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Ground Handler Impact in Bahrain International Airport

Mohamed Albenjasim and Joy Winston
MBA Student, College of Administrative and Financial Sciences, AMA International University, Bldg 829. Road 1213, Blk 712, Salmabad, P.O. Box 18041, KINGDOM OF Bahrain
Assistant Professor, College of Administrative and Financial Sciences, AMA International University, Bldg 829. Road 1213, Blk 712, Salmabad, P.O. Box 18041, KINGDOM OF Bahrain
Corresponding Author; Mohamed Albenjasim

ABSTRACT: *The quality of ground handling services is essential to the growth of any airport because it is responsible for about 85 % of the annual revenue. Competitive ground handling services require a proper chain of command, well-trained employees, and modernized equipment required to complete tasks. The Bahrain International Airport ground handling has made a decision of purchasing new and up-to-date ground handling equipment about 5 years ago. This research has conducted purposely to identify whether updating ground handling services influences both customer satisfaction and the airport's brand image. To achieve the objectives of this study, two approaches were conducted, qualitative and quantitative. The qualitative approach included a type of investigation of some of the official documents to enumerate the equipment that has been ordered 5 years ago. The quantitative part embraced a questionnaire that consisted of three sections that inquired about three areas, namely demographic data, customer satisfaction and the airport's brand image. Due to the difficulty of collecting data from the passengers themselves, the author directed the questions to a wide range of the airport's employees who have been working in various occupations for more than 5 years and can have perceptions of how customers think about the airport and the services they receive. The results are encouraging. The statistical and logical analysis of the collected data has proofed that updating the services of ground handling has resulted in higher customer satisfaction and enhanced the brand image of the airport.*

KEY WORD*: Bahrain International Airport, Ground Handler, services, airport growth, modernization, brand image, qualitative, quantitative*

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I. INTRODUCTION

The aviation industry has undergone numerous developments in a bid to rationalize and make operations efficient. While many passengers do not realize the significance of the specific services at the airport, ground handling operations have proved vital to the growth of nearly all airports across the world. It is essential to highlight that ground handling services play a critical role in the growth of airport service efficiency. It is vital to acknowledge different aspects of the airport that translates to the overall good of the airport. Bahrain International Airport has seen a significant improvement in its ground handling services. In turn, this has enhanced its global reputation thereby making it one of the prime aviation facilities in the Middle East. Consequently, many airplanes are currently, using the airport as a route to their respective destinations in the Middle East. In every sector of the economy, efficient services are essential in attracting investments (Rankin et al., 2013). The Bahrain Airport has witnessed growth in its services owing to the improvements in the ground handling services. Many airline companies are jostling for space at the facility to help get the increasing customer base at the airport. For decades,passengers have expressedcomplaints about poor ground handling services in the Middle East airports. As a result, airlines from the region suffered a setback from their potential customers. However, the improvement of ground handlers has enhanced the level of operations thereby increasing the popularity of several airports across the region. There are two major kinds of ground handling services that are found at the Bahrain International Airport and many others all over the world. These two services are airside and terminal services that together form the gist of the ground handling operations. Ground handling services stretch to every sector in the airport thus supporting every aviation needs that people face at the facility.

1.2 Research Objectives

The study aims to examine a number of issues regarding the ground handler impact at the Bahrain International Airport by exploring the impact of the ground handler at the facility on client satisfaction and the airport's brand image.

1.2 Statement of the problem

This research attempts to address the following questions:

A. How do contemporary and automated ground handling services affect customer satisfaction?

B.How do contemporary and automated ground handling services affect the airport`s image the customers have?

1.3 Hypothesis

H1. There is a significant relation between providing contemporary, automated ground handling services and the customer satisfaction at airports.

H2. There is a significant relation between providing contemporary, automated ground handling services and the image the customers have of an airport.

II. LITERATURE REVIEW

Quality Standards of Ground Handling Services

According to Gleave (2015), the liberation of the ground handling market across the EU airports has resulted in price competition among the providers of ground handling services (GHS) for airlines and airports. Ancel et al. (2015) state that the adoption of the Directive 96/67/EC purposefully to open up markets has greatly achieved that core objective. The adoption resulted in the rise of the number of third-party handling companies to a tune of more than 80% in the period between 1996 and 2007. This has made the GHS providers at the majority of the larger European Union airports compete with one another, thereby resulting in increased choice for airlines (Landvogt, Gross, & Luck, 2016).

