

## The Role of Talent Management in Enhancing Organizational Innovation

### An analytical study of the opinions of a sample of employees in the Royal Jordanian Airlines in Erbil city

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#### ABSTRACT

The research aims to know the level of talent management and organizational innovation in the Jordanian airline company and to know the relationship and influence between them. In light of the research objectives, the research problem was condensed into numerous questions: Is talent management in place for employees of the Royal Jordan Aircraft Company in Erbil? What is its nature of it? the relationship and the impact between Talent Management on Organizational creativity. Researchers resort to using analytical descriptive techniques. The main and secondary variables are described, and the relationships and influences between the research variables are examined. The research community is an example (Employees) at the Erbil-based Royal Jordan Aircraft Company. There were (40) questionnaires distributed, and all of them were valid for analysis. By using statistical techniques, the computer application SPSS V.25 tested hypotheses.

The study came to several conclusions, there is a positive correlation between human talent management and organizational creativity at both the macro and micro levels. Further, the independent variable (management of human talents) has a favorable impact on the dependent variable (organizational creativity), according to the results of the macro- and micro-level study indicators. The research suggested a set of recommendations, the most important of which is Focusing on providing training and development for the employees of the researched company in the field of human resources management, to increase their awareness and improve their capabilities in applying the principles of modern management, and thus improve the performance of employees and increase the efficiency of the university in benefiting from its human resources in a sustainable manner.

## **1-INTRODUCTION**

The growth of managerial thought in general, and human resource management in particular, is sought after by scientific study and experimentation, which have intensified in recent years as a result of the improvement institutions have seen. Every company has to discover talented creative persons among its members to assist it in staying up with this accelerating progress because the demand for innovative and creative activities is rising. Since talent management primarily involves finding talent from internal and external sources, distributing that talent in leadership positions, and working to improve organizational motivation and creativity that supports the growth of organizational performance, talent management has recently attracted an increasing amount of research attention.

Organizational innovation plays a crucial role in the success and growth of companies in today's rapidly changing business environment. In order to stay competitive and adapt to evolving market dynamics, organizations need to foster a culture of creativity and encourage innovation at all levels. One of the key factors that significantly impact organizational innovation is the effective management of human talent. Human talent management refers to the strategic approach organizations adopt to attract, develop, motivate, and retain their employees with the aim of

unleashing their creative potential. The growth of organizations seen in recent years is regarded as the primary impetus for the expansion of scientific research and experiments that aim to advance managerial ideas generally and human resource management specifically. Every business must now look inside its ranks for skilled creative individuals to assist it in staying up with this accelerating advancement as the demand for innovative and creative activity grows.

**1.1 Research Problem:**

Due to the enormous changes and advancements in technology, organizations nowadays confront numerous difficulties. Aviation firms face their fair share of these difficulties as they work to stay competitive in this fast-paced environment and stand out in the highly competitive marketplace. In today's ever-evolving business world, creativity is important to the success and expansion of firms. It enables businesses to innovate, find solutions to difficult challenges, and set themselves apart from rivals. Adapting to changing client needs and competitors, as well as developments in the fields of administration and business and the mechanisms used, such as the shift in the business's focus, the skills and capabilities needed, the variations in labor markets, the weakness of educational outputs and their inappropriateness to the functional needs of institutions, and for the human resources department to be able to meet to ensure that the activities of the institution are carried out efficiently, they must hire skilled and qualified people. As a result, the institution must transform its work culture, move toward talent management, and draw on the experiences of other successful global institutions in this sector.

**1.2 Research Questions:**

- Does the researched company care about managing human talents, and what are their levels?
- To what extent do employees care about organizational creativity, and what are its levels?
- Is there a statistically significant relationship between Human talent management and organizational creativity in the research company?

- Is there a statistically significant effectual relationship between talent management in organizational creativity in the research community?

### **1.2 Research Objectives:**

- The main objective of the research is to try to identify the Role of Human talent management practices on organizational creativity, and this can be reached by achieving the following sub-objectives:
- Identifying levels of human talent management as an independent variable and organizational creativity as a dependent variable
- Building a conceptual framework from the research variables that serve the researched company
- Determining the type and strength of the relationship between the dimensions of talent management and the dimensions of organizational creativity.
- Studying and analyzing the impact of talent management dimensions on organizational creativity.

