



# The Impact of Applying Talent Management Strategies on Achieving Happiness in the Work Environment: An Applied Study on the Royal Jordanian Airlines Company

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## ABSTRACT

A questionnaire was created to collect data in order to accomplish the objectives of the analysis. The research population consisted of (1669) Royal Jordanian Airlines workers with distinct job titles. The investigator used the simple random sample method of (180) people. The Statistical Kit for Social Sciences (Spss.19) was used, and the analysis drew multiple conclusions, the most important being: the perceptions of members of the study sample of the level of talent management techniques in the researched organization are of a high level, and the perceptions of individuals of the study sample of the level of satisfaction in the work environment in the researched co-operator. The study suggests that the organizational culture within the business be initiated on the basis of talent management techniques and the crystallization of principles that express the concepts of participation and cooperation, collaboration and the diversity of skills due to their positive effect on the achievement of participation and cooperation.

**Keywords:** Talent Management Strategies, Achieving Happiness at Work Environment, Royal Jordanian Airlines

**JEL Classifications:** A10, A19

## 1. INTRODUCTION

Excellence and achievement have become the primary objective of modern companies to continue, expand, advance, and thrive in an evolving and developed economic environment. Investing in human capital has become a core component in increasing productivity in numerous organizations. In order to ensure the correct investment of talent, scientific talent management is of great importance, as talent has become the biggest challenge facing organizations in this period, marked by change, speed, and intense competition, to meet business management requirements.

Talent has become an essential resource for excellence and is in great demand, making talent management strategies, selecting staff, discovering their talents, and developing them as an essential and sometimes crucial factor. Recently, in our functional society,

social philosophy of a positive nature has emerged and steadily emerged in the business sector, where it has become a point of concern for most employers in our society because of its great significance and clear effect on the performance of the work environment and growing productivity levels, which will help to achieve the company's future goals and objectives. Career satisfaction is it.

Based on previous research, this study will aim to understand the impact of talent management strategies at Royal Jordanian Airlines on achieving happiness in the work environment.

### 1.1. Study Problem

The study issue is crystallized by addressing the following central question: What is the effect of talent management techniques on the achievement of happiness in the working atmosphere of Royal Jordanian Airlines?

This question is divided into sub-questions as follows:

1. What is the level of employees' perceptions of talent management strategies at Royal Jordanian Airlines?
2. What is the level of employees' perceptions of achieving happiness in the work environment at the Royal Jordanian Airlines?

### 1.2. Importance of the Study

The importance of the present study is summarized in the following points:

1. To illustrate the degree to which talent management techniques at Royal Jordanian Airlines lead to achieving satisfaction in the work atmosphere and to demonstrate the relevance of this approach to the work of Jordanian organizations.
2. For the Royal Jordanian Airlines Group, the importance of this study also stems from the uniqueness of its subjects. It can arise through the theoretical and intellectual implications that the study can achieve that can benefit from the company's human talents.
3. The relevance of the study also lies in the importance of achieving satisfaction in the work environment, which encourages companies to respond to and adapt to environmental changes to achieve excellence.

### 1.3. Study Hypotheses

The thesis attempts to test the validity of the following assumptions:

Main hypothesis: There is no statistically important effect of talent management techniques in their dimensions (attracting talents, developing talents, retaining talents) at the significance stage ( $\alpha \leq 0.05$ ) in achieving satisfaction at Royal Jordanian Airlines in the work climate.

The first sub-hypothesis: there is no statistically relevant impact at the level of importance ( $\alpha \leq 0.05$ ) of attracting talent as a component of talent management techniques to achieve satisfaction in the working atmosphere at Royal Jordanian Airlines.

The second sub-hypothesis: there is no statistically relevant influence on talent growth as a component of talent management techniques to achieve satisfaction in the working atmosphere of Royal Jordanian Airlines at the level of importance ( $\Delta \leq 0.05$ )

The third sub-hypothesis: At the level of significance (alpha 0.05), there is no statistically significant impact on talent retention as a component of talent management techniques in achieving satisfaction at the Royal Jordanian Airlines Organization in the work environment.

