Uniglobal of Journal Social Sciences and Humanities
Journal Homepage: www.ujssh.com

The Influence of Talent Management on Employee Happiness and Job Satisfaction in Emirates Airlines

Jasmoh, Sultan Rashed Sultan[1], Wahab, Nadratun Nafisah Abdul[2], & Adnan, Ahmad Amri Zainal[3*]

[1,2,3]Faculty of Management and Economic, Universiti Pendidikan Sultan Idris, 35900 Tanjong Malim, Perak, Malaysia

*Corresponding author: a.amri@fpe.upsi.edu.my

Received 27 February 2025, Revised 13 March 2025, Accepted 27 March 2025, Available online 28 March 2025

To link to this article: https://doi.org/10.53797/ujssh.v4i1.34.2025

Abstract: The most valuable internal resource in an organization is a talented individual. It is a tactic that companies employ to capitalize on the substantial skills of their workers and help HR managers put effective talent acquisition plans into practice. Examining the connections between job satisfaction, employee happiness, and talent management at Emirates Airlines is the goal of this research. The suggested conceptual framework was validated and the postulated links were tested using quantitative methodology. Data was gathered from a sample of 427 employees using a questionnaire. The survey process used a straightforward random sampling technique. SPSS software was used in this study to analyze the data. The findings showed a strong correlation between employee happiness, job satisfaction, and talent management. This study's conclusion demonstrates that companies that put employee happiness first are more likely to experience long-term success in terms of worker satisfaction, enhanced productivity, and improved engagement through talent management.

Keywords: Talent management, job satisfaction, employee happiness

1. Introduction

Skilled workers are needed to help organizations that strive for excellence in all aspects of operations and performance reach their goals and strategies. Accordingly, employing personnel management strategies is essential to changing the dynamics of the business and succeeding in the marketplace (Mujtaba et al., 2022). The most valuable internal resource in an organization is a talented individual. In this regard, Alzahmi et al. (2021) declared that talent management is a technique that companies employ to capitalize on the substantial skills of their personnel and to help HR managers put effective strategies for hiring talented individuals into practice. To put it another way, talent management gives airline companies a sustained competitive edge and high performance, and human capital is a value-added resource in nearly every industry, including aviation. For this reason, it has become imperative for modern organizations to invest in talented workers (Yener, 2017). Indeed, airline companies can leverage their highly qualified workforce to gain a competitive edge and achieve expansion even in situations where resources are scarce, thanks to talent management (Rukunga & Nzulwa, 2018).

One of the few developed nations that has given considerable consideration to the idea of happiness is the United Arab Emirates (UAE). According to Pereira et al. (2020), the UAE is actually a regional leader in policies that promote worker satisfaction. Government even established a ministry of happiness. The UAE is taking steps to inspire citizens and visitors by spearheading multiple happiness programs with the establishing the Ministry of Happiness (Benuyenah & Pandya, 2020). This ministry aimed at improving the welfare and well-being of Emirati people working in government and public organizations. Launching the Program for Happiness was a significant early success (Aljneibi, 2018). The three main pillars of this program are: reflecting Emirati happiness and well-being and happiness policy; encouraging happiness among public organization employees as a crucial aspect of Emirati culture; and creating a scale for measuring national happiness and citizens' well-being. According to Goestjahjanti et al. (2020), the implementation of talent management practices has the potential to impact employee satisfaction levels across a range of industries.

However, Emirati airline businesses do not yet have established research environments. Nonetheless, certain reports highlight problems that might be related to a lack of talent management. For example, high employee turnover rates in the UAE's hospitality sector have been documented recently. Emirate Airlines faces a similar situation, with certain

*Corresponding author: a.amri@fpe.upsi.edu.my
https://ujssh.com/ All right reserved.

factors raising serious concerns for the workforce, including low employee motivation, a work-life imbalance, and inadequate wage benefits (Qasim, 2020). As a result, the study tackles these problems and lists them in the survey for upcoming assessment and examination. Consequently, the purpose of this research is to examine the effect of talent management practices on employees' job satisfaction and happiness inside the Emirates Airline.

A suggested framework will be proposed by investigating these relationships based on empirical evidence and validate the framework. Organizations in the UAE recently start aligning their strategies with the guidelines of the ministry of happiness and following its goals (Sakka, 2020). According to the project plan milestone results, private companies in the United Arab Emirates are still a long way from putting the ministry of happiness's guidelines into practice (Omar, 2018). The government needs to take more initiative to encourage happiness as a way of life and to involve the private sector as well (Ribeiro & Ribeiro, 2023). The use of happiness theories is at the forefront of driving employee engagement and overall company performance. However, the concept of happiness has just lately been studied in the UAE market (Lambert et al., 2019). Numerous organizations in the United Arab Emirates have reported instances of employee dissatisfaction with their work. The reasons for this dissatisfaction may stem from a number of things, including the employee's skills and abilities not matching the requirements of the type of work (Shah & Ayub, 2021). Talent management is clearly used by organizations to develop and grow intellectual capital for potential employees (Yener et al., 2017). Similarly, the idea that talent management fosters pleased and happy workers has been validated by a number of academic research (Luna-Arocas & Morley, 2015; Goestjahjanti et al., 2020; Dzimbiri & Molefi, 2021). It has been reported that talent management directly affect worker motivation, creativity, and competency (Kaleem, 2019).

These elements all lead to people feeling prouder of their work and more confident in themselves, which in turn increases worker happiness and job satisfaction (Al-Rawashdeh, 2021). The majority of workers in UAE public and private organizations are said to be dissatisfied with their working conditions (Al Suwaidi et al., 2020). For example, certain federal organizations in the UAE might not have well-maintained equipment that would assist employers in their operations. In addition, society organizations should start evaluating happiness in order to have a deeper understanding of what happiness actually entails. It would be incorrect to advocate for national or global happiness initiatives without first conducting micro-level happiness assessments (Benuyenah & Pandya, 2020). With minimal emphasis on scholarly research, what has been reported in the literature on employee happiness in organizations in the UAE is primarily derived from extrapolations from national data and foreign publications. Experts need to investigate how companies' contributions may assist the UAE in fulfilling its mission, given that it is a country leading the way in happiness initiatives, particularly in the gulf region countries (Benuyenah & Pandya, 2020).

Although there is a wealth of studies on talent management in the literature, the research has in the airline industry remain limited and not extended. Nevertheless, there is still a theoretical and empirical gap that has not been filled in the past, especially in the UAE market, regarding the association between employee’s happiness and job satisfaction as well as talent management in the airline industry today. Few studies have been done in the airline industry in the UAE in particular as well as the adoption of talent management in other industries. Some studies studied talent management in the banking sector (Abir, 2015), other studies conducted in the oil and gas industry in Abu Dhabi, the aluminum industry (Karam et al., 2017), the oil and gas companies in Abu Dhabi (Ekhsan et al., 2023), and Police department in the city of Abu Dhabi (Al Mansoori, 2015), and most recently, Al Amiri & Shawali (2021) examined the talent management strategies in several departments of a public hospital in the UAE. Research environments are still lacking in Emirati airlines. Nonetheless, certain reports highlight problems that might be related to inadequate talent management.

For instance, it has recently been reported that the hotel industry in the United Arab Emirates has significant staff turnover rates. The same is true for Emirates Airlines, where a number of issues, such as poor employee enthusiasm, an unbalanced work-life schedule, and insufficient pay benefits, are causing major worries for the company's employees (Qasim, 2020). These challenges and barriers will be identified by the current study, which will then concentrate on them for further investigation and empirical data analysis.

