

Talent Management and its Effect on Employee Engagement: A Field Study on Islamic Banks Operating in the Capital Municipality of Sana`a, Yemen

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© 2024 جامعة العلوم والتكنولوجيا، اليمن. يمكن إعادة استخدام المادة المنشورة حسب رخصة مؤسسة المشاع الإبداعي شريطة الاستشهاد بالمؤلف والمجلة.

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Abstract

This study aimed to identify the impact of talent management (TM) on employee engagement (EE) in Islamic banks operating in the Capital Municipality of Sana'a, Yemen. The study adopted the descriptive analytical method and developed a questionnaire as the study instrument. The study population consisted of 1024 workers in Islamic banks in Sana'a, and the sample size was 280 individuals selected by using disproportionate stratified random sampling. Out of 280 distributed questionnaires, 276 were valid for statistical analysis via SPSS (V. 25). The results revealed that TM is practiced at a high level in the surveyed banks through all its dimensions. EE is also practiced at a high level in the surveyed banks, with vigor and dedication being higher than absorption. Results also indicated that TM has a significant positive impact on EE in the surveyed Islamic banks, except for talent retention, which has no significant effect. Based on these findings, it was recommended that Islamic banks should maintain and enhance the high level of practice of EE among their employees, focusing on the factors that foster EE. Furthermore, the aforementioned banks should pay more attention to TM practices and provide the necessary means to attract, develop, and retain talented workers.

Keywords: talent management, employee engagement, Islamic banks.

إدارة الموهبة وأثرها على الاستغراق الوظيفي: دراسة ميدانية في البنوك الإسلامية في أمانة العاصمة صنعاء، اليمن

الملخص

هدفت هذه الدراسة إلى التعرف على أثر إدارة الموهبة على الاستغراق الوظيفي في البنوك الإسلامية العاملة في أمانة العاصمة اليمنية صنعاء. واعتمدت هذه الدراسة على المنهج الوصفي التحليلي، واستخدمت الاستبانة كأداة لجمع البيانات. وتكون مجتمع الدراسة من (1024) عاملاً في البنوك الإسلامية في أمانة العاصمة صنعاء، حيث كان حجم العينة (280) عاملاً مثلوا مجتمع الدراسة. وقد تم توزيع (280) استبانة بأسلوب أخذ العينات العشوائية الطبقية غير النسبية، وتم استرجاع (276) استبانة من الاستبانات الموزعة صالحة للتحليل الإحصائي. وقد تم تحليل البيانات بواسطة برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS). وأظهرت النتائج أن ممارسة إدارة الموهبة في البنوك قيد الدراسة تتم بدرجة عالية من خلال كافة أبعادها. كما أظهرت أن مستوى ممارسة الاستغراق الوظيفي في البنوك محل الدراسة كان بدرجة عالية أيضاً؛ حيث كان بُعدي الحماس والتفاني أعلى ممارسة من بُعد الاستيعاب. وأشارت النتائج أيضاً إلى وجود أثر إيجابي لإدارة الموهبة على الاستغراق الوظيفي في البنوك الإسلامية قيد الدراسة، باستثناء الاحتفاظ بالموهب، الذي لم يكن له تأثير. وفي ضوء هذه النتائج أوصت الدراسة بأن على البنوك الاحتفاظ بمستوى عالٍ للاستغراق الوظيفي والعمل على تعزيز ذلك بين كوادرها، مع التركيز على العوامل التي تزيد من تحقق الاستغراق الوظيفي. إضافة إلى ذلك، على البنوك بذل المزيد من الجهد والاهتمام بممارسات إدارة المواهب وتوفير الوسائل اللازمة لجذب الموظفين الموهوبين وتطوير قدراتهم والاحتفاظ بهم.

الكلمات المفتاحية: إدارة الموهبة، الاستغراق الوظيفي، البنوك الإسلامية.

