Employee Engagement: The Case of Service Industry in Yemen

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Abstract: The purpose of this paper is to examine, for the first time, possible engagement antecedents in the Yemeni service industry. More specifically, this paper studies the impact of management support, job role clarity and employee involvement on employee engagement levels in Yemen's service industry. The research design for this study uses the non-experimental correlation survey method to present a systematic and accurate description of the relationships between employee engagement, as the dependent variable and management support, job role clarity and employee involvement as independent variables. The analysis was based on a sample of 246 employees of heterogeneous organizations in the Yemeni service industry. As almost all organizations are headquartered in the Capital of the country, Sana'a. The study was limited to such geographical location. The study finds that management support, job role clarity and employee involvement are all significantly and positively correlated with employee engagement in Yemen's service industry. Job role clarity had the strongest correlation with engagement, followed by management support and lastly employee involvement. Further, significant statistical evidence showed that management support, job role clarity and employee involvement are all predictors of employee engagement. Yemeni service organizations should invest in providing higher levels of management support, job role clarity and harnessing employee involvement in order to harness higher levels of employee engagement and thereby achieving positive business outcomes.

Key words: Employee engagement · Management support · Job role clarity · Employee involvement · Service industry

INTRODUCTION

Human resources management has become a critical success factor for almost all organizations. Pfeffer reported that the ways in which people work make a crucial difference between successful and unsuccessful firms [1]. In recent years, the concept of employee engagement, coined by The Gallup Organization, has been gaining growing interest within the organizational behavior discipline. This is especially true, as employee engagement has been shown to have a statistical relationship to meaningful business outcomes such as productivity, profitability and customer satisfaction [2, 3].

It is due to this consensus that employee engagement has become a hot topic for researchers and many studies have researched and examined the development of the construct. However, more recently, studies have begun to look at the antecedents of engagement. For example, Galinsky et al. found that organizational affiliation, employer commitment and trust, leadership culture, meaningful work, inclusive culture, respect for work-life balance, positive relationships and positive reward culture are the most important factors influencing engagement [4,5]. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. As such, firms must work towards developing and nurturing employee engagement so as to create sustainable growth and development and ultimately realize positive business results.

Research Problem: The Yemeni service industry has been suffering from poor performance. Reports issued by international organizations, such as the World Bank and UNDP, clearly point out the Yemeni service sector's low levels of customer satisfaction, productivity and

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profitability and designate it as being incapable of establishing any international competitiveness. If the Yemeni service industry continues to perform at such low levels of success, it will not just be unable to grow, but could actually start deteriorating.

In order to achieve higher levels of successful performance, the Yemeni service industry needs to effectively increase levels of employee engagement, as the relationship between engagement and performance is substantial and highly generalizable across organizations. This research will identify key drivers of employee engagement in the Yemeni service industry to boost engagement and achieve higher levels of productivity, profitability and other meaningful business outcomes so as to increase the industry's successful performance and international competitiveness.

Research Objectives: The following research objectives have been developed so as to guide the overall direction of the research:

- To identify whether or not management support affects the level of employee engagement in Yemen's service industry
- To determine whether or not job role clarity impacts the level of employee engagement in Yemen's service industry
- To examine whether or not employee involvement has an effect on the level of employee engagement in Yemen's service industry.

Research Questions: To achieve the objectives of this research, the following questions have been put forward: This research will answer the following questions:

- What effect does management support have on the level of employee engagement in Yemen's service industry?
- What effect does job role clarity impact have on the level of employee engagement in Yemen's service industry?
- What effect does employee involvement have on the level of employee engagement in Yemen's service industry?

Contributions of the Research: This research will contribute to the literature by expanding current knowledge regarding important antecedents of employee engagement in a Yemeni context; specifically Yemen's service industry. The results of the present research shall build on previous research findings and examine whether or not job role clarity, management support and employee involvement have any impact on levels of employee engagement in the service industry of a developing country such as a rich culture in Yemen.

