

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

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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 and Objectives

- 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

- 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.

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