FACTORS INFLUENCING EMPLOYEE ENGAGEMENT: A STUDY OF SANA’A UNIVERSITY

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Abstract: The human resource is one of the most important assets of any organization and the success of organization in terms of productivity and profitability rests on the values created by its assets, especially the workforce. In order for improved performance of the organization, to succeed in the long run, and to have competitive advantage, there is need to maintain good relationship with the human resources and to manage them effectively. Employee’s engagement therefore aims to provide more effective ways of involving the human resource of an organization in order for them to aligning with the goals and objectives of the organization. The study tries to figure out the main factors that affect degree of employees’ engagement within the company. This study determines three main factors to be predictor of employees’ engagement which are: employee’s communication, rewards and recognition and employee’s development. Data analyzed was carried out using SPSS. The result from the study shows that the three factors namely employee’s communication, reward and recognition and employees development have a significant positive relationship with employee’s engagement, therefore, confirming all the hypotheses.

Keywords: Employee Engagement, Employee Communication, Rewards and Recognition, Employee Development.

Introduction
Organizations that have a high level engagement of employees are discovered to have a higher earnings when compared with the other companies that have limited employee’s engagement within the same industry. The gap between them is sometimes huge, for instance, sometimes, the earnings of these companies that have high level employees’ engagement is more than double of the other companies in the overall market (Kotter & Heskett, 2011). In other for improved business performance, there is need for increased employee engagement. Also employee engagement can help organization to be transformed to the best (Cattermole, Johnson, & Roberts, 2013). In addition, it aims for creating a good working environment for employees, while boosting a good communication and interaction with their works and assisting them to complete their tasks effectively and efficiently.
Based on the study by Al-Mehrzi and Singh (2016), when the employees get connected to the organization’s aims and objectives, such as the vision and mission of the organization, and are working towards the achievement of the organization’s goals, they become more fulfilled, by knowing that their contributions to the organization is contributing to the growth, development and the overall improved performance of the organization. This therefore, leads to their fulfillment and job satisfaction, hence, it creates a sense of loyalty on their path to the organization. Consequently, this boost the employees pride and invariably, increase their productivity leading to improved organization’s services to their customers.

Furthermore, Choo, Mat, and Al-Omari (2013) indicate that Human Resources Management (HRM) creates more values to the organization’s overall success. Once staff engagement has been introduced and their positive impact is felt in a section or department in an organization, it should therefore, be replicated and established in the other sections of the organization. It will hence, remain a key performance measure for HR professionals. Commitment to the organization must be part of everyday administrative work. When managers select and determine the factors which influence employee engagement, they can have an effective human resources practices in order to enhance employee engagement (Bandura & Lyons, 2017).

For instance, due to increase in the global trades, there is higher competition among companies globally. This is facilitated by rare and increased cost of resources, the huge cost of labor, consumption stresses of higher returns on the equity, which have prompted the organization’s need for restructuring. Restructuring in some of the organizations has a meaning of reducing the staff and layers in managerial levels (Cattermole et al., 2013). In spite of the positive impact of restructuring on organizations, such as its impact on competition, these restructuring changes also have a negative effect, as it results in traditional and psychological unemployment, and in the anticipations of reciprocity. Alagaraja and Shuck (2015) explained that workers have now recognized that working for a single employer for a long time until they retire, cannot be suitable for them, and with the reduction of their expectation of reciprocity, due to changes in organization structure that might lead to them losing their jobs, has resulted in employees feeling of lowered commitment toward their employers (Cattermole et al., 2013).

On the other hand, some researchers have claimed that engagement is a crucial part in having high performance, moreover, consultant studies evaluate that 14 per cent to 30 per cent of the employees are engaged at work (Jack, 2014). As a result of that, everyone believes to seek the path of getting their employee engagement. Up to date, in spite of the increase the interest in engagement's improving, individuals still not agree about what employee engagement means, what is the way to get it, and what could it looks like as soon as it achieved (Bandura & Lyons, 2017).

According to Supreme Council for Educational Planning (2014) there are many challenges and problems facing higher education institutions in Yemen. The problems lead to lower performance in higher education system in public universities sector. These problems also raise the percentage of absenteeism and dissatisfaction of staff. As the labor force grows year by year, the University of Sanaa has become a critical step in determining the level of employee participation and the key drivers of their competitiveness. In the areas of communication to the staff and among the staff, while the communications are based solely on current events and happenings around the university, the communication is not focused on the staff themselves, being the institution's employees. Thus, the gap in communication has led to absence of
feedback sessions and the moderate performance appraisal process. Also, the views of staff on issues such as the performance bonus and the process of increasing merit need to be clearer stated and communicated to the institution in order to foster an improved engagement with the institution (Al-Tit, 2017).