Introduction

At present, business organizations live in a highly competitive environment and in a world characterized by rapid development, profound transformation and continuous change in all life and work systems. Such situation and environment have changed the type and size of aspirations and expectations of employees on one hand and needs and expectations of customers on the other hand, and this leads to unpredictability of organization's performance (Djeddi et al., 2021). Successful management can adapt to these new circumstances and changing situations effectively and efficiently through adopting modern administrative methods and approaches. According to Djeddi et al. (2021), these modern methods are used to employ and develop available capabilities, adopt modern behavioral concepts in order to achieve organizational goals and ensure the success and continuity of organizations in the business environment. This is actually what prompts organizations of different types to reconsider the way they manage one of their most important assets, which is human resources (HR) available to them, and to work hard to develop a suitable work environment for individuals (Djeddi et al., 2021).

Bismala et al. (2022) believed that employee engagement (EE) is one of the most important, relatively recent, administrative approaches that leads to the success of organizations and enables them to compete in this highly competitive environment. EE also enhances employee satisfaction, increases productivity, and decreases turnover intentions (Sheikh et al., 2020). Consequently, new administrative methods are needed to ensure EE with its dimensions (vigor, dedication and absorption) by identifying, attracting, developing and retaining the most valuable employees. TM is the unique approach to human resource management (HRM) that can enhance EE as TM department works hard to achieve a competitive advantage by strategic improvements of highly passionate and intelligent employees (Dawwas, 2022). TM with its dimensions (talent attraction, talent developing and talent retention) also, as many researchers believe, has a significant effect on employees. TM is essential not only for attracting, developing and maintaining employees but also for increasing their engagement level (Akter et al., 2022).

Banking sector is at the forefront of organizations that are affected by the rapid changes in business environment, the high level of competition, and the multiplicity and diversity of services (Al-Mabaqi, 2020). Therefore, such a sector needs to be looked at closely and researchers should find ways to

enable banking sector to overcome the aforementioned obstacles. Islamic banks, as other types of banks, practice various activities and seek to achieve multiple goals. The common denominator between them is to achieve a higher goal embodied by the urgent desire to survive and continue to perform their activities, which give them an advantage over other competitors. Coinciding with the continuous fluctuations in today's environments, banks face many problems attributed to the possibility of losing competition in the labor market or even the possibility of maintaining it. Modern approaches, such as developing reliable methods to hire competent managers, engaging employees in work and ensuring the retention of key workers in the future, can address these problems that arise in unstable environments (Theodorsson et al., 2022; Fayyad, 2022).

Based on the above discussion, this study aims to investigate the impact of TM (IV) on EE (DV) in Islamic banks operating in the Capital Municipality of Sana'a, Yemen.

Literature Review

Employee Engagement

In the 1930s, job satisfaction was the main focus as the relationship between employee and company was limited to the satisfaction of workers in their job. However, job satisfaction did not necessarily imply that employees are actively engaged in the company (Biyani, 2024). EE is a more complex and dynamic concept that has evolved over time, from its psychological roots to its application in the business world. The following is a brief overview of the development of EE:

The concept of EE was first introduced by Kahn (1990) as the psychological presence of employees in their work. Kahn defined engagement as "harnessing of organization members' selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances" (1990, p. 694). EE was also defined as "the cognitive availability and the amount of time one spends thinking about a role" and "the intensity of one's focus on a role" (Rothbard, 2001, p. 656). Rothbard (2001) considered EE as a two-dimensional motivational construct that contains attention and absorption.

Schaufeli et al. (2002), on the other hand, took a different perspective and argued that EE is distinct concept that is negatively related to employees'

burnout. They described EE as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al, 2002, p. 74). In other words, employees’ enthusiasm, commitment and involvement in their work prevent them from quitting their organization. Gibbons (2006), however, identified six key factors affecting EE which are leadership style, communication, learning and development, rewards and recognition, work environment and teamwork. According to Gibbons, engagement is workers feeling toward their organization which accordingly leads them to exert a greater effort in their work.

In the same line, in 2011, the British prime minister built an Employee Engagement Task Force which contained many presentations, publications, and seminars to socialise the industry with EE concept. It was concluded that engagement is the conditions which an organization creates to enable employees to show their potential and ability of doing things (Vaidyanathan & Maheshwari, 2016). EE is discussed and attained through many dimensions that represent traits of the engaged employees. This study adopted three dimensions that represent the characteristics of the engaged employees. These dimensions are vigor, dedication and absorption.

