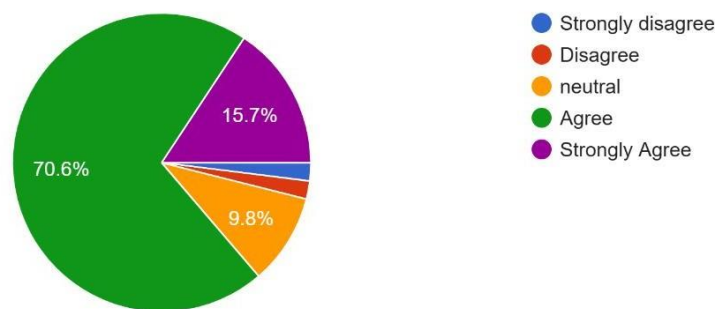


9. These challenges were effectively addressed by SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

9. These challenges were effectively addressed by SGS.

51 responses

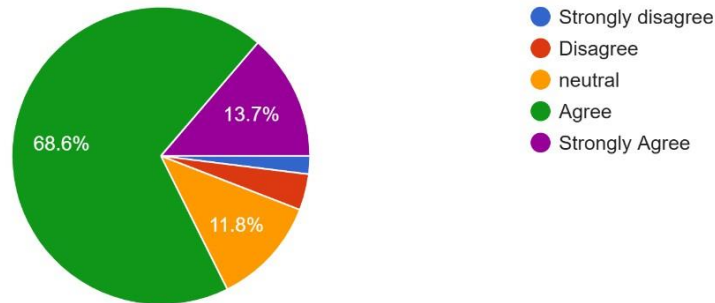


10. Specific strategies or initiatives were particularly effective in facilitating the integration of new technologies at SGS.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

10. Specific strategies or initiatives were particularly effective in facilitating the integration of new technologies at SGS.

51 responses



11. Employee training and change management played a crucial role in the technology integration process at SGS.

- 1 (Strongly Disagree)

- 2 (Disagree)

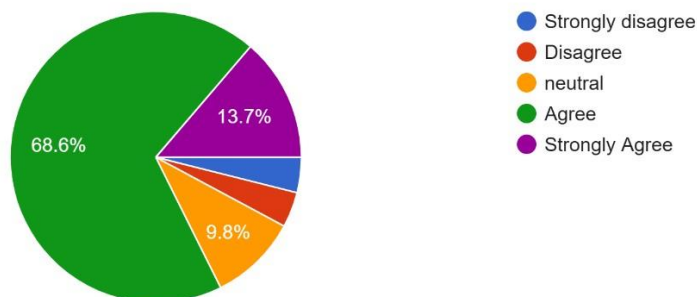
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

11. Employee training and change management played a crucial role in the technology integration process at SGS.

51 responses



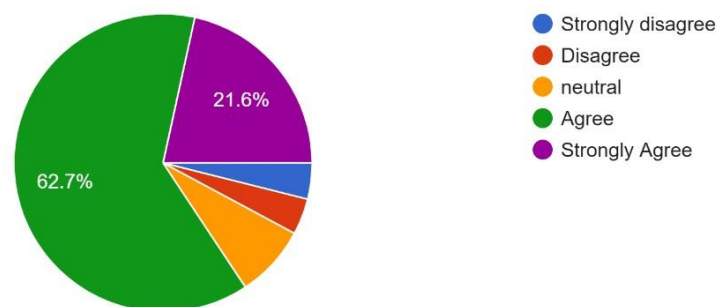
IV. Strategic Use of Technology and Competitive Advantage

12. SGS strategically uses technology to gain a competitive advantage in the aviation services industry.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

12. SGS strategically uses technology to gain a competitive advantage in the aviation services industry.

51 responses



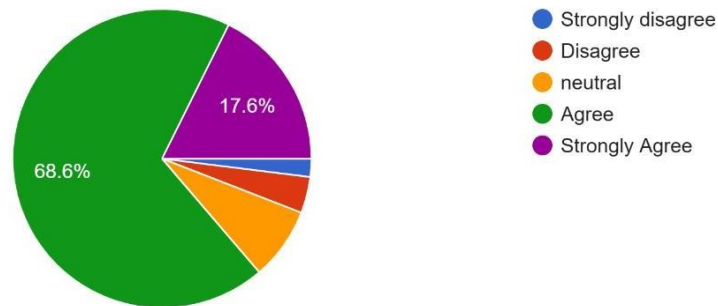
13. Technology has helped SGS differentiate itself from competitors.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)

- 5 (Strongly Agree)

13. Technology has helped SGS differentiate itself from competitors.

51 responses



14. Technology has positively impacted SGS's market positioning and growth.

- 1 (Strongly Disagree)

- 2 (Disagree)

