

Impact of human resource management practices on employee engagement (An applied study on private banks in the City of Taiz)

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Abstract:

The aim of this study is to analyze the impact of human resource management practices on employee engagement in private banks in the city of Taiz. The research is based on the descriptive approach using the questionnaire, which consists of 47 questions with 5 Likert scales. The data distributed and collected from 114 of employee working in private banks. The results indicate that the reality of implementation of human resource management practices in private banks in the city of Taiz is high and the level of employee engagement is also high. Also, the results show that there is a statistically significant impact of human resource management practices (simultaneously) on employee engagement. Besides, the two variables (recruitment & selection and managing the work environment) among the other variables had a significant impact on employee engagement. Further, the results show that an estimated 37.8% of the variance in overall employee engagement can be accounted for by the human resource management practices (simultaneously). Where the variables of managing the work environment ($\beta = 0.606$) and recruitment & selection ($\beta = 0.255$) were the most important factors in increasing employee engagement. Finally, suggestions may be made to the managements of private banks in the city of Taiz to pay more attention to human resource management practices as new strategies and an effective route for development, improvement of quality and enhancement of employee engagement.

Key Words: HRM practices, recruitment & selection, training & development, performance appraisal, compensations, managing the work environment, employee engagement.

1. Introduction:

Human resources are considered one of the most important assets owned by the organization, due to their skills, knowledge and capabilities that collectively constitute great competitive advantages for organizations, that are enabling them to reduce costs, increase quality and achieve customer satisfaction (Weisbord, 2004). From here, business organizations began to pay attention to human resources through the establishment of an independent department that takes care of their affairs from the beginning of their appointment until their retirement, called the human resources department, which carries out many administrative practices represented in recruitment and selection, training and development, performance appraisal, compensation and management of the work environment.

The subject also received great attention in the academic field, which resulted in the emergence of a large group of studies and researches related to this field, which attempted to find the relationship between human resource management practices and many other variables. These studies confirmed a positive association between HRM practices and both job performance (Chintalwar & Keshri, 2020), and

organizational commitment (Wola et al., 2020; Youssef et al., 2018), job engagement (Alzyoud 2018; Jing, 2018; Arasli et al., 2020; Raina & Kalse, 2019), job satisfaction (Rodjam et al., 2020), reduce the employee' turnover intention (Aburumman et al., 2019), achieving competitive advantage (Schuler & Jackson, 1987; Elrehail et al., 2019), organizational performance (Knittel, 2020; Showkat et al., 2019; Al Shammari, 2020), and implementing total quality management (Usrof & Elmorsey, 2016).

On the other hand, job engagement has been widely accepted as one of the basic indicators for predicting many behavioral phenomena in the organizational work environment such as increase employee morale, productivity, reduce the employee' turnover intention, increases profitability, and ensures increased customer satisfaction and their loyalty (Nagesh et al., 2019; Kaaviyapriya & Xavier, 2020; Stoyanova & Iliev, 2017). Given the importance of these two topics and their positive impact on the individual and the organization, this study came to high highlights on the impact of human resource management practices on employee engagement from the point of view of employee at private banks in the city of Taiz - Yemen. The banking sector was chosen due to its importance in advancing

the economic reality of the country - in particular - with regard to the industrial and urban projects are setting up by non-governmental banking institutions in Yemen (the private banking sector in Yemen), which the results of its success will be reflected in all active economic sectors. Also, this study is a guide for the managers of these banks to pay attention to activating contemporary concepts and methods of human resource management practices that help in improving the banking service by the study population and enhancing the level of their employee engagement, which in turn are reflected positively on improving their performance.

2. Study Problem:

In light of the current situation that Yemen and most Arab countries are experiencing from wars and instability, and in light of global changes, globalization of the economy and banking activity, increased competition between private banks, and the expansion of banking technology. These challenges imposed on private banks in Yemen in general and the city of Taiz in particular keeping up with those changes and adapt to them. Whereas, it has become very important for private banks to develop their management practices related to human resources, and enhance the level of their

employee engagement , due to the human element is among all the management tasks the most important and pivotal because anything else depends on how to perform all tasks efficiently and effectively. In this context, the study problem can be formulated by answering the following question: -

What is the impact of human resource management practices on employee engagement at private banks in the city of Taiz?

3. Objectives of the Study:

1. To identify the reality of human resource management practices in private banks in the city of Taiz.
2. To identify the level of employment engagement for workers in private banks in the city of Taiz.
3. To clarify the relationship between human resource management practices and the employee engagement in private banks in the city of Taiz.
4. To determine the extent of the impact of human resource management practices on the employee engagement in private banks in the city of Taiz.
5. To submit recommendations on human resource management practices in private banks in the city of Taiz, to help the management of these banks to improve and

raise the level of their employee engagement.

4. An Overview of the Development of the Performance of Private Banks in Yemen:

Consolidated budget data for commercial and Islamic banks indicated an increase in their assets from 3.509 billion riyals in December 2018 to 3.702 billion riyals in July 2019, an increase of 5.5%. The external assets of the banking sector improved between December 2018 and July 2019 by about 1.2% due to the increase in foreign exchange with banks. This came despite the decrease in their foreign exchange assets in foreign banks and their foreign investments due to the difficulty in transferring liquidity, to and from Yemen and in dealings with international financial institutions.

During the same period, bank reserves increased by about 11.6% as a result of the accumulation of their assets with the Central Bank, most of which are frozen. Likewise, the increase in local cash in bank vaults, as banks no longer place their deposits in the central bank. In parallel, there was a limited increase in the loans and advances of the banking sector by about 1.2% during the same period as a result of the increase in loans provided to public sector institutions. Likewise, the increase in

loans to the government by about 6.4% resulting from the registration of domestic debt service owed by the government to banks that register a book but are not available in cash, and also to provide new loans. Unfortunately, credit to the private sector declined by about 13.5% despite the importance of these loans to stimulate economic activity and generate employment and income opportunities. On the liabilities side, total deposits in commercial and Islamic banks grew by about 5.6% between December 2018 and July 2019, mainly due to the remarkable increase in demand deposits and earmarked deposits.

