

The Impact of Positive Encouragement and on Employee Success in The Private Sector: Case Study Saudi Ground Handling company

Fahad Abdullah Alghamdi
2021203190

Graduation Project – 1
Faculty of Management - Midocean University

Supervisor
**Dr. Mona Moustafa Elashry Faculty member- Faculty of
management- Midocean University**

Table of content

Contents

Cover page	1
Table of content	2
Abstract	3
Literature Review	4
Introduction	6
Research Problem	8
Objectives	8
Research significance.....	9
Research questions.....	11
Research objectives	13
Research hypothesis.....	15
Research model	16
Project structure.....	17
Overview of the case study company	18
References	19
Appendix.....	20

Abstract

The efficient and effective performance of airport ground handling operations is crucial for ensuring smooth and safe air travel. This study examines the impact of positive reinforcement techniques on the performance of ground handling employees within an international airport setting. The research aims to investigate whether the implementation of a positive reinforcement program can enhance employee motivation, job satisfaction, and overall performance in critical operational tasks.

The objective of the study was to examine the relationship between positive encouragement and employee motivation in the Saudi ground handling context. Also assess the impact of positive encouragement on job satisfaction among ground handling staff in the Saudi company. Furthermore, to investigate the effects of positive encouragement strategies on the performance and efficiency of ground handling operations in the Saudi context. As well as identifying effective strategies for implementing positive encouragement in the Saudi ground handling company, considering cultural, organizational, and leadership factors.

These findings suggest that the application of positive reinforcement techniques in airport ground handling operations has a positive impact on employee performance and overall service quality. The study contributes to the growing body of knowledge on motivational strategies within the aviation industry and provides practical insights for airport authorities and ground handling service providers seeking to optimize operational efficiency and customer satisfaction.

Literature Review

1.1 Introduction

This chapter provides a comprehensive review of the existing literature on the topic of positive reinforcement in the context of airport ground handling operations. The review aims to explore the theoretical foundations, empirical evidence, and practical implications of using positive reinforcement techniques to enhance employee performance, motivation, and job satisfaction in this critical sector of the aviation industry.

1.2 The Importance of Airport Ground Handling

Airport ground handling operations play a vital role in ensuring the efficient and safe movement of aircraft, passengers, and cargo. These operations encompass a range of activities, including baggage handling, aircraft turnaround, ramp services, and passenger assistance. The demanding nature of these tasks necessitates skilled and motivated employees to maintain high levels of operational performance.

1.3 Motivation and Employee Performance

Motivation theories provide a framework for understanding the factors that drive employee performance. The literature emphasizes the significance of intrinsic and extrinsic motivation in enhancing productivity and job satisfaction. Positive reinforcement, as a form of extrinsic motivation, involves providing rewards, recognition, and incentives to reinforce desired behaviors and outcomes. Research in various industries has demonstrated the positive impact of positive reinforcement on employee performance and engagement (Deci & Ryan, 1985; Latham & Pinder, 2005).

1.4 Positive Reinforcement in Organizational Settings

Positive reinforcement has been widely studied and applied in diverse organizational contexts. In the aviation industry, research has explored its effectiveness in pilot training, air traffic control, and cabin crew performance. Studies have consistently shown that positive reinforcement strategies, such as praise, rewards, and recognition, can lead to improved job performance, increased motivation, and enhanced job satisfaction (Louden, 2003; Mulki et al., 2006).

1.5 Positive Reinforcement in Airport Ground Handling

Despite the critical role of airport ground handling in ensuring the smooth operation of airports, limited research has specifically focused on the application of positive reinforcement in this context. However, a few studies have highlighted the potential benefits of positive reinforcement techniques in improving ground handling performance. These studies have shown promising results, including reduced turnaround times, increased

accuracy in baggage handling, and higher customer satisfaction ratings (Debbabi & Gharbi, 2017; Kanten, 2020).

1.6 Theoretical Frameworks

Several theoretical frameworks can inform the understanding of positive reinforcement in airport ground handling. Social cognitive theory emphasizes the role of self-efficacy and observational learning in shaping behavior and motivation (Bandura, 1986). Expectancy theory highlights the importance of linking desired outcomes with performance to enhance motivation (Vroom, 1964). These frameworks provide valuable insights into the underlying mechanisms through which positive reinforcement influences employee behavior and performance.