The research presents a clear understanding of the effect of such factors on the level of employee engagement in the Yemen service industry. In addition to the theoretical significance, the findings of this study should also have practical implications for Yemeni service companies. It will provide those striving for perfection in delivering their services with special insight on how to effectively harness engagement amongst their employees to achieve favorable business outcomes.

Literature Review

The Concept of Employee Engagement: Employee engagement, a term coined by the Gallup Research group, has recently gained considerable importance in the practical arena of business leading to albeit a lagging but a wide academic interest in covering the construct in management literature. Many studies confirm a statistical relationship between engaged employees and meaningful business outcomes such as productivity, profitability, employee retention and customer satisfaction [6, 7]. With such attractive results, the engagement concept has undergone significant development in the practitioner society, while academic research lagged behind.

Review of the literature reveals a lack of a universal definition for the construct, which causes many challenges to researching and studying engagement. Unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working [8]. Since the academic evolution of employee engagement as a construct differs than its evolution in the practitioner realm, "the practitioner approach and the academic approach are very different in purpose and outcome" [9,10]. As such, the need for a clear conceptualization of the construct becomes vital. Kahn, who is widely considered to have set the foundation for employee engagement research, pioneered to first define it as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances" [11]. This view of Kahn clearly linked employee engagement to performance. Kahn also put forward the conditions of meaningfulness, safety and availability as means for an employee to become engaged. However, Kahn's work did not make any clear

relationship between engagement and other well defined employee-role constructs, nor did it clearly state whether such phenomenon is an individual or a group based one. Further, Kahn did not identify any means by which such physical, cognitive and emotional dedication could be measured.

A more recent definition came from the work of the burnout researchers. According to Maslach *et al.* the study of work context should comprise the whole range of work-related experiences, ranging from negative (burnout) to positive (engagement) [12]. In this view, Maslach *et al.* conceptualized engagement to be the antithesis of burnout and define it to be "a persistent positive affective state characterized by high levels of activation and pleasure". They developed an operational definition of engagement by simply situating engagement on the opposite pole to burnout. Based on such assumption, they used the reverse scoring of the Maslach Burnout Index (MBI), to measure engagement. It is the researchers' belief that this approach totally nullifies the notion that engagement is a separate concept, as it presented it as the other side of burnout. In other words, to Maslach *et al.* engagement is no new construct, but rather the opposite side of the well-known burnout one. This is further suggested and or concluded by Maslach *et al.* use of a single instrument to measure both engagement and burnout.

The final conceptual basis this research will review is the approach adapted by Schaufeli *et al.* who defined engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption" [13,14]. The researchers distinguished the construct of employee engagement from other concepts by defining it as a "more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual, or behavior". Unlike Kahn, Schaufeli *et al.* rejected the idea that engagement is "a momentary or specific state" [15, 16].

In this paper, the Schaufeli *et al.* definition of engagement will be adopted as Kahn's definition is not operational to be used and Maslach *et al.* simply nullified the concept of engagement and denied it as an independent construct.

Antecedents of Employee Engagement: The literature review revealed a long list of antecedents. The International Survey Research identified four general issues that influence engagement; career development, leadership, empowerment and image [17]. Despite that, many studies reported management support, job role

clarity and employee involvement, along with other factors, to be amongst the most critical factors affecting engagement [18-26]. As such, this paper focuses on the mentioned antecedents. The following section will provide a brief examination of the literature surrounding each of the selected factors.

Management Support: Management Support is defined as the extent to which leaders value employees' contributions and care about their well-being [27]. The workforce engagement researchers have demonstrated that job resources are relevant antecedents of employee engagement [28]. As managers control job resources and most of the workplace elements, it is only normal for management support to be one of the most critical factors that impact employee engagement. In fact, management support has a direct impact on each of the other antecedents discussed in this research. Furthermore, management support is closely linked with the emotional aspect of working and the trust and caring manager-employee relationship. This corresponds with the psychological safety Kahn identified as a characteristic of employee engagement. Kahn stated that positive supervisory support induces extended effort and persistence from employees [29]. The importance of employee wellbeing is further enhanced by the Towers Perrin research that found out senior management's interest in employee wellbeing to be the most important driver of employee engagement [30].

