

The Impact of Human Talent Management Strategies on the Business Intelligence System A Field Study on the Royal Jordanian Airlines

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Abstract

The focus of the research was to determine the influence of human talent management strategies on the Business Intelligence System in the Royal Jordanian Airlines. The researcher used a descriptive (survey) approach that is governed by the interpretation of the current state of the phenomenon being investigated. The researcher adopted a simple random sample of (201) members with a confidence factor of 95% and an error of 5%. A questionnaire was used in this study to collect the required data. The research came to the following conclusions: : The arithmetic mean of the first dimension was (2.62) and a standard deviation of (0.76), with a medium degree. The arithmetic mean of the second dimension was (2.51) and a standard deviation of (0.72), with a low degree. The arithmetic mean of the third dimension was (2.53) and standard deviation (0.78), with a low degree. Accordingly, there is a medium impact of human talent management strategies on the Business Intelligence System in the Royal Jordanian Airlines.

Keywords: Human Talent Management, Business Intelligence System, Royal Jordanian Airlines.

Introduction

Every organization seeking to flourish in the global competitive market faces a difficulty in being open to advanced technology. Moreover, in order to attain excellence, institutions must count on administrative methods and approaches that enable them to keep up with the most significant and recent changes; the business intelligence system the most important of them (Leavy, 2019). The concept of business intelligence is one of the modern concepts in management. Furthermore, this idea is dependent on information systems in entrepreneurial companies (Goel & Kapoor, 2021).

However, it is important to note that employing business intelligence is a priority for specialists and researchers in management, and its practitioners, especially as It has an impact on entities' future developments and overall strategy in order to improve their performance and justify their actions by incorporating the most up-to-date management theories and ideas (Zeng, 2018). This, of course, leads to well-thought-out

decision-making which would enhance the institution's, as well as maintaining that its numerous and diverse resources are optimally utilized (Lotfi & Mansourifard, 2021). In addition, this makes the institutions' future policies and tactics more adaptable and receptive to developments in both the public and private spheres (Leszkiewicz et al, 2021).

It must be emphasized that the business system's financial and administrative growth has brought a quest for means and processes to improve the assessment process and achieve comprehensive quality in its many areas. Among these methods, business organizations have started to use what is known as business intelligence system applications (Mert & Başkır, 2020). Because of the diversity of their activities, the increase in business volume, and the increased competitiveness among businesses, smart business apps function are one of the most significant functions in entrepreneurial organizations, as well as it is founded on the premise of employing cutting-edge technologies and applications, the Royal Jordanian Airlines

has tended to embrace business intelligence system in controlling the quality of internal audit in order to reach a better level of performance (Rteimeh, 2021).

It is worth noting that one of the most important modern administrative concepts in management is the concept of talent management; recently, interest in it has increased as a concept that focuses on the effective capabilities, talents and skills of human resources (Pauli & Poczowski, 2019). This concept was first used by (David Watkins, 1998), and it was used as a modern method by many companies after that, as it emphasized the necessity of taking care of the talents and skills of employees, as it is the center of operations that lead the business to success and profits (Marinakou, 2019).

Talent management is one of the most prominent modern administrative and organizational trends, which is concerned with building human relations and managing the human element, to form a functional base, according to standards that achieve the highest levels of quality in performance and outstanding achievement, and the search for an integrated strategy, to predict the extent of the need for employees and attract them to work in it or recruit them, motivate them, manage their affairs and develop their skills (Kaewnaknaew et al, 2022).

Hence, talent management developed and became a system applied in companies as one of the strategies for development and change. Talent management is an integrated system of practices, including performance management, training and development leading to attracting and retaining talent, motivating and developing them, and thus achieving the goals of the organization (Abazeed, 2018).