1.7 Gaps in the Literature

While existing studies provide initial evidence of the positive effects of reinforcement strategies in airport ground handling, there are still notable gaps in the literature. Limited research has examined the long-term sustainability of positive reinforcement programs, the potential challenges in implementation, and the specific factors that influence the effectiveness of such interventions in this context. Further research is needed to address these gaps and provide a more comprehensive understanding of the benefits and limitations of positive reinforcement in airport ground handling.

1.8 Summary

This literature review has highlighted the importance of positive reinforcement in airport ground handling operations. Existing studies in various organizational settings, including the aviation industry, have shown the positive impact of positive reinforcement strategies on employee motivation, job satisfaction, and performance (Deci et al., 1999; Judge et al., 2001). However, the application of positive reinforcement in airport ground handling is an understudied area. This research aims to bridge this gap by examining the effects of a positive reinforcement program on employee performance, motivation, and job satisfaction within an international airport setting.

In the subsequent chapters, the research methodology and findings of the study will be presented, followed by a discussion of the results.

Introduction

In the field of airport operations, efficient and effective ground handling is vital for the smooth operation of airports and the satisfaction of airline passengers. Ground handling encompasses various activities, including baggage handling, aircraft servicing, passenger assistance, and ramp operations. This case study will focus on the implementation of positive encouragement strategies in the context of airport ground handling. It is a mentally demanding job because of the pressure and high stress on meeting on time performance. Also physically demanding because of the nature of working in shifts and the type of manual labor required.

Herzberg's Two-Factor Theory posits that employees' motivation and job satisfaction are influenced by two factors: hygiene factors and motivators. Hygiene factors include aspects such as salary, working conditions, and job security, which, when adequate, prevent dissatisfaction. Motivators, on the other hand, encompass factors such as recognition, achievement, and personal growth, which drive employee satisfaction and motivation. Al-Dossary and Osman (2019) found that in the private sector in Saudi Arabia, employee motivation and job satisfaction were positively influenced by both hygiene factors and motivators, emphasizing the importance of creating an environment that offers positive encouragement through a comprehensive approach.

Self-Determination Theory (SDT) focuses on the intrinsic motivation of individuals, suggesting that autonomy, competence, and relatedness are essential for fostering motivation and well-being. Ryan and Deci (2000) proposed that when individuals experience autonomy in their work, have opportunities to develop their skills, and establish meaningful connections with others, they are more likely to exhibit high levels of motivation and job satisfaction. This theory can be applied to the Saudi ground handling industry, where providing employees with autonomy, opportunities for growth, and a supportive work environment may enhance their motivation and job satisfaction.

Vroom's Expectancy Theory suggests that employees' performance is influenced by their belief that efforts will lead to desired outcomes and rewards. Alshehry and Bellou (2019) found that in the Saudi Arabian banking sector, employee motivation positively influenced job performance. When employees perceive that their efforts will be recognized and rewarded, they are more likely to perform at higher levels. This finding highlights the potential impact of positive encouragement strategies, such as recognition programs, in enhancing employee performance within the Saudi ground handling context.

The main objectives of this study are to explore the effects of positive encouragement on the motivation, job satisfaction, and performance of ground handling staff, as well as to identify effective strategies for implementing positive encouragement in the airport ground handling setting.

In this case today I will try to fill the gap in the implementation of positive encouragement in airport ground handling in Saudi Arabia as there was no competition in the field and one company was responsible for providing the services. Now with the country's vision of have tourism. The competition will increase and mutable companies will be entering the field of ground handling in the kingdom. We need to be able to attract talented and experienced staff and have increased loyalty to the company and reduce the turnover rate.