Vigor

Engaged employees are always at a high level of energy and mental flexibility throughout their work (Maslach et al., 2001). They are also excited to work hard and exert their effort to develop their job and overcome the difficulties they face (Al Attar & Al-Khafaji, 2014).

Dedication

Engaged employees always put their best effort into their work, and feel proud of the company they work for and their achievements. They also stay inspired until the end of the company existence (Riyanto et al., 2019). Moreover, engaged workers are those who feel the value and the content of the job they perform (Bakker & Leiter, 2010).

Absorption

According to Schaufeli et al. (2009), engaged employees are those who are fully focused on their work and feel happy when they are deeply involved in the company they work for. They also added that engaged workers are those who are completely satisfied in their work. According to Robinson (n.d.), absorption is employees’ decision to be immersed in the task for its own sake, not for any external reward.

Talent Management

The concept of TM has been defined by different scholars and researchers. For example, Maxwell and MacLean (2008) stated that TM is a process of talent identification, talent development, and talent retention. TM, according to Sottile (2021), is also defined as the strategy of HR that is designed to enhance an organization's ability to attract, develop, and retain personnel to achieve current and future business objectives. Wright et al. (2001) believed that effective and efficient implementation of TM lead to the development of talented individuals and come up with positive and long-term organizational performance. Bibi (2018) viewed talent attraction, talent development, talent retention and talent compensation as the functions of human resource's talent management. Moreover, Al Aina and Atan (2020) came up with talent attraction, talent retention, learning and development, and career management as the main pillars of talent management. This study adopted the most frequent dimensions of TM which are as follows:

Talent Attraction

According to Tansley et al. (2007), talent attraction is the capability of organization to attract talents, as it depends on its image, employer branding and identification. There are a number of procedures that help organizations select the best talents (Armstrong, 2011). These procedures include: defining job requirements and person specifications, designing and implementing a recruitment strategy, such as advertising, networking, and headhunting, and conducting a selection process, such as screening, testing, interviewing, and assessing, to evaluate the candidates' suitability and potential. According to Songa and Oloko (2016), the main goal of talent attraction is to attract talents who are qualified for the position.

Talent Development

According to Sokolowsky (2023, para. 1), talent development is:

The organizational process of positioning employees for career advancement in a way that aligns with the company's mission. This includes identifying workers' aptitude and goals and helping them develop the knowledge and skills they need to achieve those goals and fill the needs of the company. The main goal of talent development is providing organization with a serious value by offering training and development to employees.

Talent Retention

It is organizations' efforts to maintain qualified talented individuals to work for them for long period (Nobarieidishe et al., 2014). Devi (2017) believed that several ways can help organizations to retain talents such as: training, benefits, compensations, career advancement, and motivating. Retaining talents influence the financial and operational performance of the company (Hausknecht et al., 2009).

Problem Statement

Banking sector plays a vital role in the economy as it contributes significantly to the economic growth and development globally and in Yemen specifically (Alsoffary, 2021). However, Yemeni Islamic banks face many challenges that affect their performance and survival such as competition, risks and crises. The political and economic instability in the country in the last decade has disrupted the normal functioning of most banks operating in Sana'a - Yemen and prevented them from providing full services and meeting customer needs (Al-Mutari et al., 2019). The division of the country into two rival authorities, each with its own currency and regulatory body beside transferring the management of the central bank from Sana'a to Aden, has posed difficulties and burdens on banks to operate smoothly and exacerbated the liquidity crisis in the country (Al-Shamsi, 2023). The deficiency in the level of performance of Yemeni banks has also threatened their survival and continuity (Yemeni Banks Association, 2019). Therefore, banks have to adopt new methods and means that enable them provide services in a fast and flexible manner, and meet customers' needs promptly. EE, according to Chebouat et al. (2022), is one of the new methods that organizations must pay attention to because HR is an essential element in any organization and its success is linked to the efficiency and effectiveness of this resource. EE is also one of the important issues that interpret individual's behaviour in the organization (Chebouat et al., 2022). EE reduces negative behaviours such as absenteeism and non-completion of work, increases productivity, and enhances organizational success (Bismala et al., 2022). Therefore, organizations should pay attention to EE and identify its drivers by adopting new strategic concepts in administrative management, one of which is TM (Dawwas, 2022), the unique approach to HRM that strives to achieve competitive advantage by developing competent and highly motivated staff. TM is a very important department in service industry, where workers have to deal and interact with customers,

