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The Relationship Between Talent Management Practices and Employee Well-Being: A Case Study of Emirates Airlines

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Abstract: Talent management has become a crucial strategic component for organizational operations in competitive industries such as airlines. The absence of effective talent management can negatively impact employee well-being, which in turn affects service quality. Moreover, the growing scarcity of skilled professionals presents a significant challenge for medium and large companies, leading to a shortage of qualified candidates. This study focuses on the link between Emirates Airlines' employee happiness and talent management. 450 workers at the airline's headquarters were questioned using a standardized questionnaire as part of a quantitative methodology. A basic random sampling procedure was utilized to ensure objective data collection. SPSS software was used to analyze the data and determine the hypothesized correlations. The findings indicate that talent management significantly influences employee happiness, highlighting the importance of strategic Human Resource practices in fostering a motivated workforce. This study expands the theoretical understanding of talent management by exploring its direct impact on employee well-being, an area that remains underexplored in the airline industry. Additionally, the findings provide practical implications for airline companies, emphasizing the critical role of HR managers in attracting, developing, and retaining talents to ensure both employee satisfaction and organizational success.

Keywords: Talent Management, Employee Happiness, Airline Industry, Human Resource Management, Organizational Behavior

1. Introduction

Nowadays, in competitive and rapidly changing business settings, how to successfully recruit and choose the appropriate people for the right roles is a crucial problem for modern firms (Sun et al., 2019). The airline industry's Human Resource managers are experiencing significant challenges as a result of the recession. On the one hand, a scarcity of talented people becomes a big challenge for large and medium companies which resulted in an unprecedented shortage of candidates who fit the job requirements. This scenario shows the substantial role of talent management which allows firms to hire those with the best talent or potential skills from a large number of candidates to the job. In addition, the absence of effective talent management. Therefore, companies are losing their best qualified staff (Hewa 2018). At present, many airlines do not prioritize talent management as a key strategy for future success, and there are no measures in place to address the aviation industry's talent shortfall. To that end, talent management must become part of companies working in the airline industry in order to maintain success (Reham et al., 2019). Based on these arguments, the aim of this study is to identify the relationship between talent management practices and employee happiness in Emirates Airlines. According to Groenewald et al. (2024), talent management is the process by which a company develops a strategy for the use of Human Resources in order to optimize the resources that are accessible from its talent pool. A complete approach that incorporates resources for hiring, training, connecting with, and keeping exceptional, talented workers is necessary for effective personnel management (Battisti et al., 2023). Talented people have diverse features, abilities, or talents that help organizations achieve their goals (Sheehan et al. 2018). In an era of rapid advancement in almost every aspect of life and technology, the demand for talent necessitates a continuous development strategy that comprises investing in talented individuals or competent personnel to achieve the organization's long-standing goals (Shah & Ayub, 2021). As a consequence, talent management combines talent and management expertise (Elhanafy & El Hessewi, 2021). In other sense, talent management helps organizations address major market challenges by fascinating a

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talented workforce, developing present employees, retaining skilled personnel, evaluating performance, improving work environment, cultivating an innovative culture within the organization, and implementing the most effective practices that preserve talented employees and foster their loyalty to their companies (Mitosis et al., 2021).

To gain and sustain a competitive advantage in the future, organizations must focus on specific practices in their human capital management (Adero & Odiyo, 2020; Almohtaseb et al., 2020). Talent evaluation and assessment, internal talent segmentation and nomination, talent development, and retention are methods used to systematically identify important professions in order to create a talent pool for specific job opportunities. Furthermore, skilled employees who contribute to the achievement of the organization's strategic goals and long-term competitiveness should be part of talent management to find employees who have the skills and competencies required to ensure the company's long-term survival and extreme well-being (Nakato et al., 2020). Accordingly, maximizing talented people inside a business requires development planning and assistance, career development, workforce planning, performance management, succession decision analytics, targeted selection talent evaluations, and recruiting. (Kaewnaknaew et al., 2022). Furthermore, intense market rivalry has prompted companies to reexamine their operational processes recruiting the candidate who fit the job (Alzahmi et al., 2021). As a result, many CEOs and HR managers are concerned about the shortage of talented people in their company, some reports revealed that more than 75% of CEOs recognized a scarcity of important skills and talents as a possible threat to their company's development prospects (Groysberg & Connolly, 2015; McDonnell et al., 2017; Bhalla et al., 2018).