### **1.3 Research Importance:**

- The importance of the study can be reviewed as follows:
- Employees who are creative and innovative are often sought-after in the job market. By creating an environment that encourages and supports creativity, organizations can attract and retain talented individuals, reducing turnover rates and maintaining a competitive advantage.
- Organizational transformation is unavoidable in the modern, dynamic business world. By cultivating a workforce that is flexible, receptive to new ideas, and capable of leading and accepting change, talent management strategies can aid in a smooth transition.
- Human talent management can help identify and allocate resources effectively to support creativity. By understanding the skills and capabilities of their employees, organizations can align their talent with specific projects and

initiatives that require creative thinking, maximizing the use of available resources

- Effective talent management practices can help foster a culture that promotes creativity and innovation. This includes creating psychological safety, encouraging collaboration and information sharing, and providing opportunities for learning and growth.
- Overall, research on the effects of human talent management on organizational creativity is important to understand the strategies and practices that organizations can adopt to inspire and harness the creative potential of their employees. By investing in talent management initiatives, organizations can create a culture that supports and nurtures creativity, leading to improved performance, innovation, and long-term success.

#### **1.4 Research Hypothesis:**

**First research Hypothesis:** the search variables' ordinal relevance differs Depending on the respondents' opinions of the company under research.

**Second research Hypothesis:** there is a significant relationship between Human talent management and organizational creativity in Royal Jourdan Company for Airplane in Erbil City.

**Third research Hypothesis:** There is a statistically significant effect of Human talent management on Organizational Creativity in Royal Jourdan Company for Airplane in Erbil City

### 1.5 Research Model:

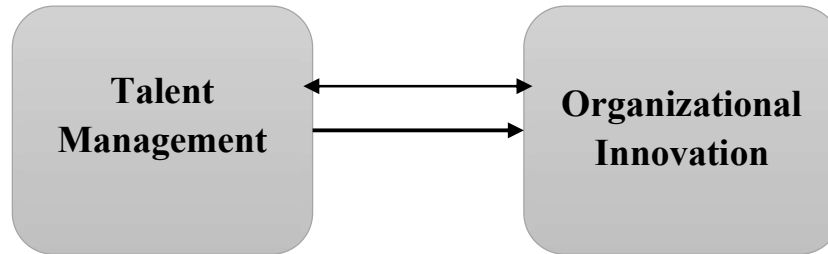


Figure (1) research model

## 2. LITERATURE REVIEW

### 2.1 Human Talent Management

Talents are a tremendous source of basic riches and a priceless gift that must be recognized and utilized for the benefit of society and its growth to help meet society's future needs for thinkers and academics in various fields of knowledge. According to the management lexicon, talent is the identification, development, application, and maintenance of a set of employee skills or abilities for the benefit of the company, Talent is defined as competence, skill, or the capacity to perform a given work or function (Iman, 2017). As he emphasized, managing talent and talented people is always the locomotive of progress because they are the driving force and motivator for starting and setting an example for others in diligence. Because talent management has become a rare currency for a competitive advantage in the context of the constant global competition that is pushing businesses towards the crashing waves of globalization, only those who recognize its importance can realize this (Al-Shammari, 2016, p. 237). It was crucial to explain talent management, its prerequisites, and how a business may create a successful strategy to improve its

human resource capabilities because talent management is so important to various organizations. (Mahmoud B., 2019). Organizations are now searching for the most talented groups available on the labor market, not only to hire them but also to motivate them, develop their performance, and uncover their potential within them (Ibrahim, 2018). The researchers (Ali & Mahmood, 2023, p. 847) define talent management as activities related to determining the need for talented workers in a particular field, methods, and techniques for their selection and employment in an Organization, processes for training, developing, and managing their talent, and finally processes that include retaining talented workers, which helps the Organization achieve its objectives. To achieve long-term company goals, talent management is a continuous process that involves luring in and keeping hold of highly qualified staff members, investing in their skills, and consistently inspiring them to perform better (Mahmoud R. M., 2020). Planning, recruiting, developing, managing, and compensating personnel are its objectives and integral processes (Dessler, 2017) The goal of talent management is to develop a distinguished and enthusiastic workforce to carry out a job or jobs, by a set of skills and capabilities that are instilled in workers, To be used and maintained for the benefit of the organization, Talent management plays a significant role in improving creativity and competition between business organizations. (Al-Enezi, 2016).