According to El-deen, Hasan and Fawzy (2016), ground handlers play vital roles in boosting customer satisfaction in airlines within the Arab Gulf, especially in Kuwait, Qatar and Bahrain. The ground handling services should meet the customer satisfaction needs to be successful and profitable (El-deen, Hasan and Fawzy (2016).

Farouk, Cherian, and Shaaban (2017) suggest that groundwork handling services are characterized by many operations that fall in the department of the Directorate of Customer Service Unit. Poor ground service delivery, which lead to a negative airport image from customers in the Arab Gulf countries, is attributed to mismanagement by the inexperienced departmental heads appointed by the governments (Farouk, Cherian, and Shaaban (2017).

Morrison and Mason (2016) inform that such Arab Gulf airlines as the Gulfair, Qatar Airways, Emirates Airways, and Etihad Airways have been undergoing transformations, especially in the Customer Care Unit. The market for ground handling services is increasing while the handling margins are reducing in the Arab Gulf countries caused by the increased handling licenses available and the fluctuating contract prices (Morrison & Mason, 2016).

Problems Associated with Ground Handling Services

The liberalization of the aviation market in EU has hugely impacted on the price levels for the ground handling services. The aspect of price development in the ground handling sector has led to companies hiring fewer staff to perform the whole amount of work or even more and thus try to meet lower ticket fares, lower ground handling costs paid by the airlines, and lower service costs (Iatrou&Oretti, 2016).

Acar and Karabulak (2015) acknowledge the fact that apart from the concern of a diversified landscape full of applicable regulations, a number of survey respondents did state that the regulationsare basically met on paper, but in practice, they are hardly attained.

The recent world events tend to show that the aviation industry is highly vulnerable to the outside influences. For example, the economic crisis of 2008/2009 caused a severe impact on what was considerably a booming industry.

Air freight handling as a critical part of the logistical chain

`The airfreight handling activities are a critical part within the airfreight logistical chain. The logistical chain of airfreight constitutesa number ofactivities for which various parties are responsible. A central player in the chain is the forwarder. He is responsible for ensuring that he follows the instructions of the consignee/shipper to undertake door-to-door transportation of the consignment from the sender to the receiver. This concern is reiterated by Rankin, Woltjer, Field, and Woods (2013) that the forwarding agent undertakes a booking for the shipment with an airline, probably consolidated among other shipments, as per to the contractual terms stated in the air waybill. The airline with the shipment then instructs the ground handler to handle the flight throughout the flight manifest. The airline would use ground handlers who have entered into an IATA Standard Ground Handling Agreement (SGHA). The airline pays the ground handler a fee as stipulated in the SGHA. Moreover, the airline also undertakes a Service Level Agreement (SLA) with its ground handler in relation to the quality standards of the handling services.

Buyer power

The cargo ground handling market is characterized in such a manner that the airlines tend to have at their disposal a greater level of sufficient buyer power. They have the buyer power as long there is adequate residual capacity within the handlers so that the airlines are in a better position to play them off against each other. The handling capacity is always static in a short run with low marginal costs and high fixed costs, though the demand is highly volatile and is prone to adjustment with lots of ease (Albers et al., 2017). According to Reynolds-Feighan (2017), this makes the price competition in the ground handling market to be intense.

Ground handlers as wheels that run the airline industry

Ground handlers create a conducive environment for flights to land and take off safely and on time. They further ensure that they issue all the boarding cards correctly and the passengers' bags have undergone security checking on finally loaded on the right aircraft. Moreover, a team further ensures that the aircraft is cleanedin a proper manner, it has adequate aviation turbine fuel and ready for a flight (Bhadra, 2014).

The Directive for a New Phase of the Airport Ground Handling Services.

The European Council undertook implementation of the Directive 96/67/EG in 1996. The objective of the Directive was to create a contestable market, which would allow access by the smaller ground handling service providers into a market that has been regarded as highly monopolized. The fact is that the ground handling services fee do not amount to more than 5% to 8% of the ticket prices for the airlines, and this might be a show of a highly evolved cost pressure as a result of razor-thin-margins through the entire airline business (Pirie, 2014).

The move to refrain from the previous system of self-handling led to a creation of a monopolistic market in which the airlines resorted to the ground handling services, which were provided by the subsidiaries of the airport or were provided exclusively by the airports themselves (Rankin et al., 2013).