2. Literature Review

2.1 Talent Management in the UAE

Organizations work in a diversified environment, like the UAE market, which is supported by a strong government vision and practical policies that have made the UAE known as a destination that attracts talent. Nonetheless, a two-tier structure, one for Emirati citizens and one for foreigners, appears to have an influence on talent management and development. The dilemma is whether the UAE can grow using its current personnel management and development strategies or if a more strategic approach is required to fulfill the expectations of both individuals and businesses while resolving current talent management and development issues (Dirani et al., 2018). Training and development constitute essential components of the talent management process, playing a pivotal role in the professional growth of both UAE nationals and expatriates. Additionally, these initiatives significantly contribute to enhancing organizational performance within the country (Al Suwaidi, 2014). The capacity to attract, develop, and retain qualified personnel has developed as a significant concern for organizations throughout the world, highlighting the considered significance of good talent management techniques in maintaining a competitive edge (Gallardo-Gallardo et al., 2020). Nowadays, the perspective on talent management activities varies per organization. A healthy and stress-free workplace, professional growth opportunities, constant training, an open atmosphere for employees' new ideas, and a clear talent management plan are all required in UAE companies (Kaleem, 2019). To stress what researchers observed and concluded about the current condition of talent management in the UAE, Table-1 indicates a summary of studies on talent management in the UAE territory, as well as the findings and conclusions of these studies.

Table 1: The Status of Talent Management in the UAE

Author/s	Organization	Findings	Methodology
Hassan et al., 2022	Public sector	Talent management in the public sector in Dubai is deprived and fragmented.	Quantitative
Vassilopoulou et al., 2016	Private sector	A lack of evidence-based talent management for government policymakers as well as businesses	Quantitative
Singh & Sharma, 2015	Businesses	Organizations in the UAE use two pronged strategies: short-term and long-term.	Quantitative
Kaleem, 2019	Public sector	Talent management practices have a direct impact on employees' motivation, creativity, satisfaction, and competency.	Quantitative
Dirani et al., 2018	Private sector	There are two categories of talent management: one for Emirati citizens and another for foreigners.	Qualitative
Al Amiri & Shawali, 2021	Hospitals	The plans, policies, and procedures pertaining to talent management at the hospital under study are vague and ambiguous.	Case study
Al Aina & Atan, 2020	Real Estate	The future success of the company was unaffected by the recruitment or retention of talent.	Quantitative

continued

Al Mansoori, 2015	Police	Talent management ought to be relevant, appropriate, and meaningful for the people of the organization, and must be consistent with its organizational culture	Mixed mode
Vinod et al., 2014	Universities	Most of the Emirati graduates choose to work in the public sector even though it is a tedious work routine and offers very little scope for professional development.	Quantitative
Al Awadhi, 2018	Businesses	Effective communication, understanding the needs and aspirations of talented employees, and the preparedness of managers are critical factors that significantly enhance the effectiveness of talent management processes.	Qualitative
Haladay et al., 2015	Public and private sector	Human Resource strategies and mechanisms, insufficient or tenuous succession planning, and operating in various economic zones within the UAE	Quantitative
Al Suwaidi, 2014	Government sector	Difficulties experienced from the unwanted turnover of talent	Qualitative
Alsharhan et al., 2021	Industrial	The main difficulties related to talent management include career development plan, succession plan, and learning management system	Qualitative
Al Mheiri et al., 2021	Healthcare	Administrators regarded recognition as the most essential component in staff retention.	Quantitative
Alzahmi et al., 2021	Oil industry	Market competition has forced businesses to reconsider their personnel management plans and operating procedures.	Qualitative
Al Shahab, 2019	Government sector	strategies like talent management has a positive influence on the employee performance	Quantitative

