

# MPM

MASTER IN  
**PUBLIC MANAGEMENT**  
ماجستير الإدارة العامة

Master of Public Management  
Programme

Graduates Handbook

Cohort 3 - 2020

Cohort 4 - 2021





Institute of Public Administration  
P.O.Box 76167  
Manama, Bahrain  
Tel : 17383838  
Fax: 17383839  
[www.bipa.gov.bh](http://www.bipa.gov.bh)



@bipabh





# Contents

07	Introduction
08	Chairman speech
09	About programme partners
12	Graduates - Cohort 3
17	Thesis summaries - Cohort 3
42	Graduates - Cohort 4
47	Thesis summaries - Cohort 4



# Introduction

The Master in Public Management (MPM) is a professional and academic program, which provides students from the government and private sector with the opportunity to obtain a graduate and professional degree, meeting the labour market requirements.

The program was launched in 2016, driven by the Bahrain Institute of Public Administration's belief in the importance of research in developing public administration systems to achieve the highest levels of quality in delivering public services, in line with the development aspirations.

The (MPM) is offered through partnership with Aix Marseille University (AMU) and Ecole Nationale d'Administration (ENA) of France, in addition to local partnerships with University of Bahrain and Tamkeen.

The program has been implemented on the basis of a scientific approach, aiming to qualify government leaders capable of making sound decisions and developing policies in line with the best professional and scientific practices. The program is designed to meet the training needs of the public sector. The levels of competency and skills required for development of government performance have been identified. In addition, elite international practitioners and academic professors well versed in the fields of public administration and management will bring their professional expertise and academic knowledge to create a unique experience for students in the program.

## Chairman speech



### **Dr. Raed Mohammed Bin Shams**

#### **Chairman,**

Board of Master of Public Management Programme  
Director General of Institute of Public Administration  
(BIPA)

We are proud to witness the graduation of 48 leaders who have taken part in achieving distinctive accomplishments in the public sector, through their participation in policy making to achieve unprecedented levels of quality in delivering public services to Bahraini citizens.

We believe that government leadership development in the Kingdom of Bahrain is a renewed and sustainable approach that attracts national minds and competencies. The leaders will participate effectively in shaping the future of the public sector and achieve the objectives of the national strategic plans represented by Bahrain Vision 2030 and the government agenda.

We expect our national leaders, who represent a major decision-making factor in government ministries, to apply their academic knowledge and expertise in their respective areas, and to inspire and motivate the government's team with dedication, transparency and adaptability to accept challenges.



## Program partners



### Bahrain Institute of Public Administration “BIPA”, Bahrain

Institute of Public Administration (BIPA) was established by Decree No. (65) for the year 2006 issued by His Majesty King Hamad bin Isa Al Khalifa, King of Bahrain in 28 June 2006, and it follows the Council of Ministers.

The Institute seeks to achieve sustainable development for the country and its citizens, based on the Constitution of the Kingdom of Bahrain and the National Action Charter, and in line with the strategic priority within the work of the efficient functioning government program for the service of citizens. To this end, we have also acted in implementing two national economic initiatives within the Bahrain Economic Vision 2030, namely finding a distinct program for training the government leaderships and developing leaders in the public sector as well as improving the quality and availability of the training.

And a commitment to its responsibility, Institute of Public Administration works to improve government performance in the areas of policies and strategies, resource management, change management, and government services development through the development of skills, behavior and knowledge based on learning and training; participation in the decision-making process through consultancy; problem solving by means of scientific research; building and developing capabilities through coaching and assessment. The Institute also works to promote the awareness and culture of government performance through strategic communication.



### Aix-Marseille University “AMU”, France

Aix Marseille University (AMU) figures in the 130 top ranked universities in the world (Shanghai ranking). As the largest French-speaking University in the world and the largest public university in France, with 72,000 students, it covers all disciplines. Within AMU, the Institute of Public Management and Territorial Governance (IMPGT) is the only French research and training Institute fully specialized in Public Management. Established in 1996, IMPGT trains Public Management Specialists working in administrations, the service sector, research and consulting and offers a comprehensive cycle of higher education from Bachelor to Ph.D. AMU’s Master degree “Master of Public Administration”, which will also be offered in Bahrain, is ranked in the top 10 French Masters degrees.

## Program partners



### Ecole Nationale d'Administration “ENA”, France

ENA, the French National School of Administration, was created in 1945 by General de Gaulle and is one of the world's most prestigious public administration schools. Up and coming leaders from all over the globe seek out its distinctive practical educational model that has become an international reference for civil servants training. Each year, ENA recruits and trains the men and women that become France, Europe and the world's top leaders, while imbuing them with a unique sense of public service performance and impartiality. ENA's alumni comprise 3 French Presidents, numerous Heads of State, Ministers and public and private sector leaders.



### University of Bahrain “UOB”, Bahrain

The University of Bahrain is the largest public university in the Kingdom of Bahrain, and the Minister of Education with other ministers as members chairs its board of Trustees. UOB is dedicated to providing the country with professionals, technocrats and experts in a variety of fields, while focusing on building partnerships with both the public and the private sectors.



### Tamkeen, Bahrain

Tamkeen established in August 2006 as part of Bahrain's national reform initiatives and Bahrain's Economic Vision, and tasked with supporting Bahrain's private sector and positioning it as the key driver of economic development.

Tamkeen's two primary objectives are fostering the creation and development of enterprises, and providing support to enhance the productivity and growth of enterprises and individuals.



# Graduates

Cohort 3



**Ahmed Hasan Abdulla**  
Director of Central  
Internal Audit  
Prime Minister Office



**Ahmed Eid Belal**  
Nursing Profession Assistant  
Registrar  
National Health Regulatory  
Authority - NHRA



**Amani Reyadh AlRameedh**  
CE office manager  
Education and Training  
Quality Authority

First Class Honours



**Amna Abdul Hussain**  
Acting Head of Traffic Impact  
Assessment  
Ministry of Works  
Municipality's Affairs and  
Urban Planning



**Ameena Ahmed Rahma**  
Officer at the Partnership  
& Customer Engagement  
Department  
Tamkeen

First Class Honours



**Ali Ahmed Al Jawder**  
Chief, Communications  
Electricity & Water  
Authority (EWA)

First Class Honours



**Diana Faisal Isa**  
Director General  
Bahrain Training Institute

First Class Honours



**Duha AlMadhoob**  
Senior engineer at parks  
and gardens department  
Northern area municipality

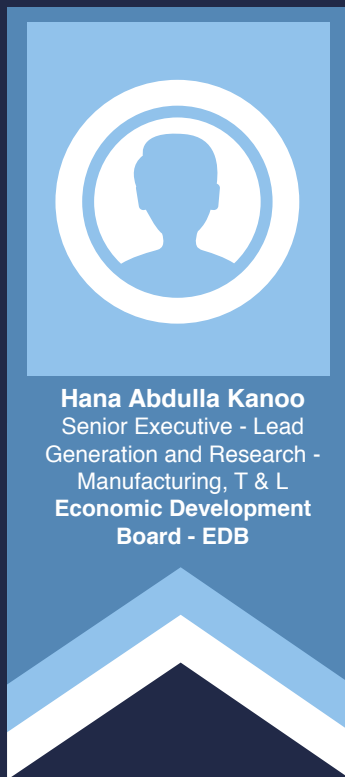


**Ebtisam Saleh Mohamed**  
Senior General Engineer  
Minister of Transportation  
and Telecommunications

First Class Honours



**Fatema Faisal Mohamed**  
Senior Investors Relations  
Specialist  
Ministry of Industry,  
Commerce and Tourism



**Hana Abdulla Kanoo**  
Senior Executive - Lead  
Generation and Research -  
Manufacturing, T & L  
Economic Development  
Board - EDB

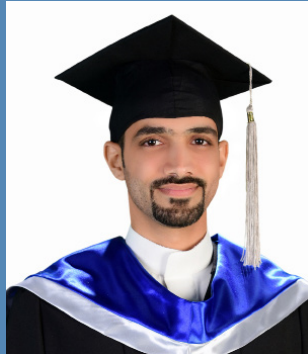
First Class Honours



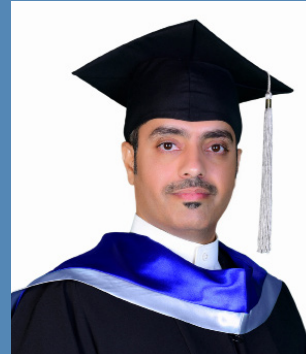
**Heba Basiouni Abdulhalim**  
Quality Enhancement Manager  
Royal College of Surgeons in  
Ireland - Medical University of  
Bahrain



**Hala Hasan Ahmed**  
Director of Economic  
Indicators  
**Ministry of finance and  
national economy**



**Hasan Ali Hasan**  
Forensic Scientist  
**Public Prosecution**



**Hasan Mohamed Hasan**  
Director of Wireless Licenses,  
Frequencies & Monitoring  
**TRA**

**First Class Honours**



**Jawaher Jasim Al Khaja**  
Head of Innovation Learning  
**Bahrain Institute of Public  
Administration (BIPA)**



**Lulwa Mubarak Sulaibeekh**  
Chief, Awareness  
**Ministry of Industry,  
Commerce and Tourism**



**Najwa Abdul Shaheed**  
Chief of Insurance Claims  
Registration and Evaluation  
**Ministry of Labour and  
Social Development**



**Omar Abdulla Ali**  
Manager of Frequencies  
Monitoring Department  
Telecommunications  
Regulatory Authority

First Class Honours



**Raghdan Saleh Qasim**  
Director of Public Revenue  
Policies  
Ministry of Finance and  
National Economy

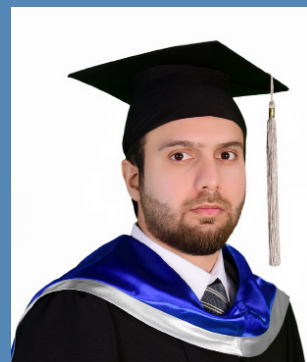


**Sultan Ahmed AlBufalah**  
Manager of civil service  
bureau president's office  
Civil Service Bureau

First Class Honours



**Sara Mohamed AlKawari**  
Director of planning  
and development  
National Bureau for  
Revenue



**Sami Kamal Felaih**  
Project Officer  
Military Works Directorate



**Yousif Mahmood Al-Khaja**  
Head - IT Infrastructure  
Central Bank of Bahrain





# Theses Summaries





## Factors of Internal Audit Effectiveness in Bahrain's Public Sector

**By: Ahmed Hasan Abdulla Ahmed Humaidan**  
**Director of Central Internal Audit**  
**Prime Minister Office**

### **Abstract:**

The purpose of this paper is to examine and understand the factors that effects the internal audit effectiveness in the public sector in Bahrain. Based on the interviews with officer's in the public sector and secondary sources. The study tested the factors that most contribute to internal audit effectiveness are independency, audit competency, clear mandate, and leadership support, and found that internal audit effectiveness can be attained through them.

The interviews with the officers from the public sector serve as the main data source. Some of these officers are senior internal auditors in the public sector, some of them are executive senior officers, furthermore interviews were made with individuals from the National Audit Office.

The study tested the factors through the interviews, uncovered the issues and limitations and proposed recommendations to address the internal audit effectiveness in the public sector in Bahrain.

Finally, the study proposed that future research should be done using the quantitative method, and that a comprehensive comparative study on role of internal audit in the public and private sector in terms effectiveness and organizational performance can be done in the future.

### **Keywords:**

Internal audit, independence, auditor competence, mandate, management support, internal audit effectiveness, public sector.