satisfy them, and fulfil their needs. It is the means for selecting, training, and developing talented employees who deal with customers, perform different and non-routine tasks in service industry. TM is related to various aspects of HRM, so organizations should pay attention to its importance while planning for EE (Akter et al., 2022).

Although some previous studies (e.g., Wali & Abubaker, 2021; Ibrahim and AlOmari, 2020; Rahardjo & Nurhayati, 2022; Kaewnaknaew et al, 2022) have indicated that different aspects of HRM are positively influenced by TM, there is a lack of studies that examine the impact of TM on EE. Therefore, this study aims to fill the research gap by exploring the impact of TM on EE in Islamic banks operating in the Capital Municipality of Sana'a, Yemen, taking into consideration the intense competition, the rapid changes in the environment and the great contribution of such industry to the country's economy. The study findings will be of great significance for Islamic banks under study as it can enhance the engagement level of their employees through good implementation of TM practices. This study can also enrich the academic library and the knowledge of students and researchers in the field of business administration as addressing new management methods (TM and EE) and offering suggestions in the recommendation section. This study seeks to find solid answers to the following questions:

1. What is the impact of talent management (talent attraction, talent development and talent retention) on employee engagement in Islamic banks operating in the Capital Municipality of Sana'a, Yemen?
2. Are there any significant differences in the opinions of respondents about employee engagement practiced in Islamic banks with regard to demographic factors (age, qualification and gender)?

Research Hypotheses

Based on the previous discussion of relevant literature, the following hypotheses were developed to answer the questions of the study:

- H1: There is a significant impact of talent management on employee engagement in Islamic banks operating in the Capital Municipality of Sana'a, Yemen.
- H1a: There is a significant impact of 'talent attraction' on employee engagement in Islamic banks operating in the Capital Municipality of Sana'a, Yemen.
 - H1b: There is a significant impact of 'talent development' on employee engagement in Islamic banks operating in the Capital Municipality of Sana'a, Yemen.

- H1c: There is a significant impact of 'talent retention' on employee engagement in Islamic banks operating in the Capital Municipality of Sana'a, Yemen.

H2: There are significant differences in the perspectives of respondents concerning employee engagement practiced in Islamic banks operating in the Capital Municipality of Sana'a, Yemen, which could be attributed to the gender, qualification, and age of the employees.

Conceptual Framework

Figure (1) shows the study conceptual framework.

