A PROPOSED MODEL TO MEASURE THE EFFECT OF THE QUALITY OF WORKING LIFE (QWL) ON TALENT MANAGEMENT IN ORGANIZATIONS: AN EMPIRICAL STUDY ON THE SUEZ CANAL AUTHORITY

Amira Sayed Mohamed GadElRab
Suez Canal University – Ismailia

ABSTRACT: *Nowadays, companies are more complicated with various internal factors affecting the needs of customers and the employees of organizations. To be stronger and more qualified, organizations must focus on the concept of the Quality of Working Life (QWL). One of the major factors that can help organizations to achieve such concept is managing the talents of employees. The primary objective of this study is to ascertain the impact of the Quality of Working life on Talent Management using evidence from the Suez Canal Authority. The population of study consists of 2671 employees of the authority. The data collected from 336 respondents were analyzed using the SPSS software. The results of linear regression analysis revealed that there is a partial positive relationship between QWL and talent management.*

KEYWORDS: Quality of working life, employee retention, employee's empowerment, talent management, talent enrichment

INTRODUCTION

Mainly, this research is carried out on the Suez Canal Authority. Therefore, the researcher will begin the research with an introduction to the authority.

Suez Canal Authority:
The Suez Canal Authority (SCA), established on July 26, 1956, is a public and an independent authority of a juristic personality. The SCA reports directly to the Prime Minister and has all the necessary powers to run the Canal without being subject to governmental laws and systems. The SCA manages, operates, uses, maintains and improves the Suez Canal. It is the SCA, alone and exclusively, that issues and keeps in force the rules of navigation in the Canal and other rules and regulations provided for a well and orderly-run canal.

When necessary, the SCA may establish, encourage or take part in establishing projects that are related to the Canal. For fulfilling its duties and obligations, it has all the relevant powers, in particular the power to possess real estates. The SCA may rent out its real estates or hire others' real estates to serve the preset purpose of the Canal, the welfare of its employees and staff, and the establishment of projects and utilities, which are related to the Canal to increase its performance, such as water stations, power plants….etc.

A Republican Decree is issued on the appointment and dismissal of the chairman and members of the SCA's board of director and it stipulates their pay and remunerations as well. The SCA imposes and levies tolls on navigation and transit through the Canal, and on pilotage, towage, berthing and other similar actions according to laws and regulations.

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Furthermore, it has a separate budget that follows the rules applicable to commercial projects. The fiscal year starts on July 1 and ends on June 30 every year. However, it shall not take any procedure that goes against the provisions of the Constantinople Convention of 1888 in term of the free navigation through the Suez Maritime Canal nor give any privilege to a vessel or a normal/legal person, which is not to be given under the same circumstances to other vessels or normal/legal persons. Moreover, it shall not be biased in favor of some clients against other clients.

The historical background of the Quality of working life:

The background of QWL is classified into three stages as follows (Gad, 2008)
The first stage: the end of the 1960s and the beginning of the 1970s:The concept of QWL has been stated lately in the 1960s of the 20th century to ensure the concept of quality of work in organizations. The focus on this concept in the USA was during the period from 1969 to 1974 where the focus was on the effect of employment on employee health and identifying ways to qualify workers' performance.Between 1969 and 1973, the University of Michigan surveyed employees' directions and pointed to the so-called "employment quality". Anderson (88) stated that the emergence of QWL concept began at the ending of the 1960s and the beginning of the 1970s in the USA. It emerged as a result of the increase in negative behaviors in the working environment of the USA such as absenteeism rate, machine destruction, and the negative morale of employees.

The second stage: the end of the 1970s and the beginning of the 1980s:
During this period, there was a decrease in the interest of QWL although General Motor Company used the concept and achieved good results according to the rate of absenteeism and customer complaints.

The third stage: mid-1980s until now:
At the middle of the 1980s, the interest of QWL increased because of poor competition, poor customer loyalty, and low employment cost.

The Historical background of Talent Management:
The term "talent management" was first introduced in 1997 in a book entitled "The War for Talent" by McKinsey consultant Elizabeth Axelrod, Ed Michaels, and Helen Handfield-Jones (Bellinger, 2013). They analyzed the results of a large volume of research performed by the McKinsey group to determine which relationships with employees affect the success of the company.