## Case Study: Nursing Supervisors Leadership Style Impact on Nurses Motivation In Public Health Centre

**By: Ahmed Eid Belal Faraj**  
**Nursing Profession Assistant Registrar**  
**National Health Regulatory Authority - NHRA**

### **Abstract:**

**Background:** Leadership is essential element in the organization. for decades good leadership is proved to be very effective way for success. Transformational leadership style is one of the best styles of leadership. In nursing the leadership is playing a major role in healthcare for both quality and safety of the care given. The healthcare in Bahrain have many challenging issues such as increase in the population and the shortage of nurses. The public health centers are the heart of the primary health care as they provide large scale public service such as immunization and prenatal care for pregnant women. The nurses are the backbone of the health centers and the service is totally reliable on them. Shortage of the nurses caused by the voluntary retirement in the health centers is the most challenging issue that the ministry of health is facing. The need for good leaders, more precisely nursing supervisors is a must in this kind of situations to overcome the problem.

**Purpose:** investigate and explore more about the impact of leadership style of the nursing supervisors in governmental health centers on the nursing staff motivation and retention.

**Method:** Case study approach, face to face interview in public health centers. 15 samples interviewed

**Results:** the result shows that, most of the nursing supervisors are using mixture of leadership style due to the complexity of nursing context. Transformational leadership is effectively used by the supervisors, but without theoretical knowledge. On the other hand, nurses found to be satisfied with their supervisors and they liked their management style regardless the workload and stress from clients.

**Conclusion:** The nursing supervisors in the public health centers succeeded in managing and motivating the nurses under the challenging circumstances. However, there is a need for theoretical training about transformational leadership is recommended to increase the awareness and improve the skills of the nursing supervisors.

### **Keywords:**

Transformational leadership, Nursing, Supervisors, leadership, Public health center, Government, motivation.



## Enhancing Governance to Improve Performance Perspective of Private Schools in the Kingdom of Bahrain

**By: Amani Reyadh AlRameedh**  
**CE office manager**  
**Education and Training Quality Authority**

### **Abstract:**

Private schools in the Kingdom of Bahrain are being reviewed by the Education and Training Quality Authority (BQA), which steers and performs quality-monitoring of the education services. The latest BQA review reports evidence an alarming trend of underperformance in private schools (officially called 'inadequate'), which could limit the trust on the education services and hinders the achievement of the Bahrain Vision 2030.

This study focuses on the governance elements of private schools, labelled as 'inadequate' by BQA, to gain a better understanding of the challenges hindering school governance and to make recommendations to enhance the private schools' performance in the Kingdom of Bahrain. The conceptual framework determined 10 empirical factors to identify the reasons that hinder school's governance and performance. The factors are derived from BQA review framework and governance theories to explore the challenges hindering private schools' governance and performance.

The conceptual framework is used as a base for the sequential exploratory mixed approach. The approach is mainly qualitative (interviews) and subsequently quantitative (questionnaires) including triangulation design process. In this research, the interview sample consist of 8 private schools labelled inadequate in two review cycles (one interviewee from each school). While the questionnaire is targeted to all private schools that were reviewed by BQA in two review cycle (n=62).

The findings of the study indicate the challenges that limit schools' performance. These challenges include; limited contribution in empowering the governing boards of private schools, lack of trust between stakeholders, school management and governing board, limited authority of governing board to protect stakeholders and resolving conflicts between the schools' owner and management, limited restrictions on board structural composition, poor transparency and accountability on operations, and the overlapping role between school management and governing board.

Furthermore, the study provides recommendations on the actions needed for ensuring quality education services. The recommendations stemming from this research include; generate impactful mechanisms for enhancing governance to improve school performance, and form joint working group to support schools for the required improvement.

### **Keywords:**

Private Schools, Reviews, Governance, Performance.



## Critical Success Factors of Public Private Partnership Projects in The Kingdom Of Bahrain: Prospective of Delivering Mass Rapid Transit System (MRTS) Projects

**By: Amna Abdul Hussain Humaidan**  
**Acting Head of Traffic Impact Assessment**  
**Ministry of Works Municipality's Affairs and Urban Planning**

### **Abstract:**

**Purpose:** The interest of the government of Bahrain in implementing PPP model in MRTS projects brought the need to investigate the CSFs that contribute to the successful delivery of future PPP in MRTS projects.

**Design/Methodology/Approach:** Questionnaire survey was conducted along with a case study analysis of Hong Kong MTR. The participants were asked to rate thirty factors that contribute to the successful delivery of future PPP in MRTS projects. The analysis of the case study gives broad insights to develop a PPP model for Bahrain.

**Findings:** According to the questionnaire survey, the top five CSFs for successful implementation of PPP in MRTS projects in Bahrain are ‹Strong and good private consortium›; ‹Financial capabilities of the private sector›; ‹Clear project brief and client outcomes›; ‹Commitment and responsibility of public and private sectors›; and the fifth ranked factor was ‹Thorough and realistic cost/benefit assessment›. Survey responses reveal that the success factors under the category related to ‹Project Implementability›, ‹Favourable Economic Conditions› and ‹Available Financial Market› were relatively significant in the perception of the public and private sectors and development partners.

**Originality/Value:** No previous study found in this subject. The critical success factors were found to be a very important subject, to give the decision makers and key stakeholders close insights that help in provide successful delivery of PPP projects in Bahrain, with special reference to PPP in MRTS projects.

### **Keywords:**

Public Private Partnership (PPPs), Critical Success Factors (CSFs), Rail Plus Property Model, Mass Rapid Transit System (MRTS).



# An Investigation Into The Drivers And Barriers For Establishing An Entrepreneurial Spirit In The Public Sector Of Bahrain

**By: Ameena Ahmed Yousif Majed Rahma**  
**Officer at the Partnership & Customer Engagement Department**  
**Tamkeen**

## **Abstract:**

In alignment with Bahrain's Economic Vision 2030, one of the main highlights of the economic dimension of the vision is to transform the economy in the longer term by capturing emerging opportunities through creating an environment highly conducive to entrepreneurship and innovation. With this great believe in entrepreneurship, the question remains, can the environment within government organizations become one that is highly conducive to entrepreneurship and innovation?

Research has shown that an entrepreneurial mindset is vital to capture opportunities and create value within the public sector. Stimulating an entrepreneurial spirit within the government sector has become increasingly attractive with the power and the pace of change in the management and delivery of public services. Government entrepreneurship is considered vital, but studies with evidence demonstrating its importance are largely lacking, particularly in this region.

This study aims to investigate the drivers of and barriers to establishing an entrepreneurial spirit in the Government of Bahrain. It seeks answers to these main questions: "To what extent is it desirable to establish a thriving entrepreneurial spirit in the Government of Bahrain? And what are the barriers to exploiting public sector opportunities?" The study uses a qualitative approach in the form of a sequential exploratory mixed method to address the research questions. The instruments used were a set of interviews followed by a focus group session to acquire feedback from the most frequently mentioned organization in the context of interview answers for having an entrepreneurial outlook. The sample size was relevant to the study of focus-targeting representatives from entities that are heavily invested in reform projects in the kingdom.

The findings reveals that it is desirable to adapt entrepreneurial practices in the public sector of Bahrain. In fact, government organizations in Bahrain are at different stages of entrepreneurial thinking. However, the complexity of the government plays a substantial role in influencing this adaptation. The research identifies a number of tools from the literature and the empirical findings that can be used to overcome these barriers. The study concludes with a set of managerial recommendations to promote government entrepreneurship, focusing on the different stakeholders involved in the process represented by the customers, employees, leadership, and regulatory bodies. Further research is needed to assess the generalizability of the findings in other organizations and cultural settings.

**Keywords:** entrepreneurship, innovation, government entrepreneurship, public sector entrepreneurship, reforms, public service delivery.



## The Use Of Social Media In Renovating Government Communication Of The Civil Service In The Kingdom Of Bahrain

**By: Ali Ahmed Ali Ahmed Al Jawder**  
**Chief, Communications**  
**Electricity & Water Authority (EWA)**

### **Abstract:**

Social media considered as one of the most practical instruments to be addressed by government agencies around the globe which was validated and verified through various previous studies. It provides a transparent way of communication that boost government agencies reputation, offers a more insightful perception of people views, encourages interaction and ease of access in addition to a natural widespread of delivery with minimal expense. The purpose of this research is to study the role and use of social media in renovating current government communication effectiveness of civil service in Bahrain. It also aims to identify the current adoption of such techniques in government ministries on social media platforms mainly on (Facebook, Twitter, Instagram and YouTube).

This research tries to illustrate the role played by social media in shaping government communication of Bahrain. An extensive literature review conducted to understand further context and factors affecting social media adoption in the government sector. In addition to that, a few models of social media-based government investigated along with adoption strategies. The study applied the survey method as a research instrument for data collection, namely, a questionnaire survey with five Likert scales. The descriptive analysis used to analyse respondents data. The questionnaire used a snowball technique for sample selection. The total number of respondents who participated in the questionnaire survey was 755 respondents. Content analysis for sixty social media platform conducted between 01 October 2019 and 31 October 2019 for 15 government ministry. General findings of this research approved the fact that social media transparency, engagement feature and ease of their access are positively and significantly affecting government communication effectiveness. It also reveals that most respondents are interested in receiving government information and news from social media.

Moreover, it also indicates that Bahraini government communication ministries deliver the wealthy perception of how such ministries engaging with people over social media.

The majority plays a dominant role in branding and reputation management. Nevertheless, the maturity level of government social media is still lagging in terms of interactions with people. Also, government ministries use the minimum features of social media where the vast, dominant characteristics that could boost government communication effectiveness, are still unused. This research implications could be significantly useful for both academia and government agencies in general and could take government adoption of social media, a step further.

### **Keywords:**

Social Media, Government Communication, Transparency, Engagement, Ease of Access, Social Media Based Government Model.



## Maintaining And Growing The Numbers Of Pupils Aged 18 – 12 Using Public Libraries In Bahrain

**By: Diana Faisal Isa Sarhan**  
**Director General**  
**Bahrain Training Institute**

### **Abstract:**

Public Libraries are institutions that are built on the idea of knowledge and wisdom. Its aim is to holistically enrich and nurture a person's horizon of understanding. Bahrain is known to be one of the countries who champions their citizen's education and actively develops programs that are aimed to develop one's whole being.

There are 8 Public Libraries under the supervision of the Ministry of Education. Recorded data shows that within each year the numbers of its young users are declining. As a member of the ministry, the researcher attempts to understand the challenges public libraries are facing by answering the question "What affects pupils' behaviors towards Public Libraries?" A review of literature was primarily done in order to gain insights from other researchers. The results show that technology was greatly influential over the behavior of young users and even families. It was also reiterated that majority of the current challenges of public libraries are intertwined with both technology and modernization.

A quantitative methodology was utilized by distributing 352 questionnaires which are guided by the Theory of Planned Behavior to participating schools and analyzed through IBM SPSS software. Data gathered coincided with the findings in the literature; that pupils have a stronger preference to acquire information through the internet, electronic services, and the presence of the internet being a strong barrier against visiting public libraries. Attributes that will improve frequentation were discovered to be the addition of unconventional features such as presentation halls, extra tuitions, IT courses, and better guidance and assistance. These findings indicate that the behavior of pupils is a cohesive result of personal and surrounding factors. Therefore, public libraries must create programs and activities that will respond directly to these challenges and needs in order to improve the overall behavior of the pupils towards public libraries.

### **Keywords:**

Public Libraries, Consumers of Public Libraries, Theory of Planned Behavior, Attitude, Subjective Norms, Behavioral Intentions, Behavior.



## Strategic Management Practices in the Kingdom of Bahrain's Municipalities (Local Authorities): A Qualitative study on the challenges of Formulation and Implementation of Strategic Plans

**By: Duha Mohammed Ali Almadhoob**  
**Senior Engineer (Maintenance and Operations In Parks & Gardens Section)**  
**Northern area municipality**

### **Abstract:**

**Purpose:** This study investigates the Strategic Management Practices used by the Kingdom of Bahrain's Municipalities, with the aim of developing a deeper understanding of the current implemented processes concerning Strategic Management activities (Process) , and if they comply to any known theoretical background, what are the motives of such activities if they exists (Purpose), What are perceived outcomes of such activities (Results) , and What challenges the Municipalities faces while conducting those activities.

