

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Introduction

After finishing chapter four, this chapter summarises the results of the factor analysis of the questionnaire, with Islamic work ethics as the independent variable, employee performance as the dependent variable and employee commitment as the mediating variable. Furthermore, this chapter discusses the research model and its hypotheses in detail according to previous theories and literature.

The main aim of this current study is to examine the relationship between Islamic work ethics and employee performance among medical staff in public health sector in the Kingdom of Bahrain with employee commitment as a mediating variable. Moreover, this present study also covers the most important recommendations, proposals, theoretical models, limitations and a suggestion for future studies.

5.2 Discussion of Research Objectives

As mentioned earlier, this study examines and investigates the relationship that could affect directly or indirectly on the employee performance among medical staff in the public health sector in the kingdom of Bahrain, through Islamic work ethics as

well as employee commitment as mediating variables. To examine the important issues of this study, the researcher modelled the following objective.

1. To examine the relationship between Islamic work ethics and employee performance in the public healthcare in Bahrain.
2. To investigate the effect of Islamic work on employee commitment in the public healthcare in Bahrain.
3. To examine the impact of employee commitment on employee performance in the public healthcare in Bahrain.
4. To investigate the mediating role of employee commitment in the relationship between Islamic work ethic and employee performance in the public healthcare in Bahrain. Employee commitment.

To achieve the research objectives, four research questions are posed as follows

1. Are there any relationships between Islamic work ethics and employee performance in the public healthcare in Bahrain?
2. Does Islamic work ethics affect employee commitment in the public healthcare in Bahrain?
3. To what extent does employee commitment directly affect employee performance in the public healthcare in Bahrain?
4. Is there an indirect impact of the Islamic work ethic on employee performance through its impact on employee commitment in the public healthcare in Bahrain?

This chapter discusses the findings regarding the research of the direct and indirect effects on employee performance as dependent variables via IWE on employee performance as a dependent variable and employee commitment as a mediating variable. In this current study, the result indicates three direct hypotheses and one

indirect hypothesis is more significant than these hypotheses, IWE, EP, EC plus an indirect hypothesis from IWE to EP through EC.

These variables have a positively significant effect on EP among medical staff in public health sector in the Kingdom of Bahrain. Moreover, the result of the medical staff (Doctors, Nurses and pharmacists) in the public health sector in the Kingdom of Bahrain revealed that IWE has achieved the highest scores and it is the most highly supported of all investigated variables, this is indicated by of the employees in the public health sector in Bahrain, which has demonstrated high commitment towards IWE in their workplace.

As shown in Table 45 in Chapter four, the path coefficient and p-value of IWE factors in predicting the employee performance ($\beta = 0.335$, $p = 0.000$) and the status of hypotheses are statistically significant with its static trend. Furthermore, they are followed by the path coefficient of IWE factors in predicting EC ($\beta = 0.753$, $p = 0.000$), which is a strongly positive significance. Finally, the direct hypotheses of this study, is regarding the path coefficient of EC factors in predicting EP, with ($\beta = 0.567$, $p = 0.000$), which is significant.

There is one indirect hypothesis, i.e., IWE \rightarrow EP via EC, the path coefficient of IWE in predicting EP through EC is ($\beta = 0.570$, more than .08, which indicates strong positive significance. Generally, all three direct hypotheses are significant, including one indirect hypothesis.