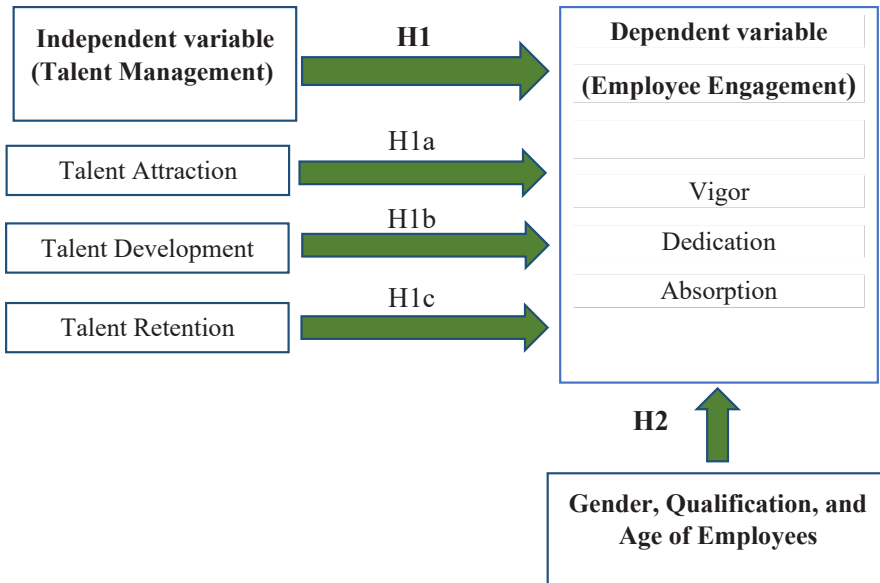


Figure 1: Conceptual Framework of Study

Methodology

Study Design

The analytical approach was adopted in the current study based on the nature of the study and its hypotheses.

Study Population

The study population includes all employees in all levels in Islamic banks operating in the Capital Municipality of Sana'a, Yemen. There are five Islamic banks which are officially registered in the Yemeni banking activity based on the Yemeni Central Bank reports issued in 2015, namely, Islamic Bank of

Yemen, Saba Islamic Bank, Tadhamon Bank, Shamil Bank of Yemen and Bahrain and Al-Kuraimi Islamic Microfinance Bank. The study population consisted of only five Islamic banks, so a census survey of these banks was conducted. Then, a sample of employees working in those banks was drawn from the study population. According to HR departments of those banks and Al-Shamsi (2023), there are 1024 workers in the surveyed Islamic banks.

Study Sample

As estimated population consists of 1024 individuals and based on Krejcie and Morgan's (1970) table of the sample size, the minimum appropriate sample size should be 280 respondents. Consequently, the researcher targeted 280 employees from selected banks using non proportional stratified random sampling method. The researcher adopted this method to ensure a balanced representation of the different population categories, as they varied significantly across the banks under study. For instance, Tadhamon Bank had a very large population, about half of the sample, while Islamic Bank of Yemen had a very small population. Therefore, this method avoided the overrepresentation or underrepresentation of any strata population ratio. Table (1) shows the sample size for each company.

Table (1): Study Population and Sample

Company	Population size	Sample size
Islamic Bank of Yemen	25	20
Saba Islamic Bank	210	55
Tadhamon Bank	390	25
Shamil Bank of Yemen and Bahrain	150	113
Al-Kuraimi Islamic Microfinance Bank	249	67
Total	1024	280

Although Tadhamon Bank has the largest population, only 25 questionnaires were distributed due to the strict policies and procedures of the bank toward survey studies. On the other hand, 113 questionnaires were distributed among Shamil Bank of Yemen and Bahrain employees due to the cooperation of the HR manager in the bank.

Response Rate of Study Sample

A number of 280 questionnaires was distributed to the sample of the study, and out of the retrieved questionnaires, 276 were valid for statistical analysis, which represent 98.57% of the total distributed questionnaires.

Study Instrument

A questionnaire was designed and developed as the instrument for collecting data of the study with reference to previous studies concerned with variables of current study (TM and EE) (e.g., Al Aina & Atan, 2020; Al-Sagheer, 2021; Bismala et al., 2022; Daoud & Al-Hasani, 2022; Kaewnaknaew et al., 2022; Winasis et al., 2021; Yassin & Obeidat, 2022). Statements were prepared; the first draft of the questionnaire was constructed in English, translated into Arabic then was given to eleven academic experts in economics and business administration from different universities in Sana'a, for validation check. After that, some statements were paraphrased, and new statements were added according to validators comments. The final draft of the questionnaire was constructed in two languages, Arabic and English. The Arabic version of questionnaire was distributed to the individuals included in this study.

The developed questionnaire consisted of two major parts. The first part asked about respondents' demographic information, namely: gender, age, educational qualification, work experience in the banking sector, and current position. The second part included questions measuring the two variables and dimensions of the study. The questionnaire consisted of 36 items divided into two sections. The first section was about the dependent variable, namely, EE, and it consisted of 17 items distributed on three dimensions (vigor, dedication and absorption). The second section was about the independent variable, namely, TM, and it consisted of 19 items distributed on three dimensions (talent attraction, talent development and talent retention).

