

- Teamworks (0.751)	
- Independence (0.841)	
- Training (0.831)	
- Participation (0.819)	
Total	0.862

Table (2) indicates that the Cronbach’s Alpha is 0.862. This result indicates a high level of internal consistency for the research questionnaire.

4.3 Analysis of the demographic variables of the research:

4.3.1 Gender variable:

Table 3 Distribution of the research sample according to gender

Variable	Number	Percentage
Males	63	35.8%
Females	113	64.2%
Total	176	100%

It is clear from the analysis of research sample by gender (table 3) that the percentage of females is almost twice that of males.

4.3.2 Age variable:

Table 4 Distribution of the research sample according to age

Variable	Number	Percentage
Less than 25 years	80	45.5%
25 and less than 45 years	88	50.0%
45 and less than 60 years	3	1.7%
60 years and above	5	2.8%
Total	176	100%

It can be seen from (table 4) that the ministry depends in its structure on youth category.

4.3.3 Qualification variable:

Table 5 Distribution of the research sample according to qualification

Variable	Number	Percentage
High School and less	22	12.5%

Bachelor	108	61.4%
Master	44	25%
Doctorate	2	1.1%
Total	176	100%

Table (5) indicates that the ministry relies on holders of university and post graduate qualification

4.3.4 Years of experience variable:

Table 6 Distribution of the research sample according to years of experience

Variable	Number	Percentage
Less than 5 years	13	7.4%
5 – 10 years	37	21%
11 – 19 years	88	50%
20 years and above	38	21.6%
Total	176	100%

Table (6) reveals that most of the ministry's employees range in experience between 10 – 20 years.

4.3.5 Position variable:

Table 7 Distribution of the research sample according to position

Variable	Number	Percentage
Employee	115	65.3%
Director	45	25.6%
Head of Division	11	6.3%
Director of department	5	2.8%
Total	176	100%

Table (7) shows that the majority of the sample members were employees.

4.4 Analysis of answers to the questionnaire variable:

Table 8 Analysis of the research sample answers to the questionnaire variable administrative empowerment, teamworks.

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation
1	The administration pays great attention to forming team employees to accomplish tasks quickly and professionally.	3.81	0.980	Agree
2	The teamworks are an opportunity to present new ideas for departments.	4.13	0.714	Agree
3	The teamworks highlight the ministry's ability to achieve harmony between employees from a variety of cultural background.	3.88	0.735	Agree
4	Teams have the ability to achieve the goals and tasks assigned to them with minimal time and effort.	3.94	0.836	Agree
5	The management depends on the capabilities of the teamworks to deal with challenges facing the organization.	3.78	0.967	Agree
6	The ministry is teamworks provide a variety of solutions to the problems encountered	3.84	0.808	Agree
7	The ministry's teamworks contribute to emphasizing cooperative work and distributing tasks.	3.93	0.855	Agree
8	The teamworks in the ministry reflect the culture of planning. Each member has its specific tasks and everyone works according to predetermined plans by the higher management and everyone agrees to them.	3.77	0.916	Agree
9	Ministry teamworks show multiple intelligence to their members	3.72	0.785	Agree
10	Creativity and innovation in performance is the main focus for the performance of the teams that the ministry relies on.	3.63	1.011	Agree
Total		3.84	0.861	Agree

Results of table (8) show that the general average of the variable (Administrative empowerment, teamworks_ reached (3.84) which shows that the opinions of the research sample were positive relating to this dimension.

Table 9 Analysis of the research sample answers to the questionnaire variable (Administrative empowerment, independence)

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation
11	The administration gives and opportunity for	3.14	1.110	Neutral

	employees to make decisions independently			
12	Management believes in self-censorship instead of direct supervision.	3.32	1.009	Neutral
13	Employees have great confidence in their ability to deal with the practical challenge facing them.	3.60	0.934	Agree
14	Management provides employees with sufficient opportunities to make important decisions to accomplish tasks.	3.31	0.968	Neutral
15	The administration does not exercise its authority in matters that it delegated to employees during the authorization period.	3.31	0.968	Neutral
16	The administration trusts the employees ability to carry out the tasks assigned to them	3.69	0.887	Agree
17	The administration grants employees the freedom to dispose of performance in the tasks assigned to them.	3.41	1.055	Neutral
18	Employees make decisions related to the tasks assigned to them without feeling that they are under any pressure from management.	3.33	1.108	Neutral
19	The administration gives employees enough space to consult with them or their colleagues before making critical decisions.	3.78	0.843	Agree
20	There is always another opportunity for employees to correct their decisions that they don't trust that will enable them to achieve goals.	3.80	0.844	Agree
Total		3.49	0.974	Neutral

Results displayed in table (9) show that the general average of the variable (Administrative empowerment, independence) reached (3.49), which shows that the opinions of the research sample were moderate of this dimension.