2. Literature Review

2.1 Talent Management

A human resource strategy for selecting skilled workers known as talent management which aims to improve an organization's ability to hire, train, and retain personnel in order to enable and achieve present and future business objectives (Sottile, 2021). Put differently, talent management refers to the systematic approach of recognizing, nurturing, and retaining employees who show high level of skills at the work and could contribute to achieving the goals of the company. It requires a wide range of skills, including management and technical aptitudes.

In this regard, Pandita & Ray (2018) it is a set of steps intended to find, evaluate, train, and keep competent and experienced employees. In the same context, Yener et al. (2017), reported that talent management is an important strategy for businesses. Employers utilize talent management to create effective retention and recruitment strategies, as well as to manage shifts in the supply and demand for workers (Alzahmi et al., 2021). In the corporate world, workers with advanced skills are strongly demanded by companies who focus on significant performance and providing high quality for customers (Adero & Odiyo, 2020).

According to Pandita & Ray (2018), talent management is therefore an effective approach for attracting and hiring highly qualified professionals, retaining current staff, and developing and integrating talented individuals into the workplace. The efforts made to find, evaluate, cultivate, and hold onto the best candidates for important roles are also referred to as talent management (Schuler et al., 2011). In 1997, a McKinsey & Company study on the "War on Talent" gave rise to the term "talent management" (Chambers et al., 1998; Narayanan, 2016). Talent is defined by McKinsey & Company as a combination of individual's aptitudes, significant abilities, high level of knowledge, experience, intelligence, judgment, and character (Schiemann, 2014). Moreover, talent management is the process of using strategic human resource planning to raise a company's worth and motivate others to achieve their objectives, according to Kaleem (2019). According to Sheehan et al. (2018), talented people possess special qualities, abilities, or talents that aid businesses in achieving their objectives. In an era where nearly every aspect of life and technology is developing quickly, the need for talent calls for a continuous improvement strategy that includes hiring competent staff or talented individuals in order to meet the organization's long-term goals (Shah & Ayub, 2021).

The combination of talent and management experts is what results in talent management (Youssef & El Hessewi, 2021). Moreover, it has been demonstrated that applying talent management techniques increases employee satisfaction at work. For instance, the introduction of talent management at Royal Jordanian Airlines led to consistent satisfaction among all employees (Al-Rawashdeh, 2021). As per the current management theories, real competitive advantages can be obtained not only via the use of innovation, work structure changes, or sophisticated technology adoption, but also through the implementation of a recruitment-focused plan (Reham et al., 2019). Literature's main findings suggest that a talent management model or strategy should be customized to the type of organization, the services offered, and the business climate. The ability to draw in, nurture, and keep national talent is the cornerstone of talent management. Additionally, the primary goal of talent management strategies is to ensure future leaders by providing efficient growth and training for the organization or business; they are not uniform approaches that can be applied in different situations. Even with a high success rate, the research indicates that developing a proper internal talent management strategy within the company or organization has a higher chance of success than bringing in an external one (Al Mansoori, 2015).

To put it briefly, in order for the organization's goal to function more successfully, it has become imperative that today's workforce have strong skills, cognitive capacities, knowledge, and the capacity to do well. Based on the aforementioned, this study assumes that talent management is a special techniques and practices designed for selecting professional employees who can provide a high degree of skills and knowledge in their work. Employing talent management may help organizations draw in the most productive employees, select individuals with the necessary skills and motivation, and select candidate who deemed useful and productive members to the organization and contribute to teamwork. To put it briefly, the talent management system is a way for businesses to maximize each worker's performance and reward productive staff.

2.2 Employee Happiness

According to Fisher (2010), happiness is a universal emotion that individuals have sought throughout the history of civilization. Happiness has long been seen by philosophers as the primary driver of human behavior (Diener, 1984). A term like "happy", which is widely used and has various connotations in a number of academic and professional contexts, is hard to pin down exactly what it means (Harris, 2018). Al-Ali et al. (2019) defined employee happiness as a psychological state of well-being and is linked to life and job satisfaction, other scholars concluded that the existence of positive emotional experiences, and the absence of negative emotional experiences are signs of happiness at the workplace (Rego & e Cunha, 2008). According to Wesarat et al. (2015), there are two types of employee happiness: life happiness and work happiness. The success of a company is directly proportional to the level of satisfaction experienced by its workforce. In both companies and nonprofit organizations, this characteristic is frequently investigated. Behavioral, dynamic, and multidimensional objectives are the definition of employee satisfaction (Awada et al., 2019). In the same context Ottman et al. (2018) argued that the behavior of an employee inside the workplace can provide evidence if the employee is happy or not.

People's contentment with their occupations and way of life is referred to as happiness at work (Al Suwaidi et al., 2020). Reaching a condition of enjoyment benefits people and organizations (Simons, 2014). Like people, organizations also want to be happy. A firm is pleased when all of its stakeholders are satisfied (Harris, 2018). When individuals within the company are happy, that pleasure eventually permeates the entire corporation. Moçoşoğlu & Kaya (2018) propose that when encountering such circumstances, the satisfaction of individuals transforms into satisfaction of the organization. Thus, the convergence of people's joys throughout the organization as a component of the business's culture or ideals is referred to as organizational happiness (Harris, 2018). Work-life balance leads to employee happiness, as was previously mentioned (Al-Adamat & Alserhan, 2020). Likewise, Al-Ali et al. (2019) indicated that employee satisfaction in this sense encourages the work and motivates employees to stick with the company, which lessens their urge to look for employment elsewhere. As a consequence, it was expected that workers' happiness levels would have a significant influence on the relationship between the quality of their work-life balance and their desire to leave their present position. However, further research is required to properly comprehend the intricate interaction between these variables. Other considerations, such as work satisfaction, compensation, and possibilities for promotion, may also have an impact on an

employee's choice to quit their position. Future research should consider these elements in order to give a more thorough knowledge of the issue.

Furthermore, introducing interventions to enhance work-life balance and general satisfaction in the workplace may assist to minimize turnover and boost employee retention. To put it succinctly, the success of the organization depends on employee pleasure. While there is little study on employee satisfaction in public institutions, this variable is frequently studied in corporate or nonprofit organizations (Awada et al., 2019). The concept of workplace happiness is one of main criteria and goals for UAE government and advice organizations to focus on this concept, this recommendation include public and private sector organizations in the UAE, where the government has continually set new guidelines for organizations to foster employee happiness (Sandybayev, 2019). The UAE can achieve its aim of becoming the happiest country in the world provided organizational happiness is precisely measured. The data collected at the micro level will assist government authorities in the UAE to surpass other countries that have led the happiness index for years once it is combined and synchronized with the macro assessment of the world's National Happiness Index. According to Veenhoven (2009), happiness is a communitarian concept that satisfies all parties involved in a society.

For this reason, it is wise for UAE-based businesses to implement strategies that will make their employees happier and to first identify the elements that, in theory, make them happy before acting on them. Clearly, the ambiguity resulting from divergent interpretations could impact the measures and criteria employed to evaluate happiness, complicating initiatives to promote or seek it in UAE businesses (Benuyenah & Pandya, 2020). It is necessary to create and validate a tool for evaluating employee happiness in order to support government goals in this area. Happiness is undoubtedly a big deal in the UAE (Mroueh & De Waal, 2020). However, there is little evidence from academic research carried out within the UAE about happiness in complex organizations; instead, what is known about it is primarily based on accounts from other countries. Experts must investigate how business contributions may help the UAE's goal of attaining a high degree of employee happiness in both public and private sector organizations, as the country leads the way in happiness initiatives (Benuyenah & Pandya, 2020).