In the area of recognition and reward, the University of Sana’a should take a more systematic approach; monetary rewards must be directly related to individual, administrative and organizational objectives, which will also eliminate internal equity issues to ensure retention of qualified personnel and the competitiveness of the organization remain (Serwer, 2019).

With regard to staff development, there is no study of the skills gap and a largely unclear career trajectory, which leads into unplanned training or a shift in the distribution of training days’ work between employees. The leaders of organizations should also contribute, as part of their responsibilities, to ensure that each person evolves accordingly. Performance of Yemen higher education, certainly in public sector such as Sana’a University becomes very low in offering services, in the other hand, the competitiveness of the private sector increased in the country. Therefore, Sana’a University and the other public sector universities should increase the competitive advantage in order to attract more students to public universities. As Supreme Council for Educational Planning (2014) mentioned that performance get affected by many issues such as dissatisfaction, in addition, there is less participation in the strategies of public universities, from their employees. Therefore, this research studied the influences on why employees are not enthusiastic in the part of strategic goals and the values at Sana’a University (i.e. one of the public universities); it also examined the factors that influence employees to be engaged.

Therefore, the focus of this present study is to discover some of the factors that affect the higher education system challenges in the area of employee engagement on the higher education system of Yemen. For this study, a higher institution in Yemen is chosen for the research, which is a public university known as Sana’a University. This is in response to the recommendation made by Saeed, Gelaaidan, and Ahmad, (2013) that there is a need for other many researches to be done in public sector in higher education in Yemen, such as employees engagement in order to increase the level of performance and competitiveness at the same time.

**Literature review**

This study implemented in Yemen, so Yemen (or officially: Republic of Yemen) is an Arab country located southwest of the Arabian Peninsula in Western Asia. It has an area of about 555,000 square kilometers and has a population of 26,687,000 according to the 2015 population projection. Yemen is bordered to the north by Saudi Arabia and to the east by Oman, with a southern coast on the Arabian Sea and a western coast on the Red Sea. Yemen has more than 200 islands in the Red Sea and the Arabian Sea, the largest of which are Socotra and Hanish (see Figure 1). Sana'a University was established in conjunction with the University of Aden during the academic year 1971/70. The University of Sana'a is the first university to be opened in North Yemen (before the unit). It currently has more than 124 majors and a scientific department that is attended by at least 80,000 students. The university has the task of preparing qualified and trained cadres that contribute to the development process in various fields. The university started with limited disciplines, but its development has reflected its role in meeting the requirements of the community through the expansion of faculties and majors to include many theoretical and practical programs. A number of academic and specialized centers have been established. The importance of the role of the university has been the establishment of
several sub-colleges in several provinces, some of which have become independent universities. Sana'a University consists of twenty-two colleges, twelve of them in the main center in Sana'a and ten sub-colleges. Moreover, the university did not stop at the stage of granting the first university degree, but started in the early eighties with the granting of higher university degrees starting from the higher diplomas and then awarded the master's degree and doctorate in many disciplines from most colleges.

The Employee Engagement
The upheavals in the worldwide economy through the last twenty-five years have had an important impact on engagement and reciprocity in the lives of employers and workers, and therefore on worker involvement. In response to this, the organizations were prompted to restructure themselves. At the corporate firms, restructuring has been reflected in the cut down of workers and reshuffling the levels of corporate administration. Moreover, due to the huge changes in the global economy and as the result of technological development in the last thirty years, it is becoming increasingly important for organizations to increase their engagement of employees in order to facilitate their aligning with organization’s lifestyle, commitment to the organization’s goals and objectives, and increased mutuality among workers (Harter et al., 2002).