## 2. THEORETICAL FRAMEWORK AND PREVIOUS STUDIES

### 2.1. Talent Management

Company and management organizations across the globe have been competitive and characterized by constant advances and the intensification of heavy competition. Based on this reality, investment in talent became one of the strategies of the company to

be able to compete. Some businesses are seeking to recruit highly qualified and professional workers at the end of the last century, maintaining and improving their human capital until they become part of the new management structures in the 21<sup>st</sup> Century. Instead of handling human capital, this stage was the beginning of the rise of human talent management (Siam, 2013).

The experiences of German, Japanese, Chinese and Malaysian, and many other countries show that the development of human-resources units within the structure is not only a means of achieving excellence among businesses but also a means for developing strategic programs to increase a talented population (Ghayat, 2013).

### 2.2. Talent Management Concept

The talent management idea emerged in the early 90s, as corporations experimented with this idea and its dimensions, leading to the relationship between business and management, and therefore the concept of human resources management and thus the concept of human talent management. The concept of talent management was introduced. There are many meanings of this (Hills, 2009). The definition of talent management varied among researchers.

Horvathova (2011) described the organization as a collective of acts to achieve the goals of existing and potential organizations, with the goal of recruiting, developing, empowering, and retaining talented workers.

Waheed et al. (2012) described talent management as a collection of management systems focused on defining the organization's most important functions, which help to achieve the goals of the organization by recruiting the right people to perform them efficiently and effectively.

Uren and Samuel (2007) identified it as "a series of steps and appropriate administrative procedures to recognize, attract, disseminate, and grow talent."

"The study defines talent management from previous definitions as" a collection of strategies and practices that business organizations design in order to attract, grow, empower and retain talented individuals and allow them to be highly efficient.

### 2.3. Importance of Talent Management Strategies

Talent management's key concept is to cultivate the human capital required to achieve company strategic goals by making efforts to align employees' strengths and expertise with current and potential business needs. The relevance of techniques for talent management is also illustrated in the following points: (Siam, 2013).

1. The identification and attraction of the best components of the workforce and its development, motivation, and sustainability.
2. Concentrating on spiritual elements in order to accomplish the company's objectives.
3. Emphasis on strategically relevant career roles.
4. Determine the names of critical position replacements and explore the sufficient energies.
5. Avoid job interruption due to the abrupt withdrawal of the inhabitants from the company's strategically critical positions.

## 2.4. Objectives of Talent Management Strategies

The objectives of techniques for talent management are as follows: (Saleh and Saad, 2012).

1. Strategic attraction of talented people by anticipating potential demands for leadership and acknowledging their multiple talents and competencies.
2. By attracting experienced talent, reducing high costs.
3. Holding the company's key talents.
4. Measuring the success of training by metrics for skilled individuals such as turnover.
5. Creating a working atmosphere that requires responsible workers who are able to endure job stresses.
6. Annual assessments and audits are performed on an ongoing basis to assess the talent, its turnover rate, available assets, and the appropriate requirements.

Talent management strategies:

1. Talent attraction strategy

In order to recognize the potential needs of talent that the corporation lacks at all levels, corporate entities adopt a strategy of recruiting individuals. The emphasis is on the standard of talents, abilities, skills, and information that are used when the organization wants to dispense and dispense.

Some of the existing staff are retired; this is in accordance with company job methods and plans.

The aim of planning business organizations to recruit talented individuals is to position the right talent in the right place at the right time by offering the required benefits and incentives at all levels of business organizations, this strategy has become one of the main features of business organizations to gain competitive advantage by gaining organizational skills. And Abu Dawla, 2015, (Al-Jarrah).

## 2.5. Talent Development Strategy

The method of cultivating talent through training itself is known to be an integrated mechanism used by the organization to improve and educate employees' performance and promote their current or potential positions and employment. Talent training programs concentrate on enhancing skills and abilities; these programs rely on performance assessment to determine the training needs required, as talented individuals are interested in developing themselves by enhancing their current performance and achieving their potential goals within business organizations (WhitePaper, 2008).

## 2.6. Talent Placement Strategy

Enterprise organizations, which need people to change to new roles, aim for continued growth and change; and the process of talent replacement is an essential feature that enables managers and individuals to forecast appropriate employment contestants that need to be in line with business strategies so that managers can recognize and react to needs (Bersin, 2006).

## 2.7. Happiness at Work

Routine and repetition predominate in the everyday life that individuals experience in communities. When the work

environment is burdened with many burdens that reduce its efficiency and the level of success of the tasks (Michelson, 2011; White and Dolan, 2009), there are many responsibilities, needs, and expectations that make the individual worker, it is imperative to introduce suitable solutions in business organizations within the work environment that reduce these burdens and build the burden.