The most significant researchers have presented several perspectives on talent management as internal and external approaches Different subdisciplines of talent management are discussed, including selection, recruitment, leadership development, and performance management (Festing, & Scullion, 2013, p. 1876). In general, talent management does not have a set framework. Excellent templates have been offered by certain HR experts that any business can employ. Whatever method you use to create your form, it needs to have the following components: (Sharaf, 2018)

- **Planning:-** Planning aligns your talent management methodology with the overarching objectives of your company. You can only be certain that you are seeking talent with the appropriate abilities and expertise with the proper

planning. Additionally, it assesses present workers to determine who benefits the business. For instance, if particular types of employees tend to stick at the company longer, you should make plans to hire more people with those traits. (Iman, 2017).

- **Attraction:-** When someone leaves a firm and the organization starts looking for someone else to take the position, things aren't always as straightforward. Talent management ensures that the business always has enough employees to handle all of its activities and avoids overburdening them with tasks that could demoralize them. The appropriate approach will only draw the types of employees your organization wants. These appointments will be motivated and aim for corporate advancement. Recognize that branding a company as an employer is the key to attracting talent. (Al-Douri, 2012).
- **Development and training:** - The model's development component entails taking action to support talent development within the business. It calls for outlining the roles that particular employees can assume in the future as well as considering how employees can increase their skills and knowledge to address the new problems your organization is facing. It should be in line with the employee development strategy. Therefore, talent management aims to take into account factors that will maintain employees' motivation and willingness to go above and beyond. Providing value to employees is also essential, and motivation involves careful planning to make new hires have a positive first impression of your business. This will enhance the likelihood that they'll stick around and put in their best efforts. (Hafeez, 2019).
- **Staff retention;** - Maintaining employees for a longer period is another goal of talent management. Employees must still believe that working for the organization is fascinating and fulfilling for this to happen. through instruction and additional engagement. Employees will additionally have the chance to build a career without leaving the organization. This can be accomplished by emphasizing both monetary and non-monetary rewards as well as business culture. (Al-Ayashi, 2010).



- Moving: - After hiring and developing employee skills, you need to plan employee transitions. Your goal at this stage is to maintain their knowledge within the company - this is called knowledge management. So make a plan for you to promote or transfer employees to another role, department, or office (Ibrahim, 2018).

## **2.2 Concept of organizational creativity:**

Creativity in an organization is typically defined as a consequence, such as products, services, business models, organizational structures, or management procedures (Zhou & Hoever, 2014). Creativity is important for all organizations that face a changing competitive environment, and many organizations now have it as one of their primary objectives that numerous organizations aim to accomplish. The importance of creativity has increased for organizations due to growing organizational competition, particularly worldwide competition, which has increased the likelihood that the organization will withdraw and vanish. (Kamal, 2022). Creativity is a mental process allowing an individual or small group to collaborate to produce novel and unusual yet advantageous ideas. (Khalaf, 2021).

As for administrative creativity, it was described as adopting the process of change in the company and its surrounding environment as well as the invention and investment of new ideas. It is possible to define administrative innovation as the creation and implementation of fresh, original ideas by people interacting with one another inside a structured organization. This means that creative ideas can encompass any new processes, services, or products that are relevant to the organization's job, as well as work practices, policies, and methodologies. (Muheisen, 2019). Creativity is the use of all the talents possessed by individuals and making use of them in research to discover new methods or come up with innovative and creative solutions to solve the problems facing the organization, and this matter generates in individuals a sense of safety and confidence towards research and creativity (Ali & Mahmood, 2022, p. 825). Creativity in organizations is the effective application of new procedures, programs, or products that result from organizational decisions. It should

be noted that administrative creativity must be based on the individual's superior ability to see problems and their solutions, as well as on his or her mental ability, intellectual fluency, and knowledge that can be developed and expanded in the presence of the suitable environment and leadership, as well as on their or their team's ability and interactive working relationships that foster the development of their capacity to come up with novel ideas and innovative solutions. (Nouri, 2019). Therefore, researchers see novelty and utility as two separate aspects of organizational creativity. originality would not affect an organization's performance if it lacked the resources necessary to put the idea into practice. In a slightly different vein, an organization might excel in putting new concepts into practice, but its performance would suffer if there were no new ideas to put into practice (Naoko & Tadahiko, 2016). Organizational creativity is the ability of the company to come up with novel and practical solutions to deal with quickly evolving opportunities and threats by making quick, market-focused decisions and framing radical changes in its resource base (Saleh, 2021).