**Design/methodology/ approach:** Two phase Qualitative study, first phase is a general Literature Review of the subject, the Second phase in-depth structured interviews were conducted with 14 participants form the Municipalities Context.

**Findings:** Analysis of the responses showed that the Municipalities are currently following some elements of Strategic Management principles, and they have a modest deployment of some strategic Management Tools.

**Originality/Value:** This is the first Study in the Kingdom of Bahrain Municipalities context about Strategic management, it aim to document the current Strategic management practices as perceived by some Top officials and Employees of the Ministry, the objective is to provide a base for future study and development of the Strategic Management practices in the Municipalities. Also, is to close a literature gab in the subject within the Mena Region.

### **Keywords:**

Strategy, Strategic Management, Strategic Planning, Local Authorities, Municipalities.





## Excellence Practices in Government Service Centres in Bahrain

**By: Ebtisam Saleh Mohamed**  
**Senior General Engineer**  
**Minister of Transportation and Telecommunications**

### **Abstract:**

Today, delivery of excellent government services has become a necessity, not only to ensure customers' satisfaction, but also to save the cost associated with inefficient services. Kingdom of Bahrain has launched Taqyeem (evaluation) Program as an initiative aiming at motivating government services centers to improve their performance and enhance the quality of their services. This research attempts to investigate the effectiveness of Taqyeem Program to promote the delivery of excellent services at government service centers in Bahrain; and to identify the most essential components, which contribute to the delivery of excellent services at government service centers. The study proves that national evaluation and recognition programs, like Taqyeem Program, motivates government service centers to improve their performance and enhance the quality of their services. The study also reveals that a customer-focused strategy, transformational leadership, clear and integrated processes, high-caliber front-line employees, customer service standards and easily accessible and convenient premises are the most important factors that led surveyed government service centers to deliver excellent services.

### **Keywords:**

Service excellence, government service centers, Front-line employees, Leadership, Strategy



## What are the determinants of customers' satisfaction in a G2B e-government system? The case of the business registration system (SIJILAT) in the kingdom of Bahrain

**By: Fatema Faisal Mohamed Noor Hasan**  
**Senior Investors Relations Specialist**  
**Ministry of Industry, Commerce and Tourism**

### **Abstract:**

**Purpose:** The purpose of this study is to identify the determinants of customers' satisfaction of the G2B business registration system (SIJILAT) in the Kingdom of Bahrain.

**Design/methodology/approach:** A research model was constructed using several independent variables, namely trust and security; service, system and information quality; ease of use and usefulness, and SIJILAT customers' satisfaction as the dependent variable. The study considered satisfaction from the perspective of one type of SIJILAT users (professional bodies). A questionnaire survey containing 31 items was utilized to collect data from a total of 170 professional bodies. A statistical analysis method was conducted using SPSS software.

**Findings:** The findings reveal that service, system and information quality; ease of use and usefulness all have an influence on SIJILAT customers' satisfaction.

**Research limitations/implications:** Future research needs to be extended to include different users for the purpose of comparison and generalization. It would be interesting to consider the beliefs of respondents through the use of a mixed methodology.

**Practical implications:** The key finding of this study would help managers and policy makers better understand customers' needs leading to satisfaction. It would offer guidelines to pursue the right course of action towards any enhancements regarding SIJILAT system. It would also assist in strategy formation and implementation based on those attributes to improve the provision of efficient and effective e-government services through the system.

**Originality/value:** This study is one of the few studies on G2B e-government satisfaction, and the first in Bahrain from the perspective of professional bodies. It is an addition to the scarce researches on e-government satisfaction in developing countries, and Arab countries in particular. This study contributes to the literature on the knowledge of compulsory e-system satisfaction.

### **Keywords:**

Kingdom of Bahrain, E-government system, Customers' satisfaction, G2B, SIJILAT system, TAM, IS success model.



## Bahrain Vision 2030 and its impact on the Social Contract

**By: Hana Abdulla Kanoo**  
**Senior Executive - Lead Generation and Research - Manufacturing, T & L**  
**Economic Development Board - EDB**

### **Abstract:**

This thesis aims to look at the implications of Bahrain Vision 2030 and its impact on the social contract.

The Bahrain Vision 2030 was launched in 2008 as a guidance document to insure that the Kingdom of Bahrain moves ahead on a stable and progressive trajectory. The vision 2030 sets up a framework for both the public and private sectors enhancement and productivity over the next decade.

This thesis also observes the potential impact of Bahrain Vision 2030 on the fabric of the social contract.

Moreover, The thesis tries to determine the influence of the vision in regards public governance, social welfare and transformational policies for Bahrain.

### **Keywords:**

Vision 2030, social contract, good governance, economic diversification, public governance, rentier state, economic performance, social progress.



## Visibility of The National Qualifications Framework of Bahrain and The End User Perspective

**By: Heba Basiouni Abdulhalim**  
**Quality Enhancement Manager**  
**Royal College of Surgeons in Ireland - Medical University of Bahrain**

### **Abstract:**

The National Qualifications Framework of Bahrain (NQF) is a comprehensive and ambitious initiatives adopted by the government to support lifelong learning. The NQF despite being in an operations phase is sharing similar challenges of other qualifications frameworks reported by The European Centre for the Development of Vocational Training (Cedefop). One of which is the low visibility to end users; learners, parents and employers. The research addresses the visibility of the NQF from end users' perspective and its image and value proposition from a marketing point of view. The research involved a mixed methodology approach and identified a number of opportunities and areas for improvement. The main result is a great need to engage the end users and raise their awareness of the value added of the NQF and its register. It is recommended to develop a marketing a marketing strategy to bridge identified gap. However, this needs to start with a clear understanding of the different segments of target audience and their needs. It also requires a high coordination and cooperation with governmental body in delivering and mobilising supporting projects that are directly affecting the added value concept of the NQF to education and training system and the end users. A marketing audit framework is proposed to support the development of such marketing strategy.

### **Keywords:**

National Qualifications Framework, Education and Training Systems, Lifelong Learning, visibility to end users, Marketing in Public Sector.



## The Impacts Of Fdi On Employment In Bahrain: A Qualitative Study For The Manufacturing Sector In Bahrain

**By: Hala Hasan Ahmed Abdulla**  
**Director of Economic Indicators**  
**Ministry of finance and national economy**

### **Abstract:**

This study analyses the impact of inward foreign direct investment on employment in Bahrain's manufacturing sector, to do so a qualitative method has been implemented to measure the effects from two perspectives, the local employees and the employers within multinational enterprises (MNEs). The study finds that the human capital enhancement is highly valued in MNEs. It is not only about how many jobs those foreign companies create, instead are these jobs good enough? The study found that positive impacts acquire from working in MNEs were enormous. The study finds that there is indirect effect on employment, that may obtain via backward and forward linkages between local firms and MNEs. The study recommends, among other things, the adoption of "FDI Qualities Indicators" which has been introduced by OECD as a tool that can be utilized for measuring the quality of FDI. Its emphasis on five clusters: productivity and innovation, employment and job quality, skills, gender equality, and carbon footprint. However, testing its validity on the Bahraini context is a necessarily.

### **Keywords:**

Foreign Direct Investment, Multinational Enterprises, Host Country, Local Workforce.



## The Impact of Innovation Climate on Innovative Work Behaviour. An empirical investigation in Public Sector Laboratories in Bahrain

**By: Hasan Ali Hasan Abdulla Ahmed**  
**Forensic Scientist**  
**Public Prosecution**

### **Abstract:**

This study aims to investigate the impact of Innovation Climate on Innovative Work Behaviour (IWB) in Public Sector Laboratories in Bahrain. Literature review and pilot interviews with 10 public lab officials conducted that lead to determining five organizational factors and two individual factors that may have an impact on IWB. The organizational factors were work characteristics, management support, co-worker support, resources, and rewards & appreciation. The individual factors include personal traits and work passion. “The Big five” recognized model adopted to evaluate personal traits as individual factors. Therefore, an online survey been developed and distributed to employees of the public sector laboratories and 104 valid responses collected. The results revealed that there is a significant impact of extraversion and agreeableness on IWB. In addition, work passion has a significant relationship with IWB. Moreover, Co-worker support and work characteristics have a significant impact on IWB. Overall, both organizational climate and individual climate have a significant impact on innovative work behavior in public sector. This study offers government managers generally, and laboratory managers specifically a road map for how to develop and maintain employee>s innovative behavior before and after the recruitment process. It allows managers to prioritize their effort on developing employee>s personality traits that fit IWB and being selective of organizational factors that are highly related to IWB. This study decreases the knowledge gap in understanding innovation climate and innovative work behavior in Bahrain public sector. It brings a new insight by combining both individual and organizational factors of innovation climate.

### **Keywords:**

Innovation, Innovation Climate, Innovative Work Behavior, Laboratory, Public Sector, Bahrain



## Servant Leadership And Employees Perception Of Service Quality: A Quantitative Study In The Information & Egovernment (IGA)

**By: Hasan Mohamed Hasan Ali**  
**Director of Wireless Licenses, Frequencies & Monitoring**  
**TRA**

### **Abstract:**

**Purpose:** This paper examines the relationship between Service Quality and Servant Leadership in Information & eGovernment Authority (iGA) service centres. The paper determined the level of customer's perceptions of service quality in three iGA service centres. Additionally, the paper analysed how iGA employees perceived the dimensions of Servant Leadership of their leaders.

**Design/methodology:** The data collected from the customers and employees by reliable, well tested questionnaires (RATER & Servant Leadership Questionnaires).

**Findings:** Respondents from customers were generally satisfied with the service quality provided by iGA. The Leaders of the service centres had high rates in all the dimensions of the servant leadership and there was no significant difference, beside the centres were perceived to offer adequate service quality. Most of the seven servant leadership dimensions correlated positively with service quality except the "Empowering" that negatively correlated to the five dimensions, which may imply that employees in iGA prefer centralised management and unwillingness to take responsibilities. This opens the door for further research and investigation in this regard.

**Research limitations/implications:** The research limited geographically, and the study sample of the employees was not large enough to obtain accurate output, as the subject of research is restricted to the three ID Cards service centres.

**Originality/value:** This paper is one of a few studies that investigate the relationship between servant leadership and service quality, as most of the studies are focusing on one of them separately. This is the only paper that addressed this relationship in the Arabian Gulf region. The outputs of this paper also emphasise the need for governmental organisations to pay attention in developing the leaders in a manner that ensures the application of the servant leadership style because of its positive impact on the service quality.

### **Keywords:**

Customer service, Service quality, SERVQUAL, Servant leadership, iGA, ID card, Service centres, Bahrain.



## The Readiness of The Public Sector in the Kingdom of Bahrain to Co-Create with Citizens: A Decision-Makers Perspective

**By: Jawaher Jasim Mohammed Al Khaja**  
**Head of Innovation Learning**  
**Bahrain Institute of Public Administration (BIPA)**

### **Abstract:**

Co-creation, co-design, and citizen engagement are becoming some of the most trending topics in public administration, especially with the emergence of new public management (NPM), in the past couple of decades. Simultaneously, with the current fiscal constraints and increasing citizens' expectations in the kingdom of Bahrain, adopting such citizen-centric approaches is inevitable. This research looks into investigating the readiness of the public sector in Bahrain to adopt co-creation with citizens as a mechanism of public service design, from a decision-makers' perspective. Using a quantitatively dominant mixed-methods approach, the researcher interviewed four policymakers and experts for a contextual understanding of the situation in Bahrain. Followed by a questionnaire targeting 500 mid-level decision-makers from across public sector organizations. Overall, 128 valid questionnaires were collected for further analysis, which formed nearly a %26 response rate.