One of the contemporary administrative ideas that have been the key subject of many studies (Dolan, 2008; Lyubomirsky, 2005) is the idea of satisfaction at work because of its effect on the work environment of business organizations.

The organization's employees spend more than a third of their lives at work. Since work is the main focus of their lives, if the company wishes to benefit from their thought and imagination, it is crucial to research the work environment and have suitable conditions inside it for these individuals (Meyers, 2007; Dik and Duffy, 2008; May, Gilson and Harter, 2004; Olivier and Rothmann, 2007; Wrzesniewski and Tosti, 2005).

The definition of workplace happiness refers to how the organization and senior management provide employees with an acceptable and suitable working atmosphere that makes them distinguished leaders with organizational loyalty and true allegiance to the organization that makes it a leading organization in its field. One of the essential factors for defining the organization across different administrative and leadership patterns, such as applying leadership through empowerment and other approaches, is to provide well-being within the organization.

In other words, if it is converted into a daily routine in the work environment, satisfaction in the work environment and its performance for employees would be optimistic and successful. The negative emotions arising from exhaustion at work or different work stresses are controlled by positive emotions (Olsson, 2013).

The definition of workplace happiness consists of two key components, namely: a cognitive component and an emotional component; the cognitive component involves the decision or impression of the workers in the company about the satisfaction with the company and the working atmosphere within it, in addition to the evaluation of the working life conditions within it.

As it refers to the positive and negative thinking or mood encountered by staff in general for the emotional aspect of satisfaction at work, in addition to incidents or emotional circumstances encountered by employees in the work atmosphere and associated behavior or reactions such as stress or the size of the effect and other factors (Schwarz, 2009; Busseri and Sadava 2011).

In addition, other studies such as (Russell, 2003) have shown that workplace happiness is directly linked to two main factors: kindness or satisfaction with coping with the working environment and discontent among employees of the organization.

It is necessary to say, however, that the factors influencing satisfaction at work are closely linked to several factors. Until we understand the

leadership or management style implemented in the organization and the transition in the work atmosphere as the surrounding circumstances change from one atmosphere to another and from one organization to another, we cannot judge the level of happiness at work, which affects the degree to which happiness at work is accomplished with all its foundations, whether cognitive or emotional.

This is supported by (Ettema, 2010), where he showed that achieving workplace satisfaction is closely linked to the form and quality of work, the period or shortness of work, and the reactions of workers vary depending on the nature of their work and the efforts they produce. Physical effort-requiring work varies from the nature of work that only requires mental effort. On the basis of the above, it can be said that business organizations are characterized by investing human capital and how to use it to achieve the organization's priorities and goals at all administrative levels, so organizations need to pay attention to this resource and reduce the regular stresses to which workers are subjected, whether they are environmental-related.

### 3. PREVIOUS STUDIES

The main objective of the current research is to test six hypotheses which have been drawn from the examination and analysis of previous studies concerning the relationship between talent management practice and the findings arising from the study (Al-Harbi and Muhammad, 2019) The study was "the relationship among the talent management practices of Saudi banks in the Tabuk region with their findings." 140 employees and managers employed at 12 of the Saudi banks in the Tabuk area collected the study results. Four factors of talent management practices were reached by using the two approaches of exploratory factor analysis and confirmatory factor analysis, namely needs preparation, succession, career path, recruiting, selection and retention, motivation and performance management, ultimately training and growth, and two factors arising from the application of talent management, which is internal talent management. Finally, statistics were found in the report.

The research of (Al-Manajah, 2018), entitled: "The Effect of Empowerment Leadership on Happiness at Work: The Role of Career Refinement as a Mediating Variable-An Applied Research on Universities in Southern Jordan," the study sample consisted of (325) faculty members working in universities in southern Jordan. The descriptive and analytical approach was used to achieve the purpose of the analysis by creating a questionnaire. The results of the study showed that empowerment leadership does not have a direct, statistically meaningful impact on happiness in the university work environment, as it appears that the impact is minimal, as the approximate value was (0.17) with a high standard error of (0.073) and that there is a direct effect between empowerment leadership and happiness at work through the intermediate variable of The study proposed a series of recommendations, the most important of which are: the implementation of new programs and training workshops by universities that strengthen.