To better understand employee happiness and how it is measured, and how organizational leaders should quantify, Benuyenah and Pandya (2020) suggested conducting empirical research to quantify the measurements of employee happiness within different organizations. By collecting data on factors such as job satisfaction, work-life balance, and overall well-being, researchers can develop a more comprehensive understanding of what contributes to employee happiness. This information can then be used by organizational leaders to implement strategies and policies that promote a positive work environment and ultimately improve employee satisfaction and productivity.

2.3 Job Satisfaction

A positive attitude towards the task at hand is indicative of job satisfaction. According to Amin et al. (2021) a person who adheres to this concept of work satisfaction will feel confident and enthusiastic about whatever they do. Work satisfaction, according to Alparslan & Saner (2020), is the degree of pleasure people derive from their jobs. Job satisfaction, according to Furnham & Eracleou (2009), is the degree to which an employee has a positive attitude towards his/her work. When an individual has a purpose and a situation that motivates them to work, they are content at work (Eliyana & Ma'arif, 2019). An organization's overall functioning is improved when a pleasant and cooperative work environment is created inside of it, as well as when an effective work environment is designed for employees. These actions lead to increased employee satisfaction, motivation, and loyalty (Ali & Anwar, 2021).

Employee satisfaction has long been a topic of research for industrial and organizational psychologists. For some people, employment is a meaningful aspect of who they are and what they do. Conversely, certain persons despise their jobs and only work at them because they must. The findings of job satisfaction surveys have an impact on both individuals and businesses, and it is important to comprehend the level of employment happiness for a variety of reasons. Mosbiran et al. (2020) state that a person's work performance, working environment, relationships with coworkers, and leadership position are all impacted by motivating factors like income, working conditions, career advancement, and growth. These factors all have an impact on job satisfaction. Workers want to be treated fairly at work and in their home lives. Employee satisfaction and respect at work may be signs that they are receiving good treatment from their employer.

Higher job performance may follow from greater work happiness. According to Heimerl et al. (2020) and Davidescu et al. (2020), job satisfaction helps companies achieve long-term sustainability and is a crucial element of sustainable human resource management strategies. It also contributes to a financially sustainable workplace. Ultimately, companies worldwide want to enhance their efficiency by optimizing earnings, revenue, and market share (Lange, 2021). Employees that are satisfied with their work are recognized to exhibit a variety of alternative behaviors that indicate affective attachment to the organization (Lange, 2021). They are also more productive (Böckerman & Ilmakunnas, 2012), have a lower absence rate (Diestel et al., 2014), and are less likely to resign (Yang et al., 2019). Furthermore, employees who are happy with their employment report greater levels of job satisfaction and general well-being.

This positive attitude may also lead to improved creativity and innovation in the workplace, as satisfied employees are more willing to look outside the box and propose new ideas. Ultimately, increasing employee work satisfaction can result in a more effective and prosperous firm. It is well acknowledged that increasing employee satisfaction is important for both staff retention and productivity. Increasing productivity, responsiveness, quality, and service recognition all depend on happy employees. Social interactions with coworkers, leadership style, intrinsic and extrinsic motivators, and

occupational success or failure all affect employee satisfaction. Paais & Pattiruhu (2020) suggest that employee behavior that drives a company's success is more likely to transpire when employees are content, enthusiastic, and find their work to be very pleasurable. Career advancement, the nature of the work, and cooperation are all critical elements that affect job satisfaction, according to Riyadi (2020). Increasing work satisfaction is considered to have many advantages, one of which is the growth of a cordial relationship between the business and its workers (Ramlawatia et al., 2021). Work satisfaction, according to Robbins (1994), is a person's general attitude toward his or her employer. Work entails speaking with coworkers and superiors, abiding by company policies and procedures, hitting turnover objectives, putting in long hours, and performing other related tasks that could have an impact on an employee's level of pleasure.

In conclusion, theories regarding the contentment of employees at work have been thoroughly investigated in terms of the viewpoints and factors that make job satisfaction such a significant concern. Because they design their own jobs, employees will have a positive identity that motivates them to do better work in the future. Based on the aforementioned criteria, an employee's attitude toward how their work and organization meet their needs can be used to characterize employee job satisfaction in this research. Job satisfaction should be prioritized by many industries, including the airline industry, in the same way that other factors affect labor productivity and organizational performance.

2.4 Theoretical Background

The interaction between employees and administrators is explained in terms of individual needs by Maslow's (1954) hierarchy of needs theory. Among the most widely accepted theories of human motivation is the Maslow motivation theory (Al Saed et al., 2020). The Maslow model, as seen in Fig. 1, is built on three primary constructs: the basic need (such as safety or psychological needs), the psychological need (such as social or self-esteem needs), and the self-fulfillment need. This concept helps explain how a worker could feel content at work.

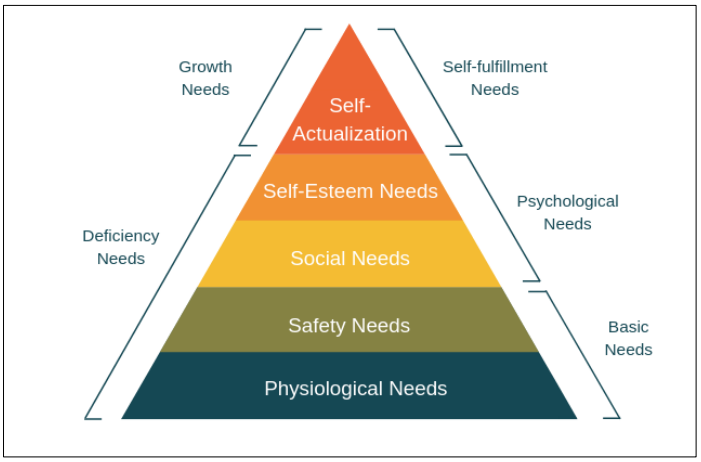


Fig. 1. Maslow's (1954) dimensional model of individual's needs

As per Khairon et al. (2021), the Maslow Theory elucidates how an employee might work contentedly provided that talent management incorporates human values and provides detailed criteria for happy workers. However, the most important and prevalent source for the job satisfaction construct in this study is Maslow's (1954) Theory. The theory's suggested hierarchy makes sense given the needs and circumstances facing airlines. According to this theory, every requirement level needs to be taken care of in order to be satisfied with the work completed. Physiological needs, security needs, self-esteem, and self-perfection are examples of basic requirements (Maslow, 1954). The degree of employee pleasure and satisfaction was discovered through research into all facets of human needs. This is particularly pertinent to the aviation business, where workers face ongoing exclusion and disrespect (Amin et al., 2021). Maslow's motivational theory is used to examine airline problems; however, it might be challenging to define employee motivation (Ali & Anwar, 2021). Work satisfaction is the foundation of any firm and is correlated with motivation (Pananrangi et al. 2020). People have basic needs that must be satisfied. These basic needs, whether or not they are met, become indicators of human happiness after self-perfection is attained (Maslow, 1954; Nordin et al., 2019). Failure to attend to basic human needs, according to Ali et al. (2021), would disturb the human spirit and prohibit people from reaching self-satisfaction in terms of development, occupation, or activity.