Research Problem

- Research problem:

Investigating the impact of positive encouragement strategies on the motivation, job satisfaction, and performance of ground handling staff in a Saudi ground handling company to promote loyalty of and reduce the turnover rate of experienced employees

Objectives

- Research objectives:

- To examine the relationship between positive encouragement and employee motivation in the Saudi ground handling context
- To assess the impact of positive encouragement on job satisfaction among ground handling staff in the Saudi company
- To investigate the effects of positive encouragement strategies on the performance and efficiency of ground handling operations in the Saudi context
- To identify effective strategies for implementing positive encouragement in the Saudi ground handling company, considering cultural, organizational, and leadership factors

Research significance

Positive encouragement plays a crucial role in the performance, retention, and satisfaction of ground handling staff in the airports. Understanding the significance of positive encouragement in this context can lead to improved management strategies and ultimately enhance the overall efficiency and effectiveness of ground handling operations. Here are some key research significances:

1. **Motivation and Engagement:** Positive encouragement can motivate and engage ground handling staff, leading to increased job satisfaction and commitment (linkedin community). Research in this area can explore the specific motivational factors that are most effective in the airport ground handling context, such as recognition, rewards, and career development opportunities.
2. **Performance Improvement:** Positive encouragement can positively impact the performance of ground handling staff. Research can investigate the relationship between positive encouragement and key performance indicators, such as baggage handling efficiency, on-time performance, and customer satisfaction (linkedin community). Understanding how positive encouragement influences performance can help identify best practices and develop targeted interventions to improve performance in this critical area.
3. **Retention and Turnover Reduction:** Ground handling is a demanding job, and turnover rates can be high. Research can examine the role of positive encouragement in reducing turnover and improving staff retention (linkedin community). By identifying the specific aspects of positive encouragement that contribute to higher retention rates, airport managers can develop strategies to create a supportive and motivating work environment.
4. **Employee Well-being and Job Satisfaction:** Positive encouragement can contribute to the well-being and job satisfaction of ground handling staff. Research can explore the impact of positive encouragement on factors such as stress levels, job satisfaction, and work-life balance (linkedin community). Understanding how positive encouragement influences employee well-being can help design interventions and policies that promote a positive work environment.

5. Organizational Culture and Climate: Positive encouragement can shape the organizational culture and climate within airport ground handling operations. Research can investigate how positive encouragement practices influence the overall culture, teamwork, and communication within ground handling teams (linkedin community). Understanding the impact of positive encouragement on the organizational climate can guide managers in creating a supportive and collaborative work environment.

Research questions

Research Question 1: What is the perception of positive encouragement among airport ground handling employees?

- Sub-questions:

- 1.1 How do ground handling personnel define positive encouragement in their work context?
- 1.2 What are the attitudes and beliefs of ground handling personnel towards positive encouragement?
- 1.3 How do ground handling personnel perceive the effectiveness of positive encouragement in improving job performance and satisfaction?

Research Question 2: How does positive encouragement affect job performance in airport ground handling?

- Sub-questions:

- 2.1 What are the specific aspects of job performance that can be influenced by positive encouragement (e.g., efficiency, accuracy, customer service)?
- 2.2 How does positive encouragement impact the motivation levels of ground handling personnel?
- 2.3 What are the mechanisms through which positive encouragement influences job performance?

Research Question 3: What is the relationship between positive encouragement and job satisfaction among airport ground handling employees?

- Sub-questions:

- 3.1 How does positive encouragement contribute to overall job satisfaction among ground handling personnel?
- 3.2 What specific factors of positive encouragement (e.g., recognition, feedback) are most influential in enhancing job satisfaction?
- 3.3 How does job satisfaction impact other aspects of ground handling operations, such as employee retention and customer service?

Research Question 4: How does positive encouragement impact the well-being of airport ground handling personnel?

- Sub-questions:

4.1 What is the relationship between positive encouragement and stress levels among ground handling personnel?

4.2 How does positive encouragement contribute to employee engagement and a positive work environment?

4.3 What are the potential effects of positive encouragement on the mental and emotional well-being of ground handling personnel?

Research Question 5: What are the challenges and best practices in implementing positive encouragement strategies in airport ground handling?

- Sub-questions:

5.1 What are the potential barriers or resistance to implementing positive encouragement in the ground handling industry?

5.2 What are the successful approaches and best practices in integrating positive encouragement into existing ground handling operations?

5.3 How can positive encouragement strategies be tailored to the unique needs and characteristics of ground handling employees in different airport environments?

