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The Role of Psychological Capital in Enhancing Empowerment among Female Leadership

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Abstract

This study examines how psychological capital is related to psychological empowerment in female leaders across private and public sectors. A random sample of 477 female workers in leadership roles from the Jizan region participated, of whom 312 were from the government sector and 165 from the private sector. The data were collected through a questionnaire and analyzed using SPSS software, using techniques such as Pearson's correlation coefficient, multiple regression analysis, t-tests, and analysis of variance. The findings showed that there is a significant positive relationship between psychological capital and workplace empowerment components for female leaders in both sectors. The study also discusses its practical implications and provides recommendations for fostering leadership development and women's empowerment.

Keywords: Psychological empowerment, Psychological capital, Female leadership, Workplace dynamics

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Introduction

Psychological capital (PsyCap) is recognized as a vital component of positive organizational behavior, highlighting the degree to which employees exhibit positive psychological traits. These traits enable employees to better manage challenges, which in turn improves their performance and drives them to continually enhance their capabilities. Such attributes are crucial for organizations, particularly in times of crisis, as they help businesses overcome economic challenges. Positive psychological traits thus play an important role in employee performance [1]. Employees are central to an organization's competitive edge, prompting organizations to explore innovative ways to leverage their workforce. In line with this, Saudi Arabia's Vision 2030 includes plans to increase female participation in the labor market, alongside empowering women to take on political and leadership roles. This initiative acknowledges women's valuable contributions, particularly in areas such as the consultative council, education, and municipal leadership. As women have been encouraged to engage across various sectors, their participation in the workforce has steadily increased, creating opportunities for them to contribute to community development. Several studies have highlighted the importance of self-empowerment, with a focus on key sources of strength such as self-reliance and self-belief. These sources are associated with enhanced performance, loyalty, innovation, job satisfaction, and improved behaviors among female employees in administrative positions [2]. Additionally, Afram *et al*. [3] emphasized that

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psychological empowerment positively impacts worker engagement, job satisfaction, commitment, and the likelihood of achieving positive organizational outcomes.

Problem statement

Psychological capital (PsyCap) lies between transient mood states and stable personality traits, and it can be cultivated through positive psychological programs to enhance productivity and job satisfaction [4]. Job satisfaction promotes social compatibility, psychologically boosting productivity, and enabling managers to optimize resources efficiently, ultimately leading to greater organizational success [5]. With the establishment of Vision 2030, Saudi women have been at the forefront of this transformative process, reflecting their significant role in society. Women in Saudi Arabia have consistently demonstrated their competence across various fields, especially amid the current changes, which promise further opportunities for women's involvement in the Kingdom's development.

The first quarter of 2020 marked a key moment in this transformation, with the Saudi government, led by King Salman and Crown Prince Mohammed Bin Salman, actively supporting the developmental role of women in both the national progress and local economy. This study, therefore, aims to examine the relationship between psychological capital and psychological empowerment, focusing on the relevant factors of both variables as illustrated in **Figure 1**.

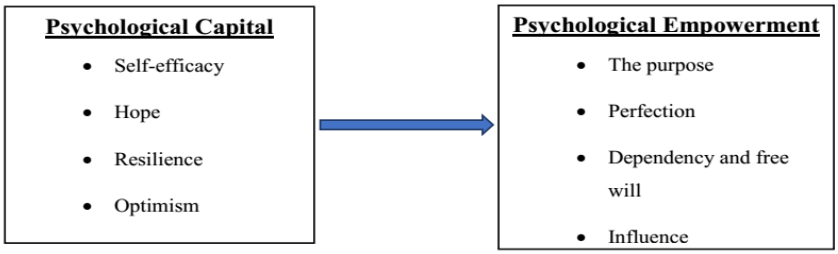

Figure 1. Conceptual framework of the study

Study objectives

This study aims to achieve the following objectives:

To examine the extent of psychological capital's influence on psychological empowerment in the workplace among female leaders in both public and private sectors.

To envision a future that enhances the role of Saudi women in the context of Vision 2030.