There is no meaning for a pioneering company that does not keep pace with changes and developments in the field of innovation, creativity and attention to talent, nor does it make sense to a society that does not interact with these processes, nor contribute to their creation and development (Savov et al, 2022). Al-Dalahmeh et al (2022) indicated that companies in Jordan should be more diversified in their topics, commensurate with achieving quality in human talent management. This means that researching

the impact of human talent management strategies on the business intelligence system in the Royal Jordanian Airlines is justified in light of the proposed policies and programs related to the need to develop and modernize companies, in line with talent management and attention to the talented. Thus, the outputs of companies become capable of creativity, innovation and keeping abreast of developments related to human talent management and the business intelligence system, and thus able to develop and enhance the work of Jordanian companies according to the business intelligence system.

Problem of the Study

The management of human talent and the business intelligence system in the entrepreneurial companies is an essential entry point for facing the challenges imposed as a result of global advancements, it has become a the basic stage in the processes of organizational change. As a result, several companies seek to adopt it, and only dramatic improvements, most notably the use of business information system applications, may achieve this (Wu et al, 2018). Moreover, there are changes that need to be done in the structure of companies in line with business intelligence applications. This, of course, ensures a company's competition in both foreign and domestic markets, as well as its existence, sustainability, and expansion. (Liu et al, 2020).

As a result, the Royal Jordanian Airlines, like other economic sectors, is significant in terms of utilizing Jordanian domestic workers, as well as in ways that strengthens Jordan's economy. Also, the Royal Jordanian Airlines is in desperate need of updating its operating techniques and techniques to keep up with technological advancements in the applications of the business intelligence system. This necessitated conducting this study to try to reveal the impact of human talent management strategies on the business intelligence system in the Royal Jordanian Airlines .This study comes to shed light on one of the modern administrative concepts, which is the concept of talent management, as a management method that increases organizational affiliation and job satisfaction.

Haak-Saheem (2020) confirms that there is a positive direct correlation between the practice of

talent management strategies and organizational affiliation, and that talent management is the effective treatment for the problems facing employees in companies. In this context, it has become imperative for the Royal Jordanian Airlines Company to adopt the applications of the business intelligence system in its administration and operations on the domestic and overseas markets, to be able to raise the mentality of constructive competition among businesses to achieve overall quality through the management of human talent. As a result, the current study's major goal was to answer the following question:

What is the impact of human talent management strategies on the business intelligence system in the Royal Jordanian Airlines?

The Study Questions

1. What is the impact of the strategy of attracting human talent on the business intelligence system in the Royal Jordanian Airlines?
2. What is the impact of the human talent retention strategy on the business intelligence system in the Royal Jordanian Airlines?
3. What is the impact of the human talent development strategy on the business intelligence system in the Royal Jordanian Airlines?

The Study Objectives

1. Recognizing the repercussions of the strategy of attracting human talent on the business intelligence system in the Royal Jordanian Airlines.
2. Recognizing the repercussions of the human talent retention strategy on the business intelligence system in the Royal Jordanian Airlines.
3. Recognizing the repercussions of the human talent development strategy on the business intelligence system in the Royal Jordanian Airlines.

Significance of the Study

Although the researchers dealt with both human talent management and the business intelligence system from several aspects, the link between the

two topics did not receive the attention it deserves in the Jordanian business environment, where the significance of the research arises from the following points:

1. The academic scientific benefit of this study is what its results are expected to add to scientific knowledge and reduce the gap in the research literature; this is due to the paucity of studies on this topic
2. Giving a full perception to workers in companies and economic institutions about the current reality of human talent management and its connection to the business intelligence system.
3. The practical benefit is to reveal the reality of the applications of the business intelligence system in the Royal Jordanian Airlines
4. The results of this study may benefit decision-makers and policy-makers in the Jordanian economy in developing plans and strategies for business intelligence system applications within the human talent management.