Moreover, during 30 years of study, Gallup researchers have carried out a large number of study and researches. These researches were carried out using large pool of respondents. The studies were focused on organization productivity using thousands of surveys of productive staff, supervisors, and working groups. These research have been conducted to develop an employee engagement model. While the Convention with the definition of Kahn's mentioned by (Harter et al, 2002) personal participation refers to the involvement of existing staff when employees interact emotionally with others and are cognitively alert and have an idea of how they are "enthusiastic to work" Employers expect to be loyal to the organization by offering lifelong job opportunities, raise with global growth. Employers need to be more flexible in their deployment to employees, so their job has begun to change this contract (Jack, 2014). In addition, employer always wants to have a high performing employee, the purpose of this study is to provide officials with an understanding of engagement and an understanding of staff involvement (Saks & Gruman,2014).
In order to engage employees and to enjoy positive impacts and benefits as a result of the engagement, there is need for organization to invest in the area of human resource practices. There is need for organization to evaluate exactly the expected level of employees’ engagement, and the commitment of the corporation that the organization wants, and what the cost that will be incurred as a result of the engagement. Moreover, there is the need for the organizations to rightly understand the factors which determined employee engagement. Hence, they could establish, practice and implement the human resource practices in a very effective way, so as to improve the employee engagement in organizations.

This policy will lead to positive return in investment in human resources practices (Albrecht et al., 2015). Obviously, reduced or no engagement of employees by the organization is going to have negative impact on the whole organizations. Some of these effect of low or no employee’s engagement include less employee’s productivity and less commitment and alignment to organizational goals. This will hence lead to increase in the percentage of absenteeism, also staff turnover will be increased in the organization and the cost recruitment and the cost of training will be increased (Albrecht et al., 2015). Moreover, having highly engaged employees would help the companies to attract new talents, at the area of the labor market, and will become the targeted employer from the talented employee. That is obviously will contribute to the advantage of competition for the organization (Albrecht et al., 2015).

The definition of employee engagement has been discussed by many different researchers, and by human resources specialists. According to Khan (1990), employee participation is the extent to which the employees are motivated to contribute to an organizational competitive feature, and the willingness to demonstrate the commitment. Moreover, the loyalty to exceed the basic requirements, in order to complete a task or achieve organizational goals. This is confirmed by the study conducted by Cooper-Thomas et al. (2018). Employee participation is the voluntary choice of staff in order to give the organization more time, energy and mental potential. Furthermore, Corporate Leadership Council (2005), Blessing (2006) focus on the involvement of staff in communication of the knowledge, worker with the work or the organization, and on the behaviors they highlight in terms of job satisfaction, learning, commitment, and impact on the difficulty of an employee to the work. Also Blessing (2006) defines retention of these behaviors as one consequence and outcomes. Engagement is defined and focuses on emotional attachment. Teofisto (2009) stated that the reference to engagement is a great emotional attachment to work, organization, manager or colleagues. Teofisto (2009) said the cognitive and the emotional approach extend from the definition of engagement to a state in which individuals become emotionally and intellectually engaged. Another definition is focusing primarily on behavioral outcomes, regardless of causes. Rao (2017) refers to commitment as the willingness of the employee to make discretionary efforts at work. Bandura and Lyons (2017) focus on the employee’s commitment to stay with her/his business.

Different kinds of engagement according to four main spectra:
1. Motivate workers to contribute to the institution’s competitive advantage then give them more time, energy and mental energy
2. The employee’s knowledge of the work or organization and the subsequent behaviors he has demonstrated in terms of satisfaction and commitment to work
3. Emotional attachment to the one's work
4. The desire to make an estimated effort at work.
In short, it can be said that the employee's association is associated to the mental methods of cognition, memory, judgment and rational (that named perception), humor, emotions, sensation, sensuality (called emotional) and behavior.

Factors of Employee Engagement
According to Wellins, et al. (2006), the engagement programs lead to the creation of the engagement of the staff and a work environment. When the engagement in the work environment is made, it is going to have a positive influence on staff behaviors and attitudes. Various of engagement studies such as Gallup, Per Burns, Hewitt, Blessing White, the Corporate Leadership Council and the Conference Board used different definitions to participate in the 26 key factors of engagement that managers should consider when supervising their employees. These drivers include exciting and challenging work, Career growth, learning, and development opportunities, working with exceptional people, receiving fair compensation, having supportive management, recognizing, appreciating and respecting (Ketter, 2008). Vazirani's (2007) research on staff Engagement has included some critical factors leading to staff engagement, some of which are specific:

Employee Communication
The business must follow up the open door policies. There would be a top-down connection with the suitable communication stations inside the institution. If the worker has a point of view in decision making, then he is having rights to be as a heard by the leader of the high levels of engagement.