Job Role Clarity: According to Katz and Kahn, roles are set of behaviors that are expected of a person in a certain work position [14]. Job role clarity is defined as the degree to which employees understand their roles and what is expected from them at work. On the other hand, Kahn defined employee engagement as cognitive and psychological absorption in one's work roles [13]. Thus, a clear and specific job role becomes a prerequisite of employee engagement. Further, Kahn posited that engagement in a role refers to one's psychological presence in or focus on role activities [13]. This reinforces the fact that knowledge of the different details and activities of one's role impacts an employee's engagement. Furthermore, Rothbard stated that people must often engage in their job roles to fulfill job expectations and according to role theory, if a person is unable to fulfill such expectations, he or she is likely to experience stress, which is in the reverse direction of engagement [23]. Therefore, it is quite meaningless to refer to engagement without being clear about one's role.

Employee Involvement: The Chartered Institute of Personnel and Development (CIPD) defined employee involvement as a range of processes designed to engage the support understanding and optimum contribution of all employees in an organization and their commitment to its objectives [6]. Purcell *et al*. study found employee involvement to be strongly associated with high levels of employee engagement and categorized it as one of its most important drivers [21]. Truss *et al*. further reinforced this view and conclude that employee involvement is a main driver of employee engagement [29]. Having an input into decisions made in the organization indicates responsibility sharing that in turn strengthens employees' engagement. Konrad stated that recent research suggested that high-involvement work practices work towards developing the beliefs and attitudes associated with employee engagement [15].

As per the literature review, no evidence exists of researches that have examined employee engagement antecedents in the Yemeni service industry. As such, this research for the first time examines the employee engagement antecedents in the Yemeni service industry as compared to known factors of engagement in Western countries. This is to address its applicability in a less developed middle eastern country[31].

MATERIALS AND METHODS

Research Design: The research design for this study uses the non-experimental correlation survey method. The aim of using this research design was to present a systematic and accurate description of the findings of the research problem [31]. The theoretical model of this research present three independent variables, management support, job role clarity and employee involvement, as predictors of the dependent variable, which is employee engagement. It is hypothesized that higher level of management support, job role clarity and employee involvement will result in higher levels of employee engagement in the Yemeni service industry. The proposed relationships are diagrammed as per Figure 1 below:

Study Population and Sampling Procedure: Population of this research consists of employees and managers from a heterogeneous sampling of organizations in the Yemeni service industry. For methods such as correlation analysis, a sample size of at least 5 and up to 50 participants per variable is recommended [11] and given that this study had four variables, a minimum total sample
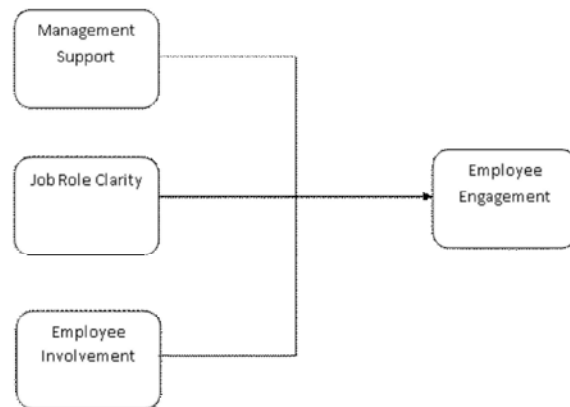

Fig. 1: Theoretical Model

of 20 was recommended [11]. The total number of employees that were called for questionnaire fill-out meetings was 295 from 6 different companies. Out of those invited, 268 showed up in pre-arranged meetings and handed in their questionnaires. Out of the 268 questionnaires turned in, 22 had missing answers. The 246 completed questionnaires represented an absolutely satisfactory sample for the purposes of this study and therefore, the 22 questionnaires that had missing answers were neglected. This accounted for a response rate of 83.3%.