In addition to demands for love, security, and physiology, basic necessities also include self-perfection and self-esteem. Ahad et al. (2021) state that achieving work satisfaction requires meeting certain needs at certain levels. The provision of money or earnings, lounges, amenities, and other working circumstances are all considered physiological necessities of employment. The safety level needs to be satisfied after the physiological level requirements are met. Nordin et al. (2020) asserted that an individual's entitlement to a sense of security and well-being include their own self, family, property, and place of employment. Being loved and accepted is the third stage that needs to be reached when the security level is reached. At this point, social and spiritual influences must be well balanced.

2.5 The Conceptual Framework

According to Khairina & Games (2022), a wide range of factors that affect how much people value their work life contribute to their level of happiness at work. Accordingly, Al-Rawashdeh (2021) discovered that implementing talent management techniques—that is, luring, nurturing, and keeping talent—had a major impact on raising staff happiness at the Royal Jordanian Airlines Corporation. Employee motivation, creativity, satisfaction, and competency are all directly impacted by talent management techniques (Kaleem, 2019), and these elements all have a good impact on workers' happiness. In the same context, employee happiness in the banking sector has been reported to be significantly influenced by talent management. Employee retention has become the most important talent management issue that firms need to address because of an aging workforce and a growing shortage of highly educated workers.

According to Kusi et al. (2020), maintaining employee satisfaction is important, but improving staff retention through talent management is even more vital to a business's success. Anlesinya et al. (2021) discovered that decent work is positively impacted by macro-level talent management techniques in the same setting. On the other hand, respectable work also has a major positive impact on the happiness among the workers on long period term, which has a positive impact on improving employee satisfaction levels. Similarly, Goestjahjanti et al. (2020) asserted that talent management could affect workers' levels of happiness across a range of industries. These assertions and conclusions support the notion that talent management practices have a major impact on workers' satisfaction levels. As a result, the following hypothesis about Emirates Airlines will be tested in this study.

2.5.1 Hypothesis 1: Talent Management Has a Significant Effect on Employee Happiness

Aljbour et al. (2021) stated that talent management is an effective practice for fostering employee satisfaction. According to Kamal & Lukman's (2017) research, talent management techniques can help firms increase employee work happiness. However, they also recommend that solutions based on talent management still require oversight and reorganization in order to promote job satisfaction. According to Hicks et al. (2013), if an employee's abilities are managed well to allow them to learn new skills and get new knowledge, they will be more satisfied with their job.

Similarly, personnel management significantly affects job satisfaction, which in turn affects organizational performance, according to Bethke-Langenegger et al. (2011). The literature has further research that supports the link between talent management and job happiness. Through retention and attraction strategies, personnel management has the potential to positively and significantly influence employees' job happiness, according to a second study by Alparslan & Saner (2020). In a similar vein, Tash et al. (2016) proposed that talent development programs, as part of talent management, improve employees' work satisfaction. Talent management is widely acknowledged as a crucial factor in determining job happiness, which in turn empowers employees to exhibit loyalty and commitment towards their respective firms. Stated differently, employing talent management as a long-term strategy would position qualified workers to assist firms achieve their objectives and increase job satisfaction (Alparslan & Saner, 2020). The following hypothesis will be investigated in light of these findings as well as the empirical reports from earlier empirical investigations.

2.5.2 Hypothesis 2: Talent Management Has a Significant Effect on Job Satisfaction

Many articles on job satisfaction that have been published refers to the impact of job satisfaction on employee happiness. These topics may or may not be related to happiness theory. One such example is the psychological model developed by Seligman. Happiness is a psychological disposition of an individual's pleasure or contentment, according to the well-known PERMA model created by Seligman (2011) (Benuyenah & Pandya, 2018). Scholars studying organizational behavior (Saari & Judge, 2004; Othman et al., 2018; Opatha & Uresha, 2020) have established a high correlation between job satisfaction and employee happiness.Numerous workplace variables, including employee mindset, management style, job security, working environment, status and pay scales, and connections with coworkers, all have an impact on job satisfaction (Robert, 2022). An employee's happiness may depend on several elements (Boon et al., 2015). According to Smith et al. (2018), having a happy workplace thereby increases the likelihood of having a pleased workplace. However, dissatisfied workers might stay with the company since they run the risk of losing their current employment, which leaves them uninspired and unmotivated to perform their job (Bhardwaj et al., 2021).

Put another way, a rise in employee happiness correlated with an increase in job satisfaction. In summary, happiness is invariably associated with favorable life and professional results, such as commitment, strong work performance, good health, and life satisfaction. Performance and productivity are typically favorably correlated with employee satisfaction. In order to support each employee's unique performance, companies must, in this sense, greatly prioritize enhancing employee happiness in order to increase job satisfaction and engagement (Oswald et al., 2014). Al Amiri & Shawali (2021) discovered that employees' levels of job happiness and satisfaction are similar to one another. Nearly all content workers at the organization under investigation are happy with their positions, pay, and working conditions. In conclusion, the following statement sums up the significant association between job satisfaction and employee happiness that will be investigated in this study inside Emirates Airlines.

2.5.3 Hypothesis 3: Job Satisfaction Has a Significant Effect on Employee Happiness

Since the purpose of this study is to establish a conceptual framework that operationalizes the constructs and links them into a model for validation, it goes beyond simply surveying the importance of variables and interpreting results. On the other hand, the results of earlier research indicate a strong correlation between talent management, job satisfaction, and employee happiness. Although research on the significant association between talent management and employee job satisfaction has been reported, there are few empirical studies on the sustainability of talent management to the achievement of work happiness (Benuyenah & Pandya, 2020; Paul, 2020; Aljbour et al., 2021). Modeling these concepts should therefore clarify why talent management is a crucial business strategy for Emirates Airlines. Additionally, empirical data on the mediating role of job satisfaction between talent management (an independent variable) and employee happiness (a dependent variable) will be reported by the suggested conceptual models shown in Fig. 2.

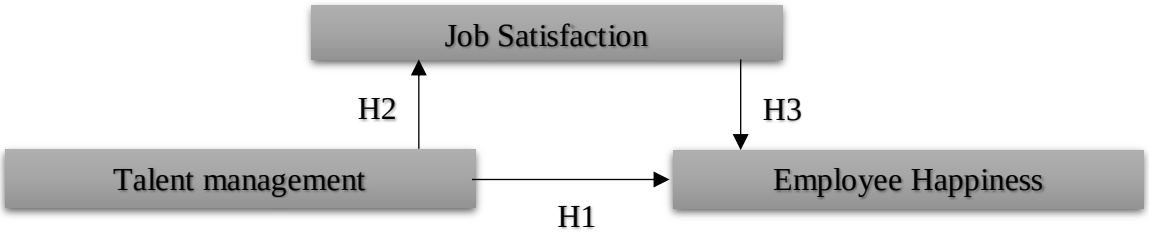


Fig. 2. The conceptual framework

3. Methodology

In order to verify the suggested framework and examine the connections between talent management, job satisfaction, and employee happiness, this study used quantitative methodologies. The population consists of workers who are employed by Emirates Airline branches. The questionnaire is the data tool. A sample of 427 employees has been the subject of the data collection process. In the survey process, a basic random sample technique has been used. Data analysis is performed using SPSS software. The main methodology for data analysis and testing the study's hypothesis is Structural Equation Modeling (SEM).