Terms of the Study

Human talent management: It is the process of developing, unifying and integrating all human capital management practices that are adopted within the institution in order to better ensure the attraction of human elements that possess capabilities, skills and distinguished knowledge to work within an institution, then employing the capabilities of these elements in an effort to preserve them, with the aim of raising the efficiency of performance within the institution and the influence through them on others (Kravariti & Johnston, 2020).

Crane & Hartwell (2019) referred to talent management as a novel and new managerial and organizational concept and philosophy in the realm of human resources and the management of organizations that management science has witnessed in all its forms. The interest in this concept has increased as it is a concept in human resources that emphasizes on the idea of paying priority to capabilities, talents, and effective skills. Ansar & Baloch (2018) indicated that human talent management is a set of practices, functions and activities carried out by the human

resources department in the institution, represented by the recruitment and development of the career path.

The business intelligence system: is the umbrella that contains tools, databases, data warehouses, and performance management methodologies, all integrated in unified software that serves the goals of companies (Hasanpour et al, 2019).

Anlesinya et al (2019) pointed out that the business intelligence system is theories, methodology, processes, characteristics and techniques that transform raw data into useful and meaningful information for business purposes.

Bhalla et al (2018) pointed out that the business intelligence system to handle with large amounts of data in order to assist firms in identifying and developing new business prospects, as well as implementing an effective plan. Pandita & Ray (2018) pointed out that the terms "business intelligence system" and "business intelligence technologies" are interchangeable; through the common activities of business intelligence tools, ongoing, and future perspectives into corporate processes can be analyzed. Business intelligence system also contributes to data mining, business process management and measurement standards.

Delimitations of the Study

This study was applied to a sample of employees of the Royal Jordanian Airlines in 2022. It was limited to the responses of the employees to the study tool. The psychometric properties of the study's instrument were confirmed; validity and stability. The results of the study and the possibility of generalizing them are determined by the validity of the responses of the study sample members and the validity of the study scale on the impact of human talent management

strategies on the business intelligence system in the Royal Jordanian Airlines.

The Field study

Methodology of the Study

The researcher used a descriptive (survey) technique, which entails evaluating the current state of the phenomena under investigation and establishing its dimensions related to the impact of human talent management strategies on the business intelligence system in the Royal Jordanian Airlines. In addition, data about the phenomenon will be analyzed and interpreted.

Population and Sample of the Study

All (1200) managers and employees of the Royal Jordanian Airlines Company at various job levels make up the study population. The sample size (201) members was determined with a confidence factor of 95% and an error of 5%.

The Study Instrument

The study instrument was a questionnaire that was used to gather data from the study sample and to poll the research sample's opinions on the items that were used to test the research questions.

Validation

The research instrument was given to a small group of Royal Jordanian Airlines personnel as a test run through which the study's instrument was validated. The Statistical Package for Social Sciences (SPSS) programme was used to unload the responses of the sample members. The correlation coefficients between the overall score for each dimension of the study were then determined using the significance degrees of the correlation coefficient values. The methodologies for calculating the internal consistency validity are shown in the table below.

Table (1) Pearson correlation coefficients

Dimensions	Correlation Coefficients	Value Of Significance
Human Talent Management	0.86**	0.000
Business Intelligence System	0.94**	0.000

The correlation coefficients in Table 1 are high and statistically significant at the level of significance (0.01), indicating that the dimensions have valid internal consistency.

Reliability

The questionnaire reliability coefficients are shown in the table below, which was calculated using Cronbach's Alpha technique.

Table (2) Cronbach's alpha coefficients

Dimensions	Cronbach's Alpha Coefficients
Human Talent Management	0.84
Business Intelligence System	0.77
Total	0.95

Table (2) shows that the total reliability coefficient of Alpha Cronbach was (0.95) and this is a high reliability coefficient. This refers that the instrument for this study has a high level of reliability and can be trusted in the study's field application.

Results and Discussion

The First Question: What is the impact of the strategy of attracting human talent on the

business intelligence system in the Royal Jordanian Airlines?