Good communication with staff helps them to comprehend their role then thus contributes to the institution's achievement (Clampitt, 2005). The significance of the communication with an employee of an organization was demonstrated once the ICPD assessment indicated that the two furthermost important factors in employee engagement are the opportunity to obtain good information about what happens in the organization. That is so obvious that participation begins with a clarity in understanding of what is happening inside the organization (they are up-to-date). Staff must remain familiar with the changes which affect their workgroups, thus that they are not surprised or amazed when these changes are made. In addition, once organizations deliver clear way and ensure that staffs are well informed; they are capable to make the most of their time, properties and budget. They are hence inseparable when they define their priorities or "roll" in their actions.

Communication moreover means that the employees obtain the regular feedback on their performance. The DDI Selection Forecasting Study found that more than half (58%) of workers feel they have sufficient insight into their performance. Staff needs feedback and expectations to support their work and recognize their progress. Continuous feedback acts as an incentive to work by creating concentration and shaping work. A CIPD survey of UK employee engagement in 2006 found that two out of five employees receive information about their performance and those who receive more tend to achieve better performance. Employee communication can help engage staff by simply asking employees about their feelings. This kind of belief could be applied to individual associations to build the confidence and strengthen special relations with workers. It also can be applied to the organization over the usage of well-designed communication tools and technologies. The central to any kind of communication is to maintain consistency, connect staff regularly, and respond honestly to what a person hears (Bates, 2004). Welch (2011) also stated that management needed to clearly evaluate staff comments when they were listened to without fright of revenge.
Rewards and Recognition

The company must have an appropriate payment system to motivate employees, to work in the organization. In order to increase commitment levels, employees must receive benefits and compensation. According to Teofisto (2009), staff may consider the promotion of a higher position related to salary increases as the best way for an organization to recognize the achievements of its staff. In addition, Baxter, et al., (2010) insist that the organization have an appropriate payment system, thus that staff are encouraged to work within the organization. That is to improve employee engagement levels; organizations must have the ability to provide benefits and compensation. Mottaz (1999). The competitive package in the company is something important. Also said, in any organization, it is necessary to maintain internal equality between staff members. Salary structures and the benefit schedule should be consistent with terms of reference, age, qualifications, experience, etc.

Career Development

The Employee development is a program that refers to a grade to which the employee feels that the company or its manager is trying to develop the skills of its employees through a program of Staff development like training. The company can help new and existing employees to acquire the required knowledge to perform their functions. When company designates or sends a staff member for the training programs, it explains to the employee that the company is interested in the knowledge acquired and wants the employee to learn more to contribute to the organization and then also to the training.

The employees’ designation, through the design of tasks, is called development tasks. When this is effectively designed, it leads to job enrichment and enlargement, which ultimately means that the employee does more from the same work. According to the revised literature, staff should be more involved in their work if it is enriched in training and development. When staff members feel that managers are interested in their development, they react positively to them, which enhance their personal effectiveness. Employees who understand their purpose and mission in their institutions want to find ways to accelerate their development by continually exploring the information about training and progress (Luthans and Peterson, 2002). High-level engagement in organizations provide opportunities for employees to develop their capabilities, acquire new skills, acquire new knowledge and realization for their potential. Highly engaged companies plan the careers of their employees and invest in the way people invest. In addition, performance appraisal will contribute to the development of their personal competencies. Fair assessment of employee performance is also an important criterion in determining the level of the employee engagement. A company that applies the appropriate performance appraisal techniques (transparent and non-aligned) will have a high engagement rate of staff.

![Diagram](image)

Figure 2: Framework of the study
Hypotheses Development

**Employee Engagement and Employee Communication**

In companies covered by the American System Training and Development (ASTD) questionnaire, ninety percent of respondents agreed to clarify the mission and objectives of their organization and to communicate them to all employees. However, in a study by the Investors in People Standard 2004, only 55% of employees felt they were intimated with the organization’s activities while 45% felt, they had no enough information communicated to them by the organization, that would help them to do their job efficiently. Thus we are hypothesizing that Good communication with staff helps employees understand their function, and thus to contributes to the success of the organization (Clampitt, 2005). The value of communication with an organization's staff member was illustrated in the International Conference on Population and Development (ICPD) questionnaire which reflected that one of the most substantial factors in staff engagement were the ability to obtain good information on what was happening in the organization. According to this study, engagement clearly starts with the clarity of the staff in understanding what is happening in the organization (they are aware of it). Employees should therefore, be aware of changes which could affect their workgroups so as not to be surprised or amazed when these changes are made. In addition, while organizations provide a clear way and ensure that staffs are well informed, they are able to maximize their time, resources, and budget. Therefore, management communication and employees cannot be separated when organizations priorities are set in order for improved performance.