4. Results and Discussions

A sample of Emirates Airline personnel has been the subject of data collection. The survey respondents' demographic profiles are displayed in Table 1. In terms of gender, there are more men than women working for Emirates Airlines, and the largest age group of employees is 30-39 years old (44.73%). According to the academic qualification data, the largest group of Emirates Airlines employees hold bachelor's degrees, while the lowest group consists of people with only a PHD. Furthermore, the largest percentage of the workforce is made up of workers with intermediate professional experience, while the smallest group at Emirates Airlines consists of recent hires with fewer than five years of experience.

Additionally, the study reveals that the majority of workers in the organization say they are quite happy (35.36%), which is not a hopeful result that aligns with Emirates Airline's goals and vision. Emirates Airline must act quickly to resolve this matter and put plans in place to raise worker satisfaction. This can entail putting out more feedback questionnaires on a regular basis, offering more assistance and training, and fostering a happier workplace.

Table 1. The demographic profile of the employees

Demographics	Category	Frequency	Percentage (%)
Gender	Male	291	68.15
	Female	136	31.85
Age	20-29 years	72	16.86
	30-39 years	191	44.73
	40-49 years	95	22.25
	50-59 years	61	14.29
	Older than 60 years	8	1.87
Academic Qualification	Diploma	91	21.31
	Bachelor	262	61.36
	Master	63	14.75
	PhD	11	2.58
Work Experience	1-5 years	85	19.91
	5-10 years	155	36.30
	10-15 years	133	31.15
	Elder than 15 years	54	12.65

continued

	Poor	41	9.6
Work Happiness	Fair	151	35.36
Rating	Moderate	137	32.08
	Good	67	15.69
	Excellence	31	7.26

Emirates Airline may ultimately increase productivity, morale, and general profitability inside the organization by putting employee happiness and well-being first. Furthermore, providing incentives and recognition initiatives for exceptional work can further increase staff engagement and motivation. In order to do this, Emirates Airline may develop a strong corporate culture and draw in the best talent in the sector by investing in their personnel. In the end, putting employee happiness first would help not just the people who work for the company but also Emirates Airline as a whole and as a top airline in the industry. Emirates Airline has the ability to foster an environment at work where people are inspired to perform to the best of their abilities. A more unified and effective team may emerge from this dedication to worker happiness, which can also reduce attrition and increase loyalty. Emirates Airline can continue to prosper and hold its position as the leading competitor in the airline business by putting a strong emphasis on nurturing and developing their workers. The p-value only indicates the likelihood that the observed data would have happened under the null hypothesis, which is used to test the hypothesis.

When the p-value is less than the significance level, which is usually $p < 0.05$, the null hypothesis is rejected in this research. Stated otherwise, the alternative theory is correct. The using of the Critical Ration (C.R.) in evaluating the significance of hypothesis in order to support a statement of a hypothesis (Sarstedt et al., 2019). In order to satisfy the goals of the research and validate the hypotheses, two criteria are used: If a particular relationship's C.R. ≥ 1.96, the hypothesis is accepted (i.e., $p < 0.05$). Evaluating the output data in Table-2 indicates the significant relationships between talent management and job satisfaction ($\beta = 0.62$), talent management and employee happiness ($\beta = 0.73$), finally between employee happiness and job satisfaction ($\beta = 0.62$).

According to Table 1, it is agreed that talent management significantly affects employee satisfaction (Sig. = 0.00, C.R = 3.43 ≥ 1.96). Consistent with these results, earlier research produced comparable outcomes. Analogous results have been documented in scholarly works. For instance, Al-Rawashdeh (2021) documented the noteworthy impact of using talent management tactics on attaining job satisfaction at Royal Jordanian Airlines. After analysis, hypothesis (H2)—which claims that talent management significantly affects job satisfaction (Sig. = 0.00, C.R = 4.15 ≥ 1.96) is accepted. Similar findings are shown by the literature study; for example, Goestjahjanti et al. (2020) discovered a substantial relationship between talent management and job satisfaction. Similarly, Saleh & Atan (2021) documented how sustainable talent management techniques affect workers' job happiness. The hypothesis (H3) is examined, and it is found that talent management significantly contributes to higher job satisfaction among employees based on the findings of our research as well as earlier research.

Table 2. Standardized regression coefficients and significance of relationships

Hypothesis Statement	Directions of effects	Beta	C.R	Sig.	Result
H1: Talent management has a significant effect on employee happiness	Talent Management → Employee Happiness	0.73	3.43	0	Supported
H2: Talent management has a significant effect on job satisfaction	Talent Management → Job Satisfaction	0.62	4.15	0	Supported
H3: Job satisfaction has a significant effect on employee happiness	Job Satisfaction → Employee Happiness	0.62	2.2	0.02	Supported

According to the accepted hypothesis (H3), " Job satisfaction has a significant effect on employee happiness" (Sig. = 0.00, C.R = 2.20 ≥ 1.96). Analyses of the literature show comparable results. Similar findings were found by other researchers; for example, Thevanes & Jathurika (2021) came to the conclusion that job satisfaction and employee happiness are related. They discovered that workers who expressed greater levels of enjoyment at work were more likely to be content with their positions and give better performances. This means that in order to promote employee happiness and increase job satisfaction and productivity, businesses should place a high priority on developing a good and encouraging work environment. Figure-3 shows the fit indices of the proposed conceptual framework, whereas RMSEA = 0.042 which is below the threshold 0.08 and this result indicates a high degree of model-fit between the hypothesized framework and the empirical data. In addition, CMIN/DF = 1.765 which is below the threshold value 3.00, also CFI = 0.929 and TLI = 0.924 both are higher the threshold value 0.90 (Bentler & Bonett, 1980; McDonald & Marsh, 1990; Sarstedt et al., 2019; Dash & Paul, 2021).

Evaluating the values of fit indices provide strong evidence for the importance and significance of proposed framework of talent management in airline industry, specifically in the Emirates Airline, which is recommended to foster job satisfaction and employee happiness of this company. Overall, the fit indices suggest that the hypothesized framework for talent management in the airline industry, particularly at Emirates Airline, is well-supported by the empirical data.

The values of CMIN/DF, CFI, and TLI indicate a strong alignment between the proposed model and the observed data, highlighting the potential impact on job satisfaction and employee happiness within the organization. This underscores the importance of implementing effective talent management strategies to enhance overall organizational performance and employee well-being.