Ineffective competition

There is no single traditional supplier which has realized remarkable profits. However, there is a huge advancement in terms of scaling the heights of operations and quality of services with regards to ground handling services and the general effectiveness of the ground handling market. The GH market is characterized with labour costs ranging to a tune of 80% of the total costs in the ground handling industry; salaries, Working Time Management, and handling standards have accounted for the vast effects.

The actual demand profile for a German airport

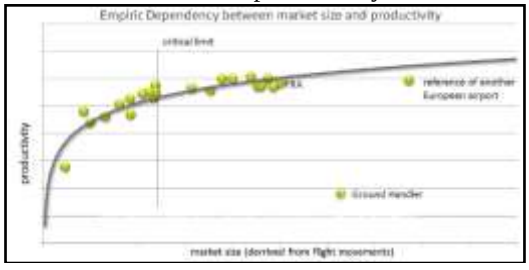
The schematic example illustrated in the figure is never exaggerative in any manner and can be proved by the above visualization. The figure depicts an already volatile situation even in the case of a single ground handler.

Figure 1 An illustration of an average working time demand profile of a German Airport

Source: Airline data Inc.

Projection Figure 2 below shows an empiric dependency derived between productivity and the market size.

Figure 2 The critical limit of the levels of productivity within the German GH market.



Source: Airline data Inc.

A relatively good number of the German ground handling service providers have currently resorted to operating in striking distance to the boundaries of a critical limit.

Safety Culture Table 1 below shows the response rate of the individual GSP.

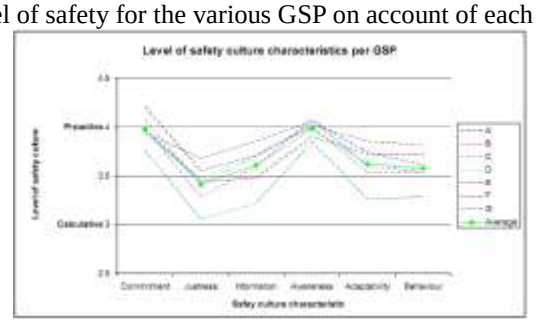
Table 1 Response rates and the overall levels of safety culture.

GSP	Response rate	Overall level of safety culture
A	19%	3.8
B	18%	3.7
C	16%	3.7
D	35%	3.7
E	69%	3.7
F	50%	3.8
G	27%	3.4
Average	**33%**	**3.7**

Source: NLR Air Transport Safety Institute

The above table shows the overall levels of safety culture as per the survey done on the participatingGSP, which ranged from 3.4 to 3.8.

Figure 3Level of safety for the various GSP on account of each characteristic.



In the above figure, a distinct pattern can be evidenced. The maintenance and development of a just culture is a point of concern for most GSP (Rankin et al., 2013).

Ground handling operations for Low-Cost Airlines (LCA)

The ground handling operations have significant impact on the LCA since one of their big advantage is derived from their low ground handling costs as compared to the flag carriers. As a result of this, low-cost airlines have adopted new procedures in their ground handling operations in such a manner that their business model keeps at top priority the aspect of low ground handling costs.

When the airline has lower in-flight food consumption, it does require cleaning vehicles (Bouarfa et al., 2013). Additionally, wastewater removal services after every flight are also limited. Only luggage is supposed to be loaded into the bulk cargo hold, and the only equipment for the ground handling support for such loading operations are the belt loaders (Bouarfa et al., 2013).

Market failure

Economic theories highlight on a number of market imperfections, which could result in the market forces not meeting the optimal social welfare (Reynolds-Feighan, 2017). These cases of market failures include external effects, information asymmetry, and market power.

Market power

The competition in the ground handling sector is strongly concentrated. As described by Al-Sayeh (2014) the high concentration of ground handling service providers in the different airports makes it likely to have a weak competition between the different players in the market and thus risk of collusion (Plotner, Wesseler&Phleps, 2013).

The forwarding agents seem to be forced to do business with the ground handlers when it comes to real practice of their jobs. However, the forward agents can also have their say when it comes to determining prices and quality of theservices provided by the handlers (Chao & Kao, 2015). Alternatively, the forwarding agent can have the freight tracked by a different airport (Morrell, 2016; Jham, 2014).