**H1:** There is significant relationship between employee communication and employee engagement at the University of Sana’a.

**Reward and Recognition and Employee Engagement**

People like to know that their unique contributions are recognized. Interestingly, while many organizations offer formal reward programs, and recognize the ideas and contributions of employees, many employees experience hunger for more informal daily recognition (Wellins, et al., 2006). Employees, who are more likely to listen, support and acknowledge their contributions are more likely to be interactive (Wellins, et al., 2006). The Ministry of Labors, United States mentioned that lack of knowledge of staff plays a crucial role in staff’s decision to leave the organization (Wellins, et al., 2006). In addition, reward and suitable recognition could benefit and develop psychological contracts in whom employees feel the value of the employer and the value of employer contributions (and considered as such) (Wellins, et al., 2006). Increased employee engagement should, in turn, improve work performance, reduce staff turnover and facilitate the hiring of talented workers in order to boost the public image of the organization. We have therefore assumed that:

**H2:** There is significant relationship between reward and recognition and employee engagement at the University of Sana’a.

**The Employee Development and Employee Engagement**

American System Training and Development study revealed that the worker's willingness to grow within their companies had a direct impact on participation (ASTD, 2009). According to the study, 65 percent of respondents confirmed that the quality of training and learning opportunities had a high positive impact on staff engagement. Development Dimensions International (DDI) (2005) selection forecast indicated that there is a high level of job turnover as a result of staff quitting their jobs for a job with better prospect in which they have a higher
opportunity for self-development and personal growth. Most of the workers prefer to have new and interesting jobs where they can experience new working thrills, new methods and developing new skills. The engagement can be created in the workforce of the organization by establishing a learning culture inside the organization and creating such individual development plans, to be suitable for the employees (Baxter et al., 2010). Researchers have also found that the investment in the development programs have a significant relation to the financial success in organizations (Fryer, Antony, & Ogden, 2012). The ASTD survey has found that most of the workers are willing to give their best and use their best skills without being forced, when they felt they are more connected to their jobs and the organizations are able to identify their strengths and leverage on their unique strengths, rather than the management focusing on identifying their weaknesses. Moreover, this claim was supported by another study, a research carried out by ICPD in the year 2006 in order to know the level of engagement of employees working in UK organizations. This study found that more than 30% of the employees, who fill the survey believed that their supervisors rarely or never have a concern about the training and development they need. Also, the supervisors rarely or never give a feedback for their performance. About 25% of the respondents believed that they seldom or never have feeling of inclusion in the organization activities. So, for the purpose of this study, it is the hypothesized that:

**H3**: There is significant relationship between the development and engagement of the employee at the University of Sana’a.

**Methodology**

**The Population and Sampling**

Unit of analysis is the individual level. The population of the study comprised of the non-academic staff of the University of Sana’a. The population refers to a variety of people, events or objects that the researcher wishes to study. The list of Sana’a University employees has been obtained from the University's Human Resources Department. The study targets nonacademic staff as this category of the respondents is more relevant to the issue of the study which is the employees’ engagement. There is about 408 non-academic staff at Sana’a University. According to the criteria of size decision guidelines presented by Krejcie and Morgan (1970) the sample size of the population (P) is 408 (d) 196. Thus, 196 employees from Sana’a University will be randomly selected.

**Data Collection Method**

In this research, the data were gathered using a structured survey composed of thirty items. The English questionnaire was sent to be translated from an official center into Arabic. And then translated into Arabic and was adopted by the Faculty of Languages at the University of Sana'a. Moreover, it was verified the validity of the translation if it is true and keep up with the subject of the research. After that, it was discussed with the research assistant so that he was fully familiar with the subject of the research, thus that he would have the ability to answer any ambiguity to the respondent. The research assistant then distributed the questionnaire to the respondents in all the target colleges. Firstly, 40 questionnaires for pilot study were distributed to the respondents and 34 questionnaires were returned. The questionnaires were analyzed and the measurements were found to be valid and reliable. The collection of the questionnaires from the respondents took about one week. A total of 196 questionnaires were distributed and 166 questionnaires were received and sent in fully by e-mail.
Data Analysis Techniques
After the collection of data from surveys, there are some procedures undertaken in order to analyze the collected data so as to get a meaningful information. This include checking the accuracy of the data. In addition, the questions were coded in order to allow analysis using a statistical software packages for social sciences (SPSS). The data analysis started by testing the reliability of the measurements by Alpha Cronbach. The Cronbach Alpha test was used as the most reliable test tool accepted by the social scientist (Sekaran, 2016). In Cronbach's Alpha reliability analysis, the closer the Alpha is to Cronbach's 1.0, the more consistent the internal consistency is reliable (Cronbach's Alpha, Cronbach, 1946). Cronbach Standards are as follow:

1. The reliability which is less than 0.6 is considered poor.
2. The reliability that is in range of 0.7 is considered acceptable
3. Reliability greater than 0.8 is deemed to be good.

After checking the reliability and validity of the measurement the regression analysis was run to test the hypotheses of the study. The next section displays the output of regression analysis.

Multiple Regressions
The Table 1 below illustrated appropriate explanation of the variance. The Multiple Regressions Analysis (MRA) from this analysis it can be seen that whether one of the independent variables has a significant relationship with dependent variable and which not. It seems from the results in Table 1 that there is a significant relationship between the independent variables and dependent variables. The dimension of the variables which are DV and IVs is treated separately.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Dependent Variables</th>
<th>Std. Error</th>
<th>t-value</th>
<th>p-value (Sig.)</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Usage-Group Performance (Beta )</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Employee Communication Rewards and recognition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee Development</td>
<td>0.259</td>
<td>0.080</td>
<td>3.243</td>
<td>0.001**</td>
<td>0.476</td>
</tr>
<tr>
<td>F Value</td>
<td>56.211</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>0.714</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>R Square</td>
<td>0.510</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R Square</td>
<td>0.501</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Durbin Watson</td>
<td>1.908</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Significance level at ** = p < 0.01 and * p < 0.05.

As can be seen in Table 4.6 above, R square illustrated a considerable correlation among the independent variables that been discussed in this study and the dependent variable R=0.524. The value of R Square specifies the part of explanation that accounted by the independent
variables that roughly 51% of distinction in employee engagement that is accounted via independent variables employee communication, reward and recognition and employee development.

The indication of this is to show how that three variables explained and clarified employee engagement by 51%. It means that there are other some factors should be in consideration other than those which in this study. Adjusted R square is in the consideration of a better population that estimate and also useful as soon as the comparing to R Square values among models also with different number for independent variables. The obtained adjusted R Square has been seen 50.1%, this value shows the changes of dependent variable EE which is the independent variable can explain the other percentage 49.5% could be explaining through other factors.

Beta value (ß) for the employee communication (ß =0.259), after that ß value of employee development (ß =0.303) and ß value of reward and recognition (ß= 0.257) that illustrate the significance of the independent variables to independent variable (employee engagement). It obvious that the strongest variable is employee development (ß= 0.303), then in the second level of strength is employee communication (ß =0.259), followed by the last one which is reward and recognition (ß= 0.257). The model summarizes also illustrate F change value of 56.211 is significant at 0.000 levels. Moreover, that, in the table above 1 indicated also that Durbin Watson’ value is 1.908 which shows that there are free of error data term of the dependent variable and the independent variables. Table 2 below illustrated the summary of the findings.

Table 2: Summary of Findings

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: There is a statistically significant relationship between staff communication and employee engagement at the University of Sana’a.</td>
<td>Accepted</td>
</tr>
<tr>
<td>H2: There is a statistically significant relationship between reward, appreciation, and participation at the University of Sana’a.</td>
<td>Accepted</td>
</tr>
<tr>
<td>H3: There is a statistically significant relationship between the development and engagement of the employee at the University of Sana’a.</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

Discussion
It is obvious from the analysis above, that there is a clear relationship between employee engagement and employee communication. This shows that the communication can affect employee engagement. In other words, as soon as the employee have a good communication he is going to have a good engagement as well. This is also supported by the previous studies. Effective communication strategies, as well as superior and open management communication, are recognized as playing an important role in developing positive staff engagement (Jungsun, 2017). Ferreira and Oliveira, (2014) for the contribution to engagement, the organization of internal business communications requires a practical and theoretical consideration that allows the communication to the staff deems appropriate. Sana’a university needs to raise the communication process by practicing a beneficial ways and technics. For example, they must have one system to share their information and there plans. That will help to fill the gap of
communication among the staff. After this step, employees will understand and follow up the administration step by step. Sharing information with employees will increase the level of engagement inside Sana’a university.