"Study of (Al-Amiri, 2017), entitled:" The relationship of work aspects among employees in public and private schools in Al-Ain town to the level of job satisfaction and job happiness rates. The researchers used a referenced questionnaire to accomplish the aims

of the report, verifying the validity and reliability of the questionnaire. The results of the statistical analysis revealed that the percentage of work satisfaction and happiness is somewhat high. The findings also suggested that the degree of happiness and the degree of satisfaction have a positive, solid, and statistically significant relationship.

The findings also suggested that the degree of happiness and the degree of satisfaction have a positive, solid, and statistically significant relationship. That is, the higher the level of job satisfaction, the greater the degree of job satisfaction, and the lower the degree of job satisfaction, the lower the degree of job satisfaction. In addition to the inverse relationship between education level, age, and years of experience with each of the degrees of job satisfaction and job happiness, the findings also showed that the degree of job satisfaction in public schools is lower than in private schools and that the degree of job satisfaction among males is greater than that of females. That is, the higher the employee's level of education, age, and years of experience, the lower the level of work satisfaction and job satisfaction they have. The findings of the statistical study also showed that the main aspects of the job related to prospects for advancement, rewards, incentives, and incentives.

The study (Khalifa, 2017) entitled: 'The effect of Talent Management on creativity at Kuwait Commercial Banks.' The aim of this study was to evaluate the effect of talent management in Kuwait's commercial banks on creativity. The investigator developed a questionnaire to collect primary data from the component research sample consisting of (171) individuals in order to achieve the goals of the research. In evaluating its hypotheses, the research followed descriptive and empirical methods. The study has achieved a variety of findings and the most prominent are: the presence of a statistically significant impact of talent management represented by creativity in Kuwaiti commercial banks (selecting talented individuals, creating talented individuals, and retaining talented individuals) and the lack of a significant statistical impact of the strategy of recruiting talented individuals to achieve creativity in Kuwaiti commercial banks.

The research Al-Kasasbeh (2016) was endowed with the theme "The effect of talent management and organization-oriented learning on the sustainability of zain;" this research was designed for evaluating the impact of talent management and organizational learning on the sustainability of zain.

### 4. METHOD AND TOOLS

The analysis was based on the descriptive and analytical method, which involved the analysis of a desk using references and sources to construct the theoretical context of the research, the creation, and dissemination of a field survey for data collection with the study tool (questionnaire).

Population and sample:

2. Study

According to Human Resources Department figures, the research population consisted of (1669) Royal Jordanian Airlines workers

with various job titles. The research questionnaire was distributed among the targeted members of the sample using the simple random sample process, the number of which reached (180) individuals. (160) questionnaires, reflecting (89 percent) of the total distributed questionnaires, were retrieved. Table 1 indicates the features of the research sample in terms of gender, age, and experience.

#### 4.1. Description of the Characteristics of the Study Sample

This section provides a summary of the personal data concerning the study participants, namely: (gender, training, employment experience). The following tables display the effects of the descriptive statistics of the research sample characteristics.

We notice from Table 1 that the percentage of males in the Royal Jordanian Airlines sample is the highest, as their percentage reached (61.7%), while the percentage of females was about (38.3%) of the total sample.

Table 1 also indicates that 4.19% of the study sample are diploma holders. In comparison, 72.2% of the sample are holders of a bachelor's degree, and 8.3% of the sample are master's holders, reflecting the interest of the Royal Jordanian Airlines in appointing university degree holders in administrative positions.

The results presented in Table 1 indicate that 28.3% of the study sample has <1 year of experience and that 21.1% of the study sample has 5 years of experience and above, while 13.3% of their experience ranges between ten years or more, the largest percentage of the sample, whose experience ranges from 1 year to <5 years, is 37.2% of the total sample.

Study tool and methods of collecting data and information:

A questionnaire was developed based on Likert's five-volume scale consisting of five options, ranging from completely agree to never agree, with relative weight (1-5).

The questionnaire was divided into two main groups: the first concerned with the respondents' personal and occupational data, and the second with the core of the subject of the research.