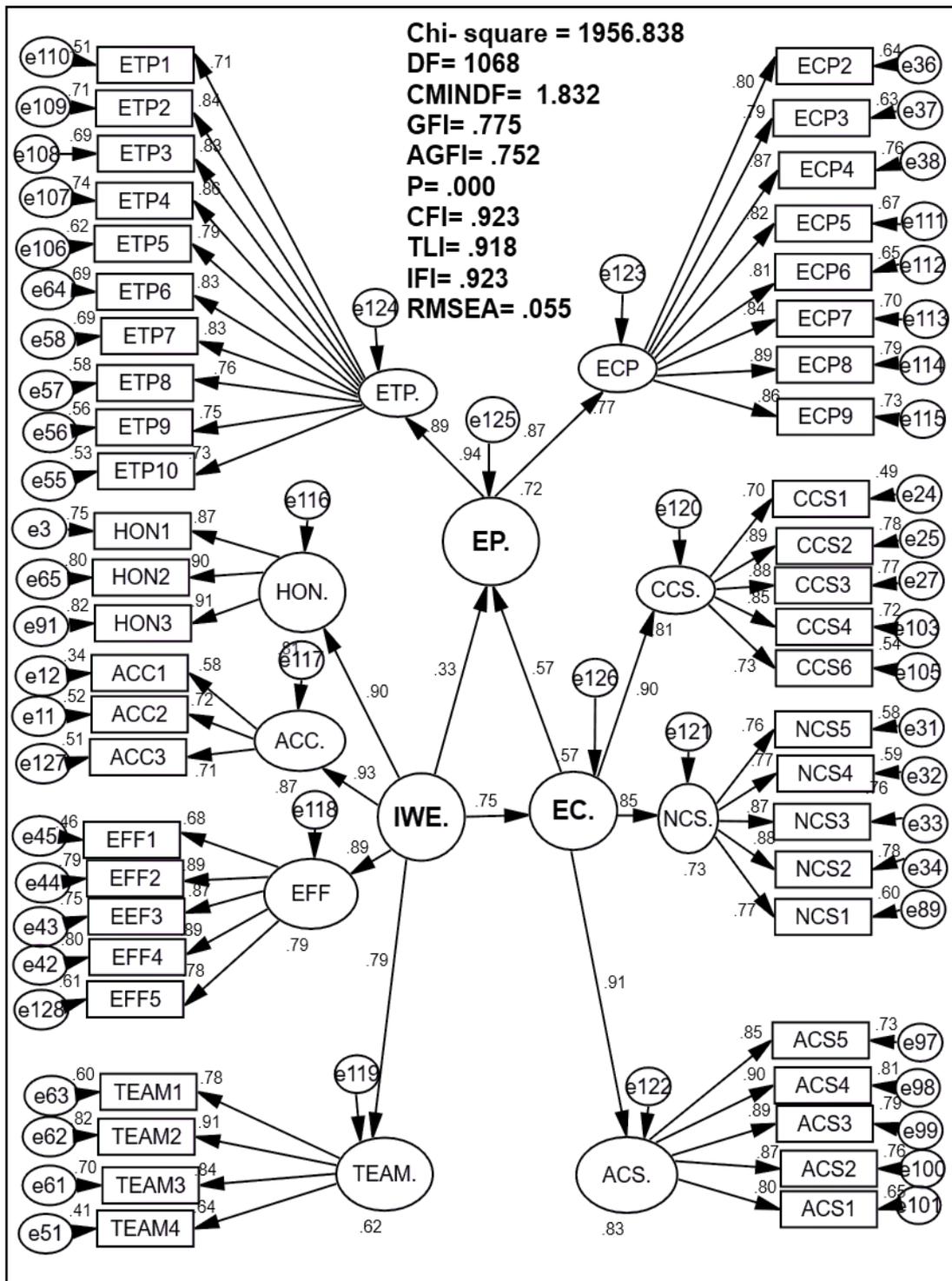


Figure 37 Structural Model Developed Framework

5.2.1 To examine the relationship between Islamic work ethics and employee performance in the public healthcare in Bahrain.

The first research objective describes the relationship between IWE and EP among medical staff in public health sector in the Kingdom of Bahrain. The focus of this research is towards enhancing IWE for EP, which is the fundamental factor that plays a crucial role in EP and to come up with good quality work and avoid medical errors that could become the reason of unethical work.

To achieve the first objective of the study, the focus is to literally examine the relationship between IWE and EP among medical staff in public health sector in Bahrain. Based on the results, the researcher found the hypotheses H1 are fully supported. From the analyses, it is found that the IWE has predicted an additional 0.72% of the variance in EP among the medical staff. The variance in EP explained by IWE is relatively significant. In detail, IWE is the significant influence of EP ($\beta = 0.335$, $t = 4.175$, $p = 0.000$). The finding showed that IWE is one of the factors that enhanced employee performance in Muslim countries, such a Bahrain and the finding of this current study agrees with the study conducted by (Kumar and Rose 2010; Othman Abdul Rahman and Munira 2011), who have found that IWE has its significant correlation in terms of the innovation capability scale in the public sector for the adoption of the IWE to employees at their workplace. Moreover, work and faith have their interconnection in IWE. Faith has its significance in bringing positive works ethics to an employee. In this respect, work without faith has its adverse consequence in life (Abeng, 1997)

One possible explanation of this finding is that in Islamic countries like Bahrain, Islamic values are expected to enhance the employee performance. However, there is a separation between the self-religiosity and the Islamic work values where the main

issues in the Muslim society is the implementation. Therefore, all Muslim leaders should exert their time and influence to enhance IWE in the employee environment.