Thus, according to (CANLI & ÖZDEMİR, 2022, p. 4) cognitive skills/styles, personality, internal motivation, and knowledge are some examples of individual characteristics that influence organizational creativity, while norms, cohesiveness, group size, diversity, roles, tasks, and problem-solving methodologies are examples of group characteristics. Organizational traits, on the other hand, include culture, resources, recognition, strategy, structure, and technology. These three factors influence the creative circumstance and process, which results in organizational creativity. The findings in the (Gayan, 2021) research show that creativity is not just about creative genius and that maximizing creative potential involves more than just a simple linear correlation. Instead, it involves a sophisticated integrative approach in which organizational solutions, team dynamics, and individual creative skills all work together to produce a collective creative performance. According to (khorshidi, abdoli, & khorshidi, 2013) organizational innovation has two distinct dimensions: novelty and usefulness. In conclusion, originality would not affect an organization's performance if it lacked the resources to put the idea into practice. In a slightly

different vein, even if an organization excels at putting new concepts into practice, performance will be impacted if there are no new ideas to put into practice. The most important dimensions of organizational creativity are (Fluency, Originality, Flexibility, Sensitivity to problems, The ability to analyze, The element of quantity and quality, and Taking risks) (Al-Asadi, 2022). according to Organizational creativity is influenced by interactions between five factors, including "organizational climate," "organizational culture," "organizational structure and systems," "leadership style," and "organizational resources and skills." (Anwar, 2021).

### **3. RESEARCH METHODS**

#### **3.1 Research Methods**

A descriptive-analytical technique was used with a variety of relevant scientific sources to achieve the objectives and hypotheses of this study. A questionnaire sheet with a set of questions was also prepared and sent to the target sample at Royal Jourdan Company for Airplane in Erbil City, Kurdistan Region, Iraq, using a quantitative approach. A variety of statistical tests were performed using the SPSS version 25 software to measure the outcomes.

#### **3.2 Data Collection Method**

The researchers adopted a field study method in data collection by using a questionnaire form distributed randomly to 40 staff at Royal Jourdan Company for Airplane in Erbil City, All valid responses were received with a response rate of 100%. Two sections make up the questionnaire. The respondents' demographics (including gender, education level, position, and years of experience) are covered in the first section. The second section looks at the chosen factors, such as institutional performance and knowledge collection, storage, distribution, and application. 24 items make up the questionnaire used to assess the model constructs. Those questions were chosen from earlier research. These goods underwent minor adjustments to fit the Company for the Airplane Sector in the Kurdistan Region. The measurements were modified from the earlier research.

A five-point Likert scale with a range of 1 for "Strong disagree" if the item average is 2 for "disagree" if the Mean is 3 for "Natural. If the Item is 4 for "agree," and if the Item is 5 for "Strong agree," then the result is "agree."

### 3.3 Demographics

The study's sample is made up of 60% men and 40% women, and the majority of participants have bachelor's degrees 47.5, 30% have a diploma, 17.5% of respondents have a high school diploma, and 2% have a master's degree. Each respondent works at the Royal Jourdan Company in Erbil City. Additionally, employment experience ranges from one to twenty-five years.

### 3.4 Normal Distribution Test: -

The estimated values of Cronbach's coefficient used to check the measurement's internal consistency are shown in Table 4.7 below. Cronbach's alpha shows that Management Talent scores (0.845), Organizational Creativity scores (0.724), and all independent variables and the dependent variable score (0.875) respectively. Table (4) shows that all the constructs have passed the reliability test where all  $\alpha$ -values have exceeded the recommended minimum value of Cronbach's alpha (Taber, 2018)

**Table 3.1 Reliability of measurements for all variables**

Variables	Number of questions	Cronbach's Alpha
Management Talent	10	0.845
Organizational Creativity	10	0.724
Overall	20	0.875

Source prepared by researchers

## 4. Data Analysis and Result

### 4.1 DATA ANALYSIS

In this chapter, the statistical findings of this investigation are presented. In this part, validity, reliability, correlation, and analysis using a linear regression model are covered in depth. The results are based on surveys given to workers at the Royal Jourdan Company for Airplanes in Erbil City.