It includes a set of items that relate to three main axes of the independent variable (talent management strategies), which are:

**Table 1: Describe the characteristics of the study sample**

Variable	Category	Repetition	Percentage
Gender	Male	111	61.7
	Female	69	38.3
	Total	180	100.0
Qualification	Diploma	35	19.4
	Bachelor of MA	130	72.2
		15	8.3
	Total	180	100.0
Job experience variable	<1 year	51	28.3
	From 1 year to <5 years	67	37.2
	From 5 years to <10 years	38	21.1
Gender	10 years or more	24	13.3
	Total	180	100.0

talent acquisition, talent development, talent retention. It will also include several items covering the dependent variable (happiness in the work environment).

Tool reliability: The reliability coefficient was extracted according to the Cronbach alpha equation to ensure the internal consistency in its final form, and for each variable in all its dimensions, the reliability values were high and indicated the reliability and consistency between the tool items, the following Table 2 shows the values of the reliability coefficient.

#### 4.2. Statistical Treatment

The research used statistical analysis (Spss, 19) to define the characteristics of the sample based on frequencies and percentages for responding to questions. The statistical analysis was performed using a statistical approach. The arithmetical means, standard deviations, matrix coefficient of correlation, regression analysis, and one-way variance analysis (ANOVA) were used.

##### 4.2.1. Presentation and discussion of findings and recommendations

The following is a presentation of the results of the descriptive statistics of the data, which is the value of the arithmetic means and standard deviations of the study dimensions and the items that make up each dimension.

##### 4.2.2. Answer of the study question

The answer to the first question: What is the level of respondents' perceptions of the concept of talent management strategies in its dimensions (talent attraction, talent development, talent retention), from the viewpoint of the employees of the Royal Jordanian Airlines Company?

The statistical data in Table 3 indicate that the dimensions of the independent variable (talent management strategies) were high with arithmetic mean (4.15), it ranked first after attracting talents with an arithmetic mean (4.22), followed by the talent development dimension with arithmetic mean (4.13). In the last rank came talent retention with a mean of (4.11).

The results indicate that the variable dimensions of talent management strategies were found in the researched company at a high degree.

The following is a detailed overview of the level of each of these dimensions.

**Table 2: The values of the stability coefficients and internal consistency of the study variables**

Item No.	Dimension	Reliability coefficient (Cronbach's alpha)
1-5	Attracting talent	976
6-11	Talent development	973
12-16	Talent retention	972
	Independent variable (talent management strategies)	965
	The dependent variable (achieving happiness in the work environment)	974

First: Perceptions of study sample individuals of the attracting talent dimension.

Table 4 indicates that the perceptions of the study sample members of the dimension of attracting talents were high, with the arithmetic mean (4.22) and a standard deviation of (0.82). The table also indicates that item (5) which states: The gifted are subjected to appropriate tests to measure the talents' abilities before appointment "came in first place with arithmetic mean (4.35) and a standard deviation (0.91), while item (1) which states." The company has a clear and specific strategy in attracting talents based on competencies and experiences "ranked last with arithmetic mean (4.06) and a standard deviation (1.09).

Second: Perceptions of study sample individuals of the talent development dimension.

Table 5 shows that, as the arithmetic mean (3.75) and the standard deviation (0.53), the level of understanding of the research sample regarding the items of the talent production variable was high. The table also reveals that item (7), which states: 'The organization offers external instruction to talented individuals through scientific conferences, "came first with arithmetic mean (3.92) and a standard deviation (0.93), while item (10) states that "management includes talented individuals in decision-making," ranked last with arithmetic mean (3.61) and a standard deviation (1.03).

Third: Impressions of the research sample of the retention factor of talent:

Table 6 shows that, with a mean of (4.05) and a standard deviation (0.92), the overall mean of the respondent's expectations of the talent retention variable as a component of talent management strategies at Royal Jordanian Airlines came to a high level. Item No. (12). "The organization aims to minimize the turnover rate of its talented workers" was ranked first with an arithmetical mean of (4.12), while item No. (13). "The company offers material and moral rewards to talented individuals" was ranked last with an average of (4.0) among the items of this dimension. The response to the second question: From the point of view of the workers of the Royal Jordanian Airlines Group, what is the extent of the expectations of respondents about the idea of achieving happiness in the work environment?

Table 7 indicates that the perceptions of the study sample about the level of happiness in the work environment at the Royal Jordanian Airlines Company were high, with the arithmetic mean (4.07) and the standard deviation (0.84). As for the item level, the perceptions of the study sample were high.