Instrumentation: As employee engagement was the only variable measured with a 7-point scale, as per the UWES developed by Bakker & Schaufeli [3], when all others were measured using a 5-point Likert scale, a two-part questionnaire was developed. The first part assessed employee engagement while the second measured all other variables. The respondents' demographic information: gender, age, organization, position and tenure at current job, were solicited in the same part.

Data Collection Procedures: The researchers visited a number of companies and arranged with those who accepted to participate a special purpose meeting for the delivery and fill-out of the questionnaires. Meetings were held for 30-45 minutes at which questionnaires were handed out to participants to fill out privately.

A pilot test was also performed with 23 participants reflecting the final sample (full time employees in service companies in Sana'a) to examine statistical and methodological accuracy, especially reliability of the measures. The number of participants exceeded the minimum recommended number of five per variable [11]. The Cronbach coefficient alpha of all constructs in the

Table 1: Reliability of Measurements

No.	Construct	Cronbach's Alpha
1	Employee Engagement	0.82
2	Management Support	0.89
3	Job Role Clarity	0.76
4	Employee Involvement	0.76

pilot test ranged from 0.76 to 0.89 exceeding the conventional recommended cut-off result of 0.70 [19]. Table 1 below presents the results for all items.

Data Analysis: All quantitative data was entered into SPSS (version 20.0 for windows) and tested statistically for significant relationships. To investigate the direction, strength and significance of the relationships proposed, Pearson's correlation coefficient analysis was employed. Characteristics were analyzed using descriptive statistics including frequency, mean and standard deviation. Variables were all continuous.

RESULTS AND DISCUSSION

The sample consisted of 246 respondents. Female participants represented 40.2% of the sample, while the remaining 59.8% were male. Out of the 246 participants, 50.4% were in the age group of 20-29 years old. Another 37.4% belonged to the next age group of 30-39 while 12.2% of the sample happened to be in the age group of 40-49. Three levels of position within companies were identified: frontline employees, supervisors/managers and executives. The sample consisted of 81.7% frontline employees, 14.6% supervisors/managers and 3.7% executives. The results indicate the difficulty of surveying managers and higher ranking executives in Yemeni companies.

From the 246 participants, it was found that 32.4% had been with their companies for 2 years or less, while 45.5% had been with their employers for a period between 3 and 6 years. Another 16.8% had been employed with the same company for a period between 7 and 10 years. These three categories made up almost 94/7% of the whole sample. Eight more respondents or 3.3% had a tenure period between 11 and 14 years and 5 participants or 2.1% had spent more than 15 years at their companies. Table 2 below presents the demographic profile of the surveyed respondents.

Employee Engagement Results: The different levels of employee engagement reported through the surveys of the 246 respondents are presented in Table 3 below. The two levels of "very low" and "low" represent the

Table 2: Demographic Profile of Surveyed Respondents

Gender		Frequency	Percent
	Male	147	59.8
	Female	99	40.2
	Total	246	100
Age		Frequency	Percent
	20-29	124	50.4
	30-39	92	37.4
	40-49	30	12.2
	Total	246	100
Position		Frequency	Percent
	Frontline	201	81.7
	supervisor/manager	36	14.6
	Exec. Management	9	3.7
	Total	246	100
Tenure		Frequency	Percent
	2 or less	79	32.1
	3 to 6	111	45.1
	7 to 10	41	16.7
	11 to 14	8	3.3
	15 and more	5	2
	Total	244	99.2

"actively disengaged" staff, with the middle level of "average" representing the "disengaged" category and the two levels of high and very high signifying the "engaged" workforce category.

