SAUDI WOMEN EMPOWERMENT IN LEADERSHIP POSITIONS IN HEALTH CARE SECTOR: BARRIERS TO THEIR SUCCESS

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ABSTRACT

Purpose: Women’s leadership is a necessary step in the development of civilization. However, the purpose of this study is to identify the barriers and challenges facing Saudi Arabian women seeking leadership positions in the health care industry.

Theoretical Framework: The model's constructs are based on the studies cited, and they include barriers related to culture, a woman's personality, organizational politics, women's empowerment, and male top management discrimination.

Design/Methodology/Approach: The study used a survey to collect data from 459 female was chosen for the study and a sample comprised of female employees in the Saudi privet healthcare sector from all the regions in the Kingdom of Saudi Arabia. Using smart PLS, was employed to analyses the research data.

Findings: The findings and the results of the analysis indicates that the dimensions of the model included Male top management discrimination, Culture, woman’s personalities, and organizational politics exert different influences on women's empowerment. We find measuring the effect of moderating factors (The Male top management discrimination) indicates has the strongest effect on Culture and women's empowerment in the Saudi healthcare sector.

Research, Practical & Social Implications: As a result, this study has deepened our understanding of the dynamic nature of women's empowerment and the challenges facing women's prospects for leadership while also helping to reframe gender roles. According to this study, women should receive leadership training in order to improve their capacity for decision-making, fulfill their organizational obligations, and expand the opportunities for women's empowerment.

Originality/Value: The degree to which Saudi citizens are willing to change their opinions of women's leadership and personalities; to end practices that support male dominance and oppression of women; to end discriminatory laws and policies that impede women's career advancement; and to place their faith in a woman's self-assurance and ability to make the right decisions and shoulder the responsibility in healing.

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EMPODERAMENTO DAS MULHERES SAUDITAS EM CARGOS DE LIDERANÇA NO SETOR DE SAÚDE: BARREIRAS PARA SEU SUCESSO

RESUMO

Objetivo: A liderança das mulheres é uma etapa necessária para o desenvolvimento da civilização. Entretanto, o objetivo deste estudo é identificar as barreiras e os desafios enfrentados pelas mulheres da Arábia Saudita que buscam cargos de liderança no setor de saúde.

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Estrutura Teórica: Os construtos do modelo baseiam-se nos estudos citados e incluem barreiras relacionadas à cultura, à personalidade da mulher, à política organizacional, ao empoderamento da mulher e à discriminação da alta gerência masculina.

Projeto/Metodologia/Abordagem: O estudo utilizou uma pesquisa para coletar dados de 459 mulheres que foram escolhidas para o estudo e uma amostra composta por funcionárias do setor de saúde privada saudita de todas as regiões do Reino da Arábia Saudita. O PLS inteligente foi empregado para analisar os dados da pesquisa. Achados: As constatações e os resultados da análise indicam que as dimensões do modelo incluíam a discriminação da alta gerência masculina, a cultura, a personalidade da mulher e a política organizacional, exercendo diferentes influências sobre o empoderamento das mulheres.

Implicações Sociais, Práticas e de Pesquisa: Como resultado, este estudo aprofundou nossa compreensão da natureza dinâmica do empoderamento das mulheres e dos desafios enfrentados pelas perspectivas de liderança das mulheres, além de ajudar a reformular os papéis de gênero. De acordo com este estudo, as mulheres devem receber treinamento em liderança para melhorar sua capacidade de tomar decisões, cumprir suas obrigações organizacionais e ampliar as oportunidades de empoderamento feminino.

Originalidade/Valor: O grau em que os cidadãos sauditas estão dispostos a mudar suas opiniões sobre a liderança e a personalidade das mulheres; a acatar com as práticas que apoiam a domínio masculina e a opressão das mulheres; a acabar com as leis e políticas discriminatórias que impedem o avanço da carreira das mulheres; e a depositar sua fé na autoconfiança e na capacidade da mulher de tomar as decisões certas e assumir a responsabilidade de curar.


EMPDERAMIENTO DE LA MUJER SAUDÍ EN PUESTOS DIRECTIVOS DEL SECTOR SANITARIO: BARRERAS PARA SU ÉXITO

RESUMO
Propósito: O liderazgo femenino es un paso necesario en el desarrollo de la civilización. Sin embargo, el propósito de este estudio es identificar las barreras y los retos a los que se enfrentan las mujeres sauditas que buscan puestos de liderazgo en el sector sanitario.

Marco Teórico: Los constructos del modelo se basan en los estudios citados e incluyen barreras relacionadas con la cultura, la personalidad de la mujer, la política organizativa, la capacitación de la mujer y la discriminación de los altos cargos masculinos.

Diseño/Metodología/Enfoque: En el estudio se utilizó una encuesta para recopilar datos de 459 mujeres y se seleccionó una muestra compuesta por empleadas del sector sanitario privado saudí de todas las regiones del Reino de Arabia Saud. Para analizar los datos de la investigación se utilizó el método PLS inteligente.