In contrast, the banking sector's external liabilities decreased by about 57.4% between December 2018 and July 2019, mainly due to the decrease in credit / deposit granted by external banks to local banks. This reflects the weak confidence of foreign banks in local banks, given that Yemen is classified as a high risk area, which reduces the ability of local banks to grant credit and finance imports (Ministry of planning and international cooperation 2019).

5. Theoretical and Literature Review:

5.1 Human Resource Management Practices and Employee Engagement:

HRM practices are a system implemented by an organization to attract,

develop, motivates, and retains employee with the objective to ensure the efficiency and effectiveness in achieving the organizational goals. Human resource management practices are defined as a system implemented by the organization to attract, develop, motivate and retain employee with the aim of ensuring efficiency and effectiveness in achieving the organizational goals (Nor et al 2020). It is also defined as a set of practices related to organization design and development, job design, people resourcing (recruitment, selection, employee retention and talent management), learning and development, performance and rewards management, managing the employment relationship and employee relations (Armstrong 2012).

Human resource management practices are also conceptualized as a set of internally consistent practices and policies that have been identified and managed to ensure the contribution of the company's human capital to achieve the organizational goals (Tan & Nasurdin, 2011). (Yusef, 2018) explained that human resource management practices contribute to develop and raise the level of skills, knowledge and commitment of employee. Thus employee will have the ability to work, motivate themselves to develop their careers and their desire increases to stay at work for a long period.

With regard to the impact of human resource management practices on employee engagement, there are many previous studies that focused on this aspect, for example (Alzyoud, 2018) study entitled "The Impact of Human Resources Management Practices on Employee Engagement." This study was conducted on 151 employees in the manufacturing sector, and human resource practices were measured in three dimensions: job communication - employee development - rewards and appreciation. The results showed that human resource practices have a significant impact on employee engagement and they explain 42% of the variance in employee engagement.

Jing's 2018 study titled "Human Resource Management Strategies to Increase Hospital Staff Satisfaction and Engagement". This study was conducted on 445 male and female employees of Maternal and Child Health Hospitals. Human resource strategies were measured in three dimensions: Recruitment & selection - promotion and training - performance and salary assessment). The results showed that human resource management strategies significantly affect job engagement.

Raina & Kalse, 2019 study entitled "A study of employee perception of human resource practices and job engagement in the hospitality industry (Mumbai)". The study aimed to measure employee' perceptions of the correlation between human resource

practices and job engagement in the hospitality industry. This study was conducted on 418 male and female employee of the hotel industry in the Mumbai region. Human resource management practices were measured in eight dimensions: Recruitment & selection - training opportunities - development opportunities - performance management - pay-for-performance - promotion opportunities - decision-making and participation - job benefits - communication and coordination. The results showed that all human resource management practices are related to job engagement, and the impact was found for both Recruitment & selection, training opportunities, promotion opportunities, job benefits, communication and coordination, on job engagement.

Based on the review of literature and theoretical background it can be hypothesized:

H1: There is statistically significant impact of the practices of human resources management on employee engagement in private banks in the city of Taiz.

5.2 Recruitment & Selection and Employee Engagement:

The recruitment process includes awareness of the existence of vacancies through the various media, as the recruitment process begins, after developing a plan to determine the number of new jobs to be filled according to the different specializations. It can be defined as a process referring to that activity that involves finding a number of qualified

applicants to fill vacancies. It is also defined as "searching and prospecting in the internal and external labor market for the skills and competencies needed for job vacancies" (Ashush et al., 2017).

(Aqili, 2005) believes that the importance of recruitment is reflected through its relationship to selection and appointment. When recruitment succeeds in attracting an abundance of human resources needed by the organization and with high specifications as required, meaning that it provided the selection process with multiple options that enable it to easily compare between them and choose the best ones and this increases the level of effectiveness of the organization's performance in the future. As well as when attracting human skills with high specifications, this leads to ease of

qualification and training at a lower cost after their appointment in the institution.

There are a number of sources that the human resources department uses in the recruitment process, whether from within or outside the organization. The internal sources are internal transfer, promotion, co-workers, internal advertising, and inventory skills (Alkaleel, 2020), while the external sources are employment agencies, educational institutions, advertisements, walk-ins, trade unions, and recommendations of references (Al-Ariqi, 2016).

(Rashid 2001) added that recently, reliance on information technology has increased in the recruitment process, and the Internet has become an easy and fast economic tool for attracting various skills. The Internet has created a global market for labor that is easily accessible and through which there are no longer geographical borders and it has become easy for organizations to quickly contact a number huge range of candidates possessing the highest skills, knowledge and abilities from wide geographical areas. In general, technological developments in the field of the Internet have facilitated the recruitment process, and organizations can now use many computer programs that enable those in charge of the recruitment process to plan long-term recruitment strategies and manage them with integrated capabilities.

On the other hand, selection is defined as "the process of selecting one or more candidates from among a group of candidates to fill a certain position based on qualifications." (Ahmed 2014). It is also defined as the decision making to place a limited number of applicants to fill the vacant positions of the organization (Al-Maghribi, 2016).

The importance of the selection process stems from the fact that it leads to

making dangerous decisions that include potential mistakes such as accepting an unqualified person to occupy the job or rejecting a qualified person to occupy the job. The extent of harmony between the individual and the work is a matter of great importance to the organization and the individual himself alike, because the harmony between the individual and the work has a positive effect on the level of productivity and the level of job satisfaction, moreover, the compatibility between the individual and the work is important for the individual himself as putting a person in the wrong place may lead him to feel of frustration and wasted time. The proper selection of individuals leads to avoiding many of the harmful effects that may result from poor choice (Rashid 2001). So, when the company attracts and selects competent employee, the employee exert their maximum efforts, demonstrate their competence and they are more engaged to their job and committed toward the organization. (Mostafa et al., 2019) emphasized that Recruitment & selection have a major role in improving employee engagement. In addition, (Vance 2006 & Rodriguez 2017) confirmed that the organizations can increase their employee engagement by selecting the candidates best

suited to the job and the culture of the organization.