Only two employees from the total sample were found to have very low level of engagement representing less than 1%. Another 14 respondents were found to have low engagement representing 5.69% of the total sample surveyed. The third level of engagement, which Schaufeli & Bakker identified as average contained the highest number of respondents belonging to it, represents 56.50% [25]. Further, 70 participants scored points that categorized them in the high level of engagement, representing 28.46% of the total sample. Only 21 respondents were found to belong to the final category of very high level of engagement, representing 8.54% of the total number of respondents. The overall mean of engagement scores for the 246 respondents is 4.3945, which belongs to the "Average" level.

Table 4 shows correlations of age, position and tenure with employee engagement. Correlation analysis shows that engagement is only correlated significantly with position r (244) =.701 p=0.000 =.05. No significant relations were found between age and engagement or tenure and engagement.

Engagement and Gender: An analysis of engagement levels according to gender revealed that engagement levels among males and females barely varies, as the mean

Table 3: Engagement Levels

Score (mean of sum of answers)	Engagement Level	Number of Employees	Percentage
Less than or equal to 1.93	Very Low	2	0.81%
1.94-3.06	Low	14	5.69%
3.07-4.66	Average	139	56.50%
4.67-5.53	High	70	28.46%
More than or equal to5.54	Very High	21	8.54%

Table 4: Correlation of Demographic Variables with Engagement

		Engagement	Age	Position	Tenure
Engagement	Pearson Correlation	1	.020	.350	.059
	Sig. (2-tailed)		.752	.000	.357
	N	246	246	246	244
Age	Pearson Correlation	.020	1	.209	.701
	Sig. (2-tailed)	.752		.001	.000
	N	246	246	246	244
Position	Pearson Correlation	.350	.209	1	.248
	Sig. (2-tailed)	.000	.001		.000
	N	246	246	246	244
Tenure	Pearson Correlation	.059	.701	.248	1
	Sig. (2-tailed)	.357	.000	.000	
	N	244	244	244	244

Table 5: Employee Engagement Levels by Gender

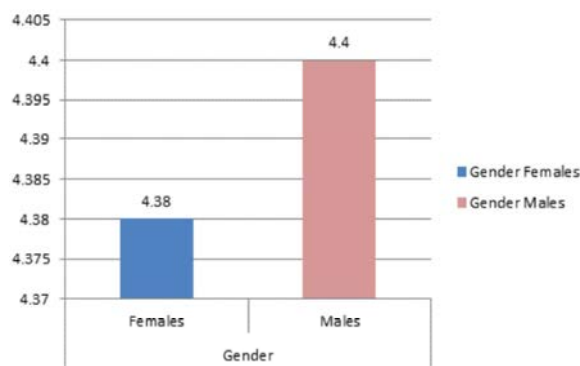| Engagement Level	Number of Male Employees	Percentage	Number of Female Employees	Percentage
Very Low	2	1.36%	0	0.00%
Low	7	4.76%	7	7.07%
Average	84	57.14%	55	55.56%
High	46	31.29%	24	24.24%
Very High	8	5.44%	13	13.13%
Total	147	100.00%	99	100.00%

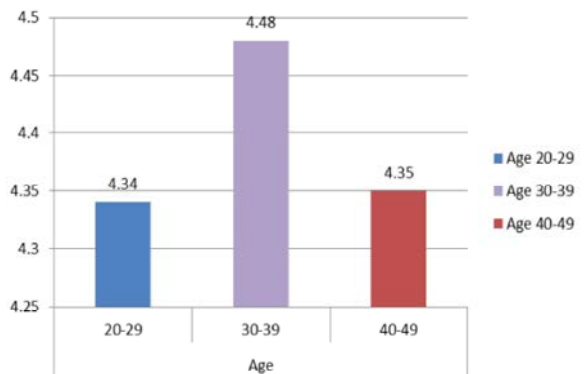
Fig. 2: Mean Scores for Engagement for both Genders

Fig. 3: Engagement and Age

for engagement among male employees was 4.40, while it was 4.38 among females. Table 5 shows males and females in each engagement level. While there were no females at the very low level of engagement, 2 males were found to belong to the very low engagement level. Females outnumbered males in the very high level of engagement too. Figure 2 below further shows mean scores of engagement for both males and females.