#### 4.1.5 Descriptive Statistics about Management Talent

**Table (4.5) Descriptive Statistics about Management Talent**

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	Standard Deviation	Agreement percentage
	N	%	N	%	N	%	N	%	N	%			
X1	0	0.0%	0	0.0%	3	7.5%	10	25.0%	27	67.5%	4.600	0.632	92%
X2	0	0.0%	0	0.0%	3	7.5%	16	40.0%	21	52.5%	4.450	0.639	89%
X3	0	0.0%	0	0.0%	8	20.0%	20	50.0%	12	30.0%	4.100	0.709	82%
X4	0	0.0%	0	0.0%	5	12.5%	17	42.5%	18	45.0%	4.325	0.694	86.5%
X5	0	0.0%	0	0.0%	6	15.0%	17	42.5%	17	42.5%	4.275	0.716	85.5%
X6	0	0.0%	2	5.0%	3	7.5%	13	32.5%	22	55.0%	4.375	0.838	87.5%
X7	0	0.0%	1	2.5%	4	10.0%	20	50.0%	15	37.5%	4.225	0.733	84.5%
X8	1	2.5%	0	0.0%	3	7.5%	18	45.0%	18	45.0%	4.300	0.823	86%
X9	1	2.5%	0	0.0%	3	7.5%	16	40.0%	20	50.0%	4.350	0.834	87%
X10	1	2.5%	0	0.0%	5	12.5%	15	37.5%	19	47.5%	4.275	0.877	85.5%
Overall											4.328	0.487	86.56%

Source prepared by researchers

Results from staff members at the Royal Jourdan Company in Erbil City are referenced in Table 3 to the independent variable (X1-X10). The accessibility of human talent management shows it. The overall arithmetic mean (4.328) and the standard deviation (0.487) support the conclusion that when the Agreement percentage rate reached (86.56%), this result had been achieved.

The results in Table 3 demonstrate that the most important section in the independent variable (Human Talent management) is a phrase (X1), which states, "The management of Royal Jordan intends to entice talent that advances its goals at all levels of the company." This result is supported by the arithmetic mean (4.600) and standard deviation (0.632). According to section (X2), (89%) of respondents think that "The Royal Jordanian's management relies on the nature of functions and their roles when attracting talent." This is confirmed by the values of the arithmetic mean of (4.450) with a standard deviation of (0.639), which are also indicated in the paragraph. According to the information provided in paragraph (X6), the arithmetic mean was (4.375) and the standard deviation was (0.838), indicating that (87.5%) of the respondents agreed that "Royal Jordanian can set weights for the goals of talented (distinguished) employees." The responses provided by the participants to paragraph (X9), which states that the Royal Jordanian offers promotion opportunities by the principle of competence and accordance with ethical principles at an average level supported by the arithmetic mean value of (4.350) and with a standard deviation of (0.834), had an agreement rate of 87%. According to paragraph (X4), the values support respondents' (86.5%) belief that (Plans for training and development that are gifted exhibit continuity that is in line with training requirements). While the arithmetic mean of paragraph (X8) was (4.300) and the standard deviation was (0.823), it showed that (86%) of the respondents agreed with the statement that (Royal Jordanian awards rewards to distinguished employees based on distinguished initiatives). whereas, in both paragraphs (X5 & X10), there had been an average level of agreement supported by the arithmetic mean value of (4.275) and with a standard deviation for both of (0.716), which states that (Royal Jordanian contributes to

helping talented employees form development plans based on job performance methods) and (The duties and obligations of talented employees are defined by Royal Jordanian by their skills.) And in paragraph (X7), it was reported that (%84.5) of those surveyed believed that Royal Jordanian's clients can better their interaction with the workforce thanks to the Performance Management System. The arithmetic mean was (4.225) and the standard deviation was (0.733). The statement (X3), the lowest level among the statements in this method, was agreed upon by 82% of the respondents. It reads, "When compared to other businesses, Royal Jordanian is more successful in attracting talent." The arithmetic mean was (4.100) and the standard deviation was (0.709)

#### 4.1.6 Descriptive Statistics about Organizational Creativity

**Table (4.6) Descriptive Statistics about Organizational Creativity**

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Mean	SD	Agreement percentage
	N	%	N	%	N	%	N	%	N	%			
Y1	0	0.0%	1	2.5%	1	2.5%	15	37.5%	23	<b>57.5%</b>	4.500	0.679	90
Y2	0	0.0%	1	2.5%	4	10.0%	8	20.0%	27	<b>67.5%</b>	4.525	0.784	90.5
Y3	0	0.0%	1	2.5%	4	10.0%	13	32.5%	22	<b>55.0%</b>	4.400	0.778	88
Y4	0	0.0%	0	0.0%	5	12.5%	15	37.5%	20	<b>50.0%</b>	4.375	0.705	87.5
Y5	0	0.0%	0	0.0%	8	20.0%	21	<b>52.5%</b>	11	27.5%	4.075	0.694	81.5
Y6	0	0.0%	0	0.0%	11	27.5%	18	<b>45.0%</b>	11	27.5%	4.000	0.751	80
Y7	0	0.0%	0	0.0%	4	10.0%	21	<b>52.5%</b>	15	37.5%	4.275	0.640	85.5
Y8	0	0.0%	2	5.0%	6	15.0%	14	35.0%	18	<b>45.0%</b>	4.200	0.883	84
Y9	1	2.5%	3	7.5%	6	15.0%	10	25.0%	20	<b>50.0%</b>	4.125	1.090	82.5
Y10	1	2.5%	2	5.0%	6	15.0%	19	<b>47.5%</b>	12	30.0%	3.975	0.947	79.5