Based on the review of literature and theoretical background it can be hypothesized:

H1-1: There is statistically significant effect of the Recruitment & selection on employee engagement in private banks in the city of Taiz.

5.3 Training and Development Employee Engagement:

Training is a natural phenomenon that characterizes human society and an imperative for every individual who wants to occupy his appropriate place in society, as it is a process whose goal is the success and permanence of the organization through the development of its human resources. It is also a process associated with the individual in his vertical and horizontal movement at work (Abu Salema, 2007). The increasing trend towards specialization in business performance, the need to adapt to modern technologies, and the changing and successive circumstances in the field of business have increased the need for employee training, and the emergence of training to be one of the most important jobs that contributes for providing advanced levels of workforce performance (Rashed, 2001). It defined as a process that helps in developing the set of knowledge and skills for employee in order to improve their

performance in the workplace (Ooi & Arumugam, 2006; Sheeba & Christopher, 2020). It is also defined as the activity that providing employee with knowledge, skills, and attitudes that will improve product or service quality, satisfy guest and reduce daily operating costs (Ahammad, 2013).

As for development, it refers to improving the skills and knowledge of workers to be more ready to perform the best new tasks assigned to them or will be assigned to them in the future, so it represents a general state of learning for the different management levels, and increasing their knowledge and skills in performing administrative tasks. Development is usually within carefully designed programs to cover a long time as compared to limited training programs. Business organizations expect that development efforts will be continuous and linked to long-term plans and will have positive benefits not only for the individual and the organization, but for the community in which they operate (Al-Ameri & Al-Ghalebi, 2008).

Therefore, Training & development is not limited to giving information, but must be associated with the actual practice of new performance methods (Berber, 1997).

Both (Nguyen & Duong, 2020) indicated that Training & development is

positively linked to a number of desired positive outcomes such as improving productivity, organizational efficiency, improving service quality, optimum utilization of resources, employee self-esteem, increasing the level of performance and job satisfaction, and raising the morale of employee. In this regard (Lee, et al., 2010) affirm that effective Training & development programs implemented by human resource departments in organizations lead to develop the capabilities and attitudes of employee and enhance their engaged to their jobs and commitment toward their organizations, which is positively reflected on both the organization and employee to achieve their goals .

Also, the results of a number of researchers such as (Manuel, 2014; Jain & Khurana, 2017; Presbitero, 2017; Afroz, 2018; Siddiqui 2019) showed that there is a significant impact of Training & development practices on employee engagement.

Based on the review of literature and theoretical background it can be hypothesized:

H1.2: There is statistically significant effect of the Training & development on employee engagement in private banks in the city of Taiz.

5.4 Performance Appraisal and Employee Engagement:

Performance appraisal represents a vital place in management as a system that derives its importance from being the essence of control and represents

the analysis and study of feedback that determines the efficiency of the organization's resources in producing the outputs, especially people who manage the rest of the resources and extract them in light of performance results.

The functions of management are diverging and increasing in complexity, and the evaluation of the performance of workers comes on top of the complex functions of the administration due to its constant interaction with the human element, whether as appraisers (supervisors, managers) or as appraises (workers), which permits a continuous margin of positive or negative influence (Al-Taie & Al-Abadi, 2015). It defined as the process by which necessary information is obtained on individuals at all levels using a set of appropriate methods to be used in making the necessary decisions (Hijazi & Souad, 2013). According to (Lawrence, 2014), performance appraisal defined as the activity that assesses the productivity of workers in the organization, identifying their strong points as well as their short comings in order to make them perform more efficiently.

Through the above definitions, we conclude that the employee performance evaluation function consists of important policies and procedures used to raise the performance level of employee by revealing the personal capabilities and energies of

workers in addition to introducing them to their strengths and weaknesses, in order to address weaknesses and develop strengths towards more productivity and positive behavior. The organizations of different sizes use performance evaluation systems for the purpose of planning, monitoring, controlling, diagnosing and solving problems, identifying the strengths and weaknesses of the organization, standardizing the foundations and standards on which promotion is based, increasing wages and incentives, and providing management with the information necessary to make important decisions, whether for development, investment or when Making fundamental changes (Shalabi & Khader, 2003). According to (Selvarasu & Sastry, 2014) having a highly engaged workforce in this fast-changing economy is essential for growth and survival, as this increases innovation, productivity and bottom-line performance, while reducing costs related to hiring and retention in highly competitive talent markets.

Based on the review of literature and theoretical background it can be hypothesized:

H1.3: There is statistically significant effect of the compensations on employee engagement in private banks in the city of Taiz.

5.5 Compensation and Employee Engagement

The issue of compensation paid to workers has arisen with great interest and is

still receiving attention from those interested and working in the fields of economy and administration, whether in the government or private sector, and the reason for this is because the compensation has a direct impact on the standard of living of workers as their main source of livelihood. It can be defined as plans or programs to motivate employee to perform better, attract the best candidates to work in the organization and retain them, and achieve general plans and human resources plans (Bassiouni, 2008).

The compensation system consists of three basic elements:

- 1- Direct fixed compensations (wages and salaries).
- 2- Incentives, which are divided into two parts:
 - (a) Material incentives: bonuses - periodic increases - profits sharing
 - (b) moral incentives: job enrichment - participation in decision-making - social status - distribute accolades - job security - career advancement - respect and appreciation (Dora et al 2008).
- 3- Benefits and services, including: health insurance - vacations - retirement pension - educational aid - transportation services - nursery and other benefits (Al-Ariqi, 2016).