Study Scale

The questionnaire was constructed based on a five-item Likert scale that measures the degree of agreement or disagreement with questionnaires statements. It consisted of statements, followed by five answer options that range from strongly agree to strongly disagree. Each option was assigned a numerical value from 5 to 1, and the total score is calculated by adding up the values of the selected options.

Results and Discussion

Testing Study Hypotheses

Testing First Main Hypothesis

The first main hypothesis states that: There is a significant impact of talent management on employee engagement in Islamic banks operating in the Capital Municipality of Sana'a, Yemen. To test this hypothesis, a simple linear regression analysis test was used as illustrated in Table 2.

Table 2: Results of Testing the Main Hypothesis

R	R ²	F	Sig.	B	T	Sig.
0.570	0.325	131.77	.000	0.426	11.48	0.000

As shown in Table 2, there is a statistically significant impact of TM on EE in the Islamic banks under study. R² indicates that TM, generally, explains change rate with (0.325) on changes on EE in Islamic banks under study, which indicates that (32.50%) of EE practiced level in Islamic banks under study is referred to adoption of TM practices.

The β effect score value of (0.426) explains that assuming the effect of any other variables not subject to study is neutralized. The increase of β will lead to (100%) in the level of adopting TM practices in Islamic banks under study, this led to an increase of (42.60%) in the level of EE practiced in those banks. The F-Test value of (131.77) with a significance level of (0.05) confirms that there is a statistically significant influence of TM on EE in Islamic banks in the Capital Municipality of Sana'a, Yemen, which means accepting the first main hypothesis of the study.

Results of testing the first main hypothesis of the current study shed the light on the more practices of talent management applied in Islamic banks operating in Sana'a, Yemen, the higher levels of EE attained over competitors. This could be attributed to the fact that TM has become an essential element of organizations' human resources strategies, as it focuses on key critical positions of strategic importance in achieving the competitive advantage of organizations. TM is also of high importance in discovering and developing the hidden potential talents with high performance potential, for each organizational level within the organization. Moreover, it focuses on developing, supporting and maintaining the expertise and competencies in the organization, which reflects positively on EE. This result is similar to the

result concluded by Dawwas (2022) that there is a direct significant impact of TM on EE.

Testing Sub-Hypotheses of the First Main Hypothesis

The sub-hypotheses were tested using multiple regression analysis as shown in Table 3.

Table 3: Results of Testing Sub-Hypotheses of the First Main Hypothesis

Path	R	R ²	B	β	T	Sig.
Talent Attraction → EE			0.336	0.174	4.864	*0.000
Talent Development → EE	0.590	0.350	0.148	0.256	2.021	*0.044
Talent Retention → EE			-0.028	0.222	-0.249	0.669

* Statistically significant at the level of significance ($p \leq 0.05$)

Results in Table 3 indicate that there is a statistically significant impact of talent attraction on EE in Islamic banks in the Capital Municipality of Sana'a, Yemen, where the regression coefficient β value was (0.336) and the T value was (4.864) and was statistically significant at significance level less or equal to (0.05). This illustrates that assuming neutralization of the impact of any other variables that were not subject to the study leads to an increase of (100%) in the level of practiced talent attraction, which will lead to an increase of (33.60%) in the level of attaining EE in the surveyed Islamic banks. Thus, the first sub-hypothesis of the study was accepted.

As results of testing the first main sub-hypothesis indicate, the more practices of talent attraction applied in Islamic banks operating in Sana'a, the higher levels of EE attained over competitors. As considering the impact of talent attraction on any positive organizational behaviour such as employee engagement, the researchers found that the abovementioned result is similar to the results of previous studies by Azotani et al. (2020) and Al-Dalahmeh et al. (2020) which concluded that talent attraction promotes positive workforce behaviors such as employee commitment and reduce undesirable behaviors such as intention to leave the organization.