To identify the primary psychological barriers preventing Saudi women from participating more fully in the labor market.

To propose strategies for improving the work environment in Jizan Province to increase opportunities for Saudi women in the labor market.

To design leadership programs that foster greater participation of women in the labor market.

Terminologies of the study

Psychological capital (PsyCap): A collection of positive psychological resources that impact employees, enabling them to achieve their career goals and remain optimistic about their professional future [6].

Psychological empowerment: Defined as the individual's belief in their competence and capability to make a meaningful impact [7].

The importance of the study

The study focuses on female leaders in both public and private sectors, emphasizing their role in leadership positions.

It explores the empowerment of Saudi women in the workforce, aiming to increase their participation in a range of sectors.

It examines the indirect effects of psychological capital, particularly how factors like job satisfaction and empowerment mediate its impact.

The practical significance lies in providing insights that could help institutions increase female participation in the labor market and enhance their drive to occupy leadership roles.

Theoretical framework

A positive psychological state is crucial for enhancing employee performance and motivation within an organization [8].

Psychological capital (PsyCap)

Psychological capital focuses on fostering positive psychological traits in individuals, rather than emphasizing their problems [9, 10]. According to Radwan and Ataa [11], psychological capital is a vital resource for organizations, enabling employees to address challenges in their careers more effectively. Luthans *et al.* [4] suggested that psychological capital includes self-confidence to tackle difficult tasks and the resilience to face obstacles, making it a critical factor for success in professional settings.

Characteristics of psychological capital

Psychological capital is generally understood to consist of four main elements: hope, optimism, self-efficacy, and resilience. These components are closely linked to work performance and employee behavior within organizational settings, as shown in research such as that of Newman *et al.* [12]. This framework can be assessed by gathering responses from individuals working in various organizational environments.

Key dimensions of psychological capital

Optimism: This refers to the tendency to view positive events as results of one's abilities and efforts [4]. Al-Dulaimi [9] emphasized that the interconnectedness of psychological capital dimensions contributes to maintaining a balanced psychological state, enhancing personal attributes, and boosting professional outcomes.

Hope: Hope reflects an individual's positive outlook on future achievements and the belief in their ability to reach desirable outcomes. According to Radwan and Atta [11], hope is significantly linked with improvements in productivity and job satisfaction within organizations, as noted by Luthans *et al*. [4].

Self-Efficacy: This dimension is concerned with an individual's belief in their capacity to tackle challenges and adapt to new situations [13, 14]. It emphasizes the confidence to exert the necessary effort to succeed in various tasks [12]. As highlighted by Al-Asouli [13] and referenced in Al-Rajeh (2017), self-efficacy focuses on the ability of individuals to control and guide their behaviors.

Resilience: Resilience is the ability to bounce back from setbacks and handle adversity. It involves maintaining a positive mindset and showing flexibility when faced with challenging circumstances [9]. Resilient individuals often demonstrate creativity in problem-solving and can adapt quickly to changes [13].

Second: psychological empowerment

Concept of Empowerment: Empowerment refers to the process of giving authority or power to individuals. Effective empowerment in organizations involves both empowering individuals and equipping them with the tools and resources to recognize and utilize their capabilities [2].

Psychological Empowerment: Psychological empowerment is understood as a framework that encourages positive results on both professional levels and persons [2]. It involves fostering a sense of competence, autonomy, and self-determination within individuals.

Empowerment of Women: Empowering women involves providing them with the opportunities to become more self-reliant and independent [2]. As part of Saudi Arabia's Vision 2030, there is a concerted effort to increase female participation in leadership roles through specialized programs and initiatives.

Dimensions of psychological empowerment

Psychological empowerment is composed of four primary dimensions:

Meaning: The sense that the work individuals engage in is personally valuable and contributes meaningfully to their well-being and goals.

Competence: This dimension refers to the confidence that individuals have in their ability to effectively complete tasks and meet performance expectations.