Using reliable research materials, the authors convincingly demonstrated that successful companies do not only improve the procedures and regulations governing human capital management, but they, themselves, prove to be the highest sought commodities on labor market because they do everything possible to attract, develop and retain the most talented workers at all levels of management hierarchy.

In this specific case, "talent" refers to the ability of an employee to reach exceptional results which are acknowledged and awarded by owners, managers, and consumers. Talented people are the ones who can change the operations of the company either by making one major

contribution to the company or by performing high-quality work and expressing potential over a long period. If an employee's talents are not needed, the risk of his leaving increases dramatically, which in turn may adversely affect company's competitive edge (Davenport, 1994).

LITERATURE REVIEW

The Quality of working life

QWL involves the characteristics of the work itself and work environment, which both have an enormous influence on employees' work lives, welfare, and well-being. According to Lau et al. (2001), QWL is a constructive working condition in which employees receive the adequate support, desired job satisfaction, rewards, job security and career growth from their employers (Adis&Gbadamosi ,2019).

There is no single commonly accepted definition of the term 'quality of working life' "according to what the ILO has stated in its World Labor Report. Two major issues in these debates, as conducted in The Netherlands, were whether or not quality of working life should be limited to work content and whether the quality of working life can, or must be, assessed objectively or subjectively (Benders, &Looij,2019). The quality of working life refers to the risks of stress and health resulting from one's job and is seen as the job demands of work environment such as workload and the job decision latitude that the worker must handle (Karasek, 1979). The term "Quality of Working Life" aims at changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. It takes socio –psychological need of employees into consideration. (**Vijayakrishna , 2019).**

The "Quality of Work Life" refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high Quality of Work Life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low Quality of Work Life." (Jain , 2019). Quality of working life is defined as a multidimensional construct composed by job satisfaction, satisfaction with the job system, satisfaction with salary, and the general appraisal of quality of working life (Flores, Jenaro, Orgaz& Martín, 2011).
QWL definitions have developed since 1930 to comprise five entities, named by Venkatachalam and Velayudhan (1997a) as: variable (from 1969 to 1972); approach (from 1969 to 1975); methods (from 1972 to 1975); movement (from 1975 to 1980); and everything (from 1979 to 1989). According to these authors, QWL as a variable focused primarily on getting employees and employers to work collaboratively to improve employees' work experience. It was also defined as an approach as it became synonymous with certain approaches, which focused on the individual rather than organizational outcomes, but aimed at improving the outcomes of both the individual and the organization. (Hsu &Kernohan , 2006).

Quality of workign life (QWL) is a comprehensive program designed to enhance service to the public by improving employee satisfaction. The strength of workplace can be achieved by providing training and helping employees to manage change and transition. (Jain ,2019)

Talent management:

Orlova, Afonin & Vornin (2015) defined talent management as a set of tools of personnel management that enable organizations to attract, retain and effectively use staff who make a significant contribution to the development of organization. They classified talent management measures into four factors; external employer, workforce and organizational environment.Alziari (2017) differentiated people management from talent management where people management is the treatment that every employee can expect whereas talent management places additional focus on relatively few people who make a disappropriate impact on the success of the company.

There is a difference between talent and talent management as talent is a collection of individual characteristics which vary according to organizational environment, the type of work, the internal and external circumstances of an organization, and vary over time (thunnissen etal ,2013), whereas talent management focuses on employees who have been identified by a company as talented . However, there is no common definition of what talent management is (collings, melllahi, 2009).Ewerlin and Sub (2019) classified talent management into four clusters; intensive talent management, externally focused talent management, and internally focused talent management. Talented employees are the lifeline of any organization (Maurya and Agarwal 2019). They measure talent management by Oehely 2007 ; talent management mindset, attract and recruit talents, identify and differentiate talented employees, develop others, build and maintain relationships, provide meaningful and challenging work , remunerate and reward fairly, and manage work-life balance.