The analysis of previous research indicates that while focusing on Emirati talent management is crucial, it is not enough for businesses to deal with the challenges of talent in the United Arab Emirates. Legal and planned approaches should focus on the existing dynamics of talent both locally and globally in order to forecast future talent demands. This is known as futureproofing, and it may help businesses prepare for future talent challenges. The question is whether the UAE can continue to expand with its existing talent management techniques, or if a more intentional strategy is necessary to address current talent management difficulties and meet the needs of individuals and companies. Furthermore, there is a scarcity of studies in the UAE that address the role of talent management in fostering employee job happiness, while there is a lack of studies that report the status of talent management in the UAE airline industries. To that end, an in-depth quantitative examination of the status of talent management in Emirates airlines will illustrate how important this approach is in increasing employee happiness. To that end, understanding the importance of talent management in the airline industry would assist companies in this field in revising or updating their present human capital welfare plans.

2.2 Employee Happiness

Employee happiness is critical to any organization's success. This variable is frequently studied in business and non-profit settings. Employee happiness is characterized by behavioral, dynamic, and multidimensional objectives (Awada et al., 2019). As a result, work-related behavior streams are defined as periods when employees engage in activities that have an impact on corporate culture, productivity, and overall performance. When employees are satisfied, they are more likely to be driven, engaged, and committed to their employment. This, in turn, leads to increased job satisfaction, lower turnover rates, and higher levels of creativity and innovation inside the organization. Finally, improving employee happiness may have a favorable influence on all aspects of the business, leading to long-term growth and profitability.
Witvliet et al. (2019) defines "happy" as having a high frequency of positive impacts and a low frequency of negative effects, as well as overall life satisfaction. Literature distinguishes between two types of pleasure visions: hedonic and eudaimonic. Hedonic vision emphasizes pleasure and the absence of sorrow, whereas eudaimonic vision encourages human progress, self-realization, and satisfaction. When it comes to employee satisfaction at work, both perspectives are important. Understanding and incorporating elements of both perspectives into corporate culture enables businesses to build an environment that fosters both employee happiness and overall well-being.

Happiness at workplace is defined as people's pleasure with their occupations and lifestyles (Al Suwaidi et al., 2020). Individuals and organizations benefit from attaining a condition of enjoyment (Simons, 2014). When employees

are satisfied at work, they are more productive, engaged, and motivated. This results in enhanced job satisfaction and overall well-being. Organizations that prioritize their employees' happiness create a positive work environment that fosters creativity, innovation, and success. Finally, the eudaimonic view of happiness emphasizes the value of personal development, fulfillment, and the pursuit of excellence in both our professional and personal life. Organizations, like people, want to be happy. A happy organization is one where all stakeholders are satisfied (Harris, 2018). If individuals in the organization are happy, it will eventually permeate across the organization. When presented with such a circumstance, the idea of individual pleasure shifts to that of organizational satisfaction (Moçoşoğlu & Kaya, 2018). In other words, employee happiness is therefore described as the convergence of individual satisfaction throughout the organization as a component of the organization's culture or values (Harris, 2018). When employees at a company are content and fulfilled, they are more likely to be motivated, productive, and engaged at work. This good vibe may spread across the business, resulting in enhanced cooperation, innovation, and overall success. Ultimately, employee happiness is more than simply a goal to aspire to; it is a critical ingredient in attaining sustainable development and long-term success in today's competitive business environment. When employees at a company are content and fulfilled, they are more likely to be motivated, productive, and engaged at work. This good vibe may spread across the business, resulting in enhanced cooperation, innovation, and overall success. Finally, organizational happiness is more than simply a goal to aspire for; it is a critical ingredient in attaining sustainable development and long-term success in today's competitive business environment.

2.3 Employee Happiness In UAE

The UAE government focuses on fostering employee happiness in all federal and government organizations, as well as promoting this concept in the private sector. In addition to being one of the few to have a distinct ministry devoted to the happiness and well-being of the country, the goal is to rank among the happiest by 2030. People had great expectations for the Ministry of Happiness and Well-Being when it was founded by the UAE government in 2016. They knew that the government's objective was to make the nation one of the happiest in the world based on the World Happiness Index (Aljneibi, 2018). As a result, this ministry was required to coordinate government programs and legislation in order to foster a happy society. Furthermore, the Ministry of Happiness launched the National Program for Happiness, which aimed to address three major pillars (including happiness in all government organizations, promoting happiness as an Emirati lifestyle, and developing instruments to assess labor happiness in the country).