The arithmetic means and standard deviations of the study sample members were measured on the items of attracting human talents strategy on the business intelligence system in the Royal Jordanian Airlines as a whole to answer this question, and the following table shows that:

Table (3) the strategy of attracting human talents on the business intelligence system

N	Item	Means*	Standard Deviation	Rank	Degree
1	Focusing on identifying the company's needs of employees on quality and efficiency in the application of the smart business system	3.07	1.03	1	Medium
5	Matching competency with the vacancy objectively upon selection.	2.76	0.98	2	Medium
7	Focusing on real talent and experience and not just on years of experience when choosing.	2.65	0.96	3	Medium
6	Exercising the principles of fairness and transparency in the selection process for new employees	2.64	1.02	4	Medium
2	Seeking to search for talented and qualified people in the smart business system	2.60	1.00	5	Medium
10	Sending talented people to conduct training courses in the smart business system.	2.60	1.09	5	Medium

4	Attracting new talents to integrate them into the administrative work environment based on the smart business system	2.57	1.00	7	Low
3	Using all available means to attract the largest possible number of talented applicants who have experience in the smart business system	2.49	1.01	8	Low
9	Supporting employees to raise the level of talented among them	2.43	1.04	9	Low
8	Identification of specific mechanisms to reveal talents and high potentials from within the Royal Jordanian Airlines.	2.40	0.98	10	Low
Total Mean		2.62	0.76	Medium	

It is noted from Table (3) that the arithmetic means of the items of the first dimension ranged between (2.40) and (3.07) with a level of practice that ranged between (low) and (medium), and the results showed that the total mean reached (2.62) with a standard deviation of (0.76) and this is in a medium degree of practice. This indicates that Royal Jordanian Airlines seeks to some extent to develop the capabilities and talents of employees to achieve competition, develop new employees, maintain existing employees, or attract talented employees with high experience to work in the company.

The results also show that there is an average deficiency in the mechanisms for attracting and discovering talented people to provide the company's needs, with some practices with a

reasonable degree of focus in determining needs on efficiency and quality, and taking into account the principles of objectivity and transparency when choosing, and this is due to the absence of an integrated effective plan to attract, assign and retain competencies and talents to meet their current or future needs.

The Second Question: What is the impact of the on the business intelligence system in the Royal Jordanian Airlines?

The arithmetic means and standard deviations of the study sample members were measured on the items of human talent retention strategy on the business intelligence system in the Royal Jordanian Airlines as a whole to answer this question, and the following table shows that:

Table (4) The strategy to retain human talent on the business intelligence system

No.	Item	Means*	Standard Deviation	Rank	Degree
11	Developing plans to train and develop human talent and raise their level according to their needs.	2.65	0.98	1	Medium
14	Developing and refining the skills of talented workers through highly efficient specialized programs.	2.64	1.00	2	Medium

13	Providing opportunities for external training through local and international scientific conferences.	2.63	1.04	3	Medium
12	Providing internal training through training courses and real situations in the business intelligence system.	2.58	1.02	4	Low
18	Stimulating energies according to the requirements of the business intelligence system and working to launch it.	2.49	0.94	5	Low
20	Putting high calibers in important leadership positions appropriate to their abilities	2.47	1.07	6	Low
15	Developing objective criteria to measure the performance of talented workers based on comparing their performance to those criteria.	2.46	0.95	7	Low
16	Developing a system to motivate the morally talented workers.	2.41	0.95	8	Low
17	Developing a system of material incentives according to creative achievements.	2.39	1.00	9	Low
19	Directing promotion of talented workers according to their capabilities and abilities.	2.34	1.11	10	Low
	Total Mean	2.51	0.72	Low	