External effects

Fragmentation of the ground handling market due to open handling regime makes handlers to operate below their minimum efficient scale and thus losing economies of scale. When the ground handlers have limited choice but to undertake their operations below their minimum efficient scale, there are higher average costs incurred more than how they should have been if they operated on a large scale (Iatrou&Oretti, 2016). In some airports this may be as a result of their limited size and nothing more can be done about it.

Bouarfa et al. (2013) note that this would mean that mergers or takeovers at the local level never happened. Those ground handlers without a network would hugely suffer from such a problem. However, it is expected that they will still be taken over or rather go bankrupt if the find the business untenable, while not having adverse consequences on the market as a whole.

Information asymmetry vis-a-vis the quality of service.

A research study by Morrell (2016) deduces that for the case of new contracts, one critical factor with this regard is the level of quality transparency, especially in the difference of the quality of ground handlers. When it becomes difficult for an airline to observe the quality of the handlers, then it will base its choice primarily on the price. Therefore, the aspect of information asymmetry with regards to quality could highly lead to a collapse of quality (Pearson, 2015).

According to the study done by Iatrou and Oretti, in 2016, it clearly specifies how the aviation market has led to handling services costs being lowered by decreasing the number of staff working, or by hiring less specialized workers, thus imposing the challenges of being able to maintain the service and the regulations required by higher officials.

2.1 Theoretical Framework

Figure 4: Theoretical Framework

Several theorists have explained the phenomenon of improving efficiency of an organization through differentiation. Among the notable classical organization theorists include Max Weber whose principle of bureaucracy required employees to be employed on basis of their competency and an organization be made up of distinct and separate departments according to their areas of competence. Frederick Taylor also weighed in the aspect of differentiation by publishing the Principles of Scientific Management among them being development of individual part of an organization to achieve the greatest efficiency and prosperity but through the spirit of cooperation and harmony. Henry Fayol summed it up with Fourteen Principles of Management among them being division of work in the context of a centralized command (unity of command). It is through such foundations that aviation industry is categorized into departments based on areas of competency, aiming to achieve the maximum production as a department but still retaining a centralized command (Tatli, Ozbilgin, &Karatas-Ozkan, 2015).

The entomological theory purports that "fined grained and rigid division of labour" is the core aspect of modernity that leads to growth spurt in institutions (Krijnen, 2015; McGrath & Bates, 2017; Tatli et al., 2015).

2.2 Conceptual Framework

Figure 5 Conceptual Framework

Figure 5 shows an Input Process Output (IPO) Framework, where the Input, which consists of the ground handler impact were considered. It includes the Data, which will be gathered. The Output is the result of the study which will be presented in graphical representation of data.
The structure of the paper is as follows. Section 1.1 is the justification of the study from the context of a literature review. Section 1.2 depicts research objectives. Section 1.3 is a definition of the methodology of the paper. Lastly, section 1.4 interprets the results and offers a conclusion.

III. RESEARCH METHODOLOGY AND DATA ANALYSIS

The research is qualitative because it depends on two qualitative concepts, the phenomenology and literatureworks exploration. Phenomenology is part of understanding the turn of events at the Bahrain Airport, it was essential to examine the experiences of different individuals, especially those who have been at the facility over the years. It is critical to understand their experiences and be able to examine the changes along the way.
The study is also quantitative since it applies the questionnaire technique. The questions on the surveys were close-ended scaled questions to achieve quantitative values and conduct results that could be further analysed and evaluated statistically.

Likert scale is a common psychometric scale in questionnaires- based research. It is the most broadly used approach to scaling responses of respondents.

3.1 Data Gathering

The research relied on primary and secondary data to reach various deductions on the impact of theground handling in Bahrain International Airport. There were two critical methods of data collection used for this study, questionnaires and official document exploration. The methods were pivotal in helping bridge the information gap and provide tentative solutions to the problems. The following techniques were used for this study to collect critical data for analysis. This research targeted some of the BIA stakeholders including several organizations who manage and operate the airport as a sample population for the questionnaire. The target sample is the participants who have been working at BIA or the target airline companies for at least 6 years. The participants included the airport authority team, ground handler team, ministry of interior team: including the airport security and immigration, civil aviation team, and personnel from 30 airlines.

3.2 Official document exploration

The researcher has got the permission to look at some of the official documents that are related to the procurement of ground handling equipment such as baggage handling towing tractors, conveyor belt vehicles, high loaders, mobile passenger stairways, aircraft towing tractors, and ground power units (GPU'S).