The term "happiness" has emerged as one of the most significant employment criteria and objectives in almost all public and private sector businesses in the United Arab Emirates, where the government has consistently incorporated modern technology into many aspects of life and the developed economy (Sandybayev, 2019). It is morally right for UAE companies to implement strategies that will make their employees happier and to identify the factors that make them happy in theory before putting them into practice because, from a communitarian perspective, happiness brings satisfaction to all stakeholders in any society (Veenhoven, 2009). Undoubtedly, misunderstanding caused by differing interpretations can have an impact on the measures and standards used to quantify happiness, making efforts to encourage or pursue it challenging in UAE businesses (Benuyenah & Pandya, 2020). To support the government's goals in this area, a tool for assessing employee happiness must be created and verified. Happiness is certainly an important topic in the UAE (Mroueh & De Waal, 2020). However, our understanding of happiness in complex organizations in the UAE is mostly based on foreign perspectives, with little evidence from academic research undertaken in the UAE. As a country in the forefront of happiness activities, experts must investigate how companies' contributions might help the UAE achieve its goal of high employee satisfaction in both public and private sector firms (Benuyenah & Pandya, 2020). Benuyenah & Pandya (2020) advocated conducting empirical research to better understand what happiness is, how it is currently measured, and how organizational leaders should quantify it. When organizational happiness is precisely assessed, the UAE can achieve its aim of being the world's happiest country. Once linked and coordinated with the macro evaluation of the world's National Happiness Index, micro-level data will help UAE government officials outperform other countries that have led the happiness index for many years. To have a better understanding of the state of employee happiness in the UAE, Table-2 displays the findings of past research that explored employee happiness in the UAE market.

Table 2: The Findings on Employee Happiness in the UAE

Author/s	Industry	Findings
Al-Ali et al., 2019	Oil & Gas sector	The relationship between work satisfaction, employee performance, and desire to leave is mediated by job happiness.
Benuyenah & Pandya, 2020	Private & Public sector	The present happiness measurements have a variety of flaws, including the fact that they are typically uncorrelated with efficiency model.
Awada et al., 2019	Public sector	Employee happiness has a significant impact on the performance of employees

continued

Benuyenah & Pandya, 2020	Private sector	To further understand what happiness truly means, UAE institutions should begin monitoring it at the micro level.
Omar, 2018	Business sector	The higher percentage of employees expressing happy positions did not correlate with educational background.
Bani-Melhem et al., 2018	Hospitality	Workplace happiness is the most significant determinant of employees' innovative behavior, while co-worker support plays a significant mediating role. Contrary to the study hypothesis and assumption, job stress alone is not a significant mediator; it only plays a mediating role when combined with coworker support.
Al Suwaidi et al., 2021	Electricity and water utilities	The enhancement of workplace happiness has been conceptualized as a key strategy for promoting employee well-being within public organizations.
Mroueh & de Waal, 2020	Insurance company	The three components of work engagement, job satisfaction, and emotional administrative commitment comprise employee happiness.
Al-Hawari et al., 2019	Service sector	There is a strong and favorable correlation between employee service innovative behavior and workplace satisfaction and engagement.
Sandybayev, 2019	Public sector	The total effectiveness of the firm is also measured by the influence of employee satisfaction and growth.
Aljneibi, 2018	Government sector	The positive psychology of government employees will enhance their happiness and improve their well-being.
Hashmi et al., 2021	Public & private sector	The association between employee consequences and flexible work arrangements is mediated by employee satisfaction.
Sakka, 2020	Technology sector	Employee happiness is measured by three components, namely, mindset, shared purpose, and affective work setting.