Moreover, the analysis that the relationship between Employee engagement and Reward and recognition is existed. That means when the organization gives reward and recognition for their employees’ efforts they spontaneously will increase their engagement. In addition, that is in consistence with previous studies. For example, this would promote engagement in employment (Esther, 2016), revealing that reward and recognition is an important precedent for employee engagement. Once employees have received rewards and recognition from their organizations, they will feel compelled to respond, with increased level of engagement. Employees who see their effort get appreciated by the administration they become more engaged. Moreover, having a fair system of bonus payment and transparent polices of promotion all that will lead to the employee’s engagement inside Sana’a university.

It seems that Employee Development plays a crucial role in the affection on employee engagement, that means there is a strong relationship between these two variables. Analysis illustrated that there is a relation as well as some previous studies has shown this relationship. For instance, according to Dalgleish et al. (2007), in terms of training and staff development, this has a decisive impact on staff engagement. For the new staff, this type of initial training begins. Initial training will familiarize employees with policies, procedures, the work schedules, members, history, and company goals.

According to what Bandura and Lyons (2017) said, it is suggested that the organization prioritize communicating its goals and values and sharing them with staff. The high level of staff, through the design of tasks, is called development tasks. The opposite of job enrichment is enlargement, which ultimately means that the employee does more from the same work. According to the revised literature, staff should be more involved in their work if it is enriched in training and development. When staff members feel that managers are interested in their development, they react positively to them, which enhance their personal effectiveness. Employees who understand their purpose and mission in their institutions want to find ways to accelerate their development. They continually explore the information about training and progress (Luthans and Peterson, 2002). The result shows that employee development is the most essential factor that related to the employee engagement. It means that the employees are preoccupied with this factor and the organization as well.

**Limitation and future studies**
Based on the findings of this study, the following suggestions are made for future studies and practitioners alike to improve on the issues raised in the study. This kind of study will provide the idea of employee engagement to Sana’a university. Therefore, it going to helpful for the future research to put into considerations the following suggestions. Targeting Sana’a university to expand the research to whole the entity in the university, to understand the common drivers for the whole university employees. Moreover, to include other drivers as variables in order to measure the employee engagement. That will lead to more comprehensions for the term engagement and the factors that could affect the level of employee engagement inside Sana’a university.

The Mission and vision of Sana’a university should be very clear for employees, then after that they must have a beneficial performance system, and communication strategy must be created
in a useful way. Moreover, sharing performance data of previous months regularly by a good communication technic will be a wonderful motivation for individuals and groups inside Sana’a university. Sana’a university should have a different type of reward and recognition in order to feel employees in harmony and also feel that they get appreciated for their work. Leaders in Sana’a university should have meaningful ways to proof that the great performance is in recognition. It would be a grateful if managers find a way to understand their employees’ values. In addition, administrative in Sana’a university should have a recognition programs in order to have the acknowledgement of the sensor employee in the organization. Offering a monetary and non-monetary rewards regarding the challenges and the responsibility been achieved by the employees. To provide development for employees to gain knowledge of their jobs and improve their skills related to their careers. Having systematic methods of identifying weaknesses in the employee skills and knowledge by having an effective appraisal system. This step will help for giving a useful programs and training for employees. Moreover, being careful of giving Sana’a university employees the chance to gain new skills, hence they will be an assistance factor of success. By improving the employee’s skills there will be a collective benefit for both, organization and employees.

In addition, for future researcher in Yemen environment especially in high education sector, they should put into consideration other factors influencing employee engagement. That will help in having such a full idea of employee engagement practices. Furthermore, future research should apply the same study to cover all the higher education system not only one university as it been done in this study. Future research should also apply this kind of study for another sector such as banks and SMEs. This study is restricted by various limitations. First of all, the coverage of its independent variables may not be comprehensive enough to explore employee engagement as a whole concept. While in employee engagement there are other drivers influencing it. In terms of respondents, it encompasses some segment of the employees in Sana’a University it is not a full coverage of all the employees in the organization it just covered non-academic staff. Moreover, this research is not going to take into consideration all higher education system, it just has Sana’a University in consideration.

References


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