3.3 Questionnaires

Developing the questionnaires represent the most significant part of this research as it was one of the surest ways to get legitimate information for the specific research deliverables. It is a technique that requires the questions to be sequenced logically in order, permitting a smooth switch from one topic to the next. The developed questionnaires are self-administered where the researcher sent the questionnaires by email to the participants. The tools used to analyse the data is the "Survey Monkey" this tool enables the respondents to answer the questions using his smart phone or computer for ease of use as well as analysis of the result will be faster and in automated way. Closed questions are employed; they are typically easy to analyse but difficult to be constructed. The data collected using the questionnaire were tabulated, analysed, and used to generate a graphical representation of information.

3.4 Data Analysis

The collected data were analysed per question to determine the percentage of the responses to help guide the process of reaching the deductions.

The Formula used to calculate the Mean & Interval:

$$x = \frac{\sum_{i=1}^{n} (x_i * w_i)}{\sum_{i=1}^{n} w_i}$$

Mean:

Interval:

$$= \frac{HV - LV}{No.ofOptions} = \frac{5-1}{5} = \frac{4}{5} = 0.80$$

Interval Range:

Weighted mean	Range	Verbal Interpretation
1	1.00 – 1.80	Very dissatisfied
2	1.81 – 2.60	Somewhat dissatisfied
3	2.61 – 3.40	Neither satisfied nor dissatisfied
4	3.41 – 4.20	Somewhat satisfied
5	4.21 – 5.00	Very satisfied

3.5 Population and Sampling

To determine the population for this study, listed down the major stake holders for Bahrain airport services, the stratified sampling random technique implemented to select the responses. Divide the population into "strata."

Categories	Invited for the questioner	Responses	Responses percentage
Ground Handler	52	29	31.87%
Airport Authority	45	15	16.48%
Ministry of Interior	20	9	9.89%
Civil Aviation	25	8	8.79%
Duty free	10	3	3.30%
Cargo handling	5	1	1.10%
Airline	30	16	17.58%
Other (please specify)	10	10	10.99%
	197	**91**	**100 %**

Table 2. Responses categories

3.6 Findings and Interpretation

Demographics are depicted below:

Gender

Figure 6 Percentage of responses Gender

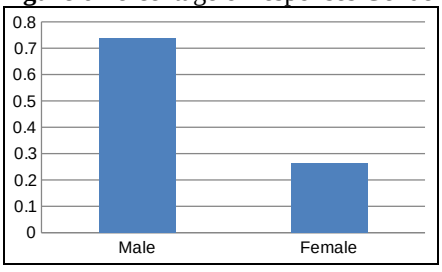


Table 3. Percentage of responses Gender

Answer Choices	Responses	
Male	73.63%	67
Female	26.37%	24
	Answered	**91**

Participation percentage per sector

Figure 7 and table 4 represent the proportions of the involved sectors that respond to the questionnaire. The responses collected prove that the most significant sector in this study is the ground handling sector (combining the cargo handling from outsiders' parties such as DHL Aramix), representing almost the third of the total sectors participated. This is expected since the current ground handling got more than 1500 staff the biggest total number of staff comparing with others who got less than 500 staff in their organizations.

Figure 7 Percentage of responses organizations cargo

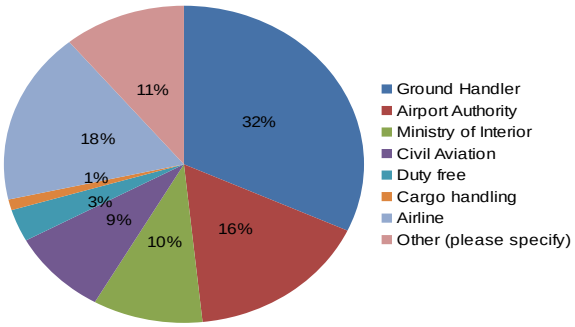


Table 4. Percentage of responses Organizations

Which organization you work with:		
Answer Choices	Responses	
Ground Handler	31.87%	29
Airport Authority	16.48%	15
Ministry of Interior	9.89%	9
Civil Aviation	8.79%	8
Duty free	3.30%	3
Cargo handling	1.10%	1
Airline	17.58%	16
Other (please specify)	10.99%	10
	Answered	91

Age

As demonstrated in Figure 8, the great proportion of the contributors are from 25 to 54 years; noticeably with only 3% for young people and 10% for aged people.