The table also indicates that item (17), which states "I find myself happy when I complete my work and do my tasks," came in first place with arithmetic mean (4.34) and a standard

**Table 3: Arithmetic means and standard deviations of the study sample's perceptions of talent management strategies**

Sequence of item	Talent management strategies	Mean	Standard deviation	Rank	Level in relation to the Mean
1-5	Attracting talent	4.22	82	1	High
6-11	Talent development	4.13	86	2	High
12-16	Talent retention	4.11	91	3	High
16-1	Total average	4.15	83	-	High

**Table 4: The arithmetic means and standard deviations of the perceptions of the study sample to the items of the talent attraction variable**

Item No.	Item	Mean	SD	Rank	Level
1	The company has a clear and defined strategy in attracting talent based on competencies and experience.	4.06	1.09	5	High
2	The company searches for people with experience, competence and competencies to fill important senior positions.	4.26	0.93	3	High
3	The company's management adopts a culture of employing people with expertise and competencies of talented and creative people.	4.12	1.00	4	High
4	The company is interested in merging the talents attracted with the talents it has.	4.28	0.93	2	High
5	The gifted are subjected to appropriate tests to measure the talents' abilities before hiring.	4.35	0.91	1	High
	Overall average	4.22	0.82	-	High

**Table 5: Arithmetic means and standard deviations of the study sample's perceptions of the talent development dimension**

Item No.	Item	Mean	SD	Rank	Level in relation to the mean
1	The company provides continuous learning opportunities for employees.	3.88	0.94	2	High
2	The company's management provides a lot of modern technologies for talented people for more creativity and innovation.	3.92	0.93	1	High
3	The company identifies the strengths and weaknesses of its employees in order to enhance them.	3.74	0.98	3	High
4	The company creates the appropriate environment for the work of talented individuals.	3.69	1.00	4	Average
5	The administration involves talented individuals in decision-making.	3.61	1.03	6	High
	The company provides an opportunity for talented people to develop new services on their own.	3.63	0.99	5	Average
6-11	Total average	3.74	0.53	-	High

**Table 6: The arithmetic means and standard deviations of the study sample’s perceptions of the talent retention dimension**

Item No.	Item	Mean	SD	Rank	Level in relation to the mean
12	The company strives to reduce the turnover of work for its talented employees.	4.12	0.99	1	High
13	The company provides material and moral incentives to talented individuals.	4.00	0.99	5	High
14	The company follows the implementation of flexible work arrangements for talented employees.	4.11	0.98	2	High
15	The company focuses on having talented people in all administrative levels.	4.03	1.06	3	High
16	It motivates the subordinates to make good proposals for work	4.01	1.04	4	High
12-16	Overall average	4.05	0.92	-	High

**Table 7: The arithmetic means and standard deviations of the perceptions of the study sample individuals to achieve happiness in the work environment**

Item No.	Item	Mean	SD	Rank	Level in relation to the mean
17	I find myself happy when I get my work done and do my job.	4.34	0.87	1	High
18	I believe that the work environment Helps me accomplish my tasks efficiently and creatively.	4.20	0.92	2	High
19	I find I have an inner desire and a psychological drive to improve my work.	4.17	0.86	4	High
20	I have the ability to inspire myself, inspire others, and motivate them to work in a team spirit.	4.19	0.87	3	High
21	We cooperate at work when any of us face a problem at work.	4.11	0.93	7	High
22	There is mutual appreciation between the workers themselves and between workers and management in the work environment.	4.09	0.97	8	High
23	There is a spirit of joy and delight in the work environment upon reaching Goals and achieving a specific achievement.	4.14	0.99	5	High
24	I see that there is fairness in the work environment which makes me happy and satisfied.	4.12	0.99	6	High
16-24	Overall average	4.07	0.84	-	High

deviation (0.87), while item (22) which states “There is mutual respect between workers themselves and management in the work environment” ranked last, with arithmetic mean (4.09) and a standard deviation (0.9).

### 4.3. Test Hypotheses of the Study

Before the regression analysis began to test the research hypotheses, several experiments were carried out to ensure that the data matched the assumptions of the regression analysis as follows: by using the variance inflation factor (VIF) and tolerance factor (VIF) experiments for each variable, it was verified that there was no high correlation between the independent variables (Multicollinearity). By calculating the skewness coefficient, the normal distribution takes the view that if the value of the skewness coefficient is <1, the data matches the normal distribution. Table 7 shows the outcomes of these experiments.