The wages, salaries, and benefits that workers receive are among the most important factors that help to create a good relationship between workers and management, as the degree of individual

satisfaction and the low turnover of work depends to a large extent on the value of the financial or non-financial compensation he receives (Danish & Usman, 2010). Also, work quality and employee performance are improving due to good compensation plans (Baledi & Al Saed, 2017; Naidu & Satyanarayana, 2020). Therefore, taking care of establishing a fair compensation system is one of the success factors for HRM programs in the organization.

There are many studies that have linked between compensation and employee engagement, for example a study (Alvi et al., 2014) entitled “A study of employee compensation and employee engagement in banks in Lahore, Pakistan”, that was conducted on a total of 312 employee in Lahore banks in Pakistan. The results showed that employee compensation has a positive effect on employee engagement at work, and it can change the level of employee engagement at work by up to 46.6%.

A study (Riyanto et al., 2017) entitled “The Impact of Compensation and Job Instability on Employee Engagement (Study on Secretarial Staff of the Commercial Competition Supervisory Commission in Indonesia)” that was conducted on a total of 329 individuals in the Business Competition Supervision

Committee. The results showed that compensation and job instability have a significant impact on employee engagement, and also showed that any improvement in compensations and job stability by one unit amount leads to an increase in the improvement of job engagement by 50%. These results were supported by (Gill et al 2014; Indriyani & Heruwasto, 2017 & Hanif & Inayat, 2017).

Based on the review of literature and theoretical background it can be hypothesized:

H1.4: There is statistically significant effect of the performance evaluation on employee engagement in private banks in the city of Taiz.

5.6 Managing the Work Environment and Employee Engagement

(Aqili, 2005) defines the work environment as a set of technical and administrative activities and procedures concerned with studying the climatic and psychological conditions at work places and designing specialized programs in order to remove the sources and causes of accidents, and potential diseases that may be inflicted to the workers while performing their work. That in, to provide means protection to avoid these risks and their negative effects on the safety and health of workers in the workplace and to create a sound and healthy physical and psychological work

environment and climate that maintaining the workers.

Accordingly, a safe work environment attracts new candidates to apply for vacancies, and it also works to retain employee, so the more employee are satisfied with the work environment or are provided with a suitable work environment, lead to increase their commitment toward their organization, as well as increase their engaged in their jobs. Consequently, their efficiency and performance of their work will also increase.

Previous studies have shown that the work environment is a determinant factor to enhance the level of job engagement for every employee working in the organization. For example, a study (Mohd et al., 2016) entitled "How Work Environment Affects Employee Engagement in a Telecom Company". This study was conducted on a sample of 250 employees in a telecom organization in Klang Valley in Kuala Lumpur. The results showed that, the work environment is the most influential factor on employee engagement, followed by rewards and then work-life balance. They also showed that these factors can change the level of employee engagement at work by up 58.2 %.

A study (Ttagi 2016) entitled "Work Environment as a Determinant Factor of Job

Engagement: Referring to Academics". It was conducted on a sample of 130 academics working in private colleges in the Gwalior region. The results showed that the work environment can change the level of employee engagement at work by up to 63.4%.

The Duque et al 2020 study also showed that different aspects of the work environment can lead to different levels of employee engagement. (Mohd et al., 2016) add that management that shows concern for the needs and feelings of employee, provides positive feedback, allows employee to express their fears, develops new skills, and works on solving work-related problems is characterized as a management that promotes a supportive work environment.

Based on the review of literature and theoretical background it can be hypothesized:

H1.5: There is statistically significant effect of the managing the work environment on employee engagement in private banks in the city of Taiz.

6. Employee Engagement and its Relationship to Other Variables:

The concept of job participation has received great attention during the past years and continues to receive attention, as it is considered one of the most important modern administrative and organizational concepts, which reflects the positive

association of employee with their work and the vigor and activity that characterizes them, and they feel that they are performing their work effectively. It is a positive case in achieving job related work and, allows creating opportunities for employee to communicate with their superiors and colleagues significantly, through an encouraging and motivating environment that pushes the employee to actual interest in performing the job well (Dahleez & Hamad, 2016).

According to (Schaufeli & Bakker, 2004) engagement is categorized into vigour, dedication, and absorption. Vigour is demonstrated by exerting a high level of energy on the work and enduring the difficulty. Dedication is exhibited by strong involvement on work, being passionate and inspired and facing challenges. Absorption is exhibited by a full concentration on work and having difficulty to detach when the time goes.

(Schaufeli et al., 2002), highlighted that vigour refers to the cognitive state of the employee who is characterized by high levels of energy, mental flexibility and willingness to invest effort and perseverance in the face of problems and obstacles, dedication refers to the individual's strong interest in his work, his sense of its value

and importance, and the feeling of inspiration, pride and challenge when practicing his work and absorption refers to the state of mind in which the employee is focused and very busy with his work. The individual who is absorbed in his work is related to him until the time passes at work without boredom and quickly, and the individual also has difficulty separating from work. The concept also described as a new term that maps positive employee relationships toward outputs, whether they are products or services for their organizations (Shuck & Wollard, 2010).

Several studies discussed and analyzed the importance of having engaged employee and the impact on organization development and performance.

All large and medium corporates in the world started to pay more attention to employee engagement due to multiple reasons and benefits for this (Kane-Frieder et al., 2014). In this regard, (Mkheimer & Mjlae, 2020) emphasized that the Employee engagement is an important positive attitude that employee attribute to their organizations and goals, as employee engaged with their organizations support the realization of the organizations values and mission, effectively implement strategy and create large business positions.

(Nagesh et al., 2019) confirmed that employee engagement affects employee morale, productivity and retention in the company. In addition to that an organization that has employees who are closely involved in their work achieves strategic efficiency, increased profitability, and ensures increased customer satisfaction and their loyalty. They also indicated that there is a positive relationship between the work environment, the image of the organization, the relationship between the supervisor and the coworker, Training & development, and employee engagement.