The results indicated a high-level of readiness and willingness to co-create with citizens from public sector decision-makers. This is predominantly driven by their advanced innovative and collaborative capabilities, as well as their awareness of the perceived usefulness of this notion. On the other hand, there is an evident lagging in supporting policies and organizational structure that foster co-creation with citizens. Nonetheless, the research revealed a need for both digital and physical platforms that facilitate co-creation practices in the public sector, sustained by an overarching citizen involvement strategy.

### **Keywords:**

Co-creation, co-design, citizen engagement, public services, decision-making.





## The Impact of the applied systems and Procedures for Consumer Protection on Consumer Satisfaction in the Kingdom of Bahrain

**By: Lulwa Mubarak Hasan Sulaibeekh**  
**Chief, Awareness**  
**Ministry of Industry, Commerce and Tourism**

### **Abstract:**

It goes without saying that granting and protecting peoples' rights represents one of the most significant characteristics that distinguish civilized and developed countries that care for everyone living within their borders. One of these rights is protecting consumers against the exploitation of producers and sellers especially in the most recent times that witness increasing pressures resulting from new entries in the global markets where competitiveness goes up massively. There is no doubt that the responsibility of protecting consumers and granting their rights is a pivotal issue for government. This protection is certainly achieved through particular authorities. In the kingdom of Bahrain, the Consumer Protection Directorate in the Ministry of Industry, Commerce and Tourism is mainly responsible for assuring consumers rights are protected in a market where high diversity in terms of taste and preferences is too much perceived. In this Directorate, the most important objective is to assure that Bahraini consumers are satisfied about the services provided by sellers who are themselves protected against exploitation of wholesalers and producers locally and internationally. Consumer satisfaction is an end that is pursued through different routes and procedures. One main procedure is ensuring the rights of the consumers are protected. Thus, the present research is conducted to investigate the impact of the applied systems and procedures for consumer protection on consumer satisfaction through the Consumer Protection Directorate in the Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain. To achieve the key aim of this research, the descriptive research design is applied in addition to a mixture of the qualitative and quantitative approach. Primary data is collected through interviews and a questionnaire. Data is collected from a population that includes employees in Consumer Protection Directorate in the Ministry of Industry, Commerce and Tourism in the Kingdom of Bahrain who are responsible for consumer complaints in addition to a random sample of the consumers who have complaints. The collected data is analyzed statistically.

### **Keywords:**

Consumer protection- Consumer satisfaction - Regulations- Consumer Protection Directorate – Supporting consumers – Consumer behaviour - Consumer Protection Law.



## C Level Women In Public Sector In Bahrain Success Factors, Challenges And The Horizon

**By: Najwa Abdul Shaheed Abu Hassan**  
**Chief of Insurance Claims Registration and Evaluation**  
**Ministry of Labour and Social Development**

### **Abstract:**

This work focus on the role the women workers in the public sector in Bahrain, it notices that even though the women workers in the Public Sector in The Kingdom of Bahrain outnumber their men colleagues, they still concentrated at the lower part of the hierarchy, leaving the top managerial levels to be occupied by their men colleagues, which represents what is known as the Glass Ceiling phenomenon, this research is dedicated to study the glass ceiling phenomena in the public sector in the Kingdom of Bahrain by trying to understand the challenges facing women at high managerial positions throughout their career journey. A qualitative research approach has been adopted in order to answer the research questions, where nine women working at the public sectors as assistant undersecretaries have been interviewed through semi structured interviews, where they revealed their personal experiences and the challenges that faced them through their work journey. Both primary and secondary data gathered through the semi structured interviews and the literature review have been interpreted and analyzed, in order to come out with a conclusion for this research that answered the research questions, it have also resulted in the construction of a Women Career Progression Model by the researcher. The research has been ended by some recommendations to enhance the equality between genders at the public sector.

### **Keywords:**

Women, Career Progression, Glass Ceiling, Challenges, Gender Gap, Women Career Progression Model.



## An investigation of the factors causing the non-compliance with regulation of type approval for Short-Range Devices by the dealers in Kingdom of Bahrain

**By: Omar Abdulla Ali Ebrahim**  
**Manager of Frequencies Monitoring Department**  
**Telecommunications Regulatory Authority**

### **Abstract:**

This research studied the determinants of dealers' non-compliance with the regulation of type approval for Short Range Devices in the Kingdom of Bahrain. The "Table of Eleven" model, which consists of eleven factors related to compliance, was used to examine these determinants. An online survey containing 40 items was employed for data collection from 170 dealers who import short-range devices from outside Bahrain and sell them to the small shops. The measurements of constructs relating to the "Table of Eleven" and general characteristics of the dealers were collected. Skewness examination was performed to test the data distribution. The PLS path model was chosen to evaluate the measured indicators and to carry out the rest of the analysis. Harman's single factor test was conducted to check if a single factor can explain the majority of any variance. A Cronbach's Alpha analysis was executed to assess the internal consistency reliability. Composite reliability and average variance extracted (AVE) were used to estimate the amount of convergent validity between item measures. Fornell Larcker's criterion was applied to assess the discriminant validity test. The collinearity assessment and significance of path coefficients were used to examine the predictive capabilities and the relationships between the constructs. The research found that the strongest determinants of compliance are the <familiarity with regulation> and <risk of Sanction>. The research concluded that the knowledge and sanctions influence is more likely to contribute to compliance with the regulation of short-range devices. The starting point would be to enhance the level of knowledge through developing more effective educational methodologies by the government. Added to that, there should be a regular review and update of the implemented policies related to deterring violators.

### **Keywords:**

Compliance, "Table of Eleven", Short-range devices, Regulation, Radiocommunication



## **Creative Approaches to Managing with Less and Creating Change - for the successful implementation of the Fiscal Balance Program in Bahrain**

**By: Raghdan Saleh Qasim Abdulrasool**  
**Director of Public Revenue Policies**  
**Ministry of Finance and National Economy**

### **Abstract:**

This thesis aims to build a framework that can be retained by Bahrain to adapt key financial measures being introduced by government organizations using change management during the implementation of the Fiscal Balance Program. It also explores which financial measures were perceived as most suitable for cutback management and what strategies are required to create the change necessary according to Kotter's 8 step model. A qualitative research was used involving interviews with financial managers from the government agencies that had experienced the highest cutbacks. The thesis identified 16 tactics and initiatives to managing cutbacks that were categorized into two themes: 1) Management and strategic themes and 2) Specific practices. It also revealed that three of Kotter's eight step model are the key elements to build a fundamental framework for change management to implement the tactics and initiatives. Based on these findings a suggested change management framework has been suggested. The thesis is concluded with identified areas for further research and recommendations for the findings drawn.

### **Keywords:**

Fiscal Balance – Cutback Management – Financial Measures – Change Management – Financial Managers.



## The Innovation in the Public customer service departments in Bahrain: A Quantitative study in three governmental entities in Bahrain's Public sector

**By: Sultan Ahmed Saleh Jubara Albufalah**  
**Manager of civil service bureau president's office**  
**Civil Service Bureau**

### **Abstract:**

Many governmental entities in Bahrain believe that the best way to deliver their services to the public by creating customer service departments. Most of these departments in Bahrain have mission and goals that focus to achieve both customer satisfaction and service delivery. Some obstacles occur in delivering the public services through these departments which affect on the same time the level of customer satisfaction, these obstacles happened in the case of directors and supervisors of these departments who have different understandings of innovation which innovation is supposed to facilitate improving the level of customer satisfaction and achieving the service delivery in these departments.

Thus, if innovation is supposed to give an advantage to achieve the goals of these departments, the absence of innovation will make the achievement of service delivery and customer satisfaction is hard to apply.

This thesis seeks to analyse the relationships between Innovation with Service delivery and customer satisfaction in the public customer service departments in Bahrain. This thesis will give better understating about these relationships and will help to identify the gaps that shows in departments output.

This thesis based on a quantitative approach. Three public customer service departments were selected as samples of the whole departments in Bahrain, two types of surveys were distributed in the sampled departments for the employees and the clients. The structured interviews were conducted in this thesis for directors of departments and other in order to know the barriers of innovation. statistical analysis models and assessments were used in this thesis.

### **Keywords:**

#innovation #public\_sector #bahrain #customer service #government #entities #customer\_satisfaction #service\_delivery #clients



## Transforming middle Managers into Second-line Leaders: Uncovering the Hidden Potential of Middle Managers within the Ministry of Finance and National Economy

**By: Sara Mohamed Saleh AlKawari**  
**Director of Planning and Development**  
**National bureau for revenue**

### **Abstract:**

**Purpose:** The purpose of this paper is to bridge a gap in literature regarding the skills that define second line leaders to ultimately identify the leadership style that can best transform middle managers within four core financial directorate in MoFNE into second line leaders.

**Methodological approach:** a qualitative semi-structured interview was conducted for a sample of 14 selected participants of which their inputs were categorized into four main components for the data analyzation process: the role of middle manager, the essential skills that they possess, the skills of second line leaders, as well as the characteristics of existing directors to understand the leadership style practiced and how effective has it been in establishing second line leaders.

**Findings:** Primary data observations suggest that the combination of both transactional and transformational practices are the most beneficial. The characteristic of empowerment was further dominant in two directorates. To establish second line leaders, however, a leader should develop more transformational qualities and practices than those of transactional (Bass and Avolio, 1993).

**Research limitations:** The study was limited to four financial directorates within MoFNE. The context of this study is precise and similar as all directorates carry similar functions and their directors are within the same age group. This could suggest that other government organizations and sections with different functions or age group could support different leadership practices.

**Recommendations:** Extend the analysis for a bigger sample in MOFNE and eventually other organizations to compare leadership practices in different public sector context. Studying leadership effectiveness in correlation to the culture is also crucial. Further research could be conducted to test the validity of the recommended process for establishing second line leaders.

**Originality/ value:** There is a gap in literature regarding the skills that define second line leaders. By understanding these skills, the research intends to identify the leadership style that can best ensure the continuity of the directorate at the instances where the director is not available. Findings could suggest practices and procedures to be reinforced within various directorates.

### **Keywords:**

Middle managers, second line leaders, transformational leaders, transactional leaders.



## Main Causes of Delays in Public Sector Construction Projects in the Kingdom of Bahrain

**By: Sami Kamal Fetaikh Felaih**  
**Project Officer**  
**Military Works Directorate**

### **Abstract:**

**Purpose:** This research aims to investigate the main causes of delay in public construction projects in the kingdom of Bahrain.

**Methodology:** The research followed a quantitative methodology. The previous studies on the same topic were analyzed to make an initial list of 77 potential well-identified causes of delay. Then, a pilot study was conducted to produce a final list of 21 causes of delay used to build the final questionnaire. The data collected from the survey with the participation of 67 engineers representing the main three involved parties were used to rank the main causes of delay based on their Relative Importance Index (RII).

**Main Findings:** The overall results of the study indicate ‘Cash flow problems faced by the contractor’ as the top main cause of delay in public construction projects in the kingdom of Bahrain. It was followed by: ‘variation orders and design changes by the owner’, and ‘delay in performing external work due to other public agencies’. There was a strong agreement between owners and contractors in their results while the results of consultants had a moderate agreement with the other two groups.

**Managerial recommendations:** managerial recommendations were provided by the author of this research for the mitigation of each of the top five identified main causes of delay in public construction projects in the kingdom of Bahrain.

**Main Recommendation:** The main recommendation was to introduce an independent public entity that monitors all public construction projects along with their schedules and applies penalties on the responsible party in case of delay as per contract

### **Keywords:**

Public sector, Construction Projects, Delays, time overrun, Bahrain, GCC countries.



## Factors Impacting Cloud Adoption in the Public Sector in Bahrain: an innovation analysis

**By: Yousif Mahmood Al-Khaja**  
**Head - IT Infrastructure**  
**Central Bank of Bahrain**

### **Abstract:**

In 2017 with the challenges facing public sectors regionally and globally the Kingdom of Bahrain announced an innovative initiative that never occurred in the region before to advance the public sector by migrating the public sector services to the Cloud. But adopting any innovation there are factors to evaluate and the impacts generated from the innovation on the public sector. This research analyzed these factors and their impacts on each participant from the cloud service provider to the public organizations adopting the innovation, in the same time analyzes the factors that distinguished some organizations to be “Innovators” and other to be “Laggers”.