As mentioned earlier, IWE surely enhances employee performance by bringing commitment, sincerity and dedication to work, although they may not be satisfied with their work. This is due to the fact that employees are bound by the rules and regulation of Islamic principles, which are also known as 'Islamic work principles'. The effect of IWE on the EP would influence and encourage them to continue to be loyal to their work and willing to spend more time and put in more effort in discharging their duties, which leads to an increase in EP. Therefore, IWE, as an independent variable, has significant influence on EP among medical staff in Bahrain.

IWE is clearly linked with EP as Muslims may see it as an order from Allah in carrying out work duties. In Islamic beliefs, if employees do their work properly, they will get the reward from the god as The Prophet Muhammad (S.A.W.) said (God loves those who are doing their work in the perfect way). Therefore, being faithful and obedient to god's command would eventually lead to a good outcome. Furthermore, through the commitment from IWE perspectives, employees in the workplace will do their best and this is indicated and agreed by numerous studies such as a study conducted by Abdi et al. (2014), Alhyasat (2012), Hayati and Caniago (2012) and Imam, Abbasi and Muneer (2013) which indicated that IWE has its positive effect on job performance to an employee.

Al-Mansoori (2012) found that IWE is leading to positive work attitudes and behaviour. Another study conducted by Abdulrahman Ahmed (2014), found that employee's awareness and implementation of the work ethics based on the IWE would enhance the performance of an employee, this agrees with the current study. Furthermore, IWE have a strong effect on employee performance in term of work

quality and efficiency, this is validated through a study conducted by Aldulaimi (2016) who stated that the IWE has specified on values to improve the efficiency and quality of an organisation as one of its work ethical principles in the workplace.

The findings also indicate that the IWE in EP among medical staff in public health sector in Bahrain has been generally encouraged to improve the overall medical professionalism and minimize the negligence and medical errors especially due to unethical work. Indeed, when employees in the public health sector have a good level of IWE, undoubtedly, they will strive to do their work in a perfect, morally way.

Overall, these results indicate that the effect of IWE on EP among medical staff is positive and significant and obviously in line with Weber's Theory. These important findings show to what extent IWE can determine EP of public hospitals in the Kingdom of Bahrain.

From the above discussion, a positive correlation is undoubtedly found between IWE as an independent variable on EP as a dependent variable; it is discernible that IWE must be given more attention into. IWE as a variable is not only in line with Weber's Theory, but also encompasses an important part of the integrity and beauty of Islam. By imbibing and behaving according to its values, the overall EP can be asserted to be much higher and better level, at least within the medical staff of public health sector in the Kingdom of Bahrain.

5.2.2 To investigate the effect of IWE on employee commitment in the public healthcare in Bahrain.

The result of the second objective of the study found that the concept of IWE with employee commitment is well explained among medical staff. Table 4.21 shows that internal consistency of Cronbach's alpha is higher than recommended, which is more

than 0.7., similarly with composite reliability, as shown in Table 4.11. Thus, it is adequate for the present study (Hair et al., 2006).

IWE predicted approximately 0.57% of the variance in EC among medical staff. The variance in EC explained by IWE is relatively significant. Moreover, IWE is the significant influence on EC with its three dimensions: affective commitment, normative commitment and continuous commitment.

As shown in Table 44, the relationship between IWE and EC is well supported as presented in hypothesis H2, at the 0.01 level of significance ($\beta = 0.753$, $t = 9.297$, $p = 0.000$), which is strong and significant. Indeed, implementing IWE on EC can enhance commitment and create loyalty among employees in the workplace; this is agreed with a study conducted by Al-Kazemi (2007; Yousef, 2000, 2001), who claimed that employees who are highly committed and loyal to their work are the ones who think that god is watching their deed, therefore, they definitely focus more on their performance.