As shown in Table 3, there is a statistically significant impact of talent development on EE in Islamic banks under study, where the value of regression coefficient β was (0.256) and the value of T was (2.021) and was statistically significant at significance level less or equal to (0.05). This indicates that assuming neutralization of the impact of any other variables that were not

subject to the study leads to an increase of (100%) in the level of concern in talent development, which will lead to an increase of (25.60%) in the level of attaining EE in Islamic banks under study. Therefore, the second sub-hypothesis of the study was accepted.

The findings above are similar to the findings reached by Dawwas (2022) who examined the same independent and dependent variables of TM and EE. Dawwas stated that talent development has a significant impact on employee engagement in health sector in Palestine. The current study concludes that developing talents working in Islamic banks operating in the Capital Municipality of Sana'a fosters their engagement level in the workplace.

The results in Table 3 also show that there is no statistically significant impact of talent retention on EE in Islamic banks operating in the Capital Municipality of Sana'a - Yemen, where the level of significance corresponding to the value of T was not statistically significant at a significance level less or equal to (0.05). The value of the regression coefficient β was also very small (-0.028), which indicates that talent retention has no impact on attaining EE in the surveyed Islamic banks. Thus, the third sub-hypothesis (H1c) which states that: There is a significant impact of talent retention on employee engagement in Islamic banks operating in the Capital Municipality of Sana'a, Yemen was rejected. The rejection could be due to two reasons. First, talented employees may feel that they have many opportunities and alternative options for work, due to the high competition among banks to retain them. Second, the impact of external equity, which refers to the comparison of market compensation plans and prices. The compensation system varies among banks and Islamic banks under study may offer a compensation package that is not slightly higher than the market average.

Results of testing the third sub-hypothesis are similar to conclusions drawn by Rahardjo and Nurhayati (2022). The findings of their study clarified that talent retention has no significant impact on similar positive organizational behavior to this study, which is employees' performance. They clarified that talent retention would not be able to boost employees' performance. Result of current study similarly states that there is no significant impact of talent retention on employee engagement in Islamic banks under study.

Testing the Second Main Hypothesis

To examine if there are any differences in the responses of the respondents concerning the level of EE practiced in Islamic banks operating in the Capital Municipality of Sana’a, Yemen which could be attributed to the gender, qualification, and age of the employees. The independent-samples t-test was used to compare means between two groups, while the One-Way ANOVA test was used for comparing means among three or more groups.

Results Regarding Employee Gender Variable

T-Test was used to detect differences in the average responses of the study sample about the level of EE practiced in Islamic banks in the Capital Municipality of Sana’a, Yemen regarding employee gender variable (Table 4).

Table 4: Results of T-Test Regarding Employee Gender Variable

Variable	Males			Females			T-Test	
	No.	Mean	SD	No.	Mean	SD	T	Sig.
Employee Engagement	240	4.361	0.53	36	4.06	0.71	3.046	0.003

Table 4 indicates that the probability value (Sig.) corresponding to (T) test for two independent samples was less than the significance level (0.05) in the total score of EE dimension. This indicates that there are statistically significant differences between the arithmetic means of the responses about the level of EE practiced in Islamic banks under study due to the variable (gender). The differences were in favour of males as they had the highest arithmetic mean. This result can be attributed to the different roles and responsibilities that men and women have in our society. Men are usually responsible for financing the family, which motivated them to engage to their work. On the other hand, women had other responsibilities besides work such as taking care of the children and the household, which reduce their time and energy to be engaged on their work. Therefore, the result suggests that there is a gender difference in the opinions of respondents about employee engagement practiced, which can be influenced by the social and cultural factors that shape the expectations and obligations of men and women.

Results Regarding Employee Age Variable

The study used the analysis of variance test One-Way ANOVA to detect differences in the average responses of the study sample about the level of

EE practiced in Islamic banks under study regarding employee age variable, and the results are shown in Table 5.