Autonomy: Autonomy is the degree of independence and control that individuals experience in their roles, allowing them to take responsibility for the results of their efforts [15].

Impact: Impact relates to the perceived influence individuals have over the outcomes of their work, contributing to a sense of accomplishment and empowerment in their roles.

Previous research

1. Studies on the link between psychological capital and psychological empowerment

Ahmed [16] explored the connection between positive psychological capital, organizational innovation, and entrepreneurial behavior, revealing a strong relationship between these elements.

Shu and Osiris (2017) found that psychological capital is positively correlated with job satisfaction, and job satisfaction, in turn, is negatively associated with employee turnover.
Al-Sanabani (2018), however, concluded that there were no significant differences in workers' perceptions of how job burnout impacts their psychological capital.
Asgari and Karimi [17] discovered an inverse relationship between psychological capital and professional burnout, while also noting that dimensions like hope, efficiency, and optimism had no negative correlation with burnout.
Radwan and Atta [11] highlighted that psychological capital positively influences organizational commitment behaviors such as flexibility, hope, and self-efficacy. Their findings suggested a strong impact of psychological capital on workplace behaviors like awareness and sportsmanship.
Muhammad [18] showed that reasonable capital had negative effects on superficial effort strategies, but psychological capital had a positive effect on job satisfaction.
Kaya and Altınkurt [19] found a moderate effect of psychological and structural empowerment on psychological capital, especially in reducing emotional exhaustion, and showed that empowerment also helped reduce teacher burnout.
Amin [6] revealed a significant positive correlation between psychological capital and job creation, with implications for enhancing job opportunities.
Al-Zeer [8] discovered a significant relationship between psychological capital and job satisfaction and showed that psychological capital strongly correlates with job performance.

2. Studies on psychological empowerment and other variables

Batool *et al.* [20] performed regression analysis to examine what factors predict psychological empowerment in women. The study found that factors such as self-esteem, social and spousal support, paid employment, and dowry significantly contributed to women's psychological empowerment.
Muthmainah and Wustari [21] focused on how psychological capital and empowerment affect emotional commitment, with their findings indicating that psychological capital positively influenced emotional commitment, further strengthened by psychological empowerment.
Al-Sharida and Abdel Latif [15] explored the relationship between teacher experience and psychological empowerment. They found that experienced teachers showed higher levels of psychological empowerment, recommending that programs aimed at boosting psychological capital and empowerment should be developed.
Qian and Fangfang (2019) showed that psychological empowerment is linked to higher work participation, emphasizing that the sense of meaning and efficacy in the workplace play crucial roles in fostering greater employee engagement.
Tsegaw *et al*. [22] examined the differences in stress levels between female workers in the private and public sectors. They found that private-sector employees faced less stress, attributing this to better workload management and stress-reduction training provided by their employers.

Commentary on previous studies

A review of the previous research indicates several significant findings about the role of psychological capital in improving employee performance, reducing burnout, and enhancing job satisfaction. These studies highlight the importance of both psychological empowerment and psychological capital, providing a comprehensive understanding of how these variables interact in different organizational settings.
Al-Shweiki [23] explored the impact of job burnout on psychological capital and job-related correlations among leadership workers. This study reinforces the idea that high levels of burnout can reduce psychological capital, leading to lower job satisfaction and performance. However, it also suggests that enhancing psychological capital could mitigate burnout and improve job outcomes.
Muhammed [18] studied the relationship between psychological capital and strategies like job satisfaction and emotional effort. The results showed that psychological capital has a significant positive impact on job satisfaction, confirming its importance in promoting positive work outcomes. This aligns with the notion that a strong psychological capital foundation helps employees manage emotional effort better, contributing to greater satisfaction and engagement.
Radwan and Atta [11] examined the effect of psychological capital on organizational belonging behaviors, highlighting that higher levels of psychological capital correlate positively with behaviors such as organizational loyalty and citizenship behaviors. This is particularly important for fostering a supportive and committed workforce, which can lead to better organizational performance and employee retention.
Kaya and Altınkurt [19] looked into the combined effects of psychological capital and psychological empowerment in reducing job burnout, particularly among teachers. Their findings indicate that psychological capital and empowerment are instrumental in combating burnout, suggesting that organizations should focus on both variables to maintain employee well-being and productivity.