(Kaaviyapriya & Xavier, 2020) in their study entitled “A study about the factors affecting employee engagement and its outcomes” concluded that employee engagement improve employee’s performance & productivity and reduce the intention to quit from the organization. Also, conclude that without engaged employee the organization cannot yield business profitability and customer satisfaction. Besides, they confirmed that engaged employee more often experience positive emotions and better health to make the job more creativity by using all their personal resources. Also, employees can transfer the engagement for colleagues in the organizations, because engaged employees are the real potentials to make innovative outcomes for the organizational performance. Further,

they found through reviewing various literature studies, that the factors affect employee engagement at the macro level are the organization-related factors, personal-related factors, team-related factors and job-related factors.

(Stoyanova & Iliev, 2017) demonstrate that organizations with highly engaged employee and low turnover, achieve high levels of performance, profitability, and customer satisfaction. Companies with disengaged employee, on the other hand, suffer from waste of effort, earn less commitment from the workers, face raised absenteeism and also have less customer orientation, less labor productivity, and reduced operating and net profit margins. They also indicated that opportunities for career advancement, recognition of the work and reputation of the brand affect the employee engagement.

(Othman et al 2019) in their study entitled “Factors affecting employee engagement: a study among employee in the Malaysian construction industry”, found that leadership, compensation, and organizational culture have a positive significant relationship with employee engagement.

7 - Study Gap:

Most previous studies focused on studying the impact of human resource management practices on job engagement in

other sectors such as manufacturing sector, health sector and hospitality sector in other countries. While this study differs from previous studies because, according to researchers' knowledge, the first in terms of studying the impact of human resource management practices on employee engagement in the banking sector as well as in the Yemeni business environment.

Therefore, this study seeks to bridge this gap by determining the impact of human resource management practices on employee engagement in private banks in the city of Taiz, Yemen.

8. Methodology:

8.1 Data Collection Instrument:

The researchers used the questionnaire designed on Likert scales with 5 points ranging from strongly disagree to strongly agree, and it was used to collect primary data from employee working in private banks in Taiz. The questionnaire was divided into three parts: the first part consists of the demographic information of the respondents, the second part consists of data related to human resource management practices measured by five dimensions (recruitment & selection, training & development, performance appraisal, compensations and managing the work environment), which were measured based

on (Demo et al., 2012), and third part consists of data related to employee engagement measured by three dimensions (vigour, dedication and absorption), which were measured based on (Schaufeli et al., 2002).

8.2 Study population and sample size:

The study population consisted of all employee in private banks in the city of Taiz and those attending to carry out their work and their job duties, which numbered (152) employee working in eight banks namely: (Al-Kuraimi Islamic Bank, Sheba Islamic Bank, Islamic Bank for Finance and Investment, Commercial Bank, International Bank of Yemen, Shamil Bank of Yemen and Bahrain, Tadhamon International Bank and Al Amal Bank). (122) questionnaires were distributed to the sample members through the comprehensive enumeration method. The experimental sample (30) was excluded. All questionnaires were retrieved from them. (8) Questionnaires were excluded because they were not valid for statistical analysis. Accordingly, the sample for which statistical analysis was performed reached (114) male and female employee.

8.3 Validity and Reliability of the Questionnaire:

The questionnaire was designed by the researchers based on the literature

review, it was reviewed and modified by evaluators referees who were selected from Taiz University according to their fields, and their observations were taken into consideration. The researchers conducted a pre-test for the questionnaire as an exploratory study conducted on a sample of 30 employees who work in the targeted banks prior to the final administration of the

questionnaire. This try out on the sample, chosen randomly from among the respondents of the study, was done to fulfill the following goals: clarity, identification of errors, readability, impartiality, appropriateness of the type and format of questions; and time required to complete the questionnaire (Fraser et al., 2018) and the Table (1) illustrates this:

Table (1) Reliability and validity of the questionnaire

Field	NO. of Items	Reliability	Validity
Recruitment & selection	5	0.761	0.872
Training & development	6	0.922	0.960
Performance appraisal	6	0.830	0.911
Compensations	6	0.897	0.947
Managing the work environment	6	0.870	0.933
Vigour	6	0.792	0.890
Absorption	6	0.832	0.912
Dedication	5	0.913	0.956
Total	46	0.954	0.977

It is evident from the table (1) that the value of the reliability coefficient for the data collection tool in general came at a rate of (95.4%) and the validity came at a rate of (97.7%). This means that the degree of reliability and validity of the answers is very high, which qualifies it to be a measuring

tool, suitable and effective for this study. For more confirmation, the Pearson correlation coefficient was used to determine the internal consistency and validity between the questionnaire items and the dimensions and axes that they belong to, as shown in the table (8).

Table (2) Correlation coefficient of the paragraphs with their dimensions

Recruitment & selection			Training & development			Performance appraisal		
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.
X1	0.776**	0.000	X6	0.848**	0.000	X12	0.867**	0.000

X2	0.427*	0.019	X7	0.892**	0.000	X13	0.765**	0.000	
X3	0.591**	0.001	X8	0.827**	0.000	X14	0.672**	0.000	
X4	0.807**	0.000	X9	0.787**	0.000	X5	0.859**	0.000	
X5	0.792**	0.000	X10	0.878**	0.000	X16	0.540**	0.002	
			X11	0.868**	0.000	X17	0.717**	0.000	
Managing the work environment					Compensations				
Question Number			Correlation Coefficient		Sig.	Question Number		Correlation Coefficient	Sig.
X18			0.580**		0.001	X24		0.884**	0.000
X19			0.749**		0.000	X25		0.830**	0.000
X20			0.864**		0.000	X26		0.886**	0.000
X21			0.643**		0.000	X27		0.786**	0.000
X22			0.883**		0.000	X28		0.735**	0.000
X23			0.947**		0.000	X29		0.803**	0.000
Vigour			Absorption			Dedication			
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	
X30	0.388*	0.034	X36	0.787**	0.000	X42	0.388*	0.034	
X31	0.753**	0.000	X37	0.858**	0.000	X43	0.753**	0.000	
X32	0.752**	0.000	X38	0.803**	0.000	X44	0.752**	0.000	
X33	0.832**	0.000	X39	0.692**	0.000	X45	0.832**	0.000	
X34	0.759**	0.000	X40	0.495**	0.005	X46	0.759**	0.000	
X35	0.773**	0.000	X41	0.759**	0.000	X47	0.773**	0.000	