The value of the skew coefficient of the variables was determined to check the assumption of a normal distribution of the results. Furthermore, Table 8 shows that the value of the skew coefficient was less than (1) for all the study variables. There is, therefore, no particular issue relating to the normal distribution of data from the analysis.

#### 4.3.1. Results of the test of the main hypothesis

Primary hypothesis: There is no statistically significant impact at the significance level ( $\alpha \leq 0.05$ ) of talent management strategies in its dimensions (attracting talents, developing talents, retaining talents) in achieving happiness in the work environment at Royal Jordanian Airlines.

**Table 8: Test of variance inflation factor, permissible variance, and skewness**

Sub dimensions	VIF	Tolerance	Skewness
Attracting talent	4.433	0.226	-1.22
Talent development	5.773	0.173	-1.23
Retain talent	6.320	.153	-1.13

Table 9 shows the validity of the model for testing the study hypotheses, given the high value of calculated (F) over its tabular value at the level of significance ( $\alpha \leq 0.05$ ) and degrees of freedom (4, 419), as the dimensions of talent management strategies explain (82%) of the variance in the dimension (achieving happiness in the work environment), accordingly, we can test the hypotheses of the study as follows:

The first sub-hypothesis:

There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of “attract talent” as a dimension of talent management strategies in achieving happiness in the work environment at Royal Jordanian Airlines.

The statistical data in Table 10 indicate that there is a statistically significant impact of the variable (attracting talent), on the variable (achieving happiness in the work environment in the Royal Jordanian Airlines Company), based on the calculated value of (t) of (27.66) and the level of significance ( $\alpha \leq 0.000$ ), which is statistically significant at the level of significance ( $\alpha \leq 0.01$ ), which requires the rejection of the null hypothesis of this variable,

which states that there is no statistically significant impact of the variable (talent attraction), on the variable (achieving happiness in the work environment at the Royal Jordanian Airlines), and accepting of the alternative hypothesis which states that there is a statistically significant impact of the variable (talent attraction) on the dependent variable (achieving happiness in the work environment in the Royal Jordanian Airlines Company).

The second sub-hypothesis: There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) of talent development as a dimension of talent management strategies in achieving happiness in the work environment at Royal Jordanian Airlines.

The statistical data in the Table 11 indicate that there is a statistically significant impact of the variable (talent development), on the variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company), based on the calculated value of  $(t) = (29.23)$  At the level of significance ( $\alpha = 0.000$ ), which requires the rejection of the null hypothesis of this variable, which states that there is no statistically significant impact of the variable (talent development), on the variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company, and the acceptance of the alternative hypothesis which states that there is a statistically significant impact of the variable (talent development) on the variable (achieving happiness in the work environment in the Royal Jordanian Airlines Company).

The third sub-hypothesis: There is no statistically significant impact at the level of significance ( $\alpha \leq 0.05$ ) for talent retention as a dimension of talent management strategies in achieving happiness in the work environment at Royal Jordanian Airlines.

The statistical data in Table 12 indicate that there is a statistically significant effect of the independent variable (talent retention), on the dependent variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company), based on that the calculated value of  $(t) = (35.43)$ , at the level of significance ( $= 0.000$ ), which requires the rejection of the null hypothesis of this variable, that states that (there is no statistically significant impact of the variable (talent retention), on the variable (achieving happiness in the work environment in the Royal Jordanian Airlines Company), and accepting of the alternative hypothesis that states that there is a statistically significant impact of the variable (talent retention), on the variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company).