This result is in agreement with another study from Pakistan by Batool et al. (2013) in which they indicated that IWE can increase the level of EC on the employee workplace; this relationship exists because employees with a high level of IWE feel that working hard pleases Allah and benefits themselves both in this world and the hereafter. This significantly enhances the commitment of employees towards their work and the organisation. This study is the first of its kind to observe the relationship between IWE on EC and how IWE enhance EC. The findings represent the facts about IWE that the medical staff in public health sector in Bahrain should be enlightened about.

IWE is also believed to bring job satisfaction and affect positively in employee performance outcomes. These issues are obvious in the study conducted by Rokhman (2010), who found that there is a positive and significant effect of IWE on organisational

commitment and job satisfaction but not on the turnover intention. The huge benefit that organisations can get from the involvement of IWE amongst their employee is through an improved commitment as this is agreed with the study conducted by Komari and Djafar (2013) who found that work ethics has a non-significant negative effect on work satisfaction yet it does have its significant positive effect on employee commitment.

IWE is successful in predicting EC among medical staff employees. The dependent variable in this model is the IWE to the mediation variable. Each of the IWE constructs (Hon, Acc, Eff, Team), which extends with Acs, Ncs and Ccs, positively and significantly influenced the mediation variable (EC) in this study. Statistically, a significant influence is found between IWE as an independent (IV) variable and EC (MV).

5.2.3 To examine the impact of employee commitment on employee performance in the public healthcare sector in Bahrain.

The present study highlights that EC with three components commitment (affective commitment, normative commitment and continuous commitment) as the greatest significant and positive effect on EP among medical staff in public health sector in the Kingdom of Bahrain.

The table shows that internal consistency (Cronbach's alpha and composite reliability) is more than 0.7. The result found that EC with their dimension has a significant and positive effect on EP. Moreover, H3 is supported as shown in the table and the path coefficients direction of relationships between EC and EP is significant with the coefficient values ($\beta = 0.567$, $t = 6.743$, $p = 0.000$) which is statistically meaningful and that means whenever employee is committed to his /her job, he /she will automatically lead to a good outcome and enhance loyalty in the organisation.

The finding of this present study agrees with the study conducted by Brown et al. (2011), who have found that EC is inter-related with the workplace human resources and may affect workplace performance in an organisation. The three components of EC in this study have indicated a great influence in an employee output, thus in concurrence with the study conducted by Hafiz (2017), who found that dimensions of organisational commitment could independently and mutually influence the employee performance, in banking sector.

This result is also in agreement with Khan (2010) who found that positive relationship between employee commitment and employees performance. Therefore, employee performance emerged as a determinant of employee commitment. Thus, Khan, advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment as such to increase employee performance and subsequently increase organisational productivity.

It means that employees are ready to do their best to stay in the organisation, to accomplish the objective of their jobs because they have the same goals and values while working with the organisation. Thus, the effect on the impact of employee commitment has on employee performance among medical staff in public health sector in Bahrain is affirmed. Similarly, several studies have confirmed the effects of employee commitment on employee performance in terms of quality and improving employee performance from these studies, for instance, a study conducted by Al-Qasim (2012), who found that there is an improvement of the quality of employee performance in banking sector associated with organisational commitment. Finally, the results of this objective has pointed out a strong and direct relationship between employee commitment as mediating variable (MV) on employee performance as the dependent variable and to better understanding the relationship between these variables.

5.2.4 To investigate the mediating role of employee commitment in the relationship between Islamic work ethics and employee performance in the public healthcare sector in Bahrain.

According to the previous literature that modified EC, a modified model was used in this current study. The EC construct was examined as a mediator between IWE and EP among medical staff in the public health sector in the Kingdom of Bahrain. The results of the analyses are shown in Table 4.28, it is found that EC has a mediated relationship between IWE as the independent variable and EP as a dependent variable.

The results indicate that there is a significant indirect relationship between IWE and EP ($\beta = 0.570$) in the medical staff in the public health sector in the Kingdom of Bahrain. Therefore, this outcome is consistent with the findings of Shafique et al. (2015), who have found that IWE and EC are closely related to each other as the IWE has encouraged the employees to work hard. Thus, the finding regarding EC has a mediating role between IWE and EP in this present study.