### **Keywords:**

Public Sector, Innovation, Cloud, CSP, TOE, DOI.





# Graduates

Cohort 4



**Aref Abdul Rahman Faqih**  
 Director, Internal Audit &  
 Performance Follow up  
 Customs Affairs- Ministry of  
 Interior



**Ahmed Jassim Mearaj**  
 EX-Head of Maintenance  
 EWA



**Ahmed Salman Hamada**  
 Manager of Radio Spectrum  
 Telecommunications  
 Regulatory Authority



**Ammar Yaser Ali**  
 Chief, Inspection and Control  
 Ministry of works,  
 Municipalities Affairs &  
 Urban Planning



**Aamal Juma AlRamidhi**  
 Chief, Institutions  
 Performance Review  
 (Technical)  
 Education and Training  
 Quality Authority



**Ali Merza Abdulredha**  
 Chief, Electricity  
 Conservation  
 EWA

**First Class Honours**



**Eman Haider Al Haider**  
Senior Curriculum Development  
Specialist  
Bahrain Polytechnic



**Fatema Abdulrahman**  
Projects Management  
Specialist  
Information and  
eGovernment Authority



**Hana Mohamed Naser**  
Chief of Promotion and  
Information  
Ministry of Labour and  
Social Development



**Jasim Abdulla AISakran**  
First Attache, Specialist  
Gulf Cooperation Council GCC  
- Economic and Development  
Affairs Commission



**Jamal Jameel AlKhayer**  
Management Consultant  
One Eleven Holding S.P.C



**Jassim Mohamed Mansoor**  
Acting Cheif, Quality  
Management  
Ministry of Finance and  
National Economy



**Jassim Mohamed Rahma**  
Chief, Project Management  
Section  
Ministry of Works



**Mohamed Ebrahim Ashoor**  
Head, Computer System  
Development  
Ministry of Industry,  
Commerce, and Tourism



**Mohamed Alaa Afifi**  
Senior General Engineer  
Ministry of Industry,  
Commerce, and Tourism



**Mohamed Abdulla Baqer**  
Head of New Media Department  
Supreme Council for Women

**First Class Honours**



**Mona Mohamed Ahmed**  
Sr. Speech Therapist  
Salmaniya Medical Complex



**Sadeq Abduljalil Ali**  
Senior General Engineer  
Electricity and Water  
Authority



**Sara Adel Mohamed**  
Senior Officer  
Tamkeen

First Class Honours



**Shaikha Naser Al Kaabi**  
Senior Educational Review  
Specialist  
Education and Training  
Quality Authority

First Class Honours



**Saeeda Ali IsaThani**  
Head of the Industrial Areas  
Services  
Ministry of Industry,  
Commerce and Tourism

First Class Honours



**Yusuf Ali AlHasan**  
Acting Chief, Roads Projects  
Services Section  
Ministry of Works,  
Municipalities Affairs and  
Urban Planning

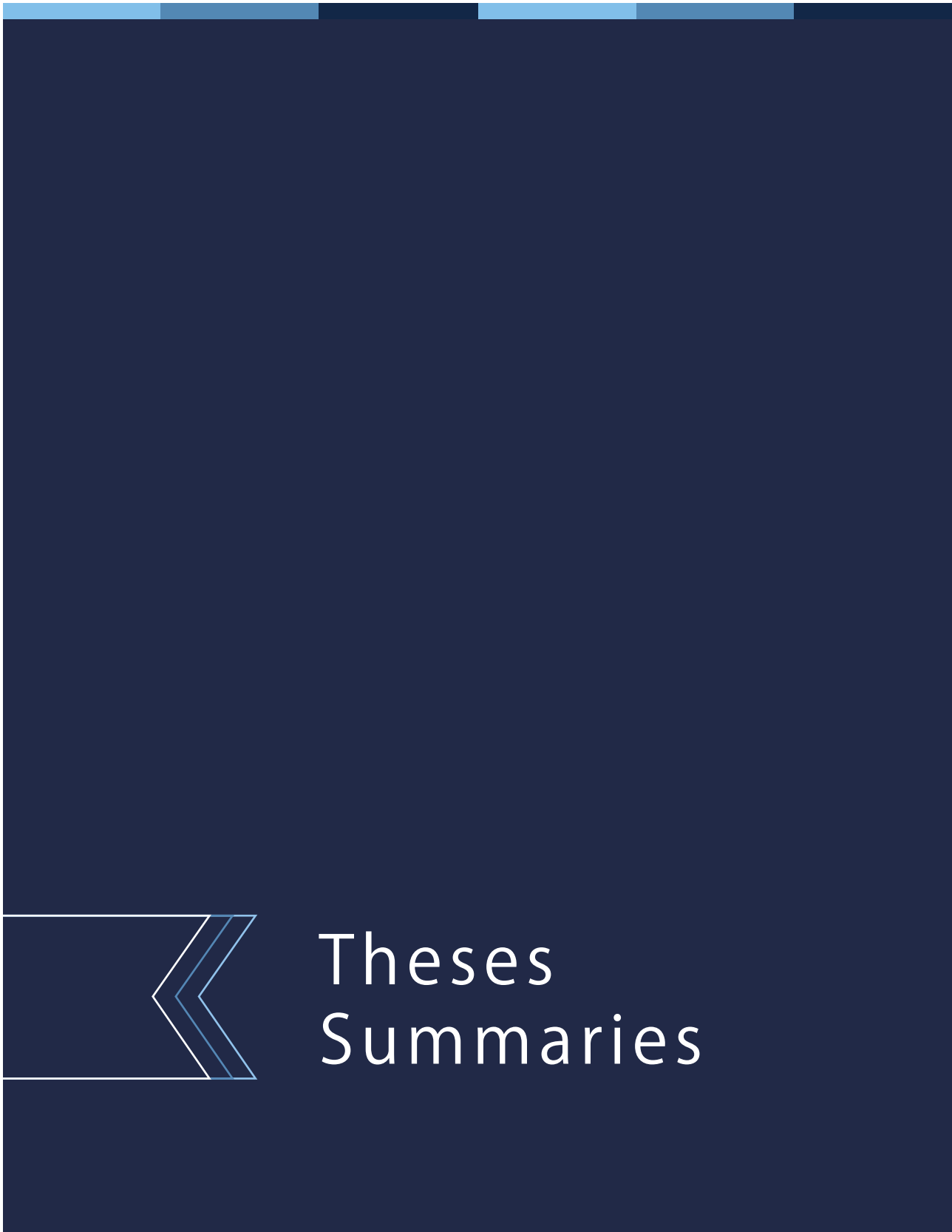


**Zahra Mustafa Ghanim**  
Sr. Accountant  
Ministry of Health

First Class Honours



**Zahari Mahfoodh**  
Head, Educational Reviews  
I Directorate of Vocational  
Reviews  
Education & Training  
Quality Authority (BQA)



# Theses Summaries



## The Improvement Of Customs Clearance: An Evaluation Of Clearance Of Imported Goods

**By: Aref Abdul Rahman Faqih**  
**Director, Internal Audit & Performance Follow up**  
**Customs Affairs - Ministry of Interior**

### **Abstract:**

The researcher has completed a thesis on the improvement of customs clearance procedure of imported goods subject to Regulatory Authorities permission at Customs Affairs in the Kingdom of Bahrain. The thesis included six chapters, namely introduction with the research questions, the literature review, methodology, empirical results within the questionnaires conducted to the concerned parties and an interview conducted with internal and external stakeholders, discussion, conclusion, some recommendations to improve the efficiency of the customs clearance system, limitations, and further research. Upon the study performed, four proposals were given, including but not limited to the development of KPIs for customs brokers and RA's employees, the establishment of a customs portal, elaboration on a new feature into the OFOQ system, application of blockchain technology, and risk management tool, and additional training of customs brokers. The crucial restrictions of the research were related to the limited deadlines, insufficient responses, cultural bias, and Covid19- challenges. However, further research is required to amend the relevant regulatory legal acts.

### **Keywords:**

Improvements in efficiency, Imports clearance, Automation, Integration, Reasons for inefficiencies.





# Investigating Factors Influencing Civil Service Employee Decision Toward The “Optional” Retirement Scheme In The Kingdom Of Bahrain

**By: Ahmed Jassim Madan Mearaj**  
**Ex-Head Of Maintenance**  
**EWA**

## **Abstract:**

In the Kingdom of Bahrain, the pension system improvement and its actuarial deficit were addressed by the Government Action Plan 2015. The following Fiscal Balance Program was launched in 2018 with six initiatives, and one was presenting a voluntary retirement scheme for government employees. The purpose was to reduce civil servants' number by giving incentives to leave as part of early retirement. However, the scheme was presented only once and for one month only. The optional retirement scheme was an extraordinary measure dedicated to the public sector that took place in a specific context upon the government's initiative.

This thesis aims to establish an explanatory model and develop an in-depth understanding and a complete picture of the factors' interaction in the eligible public servant decision as to the opportunity offered by the scheme.

The discussion on the retirement decision was conducted by comparing the thesis findings with results from a review of relevant academic literature. The choice theories and brain tendencies effect on perception were used as an explanation aid to some employees' attitude toward the scheme. However, the rational theory played a vibrant role in the decision making, next the Person-Environment Fit Theory while, and the ambiguity made the scheme's acceptance hard for many employees.

Conclusions drawn by results was in the form of a simulation of the retirement decision making by building two profiles; the first is for Optionally Retired Persons (OPR), the other is for Job Retained Persons (JRP). Finally, the study limitation is presented along with recommendations, future researches, and thesis contributions.

## **Keywords:**

Retirement Decision Making, Empirical Evidence, Factors, Influence, Retaining, Contextual, Organizational, Non-Organizational, Exploratory Analysis, Rational Choice Theory, Personal Perception, Mixed-Method.





## Regulatory Framework Optimization For The Type Approval Of Short-Range Telecommunication Devices In The Kingdom Of Bahrain

**By: Ahmed Salman Abdulla Hamada**  
**Manager of Radio Spectrum**  
**Telecommunications Regulatory Authority**

### **Abstract:**

In Bahrain, two authorities issue certifications of short-range devices (SRD). The Telecommunication Regulatory Authority (TRA) issues type-approval certificates, including the short-range devices that relate to public networks, while the Information & eGovernment Authority (iGA) issues type-approval certificates for the SRD that are not covered by the TRA. The purpose of the study is to identify the perspective of the telecommunication consultancy companies in Bahrain (beneficiaries) on the quality of the regulations applied by TRA and iGA in issuing their respective certifications. The study aims at understanding how the beneficiaries rate the regulatory framework of the SRD approvals. To gather the perception of the beneficiaries, an online questionnaire was emailed to 226 beneficiaries of the two authorities, and total of 116 responses was received. The study considers three key factors against which the quality of regulations can be measured: transparency, simplicity, necessity. It is found that about 95% of the respondents disputed that they were not invited to comment on the draft regulations. The majority of TRA's participants mentioned that they were informed of new or revision of existing regulations, while the majority iGA participants stated they were not. A correlation is found between the regulation optimization and (a) transparency, and (b) the feasibility of obtaining a SRD type approval certificate in terms of time, money, and effort. The majority of TRA participants agree that the procedure is systematic, and the regulations are accessible, while iGA participants disagree. Most of the participants are satisfied with the current type-approval processing time, especially for the iGA. To improve the service, more participants preferred merging the current TRA and iGA regulations for SRD. The study recommends setting a dedicated department in both authorities to ensure the quality of the regulation issued.

### **Keywords:**

Type-Approval, Short-Range Devices, Perception, Beneficiaries, Regulation, Quality.