## 5. DISCUSSION

1. The results indicated that the perceptions of the study sample of the level of implementation of talent management strategies in Royal Jordanian Airlines are of a high level. This is due to the company's success in developing and attracting talented people, which will positively reflect on the strategic flexibility in the future.
2. The results indicated that the perceptions of the study sample of the level of achieving happiness in the work environment at the Royal Jordanian Airlines Company are of a high level.
3. The results indicated that the degrees of the correlational relationship between talent management strategies and achieving happiness in the work environment in a dimensional, individual manner and in a holistic societal manner, where the values of correlational coefficients were significant and positive, this indicates the extent of the strong positive

**Table 9: Results of analysis of variance of regression to confirm the validity of the model to test the hypotheses of the study**

Dependent variable	Source	Modified (R <sup>2</sup> )	Degrees of freedom	Sum of squares	Average e of square	The calculated (F) value	(F) Level of significance
Achieving happiness in the work environment	Regression	0.82	4	246.8	61.71	473.004	00000
	Error		419	54.66	0.130		

\*Statistically significant at ( $\alpha \leq 0.05$ )

**Table 10: Results of simple regression analysis of the test impact of the independent variable “talent attraction” on achieving happiness in the work environment at royal Jordanian airlines**

Independent variable	B	Standard error	Beta	Calculated (t) value	The significance level of (t)
Attracting talent	0.83	0.50	0.80	27.66	0.000

\*Statistically significant at ( $\leq 0.05$ )

**Table 11: Results of simple regression analysis to test the impact of the independent variable (talent development) on (achieving happiness in the work environment at Royal Jordanian Airlines)**

Independent variable	B	Standard error	Beta	Calculated (t) value	The significance level of (t)
Talent development	0.80	0.500.49	0.82	29.23*	00000

Statistically significant at ( $\alpha \leq 0.05^*$ )

**Table 12: Results of simple regression analysis to test the impact of the independent variable (talent retention) on (achieving happiness in the work environment at Royal Jordanian Airlines)**

Independent variable	B	Standard error	Beta	Calculated (t) value	The significance level of (t)
Retention of talent	0.79	0.42	0.87	35.43*	00000

\*Statistically significant at ( $\alpha \leq 0.05$ )

proportional relationship between the whole independent variable and the whole dependent variable.

4. The results indicated that there is a statistically significant impact of the variable (talent attraction) on the variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company). This result is explained by the fact that the availability of talent attraction reflects positively and morally on the level of happiness in an environment the work.
5. The results show that there is a statistically significant impact of the variable (talent development) on the variable (achieving happiness in the work environment at Royal Jordanian Airlines), and what explains this result is that the availability of talent development as a dimension of talent management strategies often enhances the conditions of workers and make them interact positively and feel of their importance as an effective element in the organization, which encourages them to express their opinions and suggestions in all matters of concern. All this enhances the commitment of the workers ethically, personally, and morally towards the values and goals of the organization, which drives them to make more efforts to achieve the goals of these departments.
6. There is a statistically significant impact of the independent variable (talent retention) on the dependent variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company); this result is attributed to the Royal Jordanian Airlines' keenness to support personal creativity and provide the appropriate climate for scientific research, which contributes to developing the capabilities of the gifted personnel, and offering material and moral incentives to talented individuals in order to retain them. The statistical data in the Table 11 indicate that there is a statistically significant impact of the variable (talent development), on the variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company), based on the calculated value of  $t = (29.23)$  At the level of significance  $(\alpha = 0.000)$ , which requires the rejection of the null hypothesis of this variable, which states that there is no statistically significant impact of the variable (talent development), on the variable (achieving happiness in the work environment at the Royal Jordanian Airlines Company, and the acceptance of the alternative hypothesis which states that there is a statistically significant impact of the variable (talent development) on the variable (achieving happiness in the work environment in the Royal Jordanian Airlines Company).

## 6. RECOMMENDATIONS

Depending on the previous results, the current study provides the following recommendations.

1. Starting to create an organizational culture within the company based on talent management strategies, and crystallizing values that express the concepts of participation and cooperation, working as a team and the diversity of skills because of their positive impact on achieving happiness in the work environment.
2. Creating a department concerned with talented people in the company and encouraging the investment of talents, and the

existence of an objective evaluation mechanism (digital) to distinguish talented people, and to rely on advanced and varied selection methods that measure competence from several aspects.

3. Activate teamwork by creating formal and informal work teams in the administration.
4. Coordination between managers and workers at all administrative levels to discuss and exchange views on changes, in a way that leads to the development of a climate of mutual trust between management and workers, and encourages communication in all directions and participation between workers in decision-making.
5. Spreading the concept of happiness at work by providing a suitable and appropriate work environment for workers that makes them distinguished leaders with organizational loyalty and true affiliation to the organization.
6. Emphasis on conducting more scientific studies on the subject of the current study to include other organizations and samples in order to circulate their results and make recommendations regarding them.

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