Based on the fourth hypothesis on verifying the relationship between IWE and EP in the light of EC as mediating variable, it states that there is a statistically significant, although indirect effect relationship between the independent variable IWE on the dependent EP through the mediation EC variable in the staff of public health sector in Bahrain, where the indirect effect estimated path ratio is 0.251. This ratio is obtained by multiplying the value of the direct-effect relationship between the independent variable and the direct-effect among the mediation and the dependent ($a*b$) ($0.335*0.75=0.251$). This value is considered a highly effective level, according to (Baron and Kenny 1986). In addition, to determine if the EC variable is partial or full mediation, it must be referred to the result of variance accounted factor (VAF), whereby it is divided by the direct effect 33 on the overall impact 75; thus, the value of the total

impact is (.44) of the IWE effects on EP, this is explained by the independent variable, which is confined between (20%-80%) and accordingly, it is fair to conclude that the EC is partially mediated, according to (Hair et al. .2016). The result confirmed the indirect relationship test by calculating the Sobel test and the result is 5.70, which is positive with significant indications. Thus, it explains a relationship with a high indirect effect, of IWE, on EP through EC.

Generally, the study findings offer valuable insights into theory. It is reasonable to deduce that within a modified EC framework, this study began with the aim of investigating the mediating effect of EC with their three-components: affective, normative and continues commitment on the relationships between IWE as dependent variables on EP (task and contextual performance) as independent variable among medical staff in public health sector in Bahrain.

5.3 Contributions of the Study

This study is unique for being among the few studies that examine the effects of IWE on EP among medical staff in public health sector in Bahrain and EC as a mediating variable. it is the first research that examined the effect of IWE on EP among medical staff in public health sector in Bahrain.

The findings in this present study have recognised that medical staff in public hospitals in Bahrain is worrisome due to medical errors increased for the last ten years and this research is done to fulfil the need to validate further on the effect of IWE have on medical staff performance.

5.5.1 Implication of Methodology

Generally, the main aim of the methodology that was employed in this research is to evaluate the direct and indirect relationship of IWE on EP in the public health

sectors in the Kingdom of Bahrain. This study had employed two programs to analyse the data that was collected from medical staff of public health sector in the Kingdom of Bahrain.

Firstly, it used SPSS 25 statistical program through reliability analysis, descriptive analysis, demographic information analysis and EFA to confirm one of the constructs validities, whereas the AMOS 22 statistical program was used to assess convergent validity and discriminant validity assessment to examine hypotheses of the study by looking at the direct and indirect effect of the model.

The main objective of using SEM is to detect and estimate the indirect and direct relationships Baron et al., (1986). Mediation analysis is the complex extension of contextual variable analysis. It is seen as a better approach when compared to the standardized regression approaches, which require a series of sequential estimations. Using this method, the researcher may also identify three main elements, as highlighted by Fairchild and McQuillin (2010). Firstly, the supportive element was believed to inspire intended behaviour. Secondly, the insufficient element did not contribute to changing the behavioural outcome. Finally, the iatrogenic component promoted accidental consequences of practices.

5.3.1 Contribution in Context

The empirical findings in this study have provided a new understanding on the role of IWE on EP and it has contributed to knowledge by emphasizing that IWE impacted EP among staff of public health sector in the kingdom of Bahrain.

As emphasised by the strong evidence report issued by national health regulatory (NHRA) in several annual reports (2014, 2016, 2017, 2018,2019,2020), Bahrain, as a developed country, demands a great deal of improvement among employee

performance in its public health level. Several researches have indicated a positive relationship between IWE on EP in different contexts. Furthermore, most of the studies in this regard have shown consistency and their findings between IWE and EP are highly correlated.

The current study investigated the relationship between IWE and EP among medical staff (doctors, nurses and pharmacists) in the context of public health sector in Bahrain and found a strong, significantly positive relationship between the two variables with respect to EC as mediation variables. Therefore, this research extends the scope of literature on the IWE-performance relationship and validates the findings of numerous research works conducted on IWE and EP. Besides, this study examines the mediating effect of EC on the relationship between IWE and EP since EC is an appropriate factor to improve the overall health organisation sector's performance in Muslim countries such as Bahrain.

Therefore, this study made a pivotal contribution to the literature by creating a new body of knowledge and steering a new direction in the research on IWE concerning EP relationships. Finally, the theoretical contribution of this study will help the researchers to get massive information on the effect of IWE on EP in the context of staff of public health sector in Bahrain.