## The Effect of Redefining the Public Sector's Role on the Stakeholder's Satisfaction: BENAYAT System as a case study

**By: Ammar Yaser Ali Abdulkarim**  
**Chief, Inspection and Control**  
**Ministry of works, Municipalities Affairs & Urban Planning**

### **Abstract:**

The BENAYAT system, which applies the redefinition process to changes the role of the government of Bahrain from service provider to regulator, aids the delivery of building permit services. The redefinition process applied through a transformational policy provides maximum tangible benefits through a re-engineered, automated and transparent system. The purpose of this research is to assess the satisfaction of related stakeholders with the operational effectiveness of the transformational policy and the BENAYAT system's technological uses. This research employed an online survey to gather the opinions of public sector engineers, private consultant firms, real-estate developers, and investors in Bahrain. Almost half of the respondents were dissatisfied with the redefinition process, as they were not consulted about it, nor were they invited to a meeting that explained this transformational policy's implementation. The public sector was more satisfied with the transformational policy than the private sector. Regarding the correlation between the model constructs, there was no correlation between knowledge of the transformational policy and (a) the operational effectiveness of the transformational policy or (b) its expected benefits from the transformational policy. However, there was a significant relationship between the technology used (BENAYAT system) to applies the transformational policy and (a) the expected benefits of the transformational policy and (b) the operational effectiveness of the building permit process. Additionally, the expected benefits of the transformational policy had a significant correlation with the operational effectiveness, and so did the operational effectiveness and overall satisfaction. This research recommends better marketing the BENAYAT system to increase knowledge and train stakeholders to professionally use it.

### **Keywords:**

Redefinition, E-government, Stakeholders, Satisfaction, Public Management, Public sector, BENAYAT System.



## Towards A Conceptual Framework For Assessing The Effectiveness Of University Industry Collaboration In The Case Of Bahrain

**By: Aamal Juma Salem Ali Alramidhi**  
**Chief, Institutions Performance Review (Technical)**  
**Education and Training Quality Authority**

### **Abstract:**

Bahrain's Economic Vision 2030 is to transform the nation's economy from an oil-dependent one to a productive and globally competitive economy. The vision clearly states, 'encourage research and development in universities to create the platform for a knowledge-based economy' (vision 2030). Successful collaborations between university and industry are drivers of innovation and economic growth. Hence, it is essential to redefine the role of research universities to one that extends beyond its traditional teaching and service to the community to a role that is befitting to meet the challenges of the twenty-first century (Edmondson et al., 2012).

Therefore, the need for a conceptual model to measure the effectiveness of universities and industry relationships in the Kingdom of Bahrain is crucial. The framework can help universities and industry to promote best practices and improve areas that require further development. At present, there is no evidence of a framework to measure the effectiveness of UICs in Bahrain; as well, there is no evidence that substantiates the added value of the UICs to the economic and/or social development in the Kingdom of Bahrain, which can later be assessed by the government. This research attempted to develop a conceptual model to assess the UIC effectiveness in the Kingdom of Bahrain in Science and Technology sectors. The study started with Delphi protocol with seven panelists who were asked to provide their professional views on the preliminary conceptual model based on their experience using axial coding during Delphi round. The researcher used the agreed conceptual model from Delphi protocol for the final step of quantitative data analysis, for which purpose an online questionnaire was utilized. The framework determines the main dimensions/subdimensions of the UIC based on benchmarking of models/ frameworks available in the literature review. The main research findings revealed a total of four categories/dimensions affecting the effectiveness of UIC in the Kingdom of Bahrain: University Factors, Industry Factors, Operational Factors, Relationship Factors. These dimensions include a total of thirteen critical success factors as validated by the factor analysis. Finally, the researcher proposed some topic as candidate for future research such as, including the decision makers beside experts, expanding to scope to the GCC and MENA countries.

### **Keywords:**

Effectiveness of University Industry Collaboration (UIC), University Factors, Industry Factors, Operational Factors, Relationship Factors.



## Towards Sustainable Electricity in Bahrain: Exploring Factors Determining the Consumers' Electricity Conservation Behavior in the Residential Sector

**By: Ali Merza Abdulredha Ahmed Yusuf**  
**Chief, Electricity Conservation**  
**EWA**

### **Abstract:**

This study explores the factors that determine electricity conservation behavior in the residential sector customers, which can help in making a positive behavior change. Behavior change is the aim for any social marketing initiative. The existing literature on the subject was first reviewed in order to gain a better understanding of potential factors determining electricity conservation. Most energy conservation research, according to the review, are centered on two research approaches. The first one is the individualistic approach, which is based on the Theory of Planned Behavior, and the second one is the altruistic approach, which is based on the Norm Activation Model. This research combines both approaches, individualistic and altruistic, in addition to economic and sociodemographic moderating variables for understanding why people choose to conserve energy in their homes.

The research is based on the positivist paradigm. A quantitative research method was followed for examining the relations between the various factors in the model used. An online questionnaire was utilized for the data collection.

According to the results, the subjective (social) norms, personal norms and perceived behavior control were important direct factors influencing behavioral intention to save electricity. The actual implementation of electricity conservation was found to be strongly influenced by the behavioral intention to save electricity.

The insights given in this study about the factors influencing electricity conservation behavior would undoubtedly be useful for policy makers and social marketers and who can use this knowledge to effectively advocate for and promote household electricity conservation in Bahrain and other countries as well.

### **Keywords:**

Social Marketing Theory of Planned Behaviour (TPB), Public Awareness Norm Activation Model, (NAM), Electricity Conservation Consumers' Behaviour, Domestic Sector Bahrain.



## Exploring the Motivators and Challenges for Implementing Recognition of Prior Learning in Bahrain's Higher Education Institutions: Multiple Case Studies

**By: Eman Haider Al Haider Ali**  
**Senior Curriculum Development Specialist**  
**Bahrain Polytechnic**

### **Abstract:**

This research explores the motivators and challenges (external and internal) of implementing Recognition of Prior Learning (RPL) from the perspective of higher education institutions (HEIs) in Bahrain, in response to the research gap regarding the lack of clarity in terms of RPL policy and implementation in Bahrain. At present, among the HEIs listed in the country's National Qualification Framework, no applications for RPL have been made; although the national policy is there, its implementation is clearly lacking. This thesis uses multiple case studies in HEI settings: six out of eight institutions completed a questionnaire followed by an in-depth semi-structured interview.

The result of this research is summarised in precise points. To begin with, the lack of awareness among society—including parents, learners, all education and training providers, and employers—would make RPL implementation redundant. Regarding rules and regulations in coordination with all stakeholders can be developed, shared, discussed and then reflected onto the agreed policy proceeding, in that way, it will lead to enhancing the precision of the NQF level descriptors. The internal challenges may be overcome by having the institutions align their internal regulations, curricula and infrastructure issues with the clarity attained from the outward-facing requirements, thus maximising the process and activating all the motivators presented, which include revenue generation.

The results indicate that external challenges should be dealt with at the national level; in turn, HEIs can overcome their own internal challenges by being fully aware of what is required from them specifically. Finally, a national action plan is proposed as per the suggestions received to overcome these existing challenges.

### **Keywords:**

Recognition of Prior Learning (RPL), National Qualifications Framework (NQF), Experiential Learning, Awareness, Public Management, Higher Education, Education, lifelong learning, Policy implementation.



## Investigating the factors that affect the maturity of Open Government Data in the Kingdom of Bahrain: Data Providers Perspective

**By: Fatema Abdulrahman Musaiger**  
**Projects Management Specialist**  
**Information and eGovernment Authority**

### **Abstract:**

The present research aimed to assess the current maturity level regarding the Open Government Data (OGD) initiative implemented in the Kingdom of Bahrain focusing on the data providers perspective which is the Government side to capture what are the things that are hindering the Kingdom's government to achieve more advanced levels in the Open Data field. As the maturity of the Open Government Data field in the Kingdom is facing a number of challenges, the purpose of this research is to investigate what are the factors that have an impact on the maturity of OGD in the Kingdom, and what are the things that should be done in order to minimize the impact of these factors and increase the maturity of OGD in Bahrain.

The factors identified from the literature and selected for the data collection are the below: F-1 Organizational Culture, F-2OGD Policy & Strategy, F-3Data Quality, F-4Government transparency, F-5Data Privacy, these factors were investigated through qualitative methodology, 18 participants we interviewed using semi-structured interviews and the results were captured and analysed. The findings of the study indicate that the mentioned 5 factors have a major impact on the maturity of OGD in Bahrain.

Furthermore, the study provides recommendations to enhance the maturity of OGD in Kingdom of Bahrain. The set of recommendations stemming from this research as follows: 1) Endorsement of Open Data Law, 2) Update OGD Policy & Strategy, 3) Dedicated OGD team in each entity, 4) Capacity Building for Government Employees, 5) Enforcement from top management to comply to the OGD Law, Strategy & Policy, and 6) Share the Open Data Samples captured during the interviews.

### **Keywords:**

Open Government Data, Kingdom of Bahrain, Privacy, Quality, Transparency.



## Investigating Factors Affecting Regulatory Compliance of Private Training Institutes In Bahrain Towards MLSD Licensing Regulations

**By: Hana Mohamed Naser Ismaeel Ebrahim**  
**Chief of Promotion and Information**  
**Ministry of Labour and Social Development**

### **Abstract:**

Among other responsibilities, the Ministry of Labor and Social Development in Bahrain is responsible for issuing permits, monitoring and supervising the activities of private vocational Training Institutes to assure their compliance to laws and regulations. by contrast, Bahrain Education and Quality Assurance Authority (BQA) monitors the quality of training services rendered by certain institutions and lists and approves their qualifications on the National Qualifications Framework (NQF) after they meet certain compliance requirements. whereas Tamkeen's role is to financially support and fund TVET system in the kingdom, as well as supporting training activities offered by private training institutes for private sector employees and job seekers on the condition that those activities be monitored to ensure compliance with certain Tamkeen standards, the main aim of this governance process is to ensure the quality outcomes of those training providers in order to achieve the goal of making the Bahraini the employee of choice and develop human capital to achieve main objectives of economic vision 2030. Despite the triangle of authorities' support and advice in regulating TVET organizations (proper legislation and control, quality assurance, and financial support), yet those institutions still encounter lower rates of compliance with the three authorities.

Throughout the analysis of this research, literature gap was encountered related to regulatory compliance in TVET sector, accordingly this research mainly aims to investigate the determinants that influence the compliance behavior of private training institutes licensed by MLSD, explore recommendations to improve compliance levels, and propose a national level action plan to improve compliance levels with MLSD regulations in coordination with other regulators and policy makers.

### **Keywords:**

Private Vocational Training Institutes – Technical Vocational Education and Training (TVET) – Regulatory Compliance – Determinants of Compliance – compliance framework.



## The Role of Economic Modeling in The Kingdom of Bahrain in support the economic decision making Case of financial entities in Bahrain: Ministry of Finance and National Economy – Tamkeen - Gulf Monetary Council

**By: Jasim Abdulla Jasim Mohamed Ali AISakran**  
**First Attache, Specialist**  
**Gulf Cooperation Council GCC - Economic and Development Affairs Commission**

### **Abstract:**

This study analyzes the role and types of economic models of forecasting in the Kingdom of Bahrain. Including its contribution to economic decision-making. The study follows the qualitative approach to investigate the implementation of modeling in financial institutions in the government of Bahrain. It also explores the models currently used. The study found the significant impact of economic modeling in influence approaching the economic decision. In several sectors, future planning and policies are affected. Besides, the positive impact of using the Bahraini economy modeling in development from the 1980s until the present time. In addition to the contribution of economic forecasts in developing plans in Bahrain since 1967 as the first development plan in the Arab Gulf region. To the latest development plan in (Economic Vision 2030). The study also finds the importance of using modeling as a practical forecasting tool, in addition to a clear awareness from Bahraini economic institutions of the advantages and disadvantages of economic modeling. The study additionally recommended expanding economic modeling in the public and private sectors. from simple models to the most complex. As well as develop a strategic plan to improve the modeling sector in the Kingdom of Bahrain. The thesis concludes to focus on continuing modeling research. Plus, the importance of developing the data system required to operate the models. Finally, the research indicates the significance of developing the Bahraini capabilities to deal effectively with economic models.