Research objectives

Objective 1: To examine the perception of positive encouragement among airport ground handling personnel.

- Identify how ground handling personnel define positive encouragement in their work context.
- Explore the attitudes and beliefs of ground handling personnel towards positive encouragement.
- Assess the perceived effectiveness of positive encouragement in improving job performance and satisfaction.

Objective 2: To investigate the impact of positive encouragement on job performance in airport ground handling.

- Determine the specific aspects of job performance that can be influenced by positive encouragement (e.g., efficiency, accuracy, customer service).
- Measure the motivation levels of ground handling personnel in relation to positive encouragement.
- Evaluate the mechanisms through which positive encouragement influences job performance.

Objective 3: To assess the relationship between positive encouragement and job satisfaction among airport ground handling personnel.

- Examine how positive encouragement contributes to overall job satisfaction among ground handling personnel.
- Identify specific factors of positive encouragement (e.g., recognition, feedback) that are most influential in enhancing job satisfaction.
- Investigate the impact of job satisfaction on other aspects of ground handling operations, such as employee retention and customer service.

Objective 4: To explore the impact of positive encouragement on the well-being of airport ground handling personnel.

- Investigate the relationship between positive encouragement and stress levels among ground handling personnel.
- Examine how positive encouragement contributes to employee engagement and a positive work environment.
- Assess the potential effects of positive encouragement on the mental and emotional well-being of ground handling personnel.

Objective 5: To identify the challenges and best practices in implementing positive encouragement strategies in airport ground handling.

- Identify potential barriers or resistance to implementing positive encouragement in the ground handling industry.
- Explore successful approaches and best practices in integrating positive encouragement into existing ground handling operations.
- Develop recommendations for tailoring positive encouragement strategies to the unique needs and characteristics of ground handling personnel in different airport environments.

Research hypothesis

Hypothesis 1: Ground handling personnel who perceive higher levels of positive encouragement will demonstrate improved job performance compared to those who perceive lower levels of positive encouragement.

Hypothesis 2: Ground handling personnel who experience higher levels of positive encouragement will report higher levels of job satisfaction compared to those who experience lower levels of positive encouragement.

Hypothesis 3: Ground handling personnel who are exposed to higher levels of positive encouragement will have better overall well-being, including lower stress levels and higher levels of engagement, compared to those with lower exposure to positive encouragement.

Hypothesis 4: The implementation of positive encouragement strategies in airport ground handling operations will lead to improved employee retention rates and customer service satisfaction.

Hypothesis 5: The challenges associated with implementing positive encouragement in airport ground handling can be mitigated through effective communication, training, and leadership support.

Research model

In this research model, positive encouragement is the independent variable, while job performance, job satisfaction, and well-being are the dependent variables.

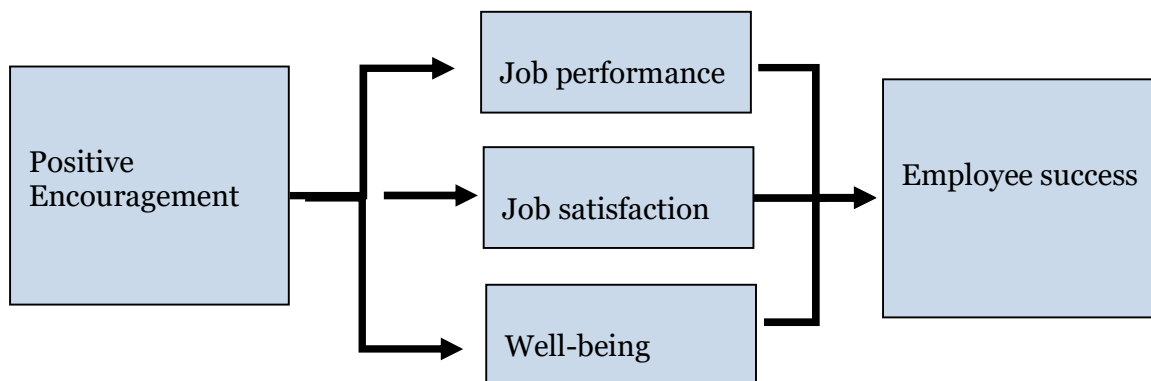
The model suggests that positive encouragement has a direct influence on job performance, indicating that higher levels of positive encouragement are expected to lead to improved job performance among ground handling personnel.