As outlined in Table -2, the happiness of workers in UAE firms has been identified as an under-researched subject (Alnuaimi, 2018; Mroueh & de Waal, 2020). The majority of UAE organizations are probably regarded as complex due to the workforce's diversity in terms of languages, cultures, family structures, faiths, and ethnicities, as well as, to some extent, the management philosophy in managing such diverse systems, according to definitions of employee happiness provided by experts in the field. The fact that more than 86% of UAE residents are foreign-born is proof of the country's complicated economic climate. (The World Bank, 2018). As a result, assessing the elements that contribute to employee happiness varies between firms operating in the UAE market.

The Emirati Minister of Happiness and Wellbeing's initiatives to promote happiness have drawn a lot of attention. As a result, researchers are eager to investigate the impact of the UAE National Program of Happiness and Wellbeing on changes in the labor market (Omar, 2018; Al Suwaidi et al., 2021). Instead of restricting the elements to a particular industry, researchers looking into employee happiness in the UAE market should first discuss the common aspects that influence employee happiness as well as how employee happiness may be precisely quantified based on the UAE market climate. Therefore, the purpose of this study is to better understand what happiness is, how people cognitively feel happiness at work, and how it might be enhanced. As previously stated, the objective of having happy employees in UAE-based organizations remains critical to the country and its inhabitants. However, there is a need for more studies in the UAE, especially in the airline industry that explains what employee happiness truly means within these companies, which is challenged by rapid development, workforce diversity, innovation, and fierce competition. Survey research might help Emirates airlines contribute to the development of a national happiness strategy. In other words, examining the elements that lead to employee happiness, such as talent management, can assist airline firms understand why brilliant individuals should be happy at work and how their well-being may help their organizations compete in the airline industry.

2.4 The Relationship Between Talent Management and Employee Happiness

A study of the literature demonstrates that talent management has a direct effect on employee happiness. Employees who feel acknowledged and respected for their abilities and efforts are more likely to be happy in their jobs. This can improve motivation, productivity, and work satisfaction. Businesses may find that using effective personnel management strategies helps foster a healthy work environment that promotes employee satisfaction and loyalty. Workplace happiness is one of several aspects that affect the value of work life. Career advancement possibilities, work-life balance, and a supportive business culture are just a few of these aspects. When employees feel pleased and respected in their employment, they are more likely to stay with the firm and contribute to its success. Finally, talent management is critical

to increasing employee satisfaction and, eventually, organizational effectiveness. Companies must prioritize talent management in order to provide a good and fulfilling work environment for their workers. In this context, Al-Rawashdeh (2021) discovered that implementing talent management techniques (i.e., attracting, developing, and keeping talent) has a substantial impact on increasing employee happiness at Royal Jordanian Airlines. Companies may foster an engaged and satisfied workforce by implementing successful talent management strategies such as investing in employee development and giving chances for advancement. This leads to greater productivity, creativity, and overall organizational success. Prioritizing talent management allows businesses to recruit, retain, and develop elite talent, resulting in a more competitive and profitable firm in the long term. Talent management techniques have a direct influence on employee motivation, creativity, contentment, and competency (Kaleem, 2019), all of which lead to employee happiness.

Talent management methods had a substantial impact on workers well-being in the banking sector. Because of an aging workforce and a growing scarcity of highly skilled individuals, employee retention has emerged as the most critical talent management challenge for firms to address. While keeping employees happy is important, improving employee retention through talent management is critical to a company's overall success (Kusi et al., 2020). As a result, firms must engage in talent management methods aimed at acquiring, developing, and keeping elite talent. Businesses may create a healthy work environment by emphasizing employee happiness and employing efficient talent management strategies, which not only promotes morale but also increases productivity and overall company performance. Finally, a robust talent management plan may help organizations maintain market competitiveness while also ensuring long-term growth and sustainability. In the same vein, Anlesinya et al. (2021) discovered that macro-level talent management techniques had a favorable effect on good work. Whereas respectable employment enhances the workforce's well-being over time, which has a major and favorable influence on improving employee satisfaction levels. Increased employee happiness may lead to higher levels of engagement, motivation, and work satisfaction, resulting in better performance and productivity. Companies may build a positive cycle of success for themselves and their workforce by employing successful talent management methods that focus employee well-being and growth. This comprehensive approach to talent management not only helps businesses recruit and keep top talent, but it also develops a culture of development, innovation, and success. Similarly, Goestjahjanti et al. (2020) argued that talent management might affect employee happiness across industries. According to these assertions and studies, this study assumes that talent management has a significant effect on employee happiness.