Overall		4.245	0.432	84.9
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Source prepared by researchers

Table 4 contains the results obtained for the (Y1-Y10), which represent the dependent variable (Organization Creativity) from employees at the Royal Jourdan Company in Erbil City. The total arithmetic mean (4.245) and standard deviation (0.432) corroborate the assertion that this outcome had been attained when the Agreement percentage rate reached (84.9%).

The findings in Table 4 show that the phrase (Y2) that states "Ensure that they follow the laws and procedures governing hard work, diligence, and creativity" is the most crucial part of the dependent variable (Organization Creativity). 90.5 percent of respondents concur with this statement. The arithmetic mean (4.525) and standard deviation (0.784) also supports this conclusion. According to section (Y1), (90%) of respondents believe that "They have the knowledge and skills necessary to carry out their duties with distinction." The values of the arithmetic mean, which is (4.500) with a standard deviation of (0.679), which are also mentioned in the paragraph, serve as confirmation of this. According to the information provided in Section (Y3), the arithmetic mean was (4.400) and the standard deviation was (0.778), indicating that (87.5%) of the respondents agreed that they "Can come up with a new innovative idea on a topic". The participants' responses to paragraph (Y4) indicate that they have the ability and desire to develop their creative abilities to improve their performance. Has an agreement rate of (87.5%) at an average level supported by the mathematical mean value of (4.375) and a standard deviation of (0.705). As stated in the sentence (Y7), the values confirm respondents' (85.5%) belief that "We can solve the problems that we face in our field of work creatively" (4.275) and the standard deviation was (0.640). The results of section (Y8) showed that (84%) of the respondents agreed with the statement that "I would like to work in a team where the spirit of risk prevails" even though the arithmetic mean was (4.200) and the standard deviation was (0.883). Section (Y9) of the survey indicates that 82.5% of respondents believe they "Reject all wrongdoing, even if it is prevalent." This is supported by the values of the arithmetic



mean, which is shown in paragraph 4.125 with a standard deviation of (1.090). according to the data in subparagraph (Y5), The arithmetic mean was (4.075) and the standard deviation was (0.694), meaning that (81.5%) of the respondents agreed that they "Can offer fresh ideas and approaches to complete tasks creatively". whereas in paragraph (Y6), it was reported that (%80) of those surveyed believed that they could identify the weaknesses, gaps, and failings in their industry. The arithmetic mean was (4.000) and the standard deviation was (0.751). The statement (Y10), the lowest level among the statements in this method, was agreed upon by 79.5% of the respondents. It reads, " In their expertise, they can identify weaknesses and deficiencies." The arithmetic mean was (3.975) and the standard deviation was (0.432)

### 4.3 Correlation and Regression

Correlation analysis was used to determine the relationship between independent variables and dependent variables. Regression analysis is a statistical method that is used for undertaking and modeling the functional relationship between a response variable and a set of explanatory or predictor variables. Next, Simple Linear Regression Analysis was used to identify explanatory variables including management talent that predict response variables (organizational creativity).

**Table (4.8) Correlation matrix between independent variables (Management Talent) and dependent variable (Organizational Creativity)**

		Organizational Creativity
Management Talent	Pearson Correlation	0.710**
	Sig. (2-tailed)	0.000
	N	40

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source prepared by researchers

Table 4.8 showed a strong positive significant relationship between the independent variables of Management Talent and the dependent variable of Organizational Creativity. as the P. value reached (0.000) and the degree of Person correlation reached (0.710\*\*) at a significant level (0.01). In the studied Company, this leads to an increase in human talent management, together with an increase in organizational creativity.