Engagement and Age: Engagement levels were highest at the age group 30-39 at a mean of 4.48, followed by the age group 40-49 at a mean of 4.35. The age group of 20-29 had the lowest score for engagement levels at a mean of 4.34. Figure 3 displays the results graphically. As with gender, results showed no correlation between engagement levels and age.
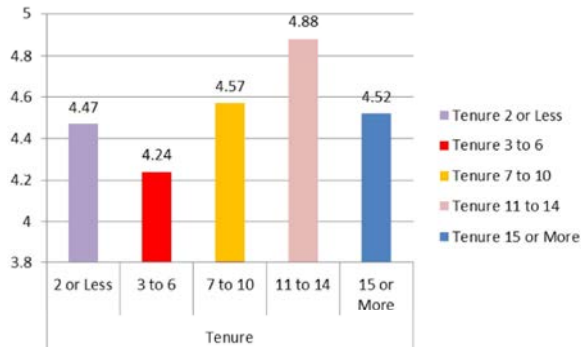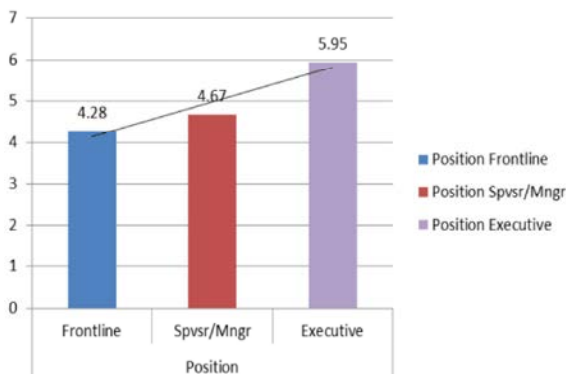
Fig. 4: Engagement and Tenure

Fig. 5: Engagement and Position in the Company

Engagement and Tenure: Employees who had been with their companies for 11 to 14 years had the highest levels of engagement, followed by the staff at the tenure group of 7-10 years with a mean of 4.57. The third group was of those who have spent more than 15 years at their companies with a mean of 4.52, followed by those who have spent 2 years or less at a mean of 4.47. The lowest engagement level was found to be for those who have spent 3 to 6 years at their current firms. As with gender and age, results showed no correlation between engagement levels and tenure. Figure 4 displays the results of engagement and tenure.

Engagement and Position in the Company: The highest levels of engagement were found among staff at the executive level in the company at a mean of 5.95. At the supervisor/manager level, engagement was lower at a mean of 4.67. The lowest engagement scores were found at the frontline staff level at a mean of 4.28. Unlike gender, age and tenure, correlation between position in the company and engagement levels was found to be significant r (244) =.701 p=0.000 =.05. Figure 5 graphically display such results.

Table 6: Correlation between Management Support and Employee Engagement

		Engagement	Mgmt. Support
Engagement	Pearson Correlation	1	.159
	Sig. (2-tailed)		.012
	N	246	246
Mgmt. Support	Pearson Correlation	.159	1
	Sig. (2-tailed)	.012	
	N	246	246

Management Support and Employee Engagement Results: To investigate the direction, strength and significance of the relationships hypothesized in this research, two statistical methods were employed. First, Pearson's correlation coefficient was utilized. Pearson's correlation coefficient is defined as the covariance of two variables divided by the product of their standard deviation. The covariance concept measures how much the two variables change together to determine the existence of a linear relationship.

Table 6 presents the correlation results of Management Support and Employee Engagement. The Pearson's correlation coefficient (r) for the relationship between the independent variable, management support and dependent variable, employee engagement, is 0.159 with a p-value of.012 that is below the conventional threshold of p =.05. This result suggests that management support correlates significantly with employee engagement.