Figure 8 Percentage of responses Age

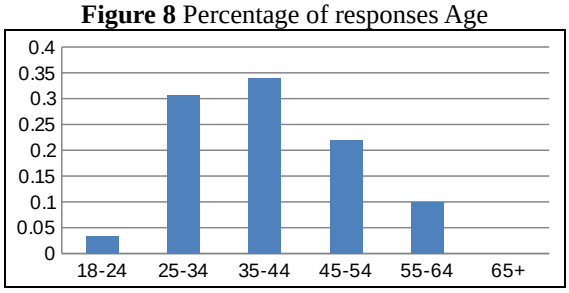


Table 5. Percentage of responses age

Please state your age:		
Answer Choices	Responses	
18-24	3.30%	3
25-34	30.77%	28
35-44	34.07%	31
45-54	21.98%	20
55-64	9.89%	9
65+	0.00%	0
	Answered	**91**

In the questionnaire, several consecutive questions are employed to measure the overall customer satisfaction and how it relates to receiving high-quality ground handling services. The questions are sequenced logically in order, permitting a smooth switch from one topic to the next. In responding to these questions, the following results are obtained.

Figure 9 Percentage of responses overall satisfaction.

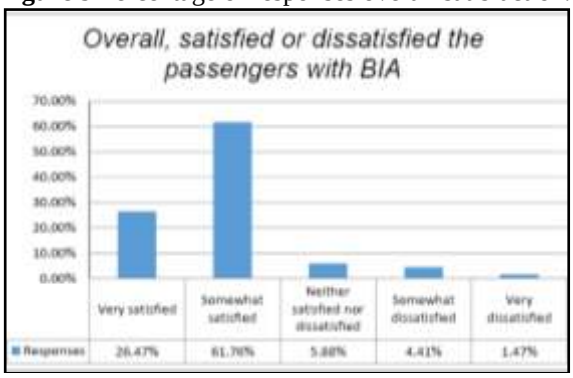


Table 6. Percentage of responses overall satisfaction

Overall, how satisfied or dissatisfied the passengers with BIA?				
Answer Choices	Score	Responses		Weighted Mean
Very satisfied	5	26.47%		1.32
Somewhat satisfied	4	61.76%		2.47
Neither satisfied nor dissatisfied	3	5.88%		0.18
Somewhat dissatisfied	2	4.41%		0.09
Very dissatisfied	1	1.47%		0.01
		100%		
	Overall weighted Mean			**4.1**

The response to the question about the value of money is believed to confirm the credibility of the previous question. affirm that "generally, price, quality, reliability, empathy, responsiveness are the main factors that influence the customer satisfaction and loyalty" (p.9). This can be exemplified by the work of Rajaguru and Rajesh, they conclude that the value for money has a vital role in satisfying customers.

Fig**ure 10** Percentage of responses the value for money

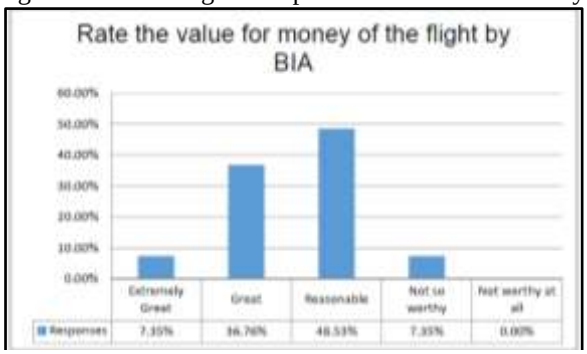


Table 7. Percentage of responses Rate the value for money

If you are a passenger, how would you rate the value for money of the flight by BIA?				
Answer Choices	Score	Responses		Weighted Mean
Extremely Great	5	7.35%		0.4
Great	4	36.76%		1.5
Reasonable	3	48.53%		1.5
Not so worthy	2	7.35%		0.1
Not worthy at all	1	0.00%		0.0
		100%		0.0
	Overall weighted Mean			**3.4**

This question about ground handling services takes a step forward because it goes deeply into asking about the ground handling works.