Table 10 Analysis of the research sample answers to the questionnaire variable (Administrative empowerment, training)

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation
21	The administrative provides various training courses to suit the training needs of employees in order to develop their skills.	3.64	1.086	Agree
22	The administration pays great attention to research and studies in order to develop	3.31	1.160	Neutral

	employees.			
23	The administration encourages employees to exchange experiences with each other through training.	3.61	0.991	Agree
24	The administration provides on-the-job and off-job training courses	3.78	1.037	Agree
25	The most recent training strategies and techniques are employed in providing employees with varied knowledge and new skills.	3.45	1.084	Neutral
26	There is an approach of management to turn into an educational organization through training and knowledge transfer	3.39	1.180	Neutral
27	There is great interest in developing and improving the performance of human resources management.	3.61	1.047	Agree
28	E-training is employed, so employees receive training materials while they are in their office, which contributes to saving time and effort.	3.20	1.200	Neutral
29	Peer learning and active learning are the most prominent training strategies used with employees.	3.66	0.966	Agree
30	The training content is provided by agreement of the trainers and the trainees, so that the training process reflects the actual needs of the trainees.	3.57	1.006	Agree
Total		3.52	1.076	Agree

Results presented in table (10) show that the general average of the variable (Administrative empowerment, training) reached (3.52), which shows that the opinions of the research sample were positive relating to this dimension.

Table 11 analysis of the research sample answers to the questionnaire variable (Administrative empowerment, participation)

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation
31	The administration pays great attention to holding meetings with employees formally or informally.	3.64	1.138	Agree
32	Employees can easily meet officials and discuss with them work situations.	3.80	0.934	Agree
33	The important information is effectively shared	3.70	0.999	Agree

	between the different departments which contributes to the end of the work procedures in an immediate and very effective way.			
34	The administration announces the information it has available that contributes to dealing with challenges.	3.57	1.012	Agree
35	Employees can discuss all matters with management to arrive to correct decisions in the field of work.	3.66	0.983	Agree
36	There is an effective system that provides information quickly to decision makers.	3.59	1.060	Agree
37	The administration has great confidence in employees in such a way that it shares with them important information.	3.41	1.168	Neutral
38	There is a high level technological infrastructure that contributes to the easy access to all the information I need.	3.47	1.094	Neutral
39	The administration adopts an information system that maintains the confidentiality of the information that is shared between individuals and management.	3.73	0.884	Agree
40	The annual reports issued by the administration contain all the information of interest to internal and external stakeholders.	3.82	0.869	Agree
Total		3.64	1.017	Agree

Results table (11) show that the general average of the variable (Administrative empowerment, participation) reached (3.64), which shows that the opinions of the research sample were positive relating to this dimension.

Table 12 Analysis of the research sample answers to the questionnaire variable (Organizational belongingness)

Sr.	Statement	Mean	Standard Deviation	Mean Interpretation
1	I feel proud of being one of the employees at the Ministry of Industry, Trade and Tourism	4.02	0.91	Agree
2	I adopt the ministry's mission and vision	4.07	0.79	Agree
3	The Ministry of Industry, Trade and Tourism is an important part of career.	4.08	0.81	Agree
4	I am interested in the success of the ministry in carrying out its job	4.39	0.74	Agree
5	I always keep the reputation of the ministry.	4.38	0.80	Agree

6	I am willing to do more at work if asked.	4.30	0.84	Agree
7	I feel proud when I talk to others about mu work at the Ministry of Industry, Trade and Tourism.	4.15	0.83	Agree
8	I show my full commitment to the ministry's values and culture.	4.23	0.80	Agree
9	I consider my work in the ministry as a decoration on my chest.	4.14	0.88	Agree
10	I preserve the Ministry's properties as I maintain my private properties.	4.49	0.63	Agree
11	I agree to the ministry's policies regarding its employees	3.98	0.94	Agree
12	I am not thinking of leaving my job in the ministry.	3.95	1.07	Agree
13	The ministry deserves sincerity in work.	4.31	0.74	Agree
14	I feel happy while in the ministry.	4.03	0.78	Agree
15	I feel job security and stability in the job in the ministry	4.05	0.84	Agree
16	I feel that my work in the ministry fulfills my career ambition	3.60	1.06	Agree
17	I don't mind staying at work after the end of working hours, if the conditions of work require it	3.90	0.86	Agree
18	I consider my job in the ministry the best opportunity offered to me	3.57	1.04	Agree
19	I am ready to do volunteer work for the ministry	3.99	0.93	Agree
20	I am glad to finish my career among the pillars of the ministry	3.74	1.13	Agree
Total		4.07	0.87	Agree