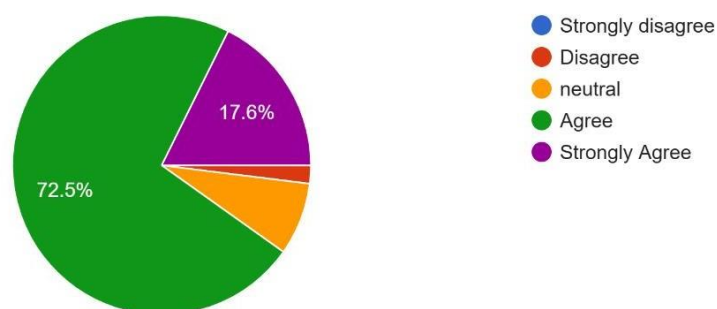
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

14. Technology has positively impacted SGS's market positioning and growth.

51 responses



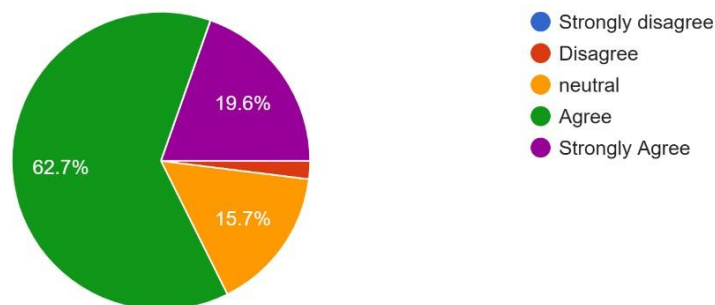
V. Alignment with Michael Porter's Framework of Competitive Advantage

15. SGS's technological strategies align with Michael Porter's concepts of cost leadership, differentiation, and focus.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

15. SGS's technological strategies align with Michael Porter's concepts of cost leadership, differentiation, and focus.

51 responses

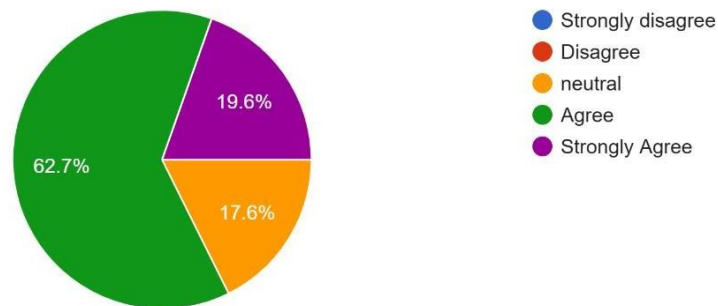


16. Technologies implemented at SGS have contributed to cost reduction.

- 1 (Strongly Disagree)
- 2 (Disagree)
- 3 (Neutral)
- 4 (Agree)
- 5 (Strongly Agree)

16. Technologies implemented at SGS have contributed to cost reduction.

51 responses



17. SGS uses technology to differentiate its services from those of its competitors.

- 1 (Strongly Disagree)

- 2 (Disagree)

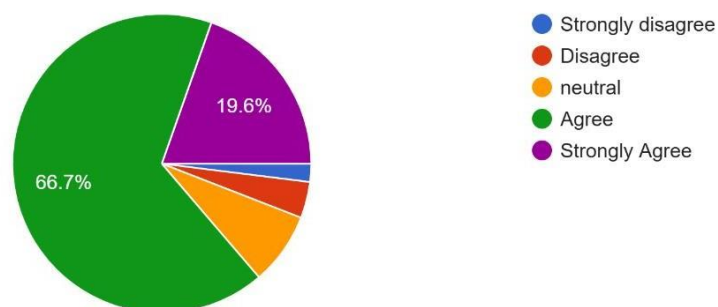
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

17. SGS uses technology to differentiate its services from those of its competitors.

51 responses



18. SGS focuses on specific market segments through the use of technology.

- 1 (Strongly Disagree)

- 2 (Disagree)

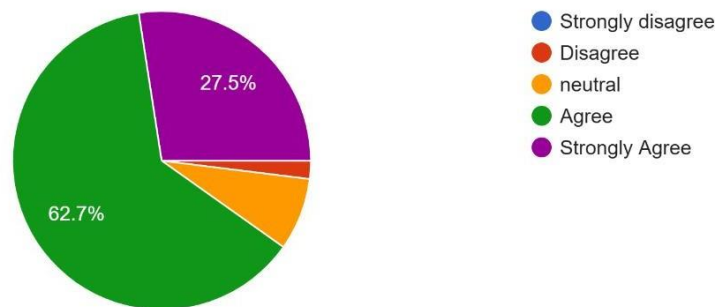
- 3 (Neutral)

- 4 (Agree)

- 5 (Strongly Agree)

18. SGS focuses on specific market segments through the use of technology.

51 responses



Research Population and Response rates for the collection

Managerial level	Job Tittle	Populatio n Size	Percentag e	Sampl e Size	Number of Distributed Questionnaire s	Number of Responses	Respo nse rate
Top Level Managers	Managers	10	5%	8	8	8	100%
	Supervisor s	15	7.5%	8	8	8	100%
Employees		125	62.5%	25	25	25	100%
Others		50	25%	10	10	10	100%
Total Population		200					
Sample Size				51	51	51	100%