### **Keywords:**

Economic Modeling , Economic , Models , Government , Financial , Forecasting.





## The Impact Of Hr Practices In Maintaining Employee Commitment During Major Health Crises In Bahrain As A Case Of Ministry Of Education Employees

**By: Jamal Jameel AlKhayer**  
**Management Consultant**  
**One Eleven Holding S.P.C**

### **Abstract:**

The research study investigates today's working experience of employees, their working conditions after the health crises initiated globally and investigate further how these working situations are impacting the employee's commitment. The qualitative research design and methodology in the research study seek to provide deeper insight into the commitment issues faced by employees and how they manage to overcome or reflect on their assigned task. The data was collected from the ministry of education employees and supervisors and analyzed their experience through thematic analysis. The analysis concludes that HR has introduced significant health crisis management practices in the ministry of education. These implemented practices include SOPs, work from home, telecommunication, and reduction in staff, which have significantly impacted employee performance and commitment. Nature and change in working conditions have changed due to the acceptance of online gadgets.

### **Keywords:**

COVID - 19, Commitment level, Ministry of education, HR practices.



## Investigation Cultural Engineering Impact on Cultural Industries (Theater as a Model) To Improve Economic Development

**By: Jassim Mohamed Mansoor**  
**Acting Cheif, Quality Management**  
**Ministry of Finance and National Economy**

### **Abstract:**

«Investigation the impact of Cultural Engineering on cultural industries to enhance the economic development. The research is trying to find alternative resources of revenue to strengthen the non-oil GDP growth by diversifying the economy of Kingdom of Bahrain. The research will shed light on the importance of Cultural Engineering, and the various pillars that affect the Cultural Industries, Cultural Engineering related to Creative Economy, Cultural Investment, Strategic Planning, Financial, Education and Training, PPP, Governance, government institutions, and Establishment and Oversight of Cultural Institutions.

The research followed the qualitative research approach, in-depth semi-structured interviews are conducted with participants from different specializations, but related to the culture, such as culture specialist, parliament, financial, economist, legalist, and expert. Although, the Focus group session conducted with three culture experts, three different experts in the field, the thematic approach used for analysis.

The empirical results highlight the main significant pillars that impacts the cultural engineering on the cultural industries leading to economic development where there is a need to establish and incorporate the cultural national strategy to the kingdom of Bahrain strategy, establishment of laws to regulate the cultural institutions and adding a legal article to allow cultural institutions to invest, lack of awareness for «public, private sector, citizen», The Cultural Engineering as a spider web has a link to economics, sociology, education, and Societal culture. All these forms a full integrated system.

The value of this research is to shed the light on why cultural engineering is important, required, and what are the roles of the main parties towards the cultural engineering policy. However, this thesis sets as a base to further research, it is the first research in the GCC on this field.»

### **Keywords:**

Cultural Engineering, Creative Economy, Cultural Investment, Strategic Planning, PPP.



## Exploring Factors Affecting The Cultural Values of The Workforce of The Public Sector From Hrm Perspective A Case Study Of Works Affairs In The Kingdom Of Bahrain

**By: Jassim Mohamed Rahma**  
**Chief, Project Management Section**  
**Ministry of Works**

### **Abstract:**

Cultural diversity in the workplace has developed as a modern organisational phenomenon which represents a double-edged sword influence on Human Resources Management. However, despite the huge number of publications on this topic; there is a scarcity of publications of this phenomenon in the public sector in general and in the Arab Gulf region in particular.

Hence, this study aims to explore the main diversity factors influencing the cultural values of the public workforce in the Kingdom of Bahrain to assist HR managers in developing policies and procedures to motivate, manage and retain public servants.

The study employed a quantitative approach by adopting Hofstede's cultural value framework and his Values Survey Module 2013 (VSM 13). Works Affairs has been selected as a case study for public organizations in the kingdom of Bahrain. The data were collected and analyzed using Statistical Package for the Social Sciences (SPSS).

The study concluded that there are nine factors out of 15 studied that have either a positive or a negative correlation with the cultural dimensions established by Geert Hofstede, namely, nationality, generation cohort, age, ethnic identity, the field of study, education level, religion, Monthly house income, and, language factors. However, both Nationality and Religion factors have statistically proven to be significantly influential factors in shaping the cultural values of the public workforce among other diversity factors. Moreover, the analysis also disclosed that the significant effect of generational cohort factor is very small or neglected.

The study concluded that HR managers should avoid stereotypes regarding generational diversity and focus mainly on the defined diversity factors illustrated into the conceptual framework, and to consider study recommendations while setting strategies to motivate, lead, manage and retain the public employees.

### **Keywords:**

Cultural values, Diversity, Kingdom of Bahrain, Quantitative research, Hofstede, VSM13, Human Resource, Public Sector, 2021.



## Identifying the determinants of entrepreneurs satisfaction about the Virtual Commercial Registration in the Kingdom of Bahrain

**By: Mohamed Ebrahim Husain Ashoor**  
**Head, Computer System Development**  
**Ministry of Industry, Commerce, and Tourism**

### **Abstract:**

The aim of this research is to identify the determinants of entrepreneur>s satisfaction with the Virtual Commercial Registration in the Kingdom of Bahrain. The conceptual framework used in this research consists of five independent variables, namely low startup cost, simplicity of procedures, legalization of business activities, government support, scheme communication, and entrepreneur>s satisfaction as the dependent variable. The conceptual framework developed based on related literature review, government goals of introducing the scheme, and the entrepreneur's expectations of the virtual commercial registration.

Among the 1319 holders of active virtual commercial registration, a total of 112 respondents participated in the qualitative research survey that contained 32 items to measure the six research variables. Different Statistical analysis methods have been performed to analyze the primary data, including; reliability test, correlation analysis, and regression analysis to test the research hypothesis.

The research finding shows that the simplicity of procedures and legalization of business activities significantly influence the entrepreneur>s satisfaction. In addition, the finding shows that overall entrepreneurs' satisfaction about the Virtual Commercial Registration is 59.15% , whereas 21.65% of respondents are dissatisfied. These findings provide insights into entrepreneurs' experience with the Virtual Commercial registration, and they can help the policymakers focus on what matters most for the users of this policy in future amendments or reforms.

### **Keywords:**

Sijili, Virtual Commercial Registration, Entrepreneur>s Satisfaction, Business Formalization.



## The Impact Of Bahrain After Covid-19 Pandemic On Bahrain's Tourism Sector

**By: Mohamed Alaa Afifi**  
**Senior General Engineer**  
**Ministry of Industry, Commerce, and Tourism**

### **Abstract:**

The tourism sector is considered one of the most important economic sectors, considering its role in economic growth and its contribution to the gross domestic product (GDP). As Bahrain's major GDP contributor is the oil sector, it became essential to diversify the economy and to enhance the role of non-oil sectors in the route of sustainable development. One of these main non-oil sectors is the tourism sector, and that was the main reason to approach a study related to the effect of Covid19- Pandemic on this vital sector.

The main research objective is to discuss the future road map and recovery for sustainable tourism in Bahrain after Covid19- Pandemic (Post-Covid19-). This research analyzes the impact of Covid19- pandemic on Bahrain's Tourism sector and focuses on governments and international organizations recommended recovery initiatives, measures and actions required to restart tourism, the study also illustrates Bahrain's tourism strategy and the government action plan, along with the relationship between tourism and Bahrain's economy. The methodology used is a qualitative approach based on interviews with top level managers working in public entities related to the tourism sector, then the findings elaborate the interview responses. The research presents and discusses the analysis and comparison between the literature review and the interview responses. The research also presents recommendations to enhance tourism sustainability and aiming for Bahrain's tourism sector recovery, which included presenting a new "Place Branding" identity, continuous cooperation with regional and international stakeholders and tourism organizations to develop and implement recommended initiatives and actions, along with an enforcement of "Think Tanks" to be specialized and focusing on the tourism sector.

### **Keywords:**

Tourism, COVID19-, Recovery, Impacts, Economy, Sustainability, Strategy, Initiatives, Measures, Cooperation, Restart Tourism, Marketing and Investment.



## The Impact Of Working From Home On Job Satisfaction During The Coronavirus (Covid19-) Pandemic: Example Of The Public Sector In Bahrain

**By: Mohamed Abdulla Husain Baqer Hasan**  
**Head of New Media Department**  
**Supreme Council for Women**

### **Abstract:**

This master's thesis analyzes the impact of working from home on job satisfaction during the coronavirus (COVID - 19) pandemic and were focused on the public sector in the Kingdom of Bahrain. The variables attached to home working implementation are generated from Maslow's Needs Hierarchy and Herzberg's Motivator-Hygiene theory. An online questionnaire is used to collect the opinion of public sector employees in the Kingdom of Bahrain (n =140). The findings present an overall satisfaction towards home working implementation, with female participants showing higher satisfaction. The inferential analysis illustrates a significant correlation between the following factors: gender, age, working (environmental) conditions, flexible working facilities, attendance on one hand, and overall satisfaction on the other hand. Infrastructure (hardware and software) readiness in particular required for home working is highlighted by the participants. The findings support the feasibility of working from home provided that improve the policy in general even after the pandemic, especially for female employees attached with the benefits generated with the implementation, such as flexible working facilities and work-life balance. The focus of home working may be more concentrated on the age categories of 25 to 44 years old. Those recommendations might reflect more overall satisfaction and benefits in return for both the employees and organizations.

### **Keywords:**

Working from Home – Job Satisfaction – Covid19-- Public Sector.



## Accessibility to Healthcare in Outpatient Clinics in Salmaniya Medical Complex: Staff and Patient Experience

**By: Mona Mohamed Ahmed Mohamed**  
**Sr. Speech Therapist**  
**Salmaniya Medical Complex**

### **Abstract:**

Patient and staff experience is significantly crucial to assess the accessibility to healthcare in outpatient clinics in any health facility. However, the correlation between the two in Salmaniya Medical Complex (SMC) in Bahrain has not been measured by a proper tool. This study assesses the level of accessibility to healthcare in SMC according to patient and staff experience. The study adopts a mixed method. First, 316 patients' opinions are surveyed using an adopted web-based version of the Picker Adult Outpatient Tool. Second, a semi-structured interview is used with 10 staff members from outpatient clinics to probe their experience, in addition to one interview with an administrator. The results show that healthcare accessibility has a significant impact (eight Picker Principles) on staff and patient experiences at outpatient clinics in SMC. The most important concern to both the patients and staff is fast access to healthcare, particularly the appointment system and waiting time. A total of 42.1% of patients stressed the need for further emotional support and respect. At the same level, the staff believe that more acknowledgement of their efforts would be motivating. Another shared concern is improving the waiting areas in both the clinics and the pharmacy. However, when it comes to patients' family involvement in decision-making, the patients want more of it while the staff recommend reducing it. The patients request clearer explanation from doctors to enhance self-care, and also continuity of care and smooth transition of medical cares. The research recommends introducing innovative applications to enhance patient autonomy and overcome the shortage of staff and provide tailored training courses that address the issues.

### **Keywords:**

Accessibility, patient experience, outpatient clinics, administrative autonomy, patient autonomy, Picker Adult Outpatient Tool, mixed methods.