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

Table (3) Correlation coefficient of the paragraphs with their axes

Recruitment & selection			Training & development			Performance appraisal		
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.
X1	0.760**	0.000	X6	0.726**	0.000	X12	0.795**	0.000
X2	0.376*	0.041	X7	0.577**	0.001	X13	0.733**	0.000

X3	0.494**	0.006	X8	0.553**	0.002	X14	0.465**	0.010
X4	0.721**	0.000	X9	0.472**	0.009	X5	0.560**	0.001
X5	0.651**	0.000	X10	0.692**	0.000	X16	0.586**	0.001
			X11	0.581**	0.001	X17	0.510**	0.004
Managing the work environment					Compensations			
Question Number		Correlation Coefficient	Sig.	Question Number		Correlation Coefficient	Sig.	
X18		0.534**	0.002	X24		0.588**	0.001	
X19		0.734**	0.000	X25		0.685**	0.000	
X20		0.686**	0.000	X26		0.608**	0.000	
X21		0.522**	0.003	X27		0.534**	0.002	
X22		0.733**	0.000	X28		0.596**	0.001	
X23		0.882**	0.000	X29		0.609**	0.000	
Vigour			Absorption			Dedication		
Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.	Question Number	Correlation Coefficient	Sig.
X30	0.499**	0.005	X36	0.783**	0.000	X42	0.700**	0.000
X31	0.809**	0.000	X37	0.775**	0.000	X43	0.871**	0.000
X32	0.664**	0.000	X38	0.724**	0.000	X44	0.673**	0.000
X33	0.630**	0.000	X39	0.528**	0.003	X45	0.624**	0.000
X34	0.565**	0.001	X40	0.430*	0.018	X46	0.624**	0.000
X35	0.596**	0.001	X41	0.598**	0.000	X47	0.700**	0.000

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

* . Correlation is significant at the 0.05 level (2-tailed).

Tables (2) and (3) show that all the questionnaire items are related to their dimensions and axes and had statistical significance at the level of (0.01) and (0.05). This indicates that there are no items that may weaken the credibility of the dimensions or axes, which confirms the existence of high and

sufficient validity indicators that can be trusted in the application of the current study.

9. Normality Test :

Prior to statistical data analysis, normality test was performed to determine whether data were modeled for normal

distribution or not. This test is mandatory prior to hypotheses testing. There are many functions and methods were used for

evaluating normality. In this study skewness and kurtosis methods used to evaluate normality.

Table (4) Normality Test

Field	Skewness			Kurtosis		
	Statistic	Std. Error	Z Value	Statistic	Std. Error	Z Value
Recruitment & selection	- 0.276	0.226	-1,22	- 0.432	0.449	- ., 96
Training & development	- 0.209	0.226	-0,92	- 0.220	0.449	- ., 49
Performance appraisal	- 0.305	0.226	-1,35	- 0.317	0.449	- ., 71
Compensations	- 0.230	0.226	-1,02	- 0.117	0.449	- ., 26
Managing the work environment	- 0.351	0.226	-1,55	- 0.428	0.449	- ., 90
HRM Practices	- 0.073	0.226	-0,32	- 0.435	0.449	- ., 97
Employee engagement	- 0.150	0.226	-0,66	- 0.308	0.449	- ., 63

From Table (4), the Z-score values for Skewness and Kurtosis fall in the range - 2 to +2. These values are within the allowable range (Hair et al 2010; Byrne 2010 & Garson 2012). This indicates that the data is

normally distributed, and therefore the linear regression test should be used to test the hypotheses.

10. Results and Discussion

10.1 Demographic Characteristics

Table (5) Demographic Characteristics

Demographic Characteristics	Scales	Percentage (N=114)
Gender	Male	84,2 %
	Female	15,8 %
Age	Less than 25 years	6,1 %
	25 years to less than 40 years	80,7 %
	40 years to less than 50 years	12,3 %
	More than 50 years	0,9 %
Education	High School	8.8 %
	Diploma	13.2 %
	Bachelor	68.4 %
	Master	8.8 %
	PhD	0.9 %
Experience	Less than 5 years	25.4 %
	5 – 10 years	37.7 %
	More than 10 years	36.9 %

Job title	General Director	2.6 %
	Director of the Department	4.4 %
	Head of Department	12.3 %
	Employee	80.7 %

Table (5) shows that 84.2% of the respondents were male and 15.8% female.

These findings indicate that the male employees are more than the female in the private banks in the city of Taiz. The reason for this is that the role of women in employment in Yemen has not reached the required level due to the imposed social restrictions. 6.1 % of respondents were under 25 years of age, 80.7 % were between 30 and less than 40 years, and 12.3 % were between 40 and less than 50 years, and 0.9 % more than 50 years. These findings clearly show that the majority (80.7%) of the respondents who work in private banks in the city of Taiz were youth people whose age is less than (40) years. This indicates that this category is the most committed and stable, especially in the current circumstances that are witnessed by the city in particular and the state in general. The table also shows that 8.8% of the respondents have a high school, 13.2% diploma, 68.4% bachelor, 8.8% master, and only 0.9% doctorate. These results clearly show that the majority of respondents (68.4%) who work in private banks in the city of Taiz are those who hold a bachelor's

degree. This indicates that higher education in Yemeni universities, especially Taiz University, is still in its infancy, which led to an increase in this percentage in the researched banks. Besides this, 25.4 % of respondents reported having less than 5 years of work experience, 37.7 % had 5 to 10 years and 36.9 % had more than 10 years of work experience. These results clearly show that the majority of the respondents, 37.7%, have 5 to 10 years and 36.9% have more than 10 years of work experience (68.4%). This indicates that the private banks in the city of Taiz are working to retain their employee through the material and moral incentives they provide to them.