3. Methodology

This study applied quantitative methods to analyze relationships between talent management and employee happiness in Emirates airlines. The population is the employees in the branches of this company. Data instrument is a questionnaire. A total number of 59,519 staff and employees in departments of the company is the population of this study. In the survey process, a basic random sample approach has been used. SPSS software is deployed to conduct data analysis and measure the relationship between talent management and employee happiness.

4. Results and Discussion

The data collection has been collected on a sample of 450 employees working in the branches of Emirates Airline. A simple linear regression is used to examine the strength and significance of the relationship between talent management and employees' happiness. Regression coefficients, ANOVA, and R-square are used to evaluate direct correlations. The first information about the strength of the regression between two variables is given in the model summary. The information in Table 3 provides specifics on the degree to which talent management and employee satisfaction are related.

Table 3: Summary of Regression Analysis

Relationships	ANOVA (F-value)	R-Square	Unstandardized Coefficients B	Standardized Coefficients Beta	Sig. p-value
Talent Management → Employee Happiness	376.61	0.470	0.813	0.685	0.00

The effectiveness of the regression model in predicting variability between variables may be ascertained by the author through the preliminary analysis of the values in the model summary table. The value of R2 = 0.470 is calculated. These numbers indicate the percentage of the total variation in employee satisfaction that can be ascribed to talent management. In other words, (47.00%) of the improvement in employee satisfaction may be explained by changes in talent management. Reading the level of significance of these relationships Table- 3 indicates that the relationships between talent management and employees' happiness are statistically significant ($p \leq 0.05$). Also, the unstandardized/standardized coefficients have intermediate magnitudes. (Beta = 0.685). The degree of regression model fit between each pair of variables is finally reported by the ANOVA analysis's result. Meaning: The degree of association between employee satisfaction and talent management is specified by the output data in the ANOVA table. Analyzing Table 3's (F) magnitude, which is the ratio of the two mean square values associated with each association. To take into

account that the variance between these variables is not the result of chance, this ratio needs to be sufficiently big and greater than (1). The ($F \geq 1.00$), values. This finding suggests that employee satisfaction at Emirates Airlines is significantly impacted by talent management. Based on this result, talent management in Emirates airlines has a significant effect on employees' happiness.

This study contributes to the theoretical understanding of talent management by exploring its direct impact on employees' happiness, a relatively underexplored domain in the airline industry. By linking talent management practices with employee well-being, the study enriches the literature on human resource management and organizational behavior. Additionally, it provides empirical evidence from Emirates Airlines, adding context-specific insights to the existing body of knowledge. In practice, the findings emphasize the critical role of strategic Human Resource practices in fostering employee engagement, satisfaction, and retention. The study offers actionable recommendations for HR managers to develop robust talent management strategies that enhance workforce well-being and organizational success. By advocating for the recruitment, development, and retention of talented employees, this research provides a roadmap for achieving sustainable competitive advantage in the highly competitive airline industry.

5. Conclusion

To accomplish long-term market success and effectively carry out the growth aspirations of bright individuals, talent management strategies are crucial. The results of this research contribute to the success of the airline business and give new evidence on the significant role of management in promoting staff well-being. Thus, for the benefit of the business, airline firms should think about the elements that improve talent management and concentrate on the critical role that Human Resource managers play in choosing and managing talented people. According to the study's empirical component, employee satisfaction at Emirates Airlines is significantly impacted by talent management. This finding makes it abundantly evident that spending money on talent management techniques may improve workers' general well-being and job happiness. By focusing on the employment, development, and retention of elite employees, airlines like Emirates can build a competitive edge in the business. This study highlights the significance of strategic human resource policies in promoting organizational success as well as the crucial role that effective management plays in promoting employee engagement and performance. Prioritizing talent management increases an airline's ability to draw in and keep talented workers, which eventually boosts customer happiness and financial results.

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Conflict of Interest

The authors declare no conflicts of interest.

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