## “Water Demand Management: A Study on Prospects and Challenges of Water Supply at Domestic Levels in the Kingdom of Bahrain”

**By: Sadeq Abduljalil Ali Abdulla Husain**  
**Senior General Engineer**  
**Electricity and Water Authority**

### **Abstract:**

Water demand management means the process of collective approaches to ensure the effective use of existing water resources to meet water demand. Due to overpopulation, rapid industrialization, and socio-economic condition, Bahrain’s water demand increased in a short period of time dramatically. In this regard, although there are several water sources in the Kingdom of Bahrain. The main reasons behind such water challenges are increasing water supply prices, inappropriate water tariff policy, inadequate donor partnership, improper monitoring, and supervision, wastage of water, water leaks, and improper management, etc. Therefore, this research is conducted aimed at demonstrating the prospect and challenges of water supply at the domestic levels in the Kingdom of Bahrain. However, the findings of the research demonstrate that domestic water users’ at the municipality levels in the Kingdom of Bahrain are now facing several water supply challenges such as lack of decentralization and privatization measures, inappropriate new water tariff policy, lack of consumer awareness, lack of national and regional partnerships, old water distribution network, lack of consistent evaluation and monitoring activities, absence of appropriate legislation, waste of water, lack of public involvement in the decision-making process, etc. In this context, at the conclusion, the researcher suggests that a revised water tariff policy, national and regional cooperation, public awareness, integrated water management policies, high efficiency of wastage of water, research and development strategies can address such water crisis at the domestic levels in the Kingdom of Bahrain. Key words: Bahrain, Water resources, Water demand management, Water supply, Water cost, Challenges, Prospects, Policies.

### **Keywords:**

Bahrain, Water resources, Water demand management, Water supply, Water cost, Challenges, Prospects, Policies.





## Employability Skills In Bahrain: The Perception Differential Between Employers And Vocational Training Institutes

**By: Sara Adel Mohamed Saleh Abdulkarim Abdulla**  
**Senior Officer**  
**Tamkeen**

### **Abstract:**

In line with the Bahrain Economic Vision 2030 and the reforms introduced to help transfer Bahrain's economy by having the private sector a key driver of the economy, it was indicated that there are skills shortages that Bahrainis do not meet the requirement and needs of the labour market. Reforms were introduced to focus on preparing individuals for the future. However, it was addressed that there is a skills gap in the labor market between the individual employability skills delivered by the vocational education and training institute and the labor market requirements. This study explores the differential perception of employers and vocational education training institutes toward the employability skills training program and its contribution to fresh graduates and job seekers, as it aims to study each pillar's perception and contribution in the employability skills training programs, taking into consideration the skills gap and the reasons behind it.

This study seeks to answer the main research question: "What are the perceptions of employers and vocational training institutions regarding the contribution of employability skills training programs for fresh graduates and job seekers?". The research applied a qualitative method in the form of an exploratory investigation to answer the research questions. The outcomes point to having an effective employability skills training program that will help narrow the skills gap in the labor market. Therefore, a framework is required to involve the main pillars of this study and the policymakers and other key stakeholders under one structure to aid in having a unified vision with aligned objectives and goals that would make each stakeholder contribute to the training program's effectiveness.

### **Keywords:**

Employability Skills, Jobseekers, fresh graduates, employers, Vocational Education Training, vocational educational training institutions, labour market, and skills gap.



## Assessing The Resilience Of Higher Education In Bahrain: Path To New Normal

**By: Shaikha Naser Ali Naser Al Kaabi**  
**Senior Educational Review Specialist**  
**Education and Training Quality Authority**

### **Abstract:**

With the global outbreak of COVID19, the higher education institutions faced critical challenges with the ban of traditional face to face teaching, and the immediate transition to online learning, to keep teaching and learning operations alive, developing a profile of responses and resilient attitude towards sudden conundrums. Hence, this research's main question is how resilient is the higher education sector in Bahrain to the pandemic? And how could the findings feed into future preparations?

The research has explicitly demonstrated the historic etymologic roots behind resilience and sustainability as terminologies, to develop an understanding the common grounds and the difference between the two, then the research elaborates on the importance of resilience in education during such circumstances, citing previous experiences, leading the employed framework, to investigate the resiliency of higher education institutions in Bahrain.

As this research aims to investigate resilience in higher education, the research has sheds a light on different experiences and responses from higher education institutions in Bahrain, through desktop analysis, utilizing from available information online, newspapers and universities websites. Qualitative interviews were used in this research to fathom the responses and evolvement of higher education institutions resilient attitude throughout dealing with the pandemic, categorising responses, core changes, innovation and leadership roles during this critical time.

The findings of this research revealed a developed resilient attitude within institutions and relevant governing entities, as they keep updating and developing their practices, benchmark them, and share their experiences, through various capacity building events and webinars. Finally, the research suggests number of recommendation, for not only maintain such resiliency, however, to take it to the next level, to have resilient and sustainable higher education, that benefit from conundrums rather than returning to the status quo.

### **Keywords:**

Resilience, Higher education, Sustainability, COVID19, Pandemic, Bahrain.



## Investigating The Effectiveness Of The Foreign Direct Investment Attraction Model: The Case Of The Manufacturing Sector In The Kingdom Of Bahrain

**By: Saeeda Ali Isa Thani**  
**Head of the Industrial Areas Services**  
**Ministry of Industry, Commerce and Tourism**

### **Abstract:**

Foreign direct investments (FDI) are acknowledged internationally for being a catalyst to the local economy, where countries compete to increase FDI inflows. While different theories and attraction models exist to encourage FDI inflows, some countries are more successful than others. This is believed to be due to various reasons, including the country-specific attraction model and packages offered and the complex nature of the multi-national enterprises. This research aims to investigate the effectiveness of the attraction model used by the Kingdom of Bahrain to attract manufacturing foreign direct investment by measuring their satisfaction, identifying the most effecting determinants, and identifying the limitations in the current model. In this context, the attraction model includes the policy framework, economic determinants, and business facilitation, and financial incentives.

Due to the limited literature concerning the Kingdom's attraction model, the research method adopted includes a mixed-method approach in the form of an exploratory sequential approach to address the research objective and questions. First, a qualitative approach was used to develop the attraction model used by the Kingdom of Bahrain, using semi-structured interviews with the governmental entities to develop the model. Then a quantitative method was used to measure the satisfaction of the current manufacturing FDIs using a questionnaire.

The findings indicated that the Kingdom's attraction is effective, with the policy framework being the most satisfactory determinant amongst the other determinants. Furthermore, the research identifies limitations and weaknesses in the model. On this basis, recommendations were provided to improve the attraction model of manufacturing foreign direct investment and continue the economic diversification strategy.

### **Keywords:**

Foreign Direct Investment, Multinational Enterprises, Satisfaction, Policy Framework, Economic Determinants, Business Facilitation And Financial Support.



## Readiness To Adopt Public E-Procurement System In Bahrain: A Case Study Of The Roads Sector

**By: Yusuf Ali Mohamed Hasan Alhasan**  
**Acting Chief, Roads Projects Services Section**  
**Ministry of Works, Municipalities Affairs and Urban Planning**

### **Abstract:**

Organisations worldwide are leveraging the power of IT to improve procurement services quality. The BTB intends to implement an e-procurement system, which aims to automate the procurement processes for all stakeholders. This study aims to identify the factors that influence the Bahrain Roads Sector's readiness to adopt an e-procurement system. The study employs a multi-model perspective, making use of TOE, DOI and PERM. A mixed-methods approach is framed using a thematic content analysis of government archival records, three semi-structured interviews with MOWMAUP's experts, and statistical analysis of an online survey distributed to 71 road construction companies in Bahrain. The content analysis highlights that road procurement has three stages, including core activities being manually done. The survey participants and the MOWMAUP experts highlight that Road Sector entities perceive e-procurement to have several benefits and are supported by top management and is aligned with the organisation's strategic aims. However, the MOWMAUP experts mention that lack of software upgrade, incompatible subsystems, and new laws and regulations may derail e-procurement adoption. The road construction companies' size is found to affect when correlated with the following: the utilisation of advanced IT tools, the compatibility of e-procurement with preferred work practices, computer literacy of employees, the available human resources, the available IT resources, and the companies readiness to implement e-procurement. However, government's IT infrastructure was not found to be correlated to the companies' size. Additionally, the survey depicts that lack of adequate resources means Small and Medium-Sized Enterprises are not better prepared than large enterprises. The study recommends that the laws of BTB be amended for e-procurement implementation and features of contract monitoring and e-payment be incorporated.

### **Keywords:**

E-Procurement, E-Readiness, TOE, DOI, PERM, Bahrain Tender Board»



## An Assessment Of Internal Control System In Bahraini Public Entities: Towards Improved Governance And Public Performance

**By: Zahra Mustafa Ghanim Ahmed Ali Ghanim**  
**Sr. Accountant**  
**Ministry of Health**

### **Abstract:**

Internal control is at the heart of sound financial and non-financial management. It is considered as one of the keys for sustainable development as well as strong public entities and governance. The aim of this research is to assess the status of the internal control systems in Bahraini public entities, and accordingly recommend ways of improvement. The study applies two sequential methods: document analysis of local official publications and structured interviews with eight top professional audit practitioners from four public entities and the National Audit Office in the Kingdom of Bahrain. The study found that there is a proper standard external control in the form of supervision, oversight and monitoring done by the supervisory units outside the public organization environment and through different mechanisms and techniques imposed by the legal framework. The current predominant mandated measure of the effectiveness of public internal control is the decrease in number of reported internal weaknesses and irregularities by the National Audit Office in a public entity. The study asserts that the effectiveness/maturity of each public entity's internal control system is heavily dependent on (a) management support, (b) public entity's policies and processes, and (c) the involvement of each employee. The study revealed the need to strengthening internal audit in Bahraini public entities and attaining a solid internal control foundation within Bahraini public entities. The study recommends (a) presenting an obligatory harmonized standard public internal control practice that expressly defines the minimum levels of quality acceptable for internal control systems in operation as well as principles and standards which Bahraini public entities expected to attain; (b) mandating a proper self-review and assessment of the effectiveness of internal control system within each public entity and each department carried by an accountable, competent public leaders; and (c) reconsidering and tackling findings and participants' recommendations.

### **Keywords:**

Internal Control, Public Internal Control System, COSO's Internal Control—Integrated Framework, Internal Control Effectiveness/Maturity, Control environment, Control Activities, Monitoring Activities.



## Assessing Strategic Leadership Dimensions To Improve Performance: The Case Of Vet Institutions In Bahrain

**By: Zahari Sayed Saeed Radhi Mahfoodh**  
**Head, Educational Reviews | Directorate of Vocational Reviews**  
**Education & Training Quality Authority (BQA)**

### **Abstract:**

With the perceived role of the Vocational Education and Training (VET) sector in developing a productive and globally competitive economy, the provision of high-quality vocational training and the continuous improvement amongst VET institutions have gained more attention in recent years. Numerous studies in this field affirm that VET leaders play a strategic role in determining the future of the sector and its ability to evolve, deliver, and expand in order to achieve its purpose and objectives. Yet, empirical studies on VET leadership are limited. This study aims to assess the strategic leadership dimensions and provide a pathway for improving the performance of VET institutions in Bahrain in accordance with the standards and requirements established by the Education and Training Quality Authority (BQA). Semi-structured in-depth interviews were conducted with leaders of 13 VET institutions as part of this qualitative study.

Study findings suggest that the strategic leadership dimensions related to leadership vision, strategic direction, and performance monitoring and evaluation play key roles in determining the performance of VET institutions. Furthermore, the study emphasizes how these dimensions are interrelated in influencing the institutions' performance. The study asserts that a leadership vision, with a compelling vision, a clearly articulated mission, and a set of shared values, is not sufficient for achieving high levels of performance unless it is translated into effectively implemented strategies combined with continuous monitoring and evaluation of processes and outcomes. Future research could assess the influence of strategic leaders' attributes on how they perform strategic leadership functions and the performance of their institutions. This requires assessing the traits, skills, and characteristics of strategic leaders at individual and teams' levels.

### **Keywords:**

Strategic Leadership, Vocational Education and Training (VET), Performance Monitoring and Evaluation, Strategic Direction, Leadership Vision.



MASTER IN  
**PUBLIC MANAGEMENT**  
ماجستير الإدارة العامة