Figure 11 Percentage of responses describe BIA ground handling services

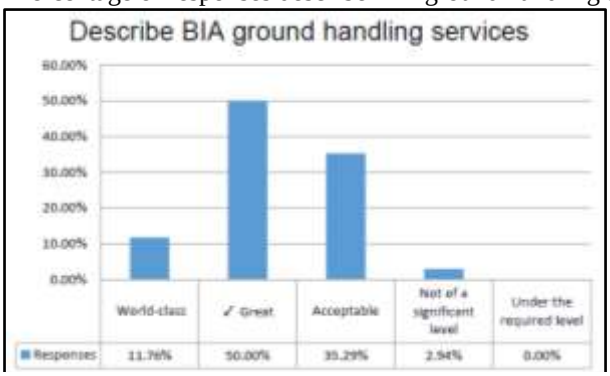


Table 8.Percentage of responses describe BIA ground handling services

How do you describe BIA ground handling services?				
Answer Choices	Score	Responses		Weighted Mean
World-class	5	11.76%		0.6
Great	4	50.00%		2.0
Acceptable	3	35.29%		1.1
Not of a significant level	2	2.94%		0.1
Under the required level	1	0.00%		0.0
		100%		0.0
		Overall weighted Mean		**3.7**

These are promising statistical figures that compliant with a plethora of literature works concerning repeated service use. A thesis carried out by Khadka &Maharjan to analyse the relationship between customer satisfaction and customer relationship; it also analysed the factors that have influences on customer satisfaction and leads to customer loyalty. The recommendations were to improve the service quality to achieve customer retention.

Figure 12 Percentage of responses of repetition of using the BIA Flights

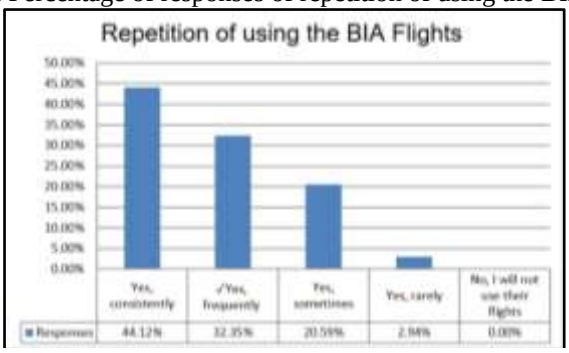


Table 9. Percentage of responses of repetition of using the BIA Flights

If you are a customer, would you use BIA flights again and again?				
Answer Choices	Score	Responses		Weighted Mean
Yes, consistently	5	44.12%		2.2
✓Yes, frequently	4	32.35%		1.3
Yes, sometimes	3	20.59%		0.6
Yes, rarely	2	2.94%		0.1
No, I will not use their flights	1	0.00%		0.0
		100%		0.0
	Overall weighted Mean			**4.2**

Customer Retention Rate.

It is having been arguing that customer loyalty is a prim factor in customer satisfaction. This fact has been proved by several papers that report satisfaction and loyalty as directly related to each other, this is because dissatisfied customers are a seller and satisfied customers are loyal.

Fi**gure 13** Percentage of responses Customer retention rate

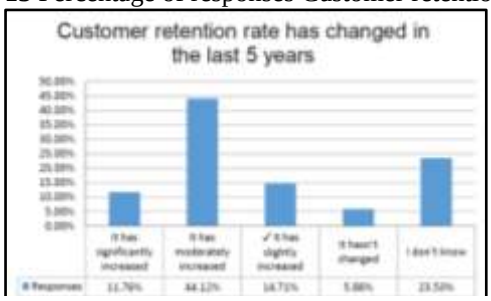


Table 10.Percentage of responses customer retention rate

In your opinion, how customer retention rate has changed in the last 5 years?				
Answer Choices	Score	Responses		Weighted Mean
It has significantly increased	5	11.76%		0.6
It has moderately increased	4	44.12%		1.8
It has slightly increased	3	14.71%		0.4
It hasn't changed	2	5.88%		0.1
I don't know	1	23.53%		0.2
		100%		
	Overall weighted Mean			3.1

Customer Retention

Figure 14 Percentage of responses the significant Services and Customer Retention