Results of table (12) show that the general average of the variable (organizational belongingness) reached (4.07), which shows that the opinions of the research sample were positive relating to this variable.

4.5 Testing research hypotheses:

To make sure that the main hypothesis (1) is correct "There is a positive significant impact for the administrative empowerment (Teamworks, independence, training and participation) on organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain", simple linear regression analysis is used (refer to tables 13, 14, 15 and 16) where the results shows the following:

Table 13 Linear regression analysis (teamwork)

Model F	Adjusted R ²	Beta	P. Value (Beta)
27.40	0.203	0.274	0.00

Table 14 Linear regression analysis (independence)

Model F	Adjusted R ²	Beta	P. Value (Beta)
16.70	0.115	0.115	0.019

Table 15 Linear regression analysis (training)

Model F	Adjusted R ²	Beta	P. Value (Beta)
11.40	0.060	0.008	0.011

Table 16 Linear regression analysis (participation)

Model F	Adjusted R ²	Beta	P. Value (Beta)
10.71	0.045	0.158	0.017

According to the results presented above in table (13, 14, 15, 16), the main hypothesis (1) is accepted. In addition, results of the main hypothesis (2), "There is a positive significant differences relating to the impact of administrative empowerment (teamwork, independence, training and participation) on organizational belongingness of employees at the Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain due to the demographics (gender, age, qualification, years of experience and position), showed that there are no statistically significant differences at the level of (0.05) relating to the demographic (gender, age, qualification, years of experience and position).

5. Concluding Comments:

- The Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain carries out empowerment operations with high efficiency.
- The Ministry of Industry, Trade and Tourism in the Kingdom of Bahrain relies on teamworks in all its departments and divisions.
- The teamworks in the ministry in question are of great importance, as they contribute to finding creative solutions to various problems.
- The culture of planning in the ministry in question, is reflected through administrative empowerment practices.
- The ministry in question emphasizes the importance of sharing data and information with employees at all levels, which is evident through the annual reports of the ministry and through the mechanisms that follow them in the dissemination and preservation of information.
- The technological information sharing and transmission policy, among the departments, contribute to empowering employees in the ministry in question.

- Staff training and applied training policies play prominent roles in increasing the effectiveness of employees' empowerment as training has become a major part of the ministry's culture and has a direct impact on administrative empowerment.
- The ministry in question focuses on granting employees significant autonomy in decision-making and participating in it with senior management, where independence is the most prominent component and pillar of staff empowerment in the ministry.
- The independence granted to employees contributes to increasing their self-confidence and improving their affiliation with the ministry.
- The employees at the ministry in question show a high level of organizational affiliation, which is evident in their association with the ministry and their desire to continue working with it until reaching the retirement stage.
- The organizational affiliation of the employees in the ministry in question is reflected in their desire to improve organizational performance and achieve organizational goals.
- The organizational affiliation of the employees in the ministry in question is related to each of the teamworks and the independence granted to them, and training policy and the participation policy used in the ministry.

6. Recommendations:

In the light of conclusions formulated, the following recommendation were proposed:

- The need to benefit from the experience of ministries and other institutions in administrative empowerment operations, especially foreign institutions that have previous experience in improving the effectiveness of administrative empowerment.
- The necessity of employing the latest strategies in building teamworks to form teams that possess various intelligence, competencies and skills that contribute to creating innovative solutions to the challenges facing the ministry.
- It is important to give employees training courses on increasing the effectiveness of independence in making decisions.
- It is necessary to encourage employees to make good use of their mandate to make decisions in real time without recourse to leadership.
- The need to pay more attention to the subject of research that contributes to the development of employees.
- The need to pay attention to the issue of becoming an educational organization through training and knowledge transfer.
- The need to focus on employing e0training effectively in the ministry, so that employees can receive training while they are in their office, thus contributing to saving time and efforts.
- The importance of employing training strategies and techniques in providing employees with varied knowledge and new skills.

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