Further, the results shows that 2.6 % of respondents reported that they are general director, 4.4 % are the director of the department, 12.3 % are head of department and 80.7 % are employee. These results clearly show that the majority of respondents, 80.7%, are employee, and this is normal due to the nature of banks' work, that requires a large number of frontline employee to fulfill customer demands.

10. 2 Human Resource Management Practices in Private Banks in Taiz

Table (6) Level of Human Resource Management Practices in Private Banks in the City of Taiz

Independent Variables	Mean	Std. Deviation	Availability level	Rank
Recruitment & selection	3,85	0.62	High	1
Training & development	3,84	0.77	High	2
Performance appraisal	3,81	0.71	High	3
Compensations	3,36	0.80	Medium	5
Managing the work environment	3,73	0.75	High	4
Total of human resource management practices	3,72	0.59	High	

It is evident from the results presented in the above table that all dimensions of human resource management practices in private banks in the city of Taiz are available to a high degree, with the exception of compensations, which came with a medium degree. Where practice of recruitment & selection ranked first with a mean (3.85) and a standard deviation (0.62), training & development came in the second rank, with an arithmetic average (3.84) and a standard deviation (0.77), performance evaluation came in the third rank, with an arithmetic mean (3.81) and a standard deviation (0.71), managing the work environment came in the fourth rank, with an arithmetic mean (3.73) and a standard deviation (0.80) and compensations came in the last rank with an arithmetic mean (3.36) and a standard deviation (0.80). In general, the respondents' answers on all dimensions of human resource management practices were high, with an arithmetic mean (3.72) and a standard deviation (0.59), which indicates that human resource

management practices in private banks in the city of Taiz practiced with high degree.

The researchers attribute this to a number of reasons including:

- 1- The existence of clear and transparent procedures in private banks in the city of Taiz in attracting and selecting employee with high skills and competencies, due to their awareness of the importance of the human element in bringing change and achieving competitive advantages in the light of the dramatic changes in the business environment at the internal and external levels.
- 2 - The keenness of private banks in the city of Taiz to improve the level of their services, especially in light of the current conditions in our country, by training and developing their human resources to improve their level of performance and provide them with new skills, commensurate with the nature of the banking service, which depends heavily on the human

resource to meet the needs and desires of customers and keep pace with the development in the field of technology.

3 - The interest of the managers of private banks in the city of Taiz in the performance appraisal process because they realize its importance in increasing the effectiveness of the productive process and reveal the personal capabilities and energies of employee in order to raise their level of performance, address their weaknesses and develop their strengths towards more productivity and positive behavior.

4- The application of principle of reward and punishment in private banks in the city of Taiz and linked incentives that are given to the employee based on the efforts that they make.

5- Managements of private banks in Taiz realize the importance of creating a healthy work environment for employee to protect them from diseases that may affect them during work, because any negligence in this aspect may cost them huge sums that are spent on treating employee besides the disrupting work.

10.3 Level of Employee Engagement in Private Banks in the City of Taiz

Table (7) of Employee Engagement in Private Banks in the City of Taiz

Independent Variables	Mean	Std. Deviation	Rank
Vigour	4,21	.48	1
Absorption	4,04	.49	3
Dedication	4,19	.63	2
Employee Engagement	4,10	.44	High

Table (7) shows that all dimensions of employee participation in private banks in the city of Taiz are highly available. Where strength ranked first with arithmetic mean (4.21) and standard deviation (0.48), dedication came second with arithmetic mean (4.19) and standard deviation (0.49), and absorption came in last place with arithmetic mean (4.04) and deviation normative (0.49). In general, respondents' answers on all dimensions of employee participation were high, with a mean (4.10)

and a standard deviation (0.44). This indicates that respondents work long hours to finish their work, persevere in their work even if things do not go well, invest most of their scientific and practical abilities in work, feel constantly happy and energetic, perform their work with great accuracy and focus, and they feel proud of their work and consider it useful, inspiring and motivating for them.

10.4 Impact of Human Resource Management Practices on Employee Engagement

Table (8) ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8.721	5	1.744	14.738	0.000 ^b
Residual	12.782	108	0.118		
Total	21.503	113			

a. Dependent Variable: Employee engagement

b. Predictors: (Constant), recruitment & selection, training & development, performance appraisal, compensations, managing the work environment

Table (9) Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.637a	0.406	0.378	0.34402

a. Predictors: (Constant), recruitment & selection, training & development, performance appraisal, compensations, managing the work environment

Table (8) shows that the value of F for independent variables and dependent variables is 14.738 which is a statistically significant at 0.000 Sig (p value < 0.01). This means that the model is significant statistically. Also, Table (9) shows that the adjusted R Square value is (0.378), indicates that the human resource management practices: Recruitment & selection, training & development, performance appraisal, compensations and managing the work environment practices explain 37.8 % of the variation in employee engagement. These results that are presented in Table (8) and Table (9) confirm the validity of the model that there is a

significant impact to all independent variables of human resource management practices simultaneously on employee engagement in private banks in the city of Taiz. Therefore the main hypothesis (H1) accepted, which States that there is statistically significant impact of the practices of human resources management on employee engagement in private banks in the city of Taiz. This result, is in line with those of (Alzyoud, 2018; Jing, 2018; Arasli et al., 2020; Raina & Kalse, 2019), which showed that human resource management practices (simultaneously) have a significant impact on employee engagement.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.471	.224		11.039	.000
	Recruitment & selection	.178	.077	.255	2.308	.023
	Training & development	.031	.084	.044	.371	.712
	Performance appraisal	-.044	.082	-.072	-.542	.589
	Compensations	-.094	.059	-.173	-1.580	.117
	Managing the work environment	.351	.068	.606	5.179	.000

a. Dependent Variable: Employee engagement

Table (30) indicates that the two independent variables, recruiting and selection, and managing the work environment, have an impact on employee engagement in private banks in the city of Taiz, where the values of (t) for them are (2.308) and (5.179) respectively, with probability values of (0.023) and (0.000) respectively, which are less than the level of significance (0.05). This is enhanced by the high values of beta coefficients for these two variables (0.255) and (0.606) respectively. Also, the independent variables (training & development, performance appraisal, compensations) do not have an impact on employee engagement in private banks in the city of Taiz, where the values of (t) for them are (0.371, - 0.542, and -1.580-) respectively, with probability values of (0.712, 0.589, 0.117) respectively which

greater than the level of significance (0,05). This is enhanced by a decrease in the values of beta coefficients for these dimensions (0.044, - 0.072-, - 0.173-) respectively.