Management support is, therefore, empirically proven to significantly correlate with employee engagement in Yemen's service industry. The resulting linear relationship between both variables provides significant statistical evidence of management support being a predictor of employee engagement. Higher levels of management support result in higher levels of employee engagement, while lower levels of management support are associated with lower levels of employee engagement.

Employees who reported higher levels of received management support showed higher levels of engagement. Management support is closely linked with the emotional aspect of working and the trust and caring manager-employee relationship. This corresponds with the psychological safety Kahn identified as a characteristic of employee engagement. Kahn stated that positive supervisory support induces extended effort and persistence from employees [13]. Catlette & Hadden argued that individual managers' relationship with and attitudes towards their employees significantly affect employee engagement levels [5]. This is consistent of the findings of this research in the Yemeni service industry.

Table 7: Correlation between Job Role Clarity and Employee Engagement

		Engagement	Job Role Clarity
Engagement	Pearson Correlation	1	.237
	Sig. (2-tailed)		.000
	N	246	246
Job Role Clarity	Pearson Correlation	.237	1
	Sig. (2-tailed)	.000	
	N	246	246

Table 8: Correlation between Employee Involvement and Employee Engagement

		Engagement	Emp. Involvement
Engagement	Pearson Correlation	1	.167
	Sig. (2-tailed)		.009
	N	246	246
Emp. Involvement	Pearson Correlation	.167	1
	Sig. (2-tailed)	.009	
	N	246	246

When employees feel valued and their well-being considered important by management, they tend to exert greater efforts and persist in accomplishing job tasks. The Towers Perrin research determined management's interest in employees' wellbeing as the most important driver of employee engagement [28].

Furthermore, as managers control job resources and most of the workplace elements, they have the power to either make the work environment pleasant or odious for their staff. Such power over the workplace sets management support to be one of the most critical factors that impact employee engagement. Supportive management creates trusting and challenging environments that drive engagement and encourage employees to come forward with inputs and innovations that contribute to the success of the organization [5]. Findings of this study confirm, in a Yemeni context, the magnitude of management support's impact on levels of employee engagement.

Job Clarity and Employee Engagement Results: Table 7 presents the results obtained through a correlation analysis of both job role clarity and employee engagement variables. The Pearson's correlation coefficient (r) for the relationship between the independent variable, job role clarity and dependent variable, employee engagement, is 0.237 with a p-value of .0005, which is well below the conventional threshold of $p = .05$. Job role clarity correlates significantly with employee engagement in Yemen's service industry.

Job role clarity is empirically proven to significantly correlate with employee engagement in Yemen's service industry. Therefore, employees with greater clarity regarding their job roles are expected to report higher levels of employee engagement, while those with less clarity would report lower engagement levels. Employees who were clearer about their job roles reported higher levels of employee engagement. Kahn defined employee engagement as cognitive and psychological absorption in one's work roles [13]. As such, role clarity is a prerequisite for engagement. To be engaged in a work role, such role must be clearly known and defined before any engagement could be formed.

The findings of this research further revealed job role clarity to have the strongest impact on employee engagement compared to the other two variables of management support and employee involvement. This makes sense as defining work role is expected and comes before any kind of management support or employee involvement. It is the very first item that faces any new employee on day one of the work. The inability to clearly understand one's tasks and role definitely leads to lack of confidence and work stress and prevents any engagement to be formed. The nature and importance of role clarity logically justifies its stronger effect on employee engagement.

Employee Involvement and Employee Engagement Results: Table 8 presents the correlation analysis results of employee involvement and employee engagement variables. The Pearson's correlation coefficient (r) for the relationship between the independent variable, employee involvement and dependent variable, employee engagement, is 0.167 with a p-value of .009, which is well below the conventional threshold of $p = .05$. Employee involvement correlates significantly with employee engagement in Yemen's service industry.