Table 5: Results of One-Way ANOVA Test Regarding Employee Age Variable

Variable	Age Group	No.	Mean	SD	F	Sig.
Employee Engagement	< 30 years	77	4.26	0.58	0.622	0.538
	30-40 years	145	4.34	0.57		
	> 40 years	54	4.37	0.53		
	Total	276	4.32	0.56		

Table 5 shows that the probability value (Sig.) according to one-way analysis of variance test was greater than the level of significance (0.05) in the total score of the EE dimension. This indicates that there are no statistically significant differences between the arithmetic means of responses about the level of EE practiced in Yemeni Islamic banks operating in Sana'a due to the variable (age). This result can be referred to the fact that workers in Islamic banks under study work in the same working conditions, and are subject to the same regulations and administrative practices. Consequently, those workers have similar views and are at the same level of practice of EE, regardless of their age. This is the reason why there are no differences in the opinions of respondents regarding the level of EE practiced in banks under study due to the employee age variable.

Results Regarding Employee Educational Qualification Variable

The study used the analysis of variance test One-Way ANOVA to detect differences in the average responses of the study sample about the level of EE practiced in Islamic banks under study, due to the qualification variable, and the results are shown in Table 6.

Table 6: Results of One-Way ANOVA Test Regarding Employee Educational Qualification Variable

Variable	Educational Qualification	No.	Mean	SD	F	Sig.
Employee Engagement	Bachelor	217	4.34	0.56	1.998	0.138
	Higher studies (Master-PhD)	36	4.37	0.54		
	Others	23	4.10	0.65		
	Total	276	4.32	0.56		

As shown in Table 6, the probability value (Sig.) according to One-Way ANOVA analysis of variance test was greater than the level of significance (0.05) in the total score of EE dimension. This indicates that there are no statistically significant differences between the arithmetic means of responses about the level of EE practiced in Yemeni Islamic banks in Sana'a due to the variable (educational qualification). This result can be referred to the fact that educational qualifications did not affect the vision of employees on the subject under study, and (91.67%) of the sample members hold a bachelor's or higher study degrees, which made their opinions more homogeneous and convergent.

Conclusions

The study reached several conclusions based on the field study and the discussion of hypotheses testing results. Islamic banks under study practiced TM to a high level in all its dimensions (talent attraction, talent development and talent retention). Results also illustrate that managers in the surveyed banks worked hard and adopted accurate procedures to attract highly skilled cadres, provided good learning and development opportunities to them, used effective leadership style to interact with the problems of their employees, and provided the appropriate environment for creativity and innovation. In addition, the current study concluded that EE was highly practiced in all its dimensions (vigor, dedication and absorption) in Islamic banks operating in the Capital Municipality of Sana'a - Yemen. Employees in Islamic banks under study felt enthusiastic and motivated while carrying out their task which led to the success of their job. They also exerted their best efforts when carrying out their tasks, and thought about the factors that lead to work success. Moreover, they felt happy whenever they work overtime, even if it is unpaid.

In light of conclusions drawn, the study recommends that the surveyed banks should work hard to promote employees' areas of excellence such as encouraging creative ideas and appreciating their outstanding achievements. Designing intensive training programs to educate leaders about the importance of TM and applying its practices is highly recommended as well. The study also recommended banks under study to provide an internal work environment that fosters creativity and innovation, and design specialized training programs that support these processes. Finally, banks under study should establish a fair compensation system that is proportional to the workload and adequate to satisfy workers needs.

Study Limitations and Future Work

Although this study has some valuable theoretical and practical implications as mentioned above, they are subject to the following limitations. First, this study could not cover all banks in Yemen, which may limit the study findings. A similar study can be done on a larger scale to include all banks operating in Yemen to have more generalizable findings. Second, the response rate of some banks was relatively small in comparing with their actual population number. This limitation is due to the strict policies of some banks regards survey studies. Future studies can also apply the current study in institutions other than banks such as telecommunications companies, hospitals or universities. Future studies may also investigate the factors that influence the impact of talent retention on EE, as this study's findings indicate a high level of talent retention practices although they did not affect EE. Finally, future studies can examine the impact of TM on factors other than EE such as the sustainability of financial institutions.

Authors' Contribution

AMAK and MMA developed the introduction, literature review, problem statement, research objectives, designed the research methodology, collected and analyzed the data, contributed to interpreting the results and highlighting the conclusions and recommendations, and read and approved the final manuscript.

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