Vaiman, Scullion, and Collings (2019) discussed decision-making in talent management and discovered the relationship between talent management and decision-making and Carcary (2019) found a relationship between knowledge management and talent management, introduced the concept of knowledge talent, and measured talent management using TM initiative, talent performance management, and talent recruiting. In addition, their paper considered how the principles of TM can be effectively leveraged to support KM initiative and concluded that knowledge talent is talent, performance management review and talent recruiting.Romans and Lardner (2019) introduced a model to measure the integrated talent management using the following questions: what do I need? Where do I find it? How do I get it? How can I maximize talent? How do I reward and keep talent? And how can I renew it?
Thomas (2019) studied talent as a challenge and opportunity where they showed that having talented individuals on the payroll is one thing, whereas leveraging their capabilities to secure competitive advantage is another (Lawler 2009). In addition, they revealed that relating the human capital concept to talent management helps people to excel at activities that are wherever they arise rather than groom high fliers for unknown future.

Pandita and Ray (2019) enhanced the reader with a better understanding of the domain of talent management and employee engagement. Their paper used secondary research method to examine talent management practices, employees' engagement and talent retention. They concluded that the most effective tool to ensure that employees will stay engaged and committed to their work is talent management.

Three key questions were used to address the issue of talent management in Mwila and Turay (2019) as follows: how can managers follow the untalented workforce in the recruitment

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process? What are the justifications for including or excluding talented workforce? How can managers help to boost and augment the skills and talent of untalented workforce so that they can be effective in the workplace? The authors undertook an athematic analysis based on research questions.

Nilsson and Ellstrom (2019) designed their research to illuminate the problems associated with defining and identifying talent. They found that the concept of employability is wider than that of talent but the possession of talent is critical to be employable. Abbas (2017) carried out research on talent management and the main objective of his research was identifying the role of human talent management and development in the preparation and building of future leaders. The model used four measures of talent management as follows: talent attraction, talent training and development, talent retention and talent performance management. The results showed that there was a relationship between human talent and building future leaders. Also, Ebeedy (2017) conducted research on human talent and measured it using four measures as follows: talent retention, talent planning, talent attraction, and talent development. Mohammed (2015) measured talent management using strategic leadership, talent discovery, talent attraction, talent development, talent performance evaluation, and talent retention.
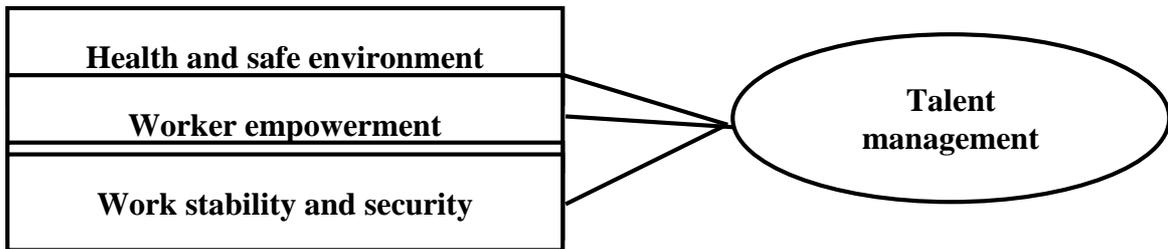
Research problem:
The Suez Canal is one of the most important passages all over the world as it takes a share of 9% of all passages of the world trade by sea and the following table emphasizes the development of ships and loads passing by Suez Canal:

Years	2011	2012	2013	2014	2015	2016
Number of Ships	17993	17799	17224	16596	17148	17484
Loads (million tons)	846.4	928.9	928.5	915.5	962.2	998.7

Table 1: Periodicals, Suez Canal Authority, 2016

The Suez Canal Authority is one of the strategic affairs that support the national economy by 9%. It financed training by 18.86 % in 2011 and 16.37% in 2016. This shows that a very small proportion of its employees received training, indicating that there is a shortage of managing talents in the authority. In addition, the authority provides national training, not international training, for its employees. It doesn't have a policy for renewing management and employees. In turn, this affects the side of quality of working life, resulting in making the work design the same year after year. Also, there is no work enrichment. Based on the above, the research concluded that there is a shortage in applying the concept of quality of working life and identifying how it affects talent management in the Suez Canal Authority, which will be the focus of this research.