Employees who enjoyed more involvement reported higher levels of employee engagement. This is in total agreement with previous findings that present employee involvement as a main driver of employee engagement [21, 29]. Involving employees in work related matters and in making decisions signifies management's confidence and trust in their staff, which in turn results in higher engagement levels. As a result of being part of the decision-making process, employees develop a sense of personal "ownership" of tasks, activities and even goals. This contributes to a positive participative climate that further enhances employee engagement. Recent research suggested that high-involvement work practices work towards developing the beliefs and attitudes associated with employee engagement [15]. In addition, employee involvement entails the availability of job autonomy

which has been proved to positively affect the well-being of employees. This well-being represents one of the three dimensions of employee engagement as defined by Kahn. For the first time, this research proved the impact of employee involvement on engagement levels in Yemen in general and in the Yemeni service industry in particular.

CONCLUSION

This study adds to the emerging body of knowledge by providing an examination of employee engagement drivers in a Yemeni context. The study also present a better understanding of methods to be employed in achieving higher levels of positive business outcomes in Yemen's service industry through the harnessing of higher levels of employee engagement. The purpose of this study was to confirm key drivers of employee engagement in the Yemeni service industry by examining the effect of well-known factors established by previous research carried out in Western nations. It was this research's goal to investigate whether or not those factors were antecedents of employee engagement in Yemen. This research specifically investigated whether management support, job role clarity and employee involvement were antecedents of employee engagement in the Yemeni service industry context. Accordingly, the researcher hypothesized that a significant relationship existed between the three above-mentioned variables and employee engagement.

A survey instrument was used to investigate the relation among the variables of interest. Existing literature was used to provide a foundation for the study and guide the research. Correlational analysis was used to test the hypothesized model and examine the hypotheses. The results of the research supported all three employee engagement hypotheses. The researchers found significant correlation among all three dependent variables and employee engagement in consistent with previous findings [3, 17, 21, 22, 29]. Despite the very different nature of the Yemeni culture and nation, all three variables were significantly associated with levels of employee engagement. However, the researchers found that job role clarity had the highest correlation with engagement, followed by management support and employee involvement at the lowest correlation level with engagement.

With a higher than global average rate of engaged employees, attempts to further increase employee engagement levels should be a priority for the Yemeni service industry. Employees working in a low engagement environment carry with them significant indirect costs to their organizations. The lowest could be the costs associated with the loss of discretionary behaviors vital to organizational growth. Disengaged employees tend to withhold from all sorts of positive behaviors such as, creativity, insight, inspiration, leadership and commitment.

Further, in light of the findings of this research, management should focus on achieving higher levels of clarifying job roles. A clear organizational chart, goals and objectives along with job descriptions and job specifications for each position, a set of well-communicated personnel policies and procedures and an employee handbook are all examples of items that could help in achieving clarity. Training should also be used to reinforce such objective, with orientation programs designed specifically to clarify roles for new employees.

In addition, it is evident from the findings of this research that management support has a significant impact on employee engagement in the Yemeni service industry. Employees need to develop relationships with their managers/supervisors that make them feel understood and valued. As such, companies should invest in their management teams. Organizations should be eager to attain the necessary management skills and supervisory coaching abilities needed to foster higher levels of employee engagement. Development training should be focused on improving a supervisor's understanding of the need to provide social and emotional feedback to their line staff [1]. The recruitment process for supervisory and managerial positions should also be directed towards selecting candidates in possession of a more proper set of skills capable of bringing about engagement.

Finally, findings of this research have key implications for organizations in terms of cultivating increased levels of employee involvement. Organizations need to create work environments that promote trust and collaboration, thereby enhancing employee involvement. Employees should be given the opportunity to participate in the decision making process and feel trusted by their own organizations. Creating a work environment with high levels of employee involvement is a strategic move that calls for commitment from higher management. It should also include a well thought out plan that touches all levels of the organization. The recruiting process would itself be redesigned to support such environment. As the findings of this research concluded, achieving higher levels of employee involvement would result in higher levels of engagement.

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