**Table (4.9) Simple Linear Regression Analysis between Independent Variable (Management Talent) and dependent variable (Organizational Creativity)**

	Coefficients			Model Summary	ANOVA	
	B	t	p-value	R-square	F	p-value
(Constant)	1.519	3.439	0.001	0.504	38.57	0.000
Management Talent	0.630	6.210	0.000			

Source prepared by researchers

Table 4.9 showed the ANOVA table for checking the goodness of fit for the explanatory variable (Management Talent) on the response variable (Organizational Creativity), so the model is appropriate based on (F=38.57 and P-Value =0.000). The table above contains the result of the constant, Slope, t-value, and coefficient of determination (R Square). The regression Coefficient (B) for Management Talent is 0.630, which means, increasing one unit for Management Talent will increase organizational creativity by 0.630. The coefficient of determination (R Square) explains how much variation in the dependent variable is explained by the independent variable. The determination of Coefficient (R<sup>2</sup>) reflects that 50.4% of the Management Talent is determined by management talent and the remaining variation is turning to other factors that effect on Management Talent.

## **5. Conclusion and Recommendation**

### **5.1 Conclusion:**

1. It was found that most of the employees in the Royal Jordanian Company are males, and this indicates that males are more in tune with staying for long hours and at different times to work in airlines.
2. It was found that the majority of employees hold a bachelor's degree, are young, and have experience, and this is in line with the nature of work in airlines.
3. It was found in the analysis of the description and diagnosis of the availability of human talent management practices at a very high level in the researched company.
4. The results of the description and diagnosis showed that the management of Royal Jordanian Company intends to attract talents that work to achieve its goals at all levels of the company.
5. It was found from the analysis of the description and diagnosis of the availability of indicators of organizational creativity among employees in the researched company.
6. The results of the description and diagnosis showed that in Royal Jordanian Company the company emphasizes that employees follow the laws and procedures that govern hard work, diligence and creativity.
7. There is a positive correlation between Management Talent and Organizational Creativity.

### **5.2 Recommendation:**

1. The need to work on motivating the talented motivating talented people by providing opportunities to obtain missions abroad and spreading their accomplishments through all possible outlets.
2. Creating appropriate means to retain those with talents whether through material or moral appreciation, through rewards and incentives, and to provide talents with

the necessary financial support to implement innovative ideas and visions that they – talented people - believe to be fruitful and useful.

3. The necessity of activating the teamwork environment that creates opportunities for exchanging experiences, and developing talents and abilities among individuals in addition to investing them for further learning and acquisition of experience

4. The need for Royal Jordanian Company to rely on the nature and roles of jobs when attracting talent.

5. The need for the company's management to reject all violations, even if they are prevalent

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## رۆلی بهرپوهبردنی بههره له بهرزکردنهوهی داهینانی ریکخراوهیی لیکۆلینهوهیهکی شیکاری لهسەر بۆچوونی نمونهیهک له کارمه‌ندانی هیللی ئاسمانی رۆیال ئوردنی له شاری ههولیر

پوخته:

ئامانجی توێژینهوهکه زانیی ئاستی بهرپوهبردنی بههره و داهینانی ریکخراوهیی له کۆمپانیای هیللی ئاسمانی ئوردنی و زانیی په‌یوه‌ندی و کاریگه‌ری نیوانیان. له‌به‌ر پۆشنایی ئامانجه‌کانی توێژینهوه‌که‌دا، کیشهی توێژینهوه‌که له‌چهند پرسیاریکدا کورتکرایه‌وه، له‌وانه: نایا ئاستی بهرپوهبردنی بههره‌مه‌نده‌کان بۆ کارمه‌ندانی کۆمپانیای فرۆکه‌وانی شاهانه‌ی ئوردنی له‌هه‌ولیردا هه‌یه؟ سروشتی ئه‌و چیه؟ په‌یوه‌ندی و کاریگه‌ری بهرپوهبردنی بههره له‌سەر داهینانی ریکخراوهیی. توێژه‌ران په‌نایان برده‌ به‌ر به‌کاره‌ینانی شیوازی شیکاری وه‌سفکه‌ر. گۆراوه‌ سه‌ره‌کی و لاوه‌کییه‌کان باس ده‌کرین، و په‌یوه‌ندی و کاریگه‌رییه‌کانی نیوان گۆراوه‌ توێژینهوه‌کان ده‌کۆلرینه‌وه. کۆمه‌لگهی توێژینهوه‌ نموونه‌ی کادیرانی سه‌رچاوه‌ مرۆیه‌یه‌کان (به‌رپوه‌به‌ران و فه‌رمانبه‌ران) له‌ کۆمپانیای فرۆکه‌وانی شاهانه‌ی ئوردنی که‌ بنکه‌که‌ی له‌ هه‌ولیره. (40) پرسیارنامه‌ دابه‌شکران، (40) پرسیارنامه‌ وه‌رگیران و هه‌موویان په‌وا بوون بۆ به‌کاره‌ینان. شیوازه‌ ئامارییه‌کان له‌لایه‌ن به‌رنامه‌ی کۆمپیوتەر SPSS V.25 بۆ تاقیکردنه‌وه‌ی گریمانانه‌کان به‌کاره‌ینان.