It is noted from Table (4) that the arithmetic means of the items of the second dimension ranged between (2.34) and (2.65) with a level of practice that ranged between (low) and (medium), and the results showed that the total mean reached (2.51) with a standard deviation of (0.72) and this is a low degree of practice. This indicates the weakness in the company's ability due to the lack of a system to motivate the talented and distinguished among them financially and morally, and the failure to link promotion to creative capabilities and achievements. However, the exceptional circumstances and administrative problems hinder its application and cause the failure to place high calibers in positions appropriate to their abilities, and the lack of appropriate and specific criteria to measure talented people. This result is attributed to the lack of leaders bearing a

future vision that supports the talented and is concerned with planning for the development, training and support of the talented, and this is due to the criteria for selecting leaders in the company and their ability to manage the company and provide an attractive and supportive environment for employees that allows professional growth.

The Third Question: What is the impact of the human talent development strategy on the business intelligence system in the Royal Jordanian Airlines?

The arithmetic means and standard deviations of the study sample members were measured on the items of human talent development strategy on the business intelligence system in the Royal Jordanian Airlines as a whole to answer this question, and the following table shows that:

Table (5) The strategy for developing human talents on the business intelligence system

No.	Item	Means*	Standard Deviation	Rank	Degree
22	Giving the opportunity for personal creativity and acquiring business intelligence requirements.	2.63	0.95	1	Medium
27	Developing capabilities and skills according to the business intelligence system to achieve sustainable development.	2.59	1.02	2	Low
21	Spreading the spirit of competition among employees in order to work on developing capabilities and skills.	2.58	1.00	3	Low
23	Attention to the personal development of employees to achieve career adjustment.	2.55	1.00	4	Low
26	Involve talented people in decision-making as they are partners in developing human resource management plans.	2.55	1.02	5	Low
30	Attention to the career path of talented people as a way to improve their performance.	2.55	0.99	6	Low
28	Seriously striving to make the work environment more conducive to showing and refining talents.	2.50	1.00	7	Low
24	Providing the appropriate climate for employing the business intelligence system to achieve the required quality	2.48	0.99	8	Low
25	Providing a special atmosphere suitable for the work of talented people that allows the application of their ideas and the realization of their initiatives.	2.45	0.95	9	Low
29	Developing confidence in human talent management and its relationship to the business intelligence system to achieve business excellence.	2.44	1.00	10	Low
	Total Mean	2.53	0.78		Low

It is noted from Table (3) that the arithmetic means of the items of the third dimension ranged between (2.44) and (2.63) with a level of practice that ranged between (low) and (medium), and the results showed that the total mean reached (2.53)

with a standard deviation of (0.78) and this is in a low degree of practice. This indicates the company's shortcomings in human talent management and developing practices related to this aspect in terms of providing a special climate

for the work of talented people, which allows the application of their ideas and initiatives in the serious pursuit of making the work environment more suitable, involving them in decision-making and developing their self-confidence, which contributes to increasing their belonging and satisfaction.

Results Summarization

1. The arithmetic mean of the first dimension was (2.62) and a standard deviation of (0.76), with a medium degree.
2. The arithmetic mean of the second dimension was (2.51) and a standard deviation of (0.72), with a low degree.
3. The arithmetic mean of the third dimension was (2.53) and standard deviation (0.78), with a low degree.

Recommendations

1. Adopting mechanisms to prepare the community and spread the culture of nurturing and developing human talents.
2. Developing the culture of Jordanian companies to support the status of workers and link their capabilities to the business intelligence system.
3. Adopting a human talent management project and linking it to business intelligence system, to be funded by the private sector and community members.
4. Adopting a media program for the purpose of spreading awareness, by holding seminars, preparing guidebooks and distributing them to those concerned, and popularizing the use of the concept of business intelligence system in the company's units.
5. Establishing a department at all levels that is responsible for managing the company's human talents.
6. Providing all the elements that support creative work in accordance with the requirements of the business intelligence system organization, such as: the existence of a supportive and encouraging administrative environment to attract human talent.
7. Conducting further studies on the possibility of achieving human talent

management in Jordanian companies and other institutions.

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