Additional studies like Luthans *et al.* [4] have shown that psychological capital is a key predictor of job performance and satisfaction. This relationship underscores the idea that investing in employees' psychological capital can lead to increased motivation, higher engagement, and ultimately, better performance at work. Similarly, Larson [24] highlighted the positive impact of alignment between employees' and leaders' psychological capital, which strengthens organizational cohesion and increases job satisfaction.

Furthermore, Amin [6] found that psychological capital significantly influences job creation and its dimensions. This finding reinforces the importance of psychological capital not only in individual performance but also in the broader organizational context, where it can drive innovation and career development opportunities.

In the realm of leadership, Ren *et al.* [25] found that empowering leadership positively affects employee improvisation, mediated by challenge and hindrance stress. This suggests that empowering leaders can help employees cope with stress more effectively, thereby fostering a creative and adaptive workforce.

Moreover, Hasan and Wahid [26] emphasized the link between employee empowerment and organizational effectiveness, stressing that empowering employees is crucial for enhancing overall organizational performance.

Studies on psychological empowerment, such as those by Turnipseed and VandeWaa [27] and Al-Nawajha [28], found that psychological empowerment positively influences behaviors like citizenship and creative teaching skills. These findings suggest that empowering employees not only boosts their performance but also enhances their readiness for change and problem-solving within the organization.

Finally, research by Batool *et al*. [20] identified factors such as self-esteem and social support as significant predictors of psychological empowerment, particularly among women. This is particularly relevant in the context of gender equality in the workplace, where enhancing women's psychological empowerment can lead to greater job satisfaction and career advancement.

In conclusion, the current study aligns with and builds upon the findings of these previous studies. It agrees that psychological capital is a crucial variable influencing various aspects of employee performance, job satisfaction, and empowerment. Additionally, it recognizes the importance of psychological empowerment in enhancing organizational outcomes and individual readiness for change. By focusing on both psychological capital and empowerment, the current study contributes to the growing body of research advocating for their role in creating more effective and resilient workplaces.

Study's hypotheses

There is a positive relationship with statistical significance between the sources of psychological capital and psychological empowerment in the work environment among the female workers in the current study with leadership tasks in the public and private sectors.

Materials and Methods

The study conducted a descriptive and correlative in 2021 in the Jazan region. The population was female workers with leadership tasks in the private and public sectors. The random sample of female workers consists of 477 female workers with leadership tasks in the public and private sectors, including 312 female workers in the government sector, and 165 in the private sector. The data were analyzed using multiple regression analysis, Pearson’s correlation coefficient, t-test for significance of differences, and analysis of variance.

Data analysis

Study Tools: The tools of the current study are the psychological capital scale and the psychological empowerment scale.

The correlation coefficients between the degree of the individual and the degree of the dimension to which it belongs on the psychological capital scale are statistically significant at the level of 0.01; which indicates the validity of the scale.

Also, correlation coefficients between the degree of dimensions to each other, as well as between the dimensions and the total degree are statistically significant at the 0.01 level; which indicates the validity of the scale.

Internal consistency

The correlation coefficient between the individual score and the total score of the scale was calculated after applying it to the survey sample.

The total degree of the psychological capital scale is statistically significant at the level of 0.01; which indicates the internal consistency of the scale.

Stability

The stability of the psychological capital scale was calculated using Cronbach's alpha equation for the dimensions of the scale and the total score.

Table 1 pointed out that the stability coefficients for the dimensions of the psychological capital scale (self-efficacy - hope - steadfastness - optimism - the total degree) amounted, respectively, (0.716 - 0.852 - 0.789 - 0.912), which are high stability coefficients; This indicates the stability of the scale.