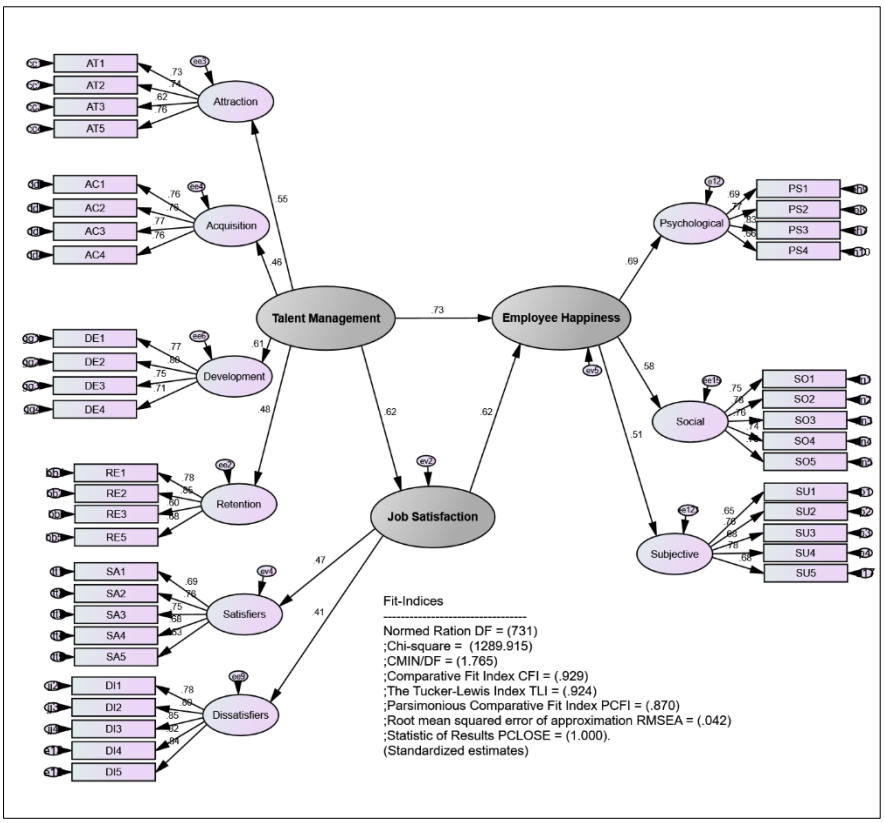


Fig. 3. The conceptual framework

5. Conclusions

This study reported empirical evidence to support the hypotheses that were elaborated from the findings of past studies from the literature review. The reports and conclusions from earlier research as well as quantitative data analysis have been used to assess and examine these links. However, this study presents a novel finding: job satisfaction acts as a mediating factor in the indirect relationship between talent management and employee happiness. The results of the study provided additional evidence in favor of the theory that talent management through talent attraction, acquisition, development, and retention plays a critical role in influencing employee happiness. These results provide airline firms with important information about how to improve employee happiness in a variety of areas, including psychological, social, and subjective well-being, through the application of talent management techniques. Ultimately, airline companies that put a high priority on employee happiness through adopting talent management are more likely to have long-term success while maintaining a high degree of job satisfaction.

Acknowledgement

The authors would like to express their gratitude to the Universiti Pendidikan Sultan Idris for their support in providing both facilities and financial assistance for this research.

Conflict of Interest

The authors declare no conflicts of interest.

References

Abir, B. (2015). *Talent Management in UAE: A study of contemporary practices in the banking industry* (Master's thesis, The British University in Dubai).

Adero, F. A., & Odiyo, W. O. (2020). Employee characteristics, contemporary human resource management practices and organization effectiveness. *International Journal of Business Management, Entrepreneurship and Innovation*, *2*(2), 1-18.

Ahad, R., Mustafa, M. Z., Mohamad, S., Abdullah, N. H. S., & Nordin, M. N. (2021). Work attitude, organizational commitment and emotional intelligence of Malaysian vocational college teachers. *Journal of Technical Education and Training*, *13*(1), 15-21.

Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management*, *5*(2), 21-30. https://doi.org/10.22161/ijebm.5.2.3

Ali, F. A. H., Jali, M. Z., & Nordin, M. N. (2021). Preliminary Study on it Security Maintenance Management in Malaysia Organizations. *PalArch's Journal of Archaeology of Egypt/Egyptology*, *18*(1).

Al Mansoori, M. S. (2015). *A study into the benefits of developing talent management within the public sector: The case of Abu Dhabi Police General Head Quarters-UAE*. Liverpool John Moores University (United Kingdom).

Al Suwaidi, E. Y. M., Al-shami, S. A., & Akmal, S. (2020). Applying structural equation model to develop a new model of happiness at the workplace in promoting employee happiness in public organization. *International Journal of Nonlinear Analysis and Applications*, *11*(Special Issue), 311-320. https://doi.org/10.22075/ijnaa.2020.4605

Al-Adamat, A. M., & Alserhan, H. F. (2020). Salesperson creative performance: The role of performance appraisal systems. *International Journal of Scientific & Technology Research*, *9*(1), 2611-2618.

Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S., & Shibami, A. H. (2019). The mediating effect of job happiness on the relationship between job satisfaction and employee performance and turnover intentions: A case study on the oil and gas industry in the United Arab Emirates. *Journal of Business and Retail Management Research*, *13*(04), 103-116.

Al Amiri, N., & Shawali, A. A. (2021). Talent management strategies of a public UAE hospital in the Industry 4.0 era: A qualitative analysis. *Problems and Perspectives in Management*, *19*(2), 14-27.

Aljbour, A., French, E., & Ali, M. (2022). An evidence-based multilevel framework of talent management: a systematic review. *International Journal of Productivity and Performance Management*, *71*(8), 3348-3376. https://doi.org/10.1108/IJPPM-02-2020-0065

Aljneibi, N. M. (2018). *Well-being in the United Arab Emirates: how findings from positive psychology can inform government programs and research* (Doctoral dissertation, University of Pennsylvania).

Alparslan, A., & Saner, T. (2020). The Influence of Sustainable Talent Management on Job Satisfaction and Organizational Commitment: Moderating Role of In-service Training. *Revista de cercetare si interventie sociala*, *69*, 96-121.

Al-Rawashdeh, A. T. (2021). The Impact of Applying Talent Management Strategies on Achieving Happiness in the Work Environment: An Applied Study on the Royal Jordanian Airlines Company. *International Review of Management and Marketing*, *11*(1), 68-77.

Al Saed, R., Upadhya, A., & Saleh, M. A. (2020). Role of airline promotion activities in destination branding: Case of Dubai vis-à-vis Emirates Airline. *European Research on Management and Business Economics*, *26*(3), 121-126. https://doi.org/10.1016/j.iedeen.2020.07.001

Alzahmi, R. A., AlMazrouei, H., & Zacca, R. (2021). Developing future leaders: evidence of talent management planning. *International Journal of Customer Relationship Marketing and Management (IJCRMM)*, *12*(4), 46-60. https://doi.org/10.4018/IJCRMM.2021100104

Amin, F. A. B. M., Mokhtar, N. M., Ibrahim, F. A. B., & bin Nordin, M. N. (2021). A review of the job satisfaction theory for special education perspective. *Turkish Journal of Computer and Mathematics Education*, *12*(11), 5224-5228.

Anlesinya, A., Amponsah-Tawiah, K., Adom, P. K., Damoah, O. B. O., & Dartey-Baah, K. (2021). The macro talent management, decent work and national well-being nexus: a cross-country and panel data analysis. *International Journal of Manpower*, *42*(5), 777-793. https://doi.org/10.1108/IJM-03-2020-0106

Awada, N., Johar, S. S., & Binti Ismail, F. (2019). The effect of employee happiness on performance of employees in public organization in United Arab Emirates. *Journal of Administrative and Business Studies JABS*, *5*(5), 260-268.

Bethke-Langenegger, P., Mahler, P., & Staffelbach, B. (2011). Effectiveness of talent management strategies. *European Journal of International Management*, *5*(5), 524-539. https://doi.org/10.1504/EJIM.2011.042177

Benuyenah, V., & Pandya, B. (2020). Measuring employee happiness in the UAE–integrating organisational data into the national statistics. *International Review of Management and Marketing*, *10*(3), 83-89.