Research model:

RESEARCH METHODOLOGY

Research design:
The researcher used two types of data sources as follows:

Secondary data:
The researcher used Arabic and English textbooks, journals and periodicals related to the discipline and topic under study. In addition, she used some information published on the topic under research.

Primary data :
The primary data was collected from the employees of the Suez Canal Authority using questionnaires to survey their views and attitudes related to the topic under research in order to test the hypotheses of research. Furthermore, the researcher held some interviews with some employees of the authority under study.

- The questionnaire: questionnaire was designed to identify the attitudes of employees of the Suez Canal Authority in Egypt and was classified into two sections:
- Section one: this part is related to the Quality of Working life and consists of 20 statements.
- Section two: this part consists of 20 statements on Talent Management.
- The interviews: the researcher held interviews to analyze the questionnaire to understand interviewees' responses and get some information, data, notes and opinions from interviewees.
- Analytical study: questionnaires were collected, classified and categorized to be analyzed and explained to summarize the results and recommendations.

1- Study population and sample :
The population of study consists of all the employees of the Suez Canal Authority (N = 2671 according to the records of 2018).
A random sample was determined by the following equation:

$$n = \frac{p(p-1)}{\frac{2_{(d)}}{2_{(S)}} + \frac{p(1-p)}{N}}$$

Which is,

$$\frac{.5(.5-1)}{\frac{2_{(.05)}}{2_{(1.96)}} + \frac{.5(1-.5)}{2671}}$$

$$n = \frac{.25}{\frac{.0025}{3.8416} + \frac{.25}{2671}}$$

$$\frac{.25}{.000650771 + .0000935979034}$$

$$= \frac{.25}{.0006893}$$
$$= 336$$

Reliability and validity tests for questionnaire:
The result of validity test for each dimension of the research was greater than 60% and the overall validity for questionnaire was 97.6%, which means that the questionnaire meets high validity requirements.
The result of reliability test for each dimension of research was greater than 60% and the overall reliability of the questionnaire was 98.8%, which means that the questionnaire meets high reliability requirements.

Measurements	Validity	Reliability	Statements Numbers
Healthy and safe environment	0.695	0.834	5
Worker empowerment	0.897	0.947	5
Work design and enrichment	0.929	0.964	5
Work stability and security	0.913	0.956	5
Talent discovery	0.935	0.967	5
Talent attraction	0.843	0.918	5
Talent development	0.927	0.963	5
Talent retention	0.900	0.949	5
Questionnaire	0.976	0.988	40

Table 2: validity and reliability test

Research limitations:
- Human limitation: the empirical study includes all the employees of the Suez Canal Authority in Egypt.
- Spatial limitation: the study includes all branches of the Suez Canal Authority in Egypt.
- Time limitation: the data was collected between June 2019 to July 2019.
  Discussion and data analysis:

1- Testing hypotheses:
Null Hypothesis: there is no significant relationship between the quality of working life and talent management in the Suez Canal Authority. This hypothesis is divided into four sub-hypotheses:

a- The first sub-hypothesis:
There is no significant relationship between the healthy and safe work environment and talent management.
To test this hypothesis, the researcher conducted the following tests:

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- Correlation:

Variable	Test	Healthy and safe work environment	Talent management
Healthy and safe environment	Pearson Correlation	1	0.101
	Sig.	0.000	0.096

Table 3: Correlation for first sub-hypothesis.
This table emphasizes that there is a weak Correlation at 10.1% and a significant level which is greater than .05 between the two variables.

- Model summary:

Independent variable	R Square	Adjusted R Square	Std. Error of estimation
Healthy and safe work environment	0.01	0.007	15.92101

Table4: Model summary of the first sub - hypothesis
The table clarifies that $R^2 = .01$, which means that healthy and safe work environment indicator doesn't explain the variation in talent management.