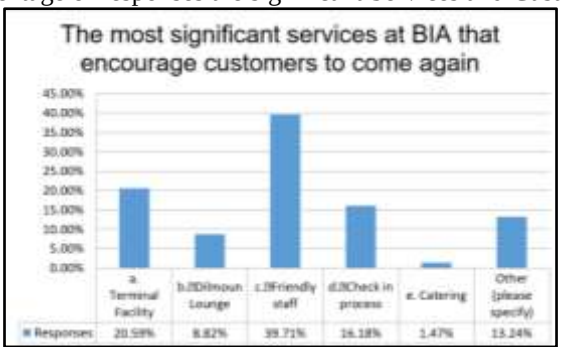


Table 11.Percentage of responses the significant Services and Customer Retention

What are the most significant services at BIA that encourage customers to come again?		
Answer Choices	Responses	
a. Terminal Facility	20.59%	
b. Dilmoun Lounge	8.82%	
c. Friendly staff	39.71%	
d. Check in process	16.18%	
e. Catering	1.47%	
Other (please specify)	13.24%	
	100%	

Today's airlines have shifted the concentration from cost to customer.The purchase of such contemporary and modernized tools has been helping in improving the services quality which leads to customer satisfaction that can directly results in higher customer retention rate. In short , it is said that customer satisfaction comes after service quality .

Thoughts of BIA

Figure 15 Percentage of responses the thinking of BIA

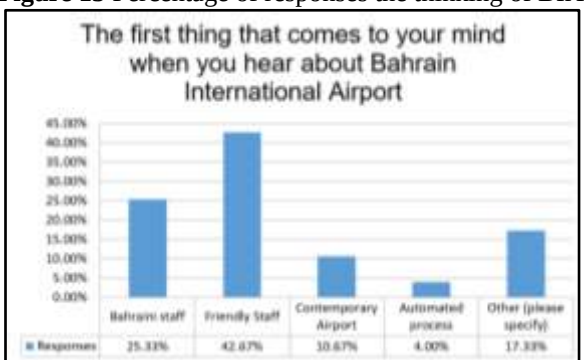


Table 12. Percentage of responses the thinking of BIA

What is the first thing that comes to your mind when you hear about Bahrain International Airport?		
Answer Choices	Responses	
Bahraini staff	25.33%	
Friendly Staff	42.67%	
Contemporary Airport	10.67%	
Automated process	4.00%	
Other (please specify)	17.33%	
	100%	

Brand Image:

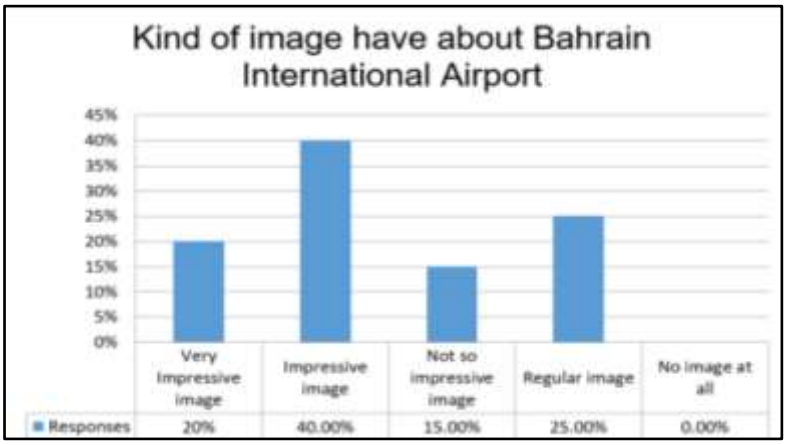


Figure 16 Percentage of responses the image of BIA

Table 13. Percentage of responses kind of image have about Bahrain International Airport

What kind of image do you have about Bahrain International Airport?				
Answer Choices	Score	Responses		Weighted Mean
Very Impressive image	5	20%		1.0
Impressive image	4	40.00%		1.6
Not so impressive image	3	15.00%		0.5
Regular image	2	25.00%		0.5
No image at all	1	0.00%		0.0
		100%		
		Overall weighted Mean		**3.6**

IV. CONCLUSION AND RECOMMENDATIONS

According to the results, the airport should continue updating the services of check-in, boarding, ramp handling, and maintenance, cleaning, catering, and fuelling; plan to purchase and apply the most recent technology-based equipment that make all the customer ‘s experiences at the airport more pleasant; provide regular training sessions for the staff; provide interpersonal skills courses so that the staff can adopt any required change to the pertaining culture at the airport and learn how to be self-motivated; keep the front staff Bahrainis only; and use social media and other marketing technique to promote the advancement occur at the airport and boost the airport’s brand image.

Further studies are recommended like conducting a research that investigates how the staff at the airport deals with different nationalities, to locate any discrimination issue and solve them and carrying out a work handling study to identify theasks that consume much time to then bring some recommendations and solutions.

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