Bhardwaj, A., Mishra, S., & Jain, T. K. (2021). An analysis to understanding the job satisfaction of employees in banking industry. *Materials Today: Proceedings*, *37*, 170-174. https://doi.org/10.1016/j.matpr.2020.04.783

Böckerman, P., & Ilmakunnas, P. (2012). The job satisfaction-productivity nexus: A study using matched survey and register data. *Ilr Review*, *65*(2), 244-262. https://doi.org/10.1177/001979391206500203

Boon, O. P., Jaafar, W. M. W., & Baba, M. (2015). Factors contributing to job satisfaction among school counselors. *Procedia-Social and Behavioral Sciences*, *211*, 803-810. https://doi.org/10.1016/j.sbspro.2015.11.171

Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels III, E. G. (1998). The war for talent. *The McKinsey Quarterly*, (3), 44–57.

Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, *12*(15), 6086. https://doi.org/10.3390/su12156086

Diener, E. (1984). Subjective well-being. *Psychological bulletin*, *95*(3), 542. https://doi.org/10.1038/s41562-018-0307-6

Diestel, S., Wegge, J., & Schmidt, K. H. (2014). The impact of social context on the relationship between individual job satisfaction and absenteeism: The roles of different foci of job satisfaction and work-unit absenteeism. *Academy of Management Journal*, *57*(2), 353-382. https://doi.org/10.5465/amj.2010.1087

Dzimbiri, G. L., & Molefi, A. (2021). The impact of talent management on job satisfaction of registered nurses in Malawian public hospitals. *SA Journal of Human Resource Management*, *19*, 9. https://doi.org/10.4102/sajhrm.v19i0.1513

Ekhsan, M., Parashakti, R. D., & Perkasa, D. H. (2023). The impact of talent management on employee performance mediated by employee engagement. *East Asian Journal of Multidisciplinary Research*, *2*(4), 1821-1834.

Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, *25*(3), 144-150. https://doi.org/10.1016/j.iedeen.2019.05.001

Fisher, C. D. (2010). Happiness at work. *International journal of management reviews*, *12*(4), 384-412. https://doi.org/10.1111/j.1468-2370.2009.00270.x

Furnham, A., Eracleous, A., & Chamorro-Premuzic, T. (2009). Personality, motivation and job satisfaction: Hertzberg meets the Big Five. *Journal of managerial psychology*, *24*(8), 765-779. https://doi.org/10.1108/02683940910996789

Goestjahjanti, S. F., Novitasari, D., Hutagalung, D., Asbari, M., & Supono, J. (2020). Impact of talent management, authentic leadership and employee engagement on job satisfaction: Evidence from south east asian industries. *Journal of Critical Reviews*, *7*(19), 67-88.

Harris, H. (2018). Organizational happiness. In *Oxford Research Encyclopedia of Business and Management*. https://doi.org/10.1093/acrefore/9780190224851.013.148

Heimerl, P., Haid, M., Perkmann, U., & Rabensteiner, M. (2020). Job satisfaction as a driver for sustainable development in the hospitality industry? Evidence from the Alpine region. *Sustainability*, *12*(17), 6754. https://doi.org/10.3390/su12176754

Hicks, B., Carter, A., & Sinclair, A. (2013). Impact of coaching on employee well-being, engagement and job satisfaction. *IES Research Network Project Report*, *6*.

Kaleem, M. (2019). The influence of talent management on performance of employee in public sector institutions of the UAE. *Public Administration Research*, *8*(2), 8-23.

Kamal, M. Y., & Lukman, Z. M. (2017). The relationship between attracting talent and job satisfaction in selected public higher learning institutions. *International Journal of Management Research and Reviews*, *7*(4), 444.

Karam, A. K. D., Ab Yazid, M. S., Khatibi, A., & Azam, S. F. (2017). Measuring the mediating role of talent management, hrm and organisational success in uae. *European Journal of Human Resource Management Studies*, 1, 22–35. http://dx.doi.org/10.46827/ejhrms.v0i0.254

Khairina, F., & Games, D. (2022). The Influence of Talent Management Practices on Employee Performance: The Mediating Role of Employee Engagement and Employee Job Satisfaction.(Case Study at PT Bank Negara Indonesia

(Persero) Tbk Regional Office 02). *Enrichment: Journal of Management*, *12*(4), 2879-2892. https://doi.org/10.35335/enrichment.v12i4.748

Khairon, I., Jasmi, K. A., Latif, M. K., Kanafiah, M. Y. H. M., & Nordin, M. N. B. (2021). Thrust of Faith and Manifestations to Faith According to The Qur'an and Hadith: A Study of Content Analysis. *PalArch's Journal of Archaeology of Egypt/Egyptology*, *18*(4), 1-20.

Kusi, L. Y., Opoku-Danso, A., & Afum, E. (2020). Improving performance of public universities in Ghana through talent management: Does leadership support matter. *Global Journal of Management and Business Research*, *20*(10), 41-68.

Lambert, L., Passmore, H. A., & Joshanloo, M. (2019). A positive psychology intervention program in a culturally-diverse university: Boosting happiness and reducing fear. *Journal of Happiness studies*, *20*, 1141-1162. https://doi.org/10.1007/s10902-018-9993-z

Lange, T. (2021). Job satisfaction and implications for organizational sustainability: a resource efficiency perspective. *Sustainability*, *13*(7), 3794. https://doi.org/10.3390/su13073794

Luna–Arocas, R., & Morley, M. J. (2015). Talent management, talent mindset competency and job performance: The mediating role of job satisfaction. *European Journal of International Management*, *9*(1), 28-51. https://doi.org/10.1504/EJIM.2015.066670

Maslow, A. H. (1954). *Motivation and Personality*. New York: Harper and Row Publishers.

Moçoşoğlu, B., & Kaya, A. (2018). The relationship between organizational silence and organizational happiness levels of school administrators and teachers: The case of Şanlıurfa. *Harran Education Journal*, *3*(1), 52-70.

Mosbiran, N. F., Mustafa, M. Z., Abdul Razzaq, A. R., Ahad, R., & Nordin, M. N. (2020). Meta analysis for special education leadership in Malaysia. *PalArch's Journal of Archaeology of Egypt/Egyptology*, *17*(7).

Mroueh, M., & de Waal, A. (2020). Measuring happiness at work in a Takaful organization. *Journal of Organizational Effectiveness: People and Performance*, *7*(2), 139-154. https://doi.org/10.1108/JOEPP-04-2020-0050

Mujtaba, M., Mubarik, M. S., & Soomro, K. A. (2022). Measuring talent management: A proposed construct. *Employee Relations: The International Journal*, *44*(5), 1192-1215. https://doi.org/10.1108/ER-05-2021-0224

Narayanan, A. (2016). Talent Management and Employee Retention: Implications of Job Embeddedness – A Research Agenda. *Journal of Strategic Human Resource Management*, 5(2), 34–40.

Nordin, M., Mustafa, M., & Razzaq, A. R. B. A. (2020). Headmaster leadership effect on task load of special education integration program teacher. *Humanities & Social Sciences Reviews*, *8*(2), 451-456.

Nordin, M. N., Mustafa, M. Z. B., & Razzaq, A. R. B. A. (2019). The Practice of Headmasters' Leadership and Its Effect on Job Satisfaction of Special Education Integration Program (PPKI) Teachers in Johor, Malaysia. *Universal Journal of Educational Research*, *7*(9), 2008-2014.

Omar, O. (2018). Signing up for happiness: An exploratory study of workforce changes in the UAE market in response to the National Program for Happiness and Wellbeing. *Middle East Journal of Positive Psychology*, *4*, 80-101.