- ANOVA test:

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.096	2.788	706.667	1	706.667	Regression
		253.479	271	68692.7	Residual
			272	69399.37	Total

Table5: ANOVA test of the first sub-hypothesis

The table clarifies that there is no significant relationship between the first dimension and the dependent variable. This is shown by the value of F, which is statistically insignificant as there is a significant level which is more than .05. As a result, this indicates a weak relationship between two variables.

- Coefficient

Sig.	T	Standardized Coefficients	Unstandardized Coefficients		Model	
		Beta	Std. Error	B		
0.000	5.139		10.52	54.065	Constant	1
0.096	1.67	0.101	0.495	0.827	Healthy and safe environment	

Table 6: the Coefficient of the first sub-hypothesis

The table shows the T value of the independent variable and reveals that the significant level is greater than .05, which indicates a weak coefficient between the two variables.

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The researcher can summarize the following points from the previous tables:

1- Pearson and ANOVA are greater than .05 which means that there is no significant relationship between the two variables.
2- F test is greater than .05.
3- Beta clarifies that there is no significant relationship between the two variables
4- Researcher accepts the sub-hypothesis stating that "there is no significant relationship between healthy and safe environment and talent management".

b- The Second sub-hypothesis:

There is no significant relationship between employee empowerment and Talent management.

- Correlation :

Model	Test	Employee empowerment	Talent management
Employee empowerment	Pearson Correlation	1	0.858
	Sig.	0.000	.096

Table 7: the Correlation of the second sub-hypothesis

The table shows that there is a relationship between the two variables at 85.5% and at a significant level of 0.05

- Model summary:

Std. Error of Estimation	Adjusted R Square	R Square	**Model**
8.22273	0.735	0.736	Employees empowerment

Table 8: Model summary of the second sub-hypothesis

The table shows that $R^2 = 0.736$ and this reveals that there is a significant relationship where talent management is explained by 73.6%.

- ANOVA:

Sig.	F	Mean Square	Df	Sum of Squares	**Model**
0.000	755.417	51076.18	1	51076.18	Regression
		67.613	271	18323.19	Residual
			272	69399.37	Total

Table 9: ANOVA test of the second sub-hypothesis

This table indicates a positive significant relationship between the two variables and this is shown by the value of F at a significant level of 0.05, which indicates a strong relationship between the two variables .

- Coefficient:

Sig.	t	Standardized Coefficients	Unstandardized Coefficients		**Model**	
		Beta	Std. Error	B		
0.000	0.72		2.584	1.862	Constant	1
0.000	27.485	0.858	0.137	3.777	Employee empowerment	

Table 10: the Coefficient of the second sub-hypothesis
The table shows that T explains a strong relationship between the two variables at a significant level of .05, which indicates a strong relationship between two variables.
The results of tables can be summarized as follows:
1- The significant level of Pearson and the coefficient is less than 0.05, which means that there is a positive relationship between the two variables.
2- Pearson test shows that the relationship is positive.
3- The significant level of ANOVA was less than 0.05, which means that the researcher can generalize the results.
4- Beta values indicate that employee empowerment explains talent management.
5- From the previous results, the researcher accepts the alternative hypothesis stating that" there is a significant effect of employees empowerment on talent management in the Suez Canal Authority"

c- The Third Sub-hypothesis :
"There is no significant effect of work design on talent management in the Suez Canal Authority".

- Correlation:

Talent management	Work design	Test	Model
0.910	1	Pearson Correlation	Work design
0.000	0.000	Sig.	

Table 11: the Correlation of the third sub-hypothesis
The table shows that there is a relationship between the two variables at 91 % and at significant level of 0.05.

- Model Summary:

Std. Error of Estimation	Adjusted R Square	R Square	Model
6.63546	0.827	0.828	Work design

Table 12: Model Summary of the third sub-hypothesis
The table shows that $R^2 = 0.828$ and this reveals that there is a significant relationship where talent management is explained by 82.8%.

- ANOVA :

Sig.	F	Mean Square	Df	Sum of Squares	Model
0.000	1305.208	57467.43	1	57467.43	Regression
		44.029	271	11931.95	Residual
			272	69399.37	Total

Table 13: ANOVA test of the third sub-hypothesis
This table indicates a positive and significant relationship between the two variables and this is shown by from the value of F at a significant level of 0.05, which indicates a strong relationship between the two variables.