Second: the psychometric characteristics of the psychological empowerment scale

Vocabulary validity

Vocabulary validity was calculated by calculating, after applying the scale to the exploratory sample whose number reached (100) participants from the same original research community.

Table 1. Stability coefficients for the scale's dimensions and overall score

Dimension	Cronbach's alpha stability coefficient
1. Self-efficacy	0.716
2. Hope	0.852
3. Steadfastness	0.789
4. Optimism	0.759
5. Total score	0.912

The calculated correlation coefficients, which are significant at the 0.01 level, affirm the scale's validity. The relationships between the overall score and the individual dimension scores were also assessed, and these correlations were significant at the 0.01 level, further confirming the scale's validity.

Internal consistency

After applying the scale to the survey sample, the correlation between individual scores and the overall score was determined. These correlations were statistically significant at the 0.01 level, indicating that the scale is internally consistent.

Stability

The psychological empowerment scale's stability was evaluated using Cronbach's alpha for each dimension and the total score. The stability coefficients for the various dimensions—meaning, competence, autonomy, impact, and overall score—were found to be 0.852, 0.901, 0.823, 0.809, and 0.904, respectively. These high stability values suggest the scale is reliable and consistent over time.

Results and Discussion

To test the hypothesis, the Pearson correlation coefficient was measured between the psychological empowerment scale and the participant's scores on the psychological capital scale.

Table 2 reveals that the correlation coefficients are statistically significant at the 0.01 level, indicating a relationship between psychological capital and psychological empowerment among the study participants.

The findings suggest that psychological capital emphasizes individual strengths and positive qualities rather than focusing on problems. This helps improve interpersonal relationships within the organization, enhances performance, and fosters creativity at work. These results align with the studies by Amin [6], Al-Zeer [8], Al-Dulaimi [9], and Radwan and Atta [11], which highlight the role of psychological capital in achieving job satisfaction, promoting optimism, positivity, and job stability. As a result, individuals experience psychological independence, empowerment, confidence, and goal achievement, which in turn boosts performance and job satisfaction. These findings are consistent with the work of Luthans *et al.* [4], Kaplan and Bickes [29], Shaw and Osiris (2017), and Muhammad [18], who found that psychological capital enhances individuals' ability to foster relationships, grow professionally, and adapt to change. In addition, studies by Bradley [30], Lizar *et al*. [31], and Ahmed [16] showed that workers who are optimistic, confident, innovative, and solution-oriented tend to be more persistent in solving professional challenges compared to others.

(a) Additionally, multiple regression analysis was employed to explore the potential of predicting psychological empowerment using the dimensions of capital.

Table 2. Correlation coefficients between psychological capital, job satisfaction, and psychological empowerment scores of the sample participants

Psychological capital	Meaning	Perfection	Will and independence	Influence	Psychological empowerment
Self-efficiency	0.318**	0.336**	0.318**	0.320**	0.401**
Hope	0.408**	0.390**	0.409**	0.389**	0.497**
Resilience	0.339**	0.329**	0.330**	0.317**	0.409**
Optimism	0.257**	0.302**	0.331**	0.329**	0.379**
Total score	0.410**	0.414**	0.426**	0.413**	0.517**

Table 3. F-value for predicting psychological empowerment based on psychological capital dimensions

Source of variance	Sum of squares	Degrees of freedom	Mean square	F-value	Significance level
Regression	5354.177	3	1784.726	58.233	0.01
Remaining	14496.393	473	30.648		
Total	19850.570	476			

Table 3 indicates that the "F" value for predicting psychological empowerment through the dimensions of psychological capital among female participants in both the public and private sectors was 58.233. This value is statistically significant at the 0.01 level, demonstrating that psychological empowerment can be predicted based on the dimensions of psychological capital.