5.3.2 Practical Implication

Based on the overall findings of the current study, a high degree of success in the level of productivity and work accuracy can be achieved if the organisations can attempt to improve and sustain EP. The findings of this study have indicated that employees' awareness and implementation of the work ethics based on Islamic principles would stimulate and enhance such employee performance. At the same time, the

implementation of IWE in organisations, especially in the health sector, can further strengthen EP and enhance performance and high productivity and minimise the medical error due to unethical work.

This can be achieved because the IWE laid to assert on hard work, accountability, integrity, commitment, honesty, teamwork, and devotion to work and creativity plus prohibit any unethical values. Based on the above reasons, this study's results will help improve the performance of health workers and reduce the errors that result mostly from the poor performance of medical staff, especially doctors, nurses and pharmacists. This study will serve as a reference and will provide guidelines for them. Therefore, the findings presented in this study will be useful for the public health sector in the Kingdom of Bahrain and for other organisations.

In this context, it is assumed that all organisations should strive to establish the IWE among its employees because these principles and ethics are from the Holy Quran and the teachings of Prophet Muhammad (Peace Be Upon Him). Upholding to this makes the staff in the workplace more sincere in their work. Thus, this will create motivation for employees, encourage them and enhance their positive behaviour towards their duties. Finally, this research provides facts and evidence that will serve as a guide to Bahrain's public health, which can make vital decisions to improve employee performance and quality services in the Ministry of Health in the Kingdom of Bahrain.

5.3.3 Implications for Policymaking

Policymakers need to pay consideration to IWE and EC of the doctors, nurses, pharmacists and reinforce to strengthen it because of its significant role in enhancing the relationship between IWE and medical staff performance. Furthermore, the study suggests that policymakers in the Ministry of Health should pay particular concern to

maximize IWE, which are proven empirically to influence and contribute to improving medical staff performance in Bahrain healthcare organisations.

Besides, this study offers useful implications for policy decision-makers in Bahrain by explaining the weak aspects of healthcare workers' performance. Through the results of the study, decision-makers within the health sector can visualize the role of employee performance to adopt IWE among medical staff in the public health sector in the Kingdom of Bahrain as significant, which means that they are willing to adopt IWE especially among health workers such as doctors, nurses and pharmacist. The results also indicate the comprehensive aspects of IWE that can help EP to operate their tasks effectively, ethically and in dignified manner.

By entrenching IWE in the workplace, it would instil commitment, dedication and hardworking in the employees and consequently enhance job performance. This enlightens the reason why the medical staff in public health sector in the Kingdom of Bahrain should practise IWE.

5.4 Limitations of the Study

Though this study provided good insights, interpretation of the results obtained and the conclusions drawn accordingly should be considered due to the limitations it encountered. This study has many limitations that were recognized and were explicitly reported earlier. First, this study has specifically focused on three variables in the public healthcare sector of the Kingdom of Bahrain and aimed for three professionals only (doctors, nurses and pharmacists). These professionals were taken as a sample in this study. The sample size was also taken exclusively from the public health sector only. Unfortunately, medical staff such as from technical and administrative field are not included in the study.

Subsequently, the conclusions are drawn based on the data collected from Bahrain's public healthcare employees based on their perception of IWE factors at one point in time. As a matter of fact, this research study did not consider other factors such as training and skills, job satisfaction and employee psychological factors for example, stress in the workplace that may occur among the staff. Emotional and psychological changes are highly important in the human aspects as they would at least have a significant impact either positively or negatively on the employee performance of Bahraini public hospitals. This is true since the research study's data is based on the cross-sectional approach, one of the quantitative instruments. Therefore, the study's conclusions can use different methods in terms of research design that could be longitudinal rather than cross-sectional and use another approach for collecting data.

In this study, the research mainly investigated the effect and relationship between IWE and EP among medical staff in public health sector in the context of Kingdom of Bahrain. The findings can be applied to other countries since they have similar Islamic values in their system. It is possible to use the findings of this study in other countries that have identical Islamic common values. However, it is not easy to apply to non-Islamic countries. This could be due to their lack of understanding on the Islamic concept, they will be unable to recognize and appreciate such principles.