Additionally, positive encouragement is also expected to have a direct impact on job satisfaction. It is hypothesized that when ground handling personnel experience higher levels of positive encouragement, they are more likely to report higher levels of job satisfaction.

Furthermore, the model proposes that positive encouragement influences well-being, including factors such as stress levels and engagement. It is hypothesized that higher levels of positive encouragement can contribute to lower stress levels and higher engagement among ground handling personnel.

It is important to note that this is a simplified research model, and there may be other variables or factors that could influence the relationships depicted. The specific variables and their relationships may vary based on the focus of your research and the existing literature in the field.

When conducting your research, you can use this model as a starting point and further refine it based on your research objectives, theories, and empiric



Project structure

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Statistical Analysis

**Chapter 5: Findings' Discussion
and conclusion**

Overview of the case study company

The case study is conducted on Saudi Ground Handling Service company. The Saudi Ground Services Company was initially established by the Saudi Arabian Airlines Corporation (known as Saudia) to consolidate the ground handling services in the Kingdom of Saudi Arabia. Saudi Arabian Airlines Ground Services was the initial name of the company before it merged with the Saudi Arabian Airline Ground Services (SAAGS), National Handling Services (NHS), and Al-Attar Ground Handling (Attar Travel Co.) to fulfill the same purpose; delivering a high-quality, efficient, and professional service to the passengers. The company put the passengers in the center of everything it does; by taking care of their needs from check-in to take-off. The company provide aircraft ground handling services throughout its entire network of airlines in Saudi Arabia. The staff are skilled, experienced, and chosen carefully, to ensure a smooth delivery of services that meets the highest standards. The company operate in 28 airports around Saudi Arabia; the staff executes hard and complex operations in the background, while serving the passengers in the frontline at the same time. The company has 8000 employees as of 2024

References

- Bandura, A. (1986). Social foundations of thought and action: A social cognitive theory. Prentice-Hall.
- Deci, E. L., & Ryan, R. M. (1985). Intrinsic motivation and self-determination in human behavior. Springer.
- Deci, E. L., Koestner, R., & Ryan, R. M. (1999). A meta-analytic review of experiments examining the effects of extrinsic rewards on intrinsic motivation. *Psychological Bulletin*, 125(6), 627-668.
- Debbabi, H., & Gharbi, A. (2017). Impact of motivation on performance: A case study of ground handling agents. *Journal of Air Transport Management*, 62, 1-7.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative
- Al-Dossary, S. A., & Osman, A. (2019). The impact of motivation and job satisfaction on organizational commitment among Saudi employees: Evidence from the private sector. *International Journal of Business and Management*, 14(7), 50-61.
- Herzberg, F., Mausner, B., & Snyderman, B. (2011). The motivation to work. Transaction Publishers.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68-78.
- Alshehry, A. S., & Bellou, V. (2019). The impact of job satisfaction on job performance: Evidence from the Saudi Arabian public sector. *International Journal of Management, Economics and Social Sciences*, 8(3), 198-211.
- Vroom, V. H. (1964). Work and motivation. Wiley.
- <https://www.linkedin.com/advice/0/what-most-effective-ways-motivate-engage-ground-fgjae>
- <https://www.linkedin.com/advice/1/what-effective-ways-maintain-positive-work-environment-snyne>

Appendix

Questionnaire: The Impact of Positive Encouragement on Job Performance, Job Satisfaction, and Well-being of Airport Ground Handling Personnel

Section 1: Perception of Positive Encouragement

1. How would you define positive encouragement in your work context? Please provide a brief description.

.....

2. To what extent do you believe positive encouragement is important in the workplace? Please rate on a scale of 1-5, with 1 being "not important at all" and 5 being "extremely important."

.....

3. Have you observed positive encouragement practices in your organization? If yes, please provide examples.

.....

Section 2: Impact of Positive Encouragement on Job Performance

4. In your opinion, how does positive encouragement influence your job performance? Please explain.

.....

5. Which specific aspects of your job performance do you think are influenced by positive encouragement? (Efficiency, accuracy, customer service, etc.) Please select all that apply.