Table 4. Multiple regression results showing the contribution of psychological capital dimensions in predicting psychological empowerment

Independent variable	Partial correlation (R)	R^2	Interpretation (R^2)	Regression coefficient (B)	Standard error	Standardized coefficient (β)	T-value
Hope	0.242	0.059	0.054	0.513	0.095	0.324	5.421**
Resilience	0.127	0.016	0.012	0.423	0.152	0.143	2.791**
Self-efficacy	0.110	0.012	0.010	0.376	0.156	0.125	2.405**
Regression constant				30.008			

Table 4 reveals that the dimensions of hope, resilience, and self-efficacy showed predictive values of 5.421, 2.791, and 2.405, respectively. These values are statistically significant at the 0.01 level. The R^2 values for these dimensions were 0.054, 0.016, and 0.010, indicating that hope, resilience, and self-efficacy contribute 5.4%, 1.6%, and 1.0% respectively to predicting psychological empowerment among female workers in both sectors.

Additionally, the predictive values for the psychological capital dimensions not included in the regression equation were also calculated.

$$\text{Psychological empowerment} = 30.008 + 0.513 \times \text{Hope} + 0.423 \times \text{Resilience} + 0.367 \times \text{Self-efficacy} \quad (1)$$

It is evident from the findings above that achieving psychological capital leads to both psychological empowerment and job satisfaction. The mental state of individuals plays a crucial role in influencing their work performance. This is consistent with studies by Bradley [30], Lizar *et al.* [31], Ding *et al.* [32], Muhammad [18], and Amin [6]. Among the components of psychological capital, hope stands out as the primary predictor for both job satisfaction and psychological empowerment, making employees feel more positive and engaged in their work. This aligns with the findings of Al-Zeer [8], Al-Shweiki [23], and Ahmed [16]. However, it contrasts with Kaplan and Bickes's [29] study, where neither hope nor self-efficacy was shown to significantly impact job satisfaction.

(2) - Examining the potential of psychological empowerment being predicted through the various components of psychological capital:

According to **Table 5**, the "F" value reached 36.519, which is statistically significant at the 0.01 level, confirming that psychological empowerment can be predicted by the dimensions of psychological capital.

Revised paraphrased content

The above data highlights that achieving psychological capital results in both psychological empowerment and job satisfaction, emphasizing how individuals' mental states directly impact their work performance. This observation is consistent with previous studies [6, 18, 30-32]. Among the key factors of psychological capital, hope is the most influential in predicting both job satisfaction and psychological empowerment. It helps individuals feel more positive toward their work, aligning with findings from Al-Zeer [8], Al-Shweiki [23], and Ahmed [16]. However, this differs from the findings of Kaplan and Bickes [29], where hope and self-efficacy did not significantly affect job satisfaction.

Predicting psychological empowerment through psychological capital dimensions

Table 5 shows that the "F" value for predicting psychological empowerment using psychological capital dimensions in female workers from both public and private sectors is 36.519, which is statistically significant at the 0.01 level. This indicates that psychological empowerment can be predicted by the psychological capital dimensions.

Table 5. F-value for predicting psychological empowerment from psychological capital dimensions in female government sector employees

Source of variance	Sum of squares	Degrees of freedom	Mean square	F-value	Significance
Regression	2399.309	2	1199.654	36.519	0.01
Residual	10150.679	309	32.850		
Total	12549.987	311			

Table 6 shows the significant contributions of hope and optimism to predicting psychological empowerment in female employees of the government sector. With predictive values of 3.684 and 3.449, respectively, both factors are statistically significant at the 0.01 level. Hope and optimism explain 15.7% and 15.2% of the variance in psychological empowerment, respectively.

However, the contributions of self-efficacy and resilience were found to be statistically insignificant, which led to their exclusion from the regression model.

The regression equation for predicting psychological empowerment is:

$$\text{Psychological Empowerment} = 33.869 + 0.411 \times \text{Hope} + 0.685 \times \text{Optimism} \quad (2)$$

Table 6. Contribution of psychological capital dimensions in predicting psychological empowerment for government sector workers

Independent variable	Partial correlation (R)	R^2	Interpretation coefficient (R^2)	Regression coefficient (B)	Standard Error	Standardized Coefficient (β)	T-value
Hope	0.400	0.160	0.157	0.411	0.112	0.248	3.684**
Optimism	0.395	0.156	0.152	0.685	0.199	0.233	3.449**
Constant				33.869			

Table 7 reports an F-value of 28.348, confirming that the psychological capital dimensions can be used to predict job satisfaction among female workers in the private sector.