5.5 Suggestions for Future Research

To overcome the constraints of the study, the study repeated the number of questions particularly the ones requiring further exploration. This study is considered the first study that tested the role of mediation of EC in the relationship between IWE and EP among medical staff in public health sector in the Kingdom of Bahrain and found that EC increases and enhancing the relationship between IWE and EP.

The researcher suggests applying this model into different communities, especially in Western societies, that differ from the current study community. The researcher also proposes using variables other than employee commitment as mediator variables to study the relationship between IWE and employee performance, such as professional ethics.

To prevail over the constraint of the methodology mentioned in the limitation section, the use of qualitative mode is highly recommended for futures studies. It is known that this study is centralised on medical staff (doctors, nurses and pharmacists) working in health centres for example public hospitals in the kingdom of Bahrain. It is recommended that future studies should explore more places with different background fields and bigger countries with more populations such as GCC countries so that, the sample size could be increased.

5.6 Conclusion

In conclusion, the current study has determined the impacts Islamic work ethics has on employee performance among medical staff of public health sector in the Kingdom of Bahrain, using employee commitment as a mediating variable. Moreover, this research findings have explored the effect and the significance of overall variable IWE on EP among the selected medical staff of public health in Bahrain. Additionally, three direct hypotheses plus one indirect are well supported. The research study addresses the research questions as below:

RQ1: Are there any relationships between Islamic work ethics and employee performance in the public healthcare in Bahrain?

The findings in data analysis suggested that H1 is valid because there is a positive correlation between Islamic work ethics and employee performance among

medical staff (doctors, nurses and pharmacists) in public health sector in Bahrain.

RQ 2: Does Islamic work ethics affect employee commitment among the medical staff in the public healthcare in Bahrain?

All the answers from this question indicate that the results of data analysis are valid and showing significant effects on the relationship between the Islamic work ethics as an independent variable and employee commitment as a mediating variable among medical staff in the public health sector in Bahrain. Additionally, Hypotheses H2 is significantly valid and well supported by the Islamic work ethics on employee commitment among medical staff in public health sector in Bahrain.

RQ3: To what extent does employee commitment directly affect employee performance among medical staff in the public healthcare sector in Bahrain?

The current study indicates that three-component commitment (affective commitment, normative commitment and continuous commitment) are statistically significant on employee performance among medical staff in public health in the kingdom of Bahrain. Furthermore, Hypotheses H3 is supported and it has stated positive correlation effect between employee commitment and employee performance among medical staff in Bahrain.

RQ4: Is there any indirect impact of the Islamic work ethics on employee performance through its impact on employee commitment among the medical staff in the public healthcare sector in Bahrain?

The findings in this question show a positive yet indirect significant relationship of IWE on EP through EC, additionally, EC is used as a mediating variable between IWE and EP. Hypothesis H4 shows a high correlation and supported the IWE as an independent variable on EP as a dependent variable.

Arguably, medical professionals such as doctors, nurses and pharmacists are obligated to treat patients honestly, humbly, respectfully, trustworthily, professionally, truthfully, patiently, diligently besides acting compassionately and in a dignified manner for the betterment of their patients. Moreover, there are other responsibilities for these professionals for instance, trying to mitigate patient complaints and medical errors, which is increasing nowadays.

5.7 Summary of the Chapter

In conclusion, this chapter provides several essential points, discussing the results of research limitations, implications, recommendations and the importance of the directions for further studies, for instance, via the use of quantitative approach research method and other different analysis techniques such as CFA, SEM techniques. Essentially, there are valuable and important evidence that exist while validating and providing supports to the hypotheses alike. This study aimed at investigating provided quantitative evidence of the relationships between IWE and EP among medical staff (doctors, nurses and pharmacist) on their work in public health sector in the Kingdom of Bahrain.

The results found the IWE as a dependent variable that positively affects EP directly and IWE on EP indirectly through EC as a mediating variable. The answers to these research questions have been analysed successfully, thus, allowing the study to generate many practical and the theoretical implications that make an excellent contribution to literature knowledge and help the policymakers to generate or design policy and practice. They will serve as the foundation for improving employee performance among medical staff in the public health sector in Bahrain. Finally, the findings in this research will provide insights into the effects of IWE factor among

medical staff and offers points of reference for these professionals and the decision-makers in order to empower the role of IWE in the workplace.