- Coefficient :

Sig.	t	Standardized Coefficients	Unstandardized Coefficients		**Model**	
		Beta	Std. Error	B		
0.000	7.019		1.699	11.923	Constant	1
0.000	36.128	0.910	0.096	3.452	Work design	

Table 14: the Coefficient of the third sub-hypothesis

The table shows that T explains a strong relationship between the two variables at significant level of .05, which indicates a strong relationship between two variables.

The results of tables can be summarized at follows:

1- The significant level of Pearson and the coefficient is less than 0.05, which means that there is a positive relationship between the two variables.
2- Pearson test shows that the relationship is positive.
3- The significant level of ANOVA was less than 0.05, which means that the researcher can generalize the results.
4- Beta values indicate that work design explains talent management.

From the previous result, the researcher accepts the alternative hypothesis stating that "there is a significant effect of work design on talent management in the Suez Canal Authority".

5- The Forth Sub- Hypothesis

"There is no significant relationship between work stability and talent management in the Suez Canal Authority".

- Correlation

Talent management	Work stability	Test	Model
0.760	1	Pearson Correlation	Work stability
0.000	0.000	Sig.	

Table 15: the Correlation of the fourth sub-hypothesis.

The table shows that there is a relationship between the two variables at 76 % and at a significant level of 0.05.

- Model Summary:

Std. Error of Estimation	Adjusted R Square	R Square	**Model**
10.40442	0.576	0.577	Work stability

Table 16: Model summary of the fourth sub-hypothesis

The table shows that $R^2 = 0.577$ indicating that there is a significant relationship where talent management is explained by 57.7 %.

ANOVA:

Sig.	F	Mean Square	Df	Sum of Squares	**Model**
0.000	370.091	40063.07	1	40063.07	Regression
		108.252	271	29336.3	Residual
			272	69399.37	Total

Table 17: ANOVA test of the fourth sub-hypothesis.

This table reveals a positive and significant relationship between the two variables and this is shown by the value of F at a significant level of 0.05, which indicates a strong relationship between the two variables.

- Coefficient:

Sig.	t	Standardized Coefficients		Unstandardized Coefficients		**Model**	
		Beta		Std. Error	B		
0.000	2.836			4.416	12.522	Constant	1
0.000	19.238	0.76		0.231	4.452	الاستقرار و الامن الوظيفي	

Table 18: the coefficient of the fourth sub-hypothesis

The table shows that T explains a strong relationship between the two variables at a significant level of .05, which indicates a strong relationship between the two variables.

The results of tables can be summarized at follows:

1- The significant level of Pearson and the coefficient is less than 0.05, which means that there is a positive relationship between the two variables.
2- Pearson test shows that the relationship is positive.
3- The significant level of ANOVA was less than 0.05, which means that the researcher can generalize the results.
4- Beta values indicate that work stability explains talent management.

From the previous results, the researcher accepts the alternative hypothesis stating that "there is a significant effect of work stability on talent management in the Suez Canal Authority".

RESEARCH FINDINGS AND FUTURE RESEARCH

Research findings:

The research design depends on testing one Null hypothesis with four sub-hypotheses. The null hypothesis states that "there is no significant relationship between the Quality of Working Life (QWL) and talent management. The sub-hypotheses state that there is no significant relationship between each of the dimensions of QWL (healthy and safe work environment, employee's empowerment, work design and enrichment, and work stability) and talent management. The researcher analyzed the data collected, using questionnaires, from all the employees of the Suez Canal Authority and rejected the Null hypothesis because the results of the analysis did not support three of the four sub-hypotheses of research. In turn, this means that employee empowerment, work design and enrichment, and work stability are the factors that affect and explain talent management in the authority under study. And therefore; the company or the authority must care about employees' empowerment and work design and work stability that affect talent management.

Future research:

The researcher recommends studying the relationship between work environment and human talent management in organizations and studying the effect of the quality of working life on the organizational performance using talent management a mediator. Moreover, further research should be carried out to examine the role of top management in achieving balance

between employment requirements and family consequences, and its effect on organizational loyalty.

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