Therefore, sub- hypotheses H1-1 and H1.5 are accepted. While the sub- hypotheses H1.2, H1.3 and H1.4 are rejected. The regression model can be constructed to predict the employee engagement in private banks in the city of Taiz by using the dimensions of human resource management practices (recruitment & selection and work environment management) according to the following equation:

$$\gamma (\text{employee engagement}) = \beta_0 + 0.255(\text{recruitment \& selection}) + 0.606(\text{managing the work environment})$$

Comparing these findings with the previous studies, the result of H1.1 is in line with (Vance 2006) who argued that the messages which an organization conveys while seeking to attract job applicants can influence future employee' engagement as well as the organization can increase employee engagement by selecting the candidates who are best suited to the job and the organization's culture.

The H1.2 result is in line with the (Mostafa, 2019) who found that Training & development do not have a significant contribution to employee engagement, and inconsistent with the studies of (Manuel, 2014; Jain & Khurana, 2017; Presbitero, 2017; Afroz, 2018; Siddiqui, 2019) that found that Training & development affects employee engagement.

The H1.3 result is in line with the study of (Raina & Kalse, 2019) which found that performance appraisal does not have a significant contribution to employee engagement, and contradicts with the studies of (Jing, 2018; Everlyne et al., 2016) that found that the performance appraisal has a significant impact on employee engagement.

The H1.4 result contradicts with the studies of (Alvi et al., 2014; Riyanto et al., 2017; Gill et al., 2014; Indriyani & Heruwasto, 2017; Hanif & Inayat, 2017) which found

that a compensation has a significant effect for employee engagement.

H1.5 result is in line with the studies of (Ttagi, 2016; Mohd et al., 2016; Duque et al., 2020) which found that work environment management has a significant impact on employee engagement.

11. Conclusion

This study aimed to identify the impact of human resource management practices on employee engagement in private banks in the city of Taiz. Data was collected using the method of the questionnaire. Descriptive analysis was performed using mean and standard deviation to identify the implementation of human resource management practices and the level of employee engagement in private banks in the city of Taiz. Multiple linear regression was used to determine the impact of human resource management practices in its five dimensions (simultaneously or separately) on employee engagement.

The results of the study showed that:

1 - The reality of implementation of human resource management practices in private banks in the city of Taiz was high, as the general arithmetic mean was (3,72) and the general standard deviation was (0.59).

2 - All the practices of human resource management practices in private banks in

the city of Taiz implement in a high degree, except the compensations practice in a moderate degree, where recruitment & selection came in first rank with the arithmetic average of (3.85), followed by training & development with an arithmetic average of (3.84), and in third rank performance appraisal with an average arithmetic (3.81), followed by managing the work environment with an arithmetic mean (3.73), and compensations came in the last rank with an arithmetic mean (3.36).

3- The level of employee engagement in private banks in the city of Taiz was high, with the general arithmetic mean (4.10), and a general standard deviation (0.44).

4 - All the dimensions of employee engagement in private banks are available at a high degree, where vigour came first with an arithmetic average (4.21), followed by dedication with an arithmetic average (4.19), and absorption came in the last, with an arithmetic average (4.04).

5- There is a statistically significant impact of human resource management practices (simultaneously) on employee participation in private banks in the city of Taiz, as they explain 37.8% of the variance in employee engagement.

6 - There is a statistically significant impact of recruitment & selection and management

of the work environment on employee engagement in private banks in the city of Taiz, while there is no impact of training & development, performance appraisal, and compensations.

8 - Finally, the results showed that any improvement by one unit in each of (recruitment, selection and management of the work environment) in private banks in the city of Taiz leads to increase in employee engagement by (86.1%).

Based on the results of the study, the following suggestions may be made:

1. The necessity of understanding and realizing the importance of intellectual capital on the part of bank managements, and paying attention to human resource management practices and developing their performance because of their impact on employee engagement.

2 - Banks' administrations should provide an encouraging and stimulating work environment on an ongoing basis, by paying attention to the physical and psychological conditions of the employee, as it is the most influential on employee engagement.

3 - Attracting and selecting employee with positive and optimistic personalities and those with high consciences, as they are more loyal and love for their work and more connected than others.

6. The necessity to reconsider the compensation system in force in private banks in the city of Taiz in a manner that meets the psychological and material needs of workers.

5 - Motivating human resources financially and morally and providing them with all support and assistance to enhance their connection to their work and encourage them to exert maximum efforts to achieve the desired goals.

6 - Encouraging employees to express their opinions and integrating them into all administrative processes, due to its importance in creating a kind of sense of importance and works to strengthen job linkage.

7 - The necessity of the private banks' interest in training and developing employee on an ongoing basis to provide them with new knowledge and skills that would enhance their capabilities to make change and to respond quickly to the successive changes that the Yemeni business environment is witnessing.

8 - More research should be conducted on all private banks in the Republic of Yemen, and to conduct it also on government banks in order to obtain a more detailed understanding of the impact of human

resource management practices on employee engagement.

9 - The current study was limited to five human resource management practices. Therefore, the researchers recommend studying the impact of other practices on employee engagement.

10 - Conducting more studies on the impact of human resource management practices on other variables such as managerial creativity, job satisfaction, job performance, organizational commitment.

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