Table 7. F-value for predicting job satisfaction from psychological capital dimensions in private sector employees

Source of variance	Sum of squares	Degrees of freedom	Mean square	F-value	Significance
Regression	286.628	1	286.628	28.348	0.01
Residual	1648.075	163	10.111		
Total	1934.703	164			

Table 8 illustrates an F-value of 64.366, highlighting that psychological capital dimensions can predict psychological empowerment in female employees of the private sector.

Table 8. F-value for predicting psychological empowerment from psychological capital dimensions in private sector employees

Source of variance	Sum of squares	Degrees of freedom	Mean square	F-value	Significance
Regression	3227.560	2	1613.780	64.366	0.01
Residual	4061.652	162	25.072		
Total	7289.212	164			

Table 9 presents predictive values of 7.054 and 2.670 for hope and self-efficacy, respectively, which are statistically significant at the 0.01 level. The R^2 values are 0.416 and 0.265, suggesting that hope and self-efficacy explain 41.6% and 26.5% of the variance in psychological empowerment among private sector workers.

Other dimensions, such as resilience (T = 1.536) and optimism (T = -0.749), were not statistically significant and thus were excluded from the model.

The regression equation for psychological empowerment in the private sector is:

Psychological Empowerment = 26.093 + 0.775 × Hope + 0.601 × Self-efficacy (3)

Table 9. Contribution of psychological capital dimensions in predicting psychological empowerment for private sector workers

Independent variable	Partial correlation (R)	R^2	Interpretation coefficient (R^2)	Regression coefficient (B)	Standard error	Standardized coefficient (β)	T-value
Hope	0.647	0.419	0.416	0.775	0.110	0.525	7.054**
Self-efficacy	0.521	0.271	0.265	0.601	0.225	0.199	2.670**
Constant				26.093			

Table 9 indicates that resilience (T-value = 1.536) and optimism (T-value = -0.749) do not show statistical significance. As a result, these factors were excluded from the regression analysis. From the findings, the regression equation can be represented as follows:

Psychological empowerment = 26.093 + 0.775 × Hope + 0.601 × Self-efficacy (3)

Conclusion

The results indicate that psychological empowerment and job satisfaction can be predicted more effectively in the private sector compared to the public sector, particularly among female workers. Additionally, there is a notable gap in research, both in Arabic and international studies, focusing on the differences between the public and private sectors concerning these variables. For instance, Al-Kinani and Bechatoh's study [33] examined job satisfaction levels and the differences in satisfaction factors between educators in Saudi Arabia's private and public sectors. Their conclusions contrasted with this study's results. This study suggests that the private sector's focus on profit-making leads to significant improvements in employee work conditions, such as skill development, task variety, and shared responsibilities. These factors foster a sense of hope and optimism in female workers, positively influencing work outcomes. Furthermore, Tsegaw *et al.* [22] found that female employees in the private sector experience less stress compared to those in the public sector, likely due to reduced workloads and training in stress management. On the other hand, the public sector's emphasis on seniority-based incentives and promotions, combined with job security, may hinder personal growth and innovation. In response, Saudi Arabia's Vision 2030 aims to encourage privatization to strengthen public-private partnerships, contributing to national development.

Recommendations and suggestions

The following areas are suggested for future research:

1. Investigating the relationship between psychological capital, social responsibility, and the employability of Saudi women.
2. Exploring how psychological capital can predict women's organizational responsibility.
3. Studying the correlation between women's creative skills in the workforce and psychological capital.
4. Assessing the impact of psychological capital on the quality of academic life among faculty members in higher education.
5. Examining the effectiveness of programs designed to enhance psychological capital in boosting the productivity of Saudi women.
6. Conducting comparative studies between public and private sector institutions.

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