Opatha, H. H. D. P. J., & Uresha, K. I. (2020). HRM and its impact on employee happiness: An empirical study on Sri Lankan employees. *Asian Journal of Social Sciences and Management Studies*, *7*(2), 114-123.

Oswald, A. J., Proto, E., & Sgroi, D. (2015). Happiness and productivity. *Journal of labor economics*, *33*(4), 789-822. https://doi.org/10.1086/681096

Othman, A. K., Mahmud, Z., Noranee, S., & Noordin, F. (2018). Measuring employee happiness: Analyzing the dimensionality of employee engagement. In *Proceedings of the 7th International Conference on Kansei Engineering and Emotion Research 2018: KEER 2018, 19-22 March 2018, Kuching, Sarawak, Malaysia* (pp. 863-869). Springer Singapore. https://doi.org/10.1007/978-981-10-8612-0_90

Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The journal of asian finance, economics and business*, *7*(8), 577-588. https://doi.org/10.13106/jafeb.2020.vol7.no8.577

Pandita, D., & Ray, S. (2018). Talent management and employee engagement–a meta-analysis of their impact on talent retention. *Industrial and commercial training*, *50*(4), 185-199. https://doi.org/10.1108/ICT-09-2017-0073

Pananrangi, M., Lewangka, O., & Sudirman, I. (2020). The influence of motivation and job satisfaction on employee performance in PT. Son Karella mare. *Hasanuddin Journal of Applied Business and Entrepreneurship*, *3*(2), 20-32.

Pereira, V., Neal, M., Temouri, Y., & Qureshi, W. (Eds.). (2020). *Human capital in the Middle East: A UAE perspective*. Springer Nature.

Qasim, A. (2020). The impacts of high employee turnover in the UAE hospitality industry. *Human Capital in the Middle East: A UAE Perspective*, 73-91. https://doi.org/10.1007/978-3-030-42211-0_4

Ramlawati, R. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, *11*, 511-518.

Rego, A., & e Cunha, M. P. (2008). Authentizotic climates and employee happiness: Pathways to individual performance?. *Journal of business research*, *61*(7), 739-752. https://doi.org/10.1016/j.jbusres.2007.08.003

Reham, M. M., Doaa, S. H., & Walid, S. A. (2019). Talent management and its role on supporting the competitiveness in the airline companies. *Tourism Marketing for the Delta Region*, 5(15), 55-97. 10.21608/mkaf.2021.164929

Ribeiro, D., & Ribeiro, J. (2023, January). Dubai and UAE'S Context of Happiness as a Government Policy in 2021 and 2022 Content Analysis of Government Communication. In *World Conference on Qualitative Research* (pp. 166-179). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-031-31346-2_11

Riyadi, S. (2020). The influence of leadership style, individual characteristics and organisational climate on work motivation, job satisfaction and performance. *International Journal of Innovation, Creativity and Change*, *13*(7), 662-677.

Robbins, S. P. (1994). Human resource management: concepts and practices. *Wiley*.

Rukunga, Y. M., & Nzulwa, J. (2018). The role of talent management strategies on organizational performance: A case of telecommunication firms in Kenya. *International Academic Journal of Human Resource and Business Administration*, *3*(3), 263-288.

Sarstedt, M., Hair Jr, J. F., Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian marketing journal*, *27*(3), 197-211. https://doi.org/10.1016/j.ausmj.2019.05.003

Saari, L. M., & Judge, T. A. (2004). Employee attitudes and job satisfaction. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, *43*(4), 395-407. https://doi.org/10.1002/hrm.20032

Sakka, F. (2020). Happiness in work setting: scale development and validity in the United Arab of Emirates. *International Journal of Management (IJM)*, *11*(9), 1766-1785. https://doi.org/10.34218/IJM.11.9.2020.168

Saleh, R., & Atan, T. (2021). The involvement of sustainable talent management practices on employee's job satisfaction: Mediating effect of organizational culture. *Sustainability*, *13*(23), 13320. https://doi.org/10.3390/su132313320

Sandybayev, D. A. (2019). Daytime nap as a factor of happiness to impact on work performance: Evidence from the United Arab Emirates. *Journal of Administrative and Business Studies JABS*, *5*(3), 138-152.

Schiemann, W. A. (2014). From talent management to talent optimization. *Journal of world business*, *49*(2), 281-288. https://doi.org/10.1016/j.jwb.2013.11.012

Schuler, R. S., Jackson, S. E., & Tarique, I. (2011). Global talent management and global talent challenges: Strategic opportunities for IHRM. *Journal of world business*, *46*(4), 506-516. https://doi.org/10.1016/j.jwb.2010.10.011

Shah, S., & Ayub, M. (2021). The Impact of Person-Job Fit, Person-Organization Fit on Job Satisfaction. *Journal of Entrepreneurship, Management, and Innovation*, *3*(1), 57-76.

Sheehan, M., Grant, K., & Garavan, T. (2018). Strategic talent management: A macro and micro analysis of current issues in hospitality and tourism. *Worldwide Hospitality and Tourism Themes*, *10*(1), 28-41. https://doi.org/10.1108/WHATT-10-2017-0062

Smith, S. A., Patmos, A., & Pitts, M. J. (2018). Communication and teleworking: A study of communication channel satisfaction, personality, and job satisfaction for teleworking employees. *International Journal of Business Communication*, *55*(1), 44-68. https://doi.org/10.1177/2329488415589101

Sottile, S. N. (2021). *Talent Management and Organizational Performance Correlation of Faculty at Community Colleges in Southern California* (Doctoral dissertation, Grand Canyon University).

Tash, M. S., Ali, E. N., & Ahmadzadeh, M. (2016). The effects of talent management on employees performance in oil jam petrochemical complex (Oil JPC): The mediating role of job satisfaction. *International Journal of Economics and Finance*, *8*(6), 1-5.

Thevanes, N., & Jathurika, M. (2021). Employee happiness and its relationship with job satisfaction: An empirical study of academic staff in a selected Sri Lankan University. *Asian Journal of Social Science and Management Technology*, *3*(1), 34-43.

Veenhoven, R. (2009). How do we assess how happy we are? Tenets, implications and tenability of three theories. In *Happiness, economics and politics*. Edward Elgar Publishing. https://doi.org/10.4337/9781849801973.00009

Wesarat, P. O., Sharif, M. Y., & Abdul Majid, A. H. (2014). A conceptual framework of happiness at the workplace. *Asian Social Science*, *11*(2), 78-88.

Yang, J., Pu, B., & Guan, Z. (2019). Entrepreneurial leadership and turnover intention in startups: Mediating roles of employees' job embeddedness, job satisfaction and affective commitment. *Sustainability*, *11*(4), 1101. https://doi.org/10.3390/su11041101

Yener, M. İ., Gurbuz, F. G., & Acar, P. (2017). Development and validation of a talent management measurement instrument. *Journal of Business Economics and Finance*, *6*(3), 233-245. https://doi.org/10.17261/Pressacademia.2017.683

Youssef, E. E., & El Hessewi, M. S. G. (2021). Effect of talent management training program on head nurses leadership effectiveness. *Egyptian Journal of Health Care*, *12*(4), 351-361.

Zaid, M., Norazmi, N., & Abdul Rasid, A. R. (2020). Headmaster Leadership Effect on Task Load Of Special Education Integration Program Teacher. *Humanities & Social Sciences Reviews*, 8(2), 451-456.