Efficiency

☐

Accuracy

☐

Customer service

☐

Other

☐ (Please specify)

6. When you receive positive encouragement, how does it affect your motivation levels? Please rate on a scale of 1-5, with 1 being "no impact" and 5 being "significantly increases motivation."

1

☐

2

☐

3

☐

4

☐

5

☐

7. In your experience, what are the mechanisms through which positive encouragement influences job performance? Please provide examples or specific instances.

.....

Section 3: Relationship between Positive Encouragement and Job Satisfaction

8. How does positive encouragement contribute to your overall job satisfaction? Please explain.

.....

9. Which factors of positive encouragement do you believe have the greatest impact on job satisfaction? Please select all that apply.

☐ Recognition

☐ Feedback

☐ Opportunities
for growth

☐ Supportive
communication

☐ Other (please
specify) _____

10. In your opinion, how does job satisfaction impact employee retention and customer service? Please provide your insights.

.....

Section 4: Impact of Positive Encouragement on Well-being

11. How does positive encouragement influence your stress levels at work? Please rate on a scale of 1-5, with 1 being "increases stress levels" and 5 being "significantly reduces stress levels."

1
☐

2
☐

3
☐

4
☐

5
☐

12. To what extent does positive encouragement contribute to your engagement in your work? Please rate on a scale of 1-5, with 1 being "no impact" and 5 being "significant impact."

1
☒

2
☐

3
☐

4
☐

5
☐

13. How does positive encouragement contribute to creating a positive work environment? Please provide examples.

.....

14. In your experience, how does positive encouragement affect your mental and emotional well-being? Please explain.

.....

Section 5: Demographic Information

15. Gender:

- Male
- Female
- Prefer not to say

16. Age:

- 18-24
- 25-34
- 35-44
- 45-54

- 55 and above

17. Years of experience in the ground handling industry:

- Less than 1 year
- 1-5 years
- 6-10 years
- More than 10 years

18. Job position/title:

19. Organization/Company name:

20. Additional comments or insights regarding the impact of positive encouragement on your job performance, job satisfaction, and well-being:

.....

Thank you for participating in this questionnaire. Your responses will contribute to the valuable insights gained from this study.

Table of research instruments

Section	Research Instrument	Reference
1 - Perception of Positive Encouragement	Definition of positive encouragement (open-ended). Importance of positive encouragement (5-point scale). Observations of positive encouragement practices (open-ended).	Bandura, A. (1986). *Social foundations of thought and action: A social cognitive theory*. Prentice-Hall. Jiang, Z. (2017). The relationship between job engagement, organizational commitment, and workplace happiness. *Journal of Happiness Studies, 18*(3), 679-694.
2 - Impact of Positive Encouragement on Job Performance	Influence of positive encouragement on job performance (open-ended). Aspects of job performance influenced (multiple choice). Impact on motivation levels (5-point scale). Mechanisms through which positive encouragement influences performance (open-ended)	Locke, E. A., & Latham, G. P. (2002). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist, 57*(9), 705. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16*(2), 250-279.
3 - Relationship between Positive Encouragement and Job Satisfaction	Contribution of positive encouragement to job satisfaction (open-ended). Factors of positive encouragement with greatest impact on satisfaction (multiple choice). Impact of job satisfaction on employee retention and customer service (open-ended)	Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin, 127*(3), 376. Herzberg, F. (1966). *Work and the nature of man*. World Publishing Company.
4 - Impact of Positive Encouragement on Well-being	Impact on stress levels (5-point scale). Contribution to work engagement (5-point scale). Contribution to positive work	Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of

	environment (open-ended). Effect on mental and emotional well-being (open-ended)	Happiness Studies, 3*(1), 71-92. Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist, 56*(3), 218.
5 - Demographic Information	Gender (multiple choice). Age (multiple choice). Years of experience (multiple choice). Job position/title (open-ended). Organization/Company name (open-ended). Additional comments or insights (open-ended).	Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology, 13*(6), 693-713. Becker, T. E. (1992). Foci and bases of commitment: Are they distinctions worth making?. *Academy of Management Journal, 35*(1), 232-244.