توێژینهوه‌که‌ گه‌یشته‌ چهند ئه‌نجامیک، له‌وانه‌ په‌یوه‌ندییه‌کی به‌هیز و ئه‌رینی له‌ نیوان بهرپوه‌بردنی به‌هره‌ی مرۆف و داهینانی ریکخراوه‌یی له‌ هه‌ردوو ئاستی ماکرۆ و مایکرۆدا هه‌یه. جگه‌ له‌وه‌ش، گۆراوه‌ سه‌ربه‌خۆکه‌ (به‌رپوه‌بردنی به‌هره‌کانی مرۆف) کاریگه‌رییه‌کی له‌باری له‌سه‌ر گۆراوه‌ سه‌ر به‌و (داهینه‌ری ریکخراوه‌یی) دا هه‌یه، به‌پێی ئه‌نجامی په‌وه‌ره‌کانی توێژینهوه‌کانی ئاستی ماکرۆ و مایکرۆ. توێژینهوه‌که‌ کۆمه‌لێک پێشنیاری پێشنیار کرد، که‌ گرنگترینیان بریتیه‌ له‌ گرنگیدان به‌ دابینه‌کردنی راهینان و په‌ره‌پێدان بۆ کارمه‌ندانی کۆمپانیای لیکۆلینه‌وه‌کراو له‌ بواری بهرپوه‌بردنی سه‌رچاوه‌ مرۆیه‌یه‌کان، بۆ زیادکردنی هۆشیارییان و باشتکردنی تواناکانیان له‌ جیه‌به‌جیه‌کردنی بنه‌ماکانی

به پژوه بردنی سه رده م، و به م شیوهیه با شترکردنی نه دای کارمندان و زیادکردنی کارایی زانکۆکه له سوودهرگرتن له سه رچاوه مروییه کانی به شیوهیه کی به رده وام.

## دور إدارة المواهب في تعزيز الإبداع التنظيمي

### دراسة تحليلية لآراء عينة من العاملين في الخطوط الجوية الملكية الأردنية في مدينة أربيل

#### المخلص:

يهدف البحث إلى معرفة مستوى إدارة المواهب والإبداع التنظيمي في شركة الطيران الأردنية ومعرفة العلاقة والتأثير بينهما. في ضوء أهداف البحث، تم تلخيص مشكلة البحث في العديد من الأسئلة منها: هل مستوى إدارة المواهب موجود لموظفي شركة الطائرات الملكية الأردنية في أربيل؟ ما هي طبيعته؟ العلاقة وأثر إدارة المواهب على الإبداع التنظيمي. لجأ الباحثون إلى استخدام الأساليب التحليلية الوصفية. تم وصف المتغيرات الرئيسية والثانوية، ودراسة العلاقات والتأثيرات بين متغيرات البحث. مجتمع البحث هو مثال لكوادر الموارد البشرية (المديرين والموظفين) في شركة الطائرات الملكية الأردنية ومقرها أربيل. تم توزيع (40) استبانة، تم استرجاع (40) استبانة و كان جميعها وصالحة لاستخدام. تم باستخدام الأساليب الإحصائية بتطبيق الكمبيوتر SPSS V.25 لاختبار الفرضيات.

توصلت الدراسة إلى عدة استنتاجات من بينها وجود علاقة قوية وإيجابية بين إدارة المواهب البشرية والإبداع التنظيمي على المستويين الكلي والجزئي. فضلا عن، إن المتغير المستقل (إدارة المواهب البشرية) له تأثير إيجابي على المتغير التابع (الإبداع التنظيمي)، وفقاً لنتائج مؤشرات الدراسة على المستويين الكلي والجزئي. واقترح البحث مجموعة من التوصيات أهمها التركيز على توفير التدريب والتطوير لموظفي الشركة موضوع البحث في مجال إدارة الموارد البشرية، لزيادة وعيهم وتحسين قدراتهم في تطبيق مبادئ الإدارة الحديثة، وبالتالي تحسين أداء الموظفين وزيادة كفاءة الجامعة في الاستفادة من مواردها البشرية بشكل مستدام.