Conclusiones: Las conclusiones y los resultados del análisis indican que las dimensiones del modelo incluyen la discriminación de los altos directivos, la cultura, la personalidad de la mujer y la política organizativa, que ejercen diferentes influencias sobre la capacitación de la mujer. Se ha observado que la medición del efecto de los factores moderadores (la discriminación de los altos directivos) tiene el mayor efecto sobre la cultura y la capacitación de la mujer en el sector sanitario saudí.

Implicaciones Sociales, Prácticas y de Investigación: Como resultado, este estudio ha profundizado nuestra comprensión de la naturaleza dinámica del empoderamiento de la mujer y de los retos a los que se enfrentan las perspectivas de liderazgo de las mujeres, al tiempo que ha contribuido a replantear los roles de género. Según este estudio, las mujeres deberían recibir formación en liderazgo para mejorar su capacidad de toma de decisiones, cumplir con sus obligaciones organizativas y ampliar las oportunidades de empoderamiento femenino.

Originalidad/Valor: El grado en que los ciudadanos saudíes están dispuestos a cambiar su opinión sobre el liderazgo y la personalidad de las mujeres; a poner fin a las prácticas que apoyan la dominación masculina y la opresión de las mujeres; a acabar con las leyes y políticas discriminatorias que impiden la promoción profesional de las mujeres; y a depositar su fe en la seguridad en sí misma y la capacidad de una mujer para tomar las decisiones correctas y asumir la responsabilidad en la curación.

Palabras clave: Empoderamiento de la Mujer, Discriminación de la alta Dirección Masculina, Cultura, Personalidad de la Mujer y Política Organizativa.
1 INTRODUCTION

The process of empowering women is known as women's empowerment. Education, awareness, leadership, and training all help to empower women. Women's empowerment also encourages them to participate in all areas of life and make useful contributions. Women's empowerment so enables them to take charge of their lives and enhances their wellbeing. Women's ability to make wise life decisions, which was previously denied to them, is increased by empowerment. In addition, women can redefine sex roles, which will grant them with more free will to pursue their desired goals in their lives and professions. Lastly, the world’s nations, communities, and businesses will gain from women’s empowerment. Because it improves and quality and quantity of human resources required for advancement (Sharma, 2020; Alnufaie & Beghum, 2021; Warth & Koparanova, 2012; Kumar & Sujatha, 2023).

The aim of this research is to disclose the obstacles and difficulties for women’s empowerment in Saudi Arabia. The objectives include: (1) study the discrimination between men and women in the workplace; (2) investigate the influence of organizational politics on women’s empowerment; (3) discover the impact of the Saudi Arabian culture and women’s personality on women’s empowerment in private healthcare sectors across Saudi Arabia.

2 THEORETICAL REFERENTIAL

In the 1980s and 1990s, the phenomenon of women’s empowerment arose through the recognition of gender inequality. Therefore, women’s empowerment provided a structural change toward better equality (Cornwall & Rivas, 2015). Originally, empowerment was meant to convert inequitable power relations by providing opportunities to individuals, primarily women, to make strategic life choices; since previously they were denied of such opportunity (Kabeer, 2001; Cornwall & Rivas, 2015).

Referring to the Global Gender Gap Index Report of 2020 (Sharma et al., 2021) shows that Arab countries, unfortunately, are not among the top ten countries of gender equality. The Index gauges gender disparity in four critical areas: political empowerment, educational attainment, health and survival, and economic involvement and opportunity. Unfortunately, the Arab world has made the smallest progress toward eradicating gender disparity, as seen by the fact that Arab nations are at the bottom of the scale.
Saudi Arabia is ranked 146 out of 153 countries in the Index report, placing it alongside Yemen, Oman, Chad, Congo, Lebanon, Syria, Pakistan, and Iraq in the lowest 10 nations for gender performance. Consequently, the Kingdom of Saudi Arabia, has high levels of gender inequality Global Gender Gap Index Report of 2020 (Sharma et al., 2021).

Culture. In Saudi Arabia, women make up 16 percent of the labor domain, which is identified as the least percentage globally (Alnufaie and Beghum, 2021; Alsharif, 2019). Due to the Saudi Arabian culture, traditions, and society, women in leadership positions are considered narrow compared to men leaders. Additionally, Islamic beliefs limit the social role of women in Saudi Arabia and other preserving societies. In preserved communities, women are expected to be a housewife. Because of the social norms, women leaders have limited options. Mostly the offered opportunities to Saudi women are in education and the healthcare field. As a result, some women struggle with different forms of discrimination due to the Saudi Arabian culture, traditions, and social structure (Al-Ahmadi, 2011; Kattan, 2015; Al-Rasheed, 2013; Radwan et al., 2017).

Saudi Arabia has recently sought to boost the number of women holding leadership roles in the work force. In addition, the Kingdom is planning to enable Saudi women to actively participate in the Shura Council. The dominance of men in leadership roles in the workforce will end with the acceptance of women into the Kingdom's political and diplomatic activity. Saudi women are now, and for the first time, crucial participants of the country's unified security operations (Alnufaie & Beghum, 2021; Alsharif, 2019).

Organizational Politics. Organizational politics is a process that individuals in an organization go through considering their self-interest and their ability to be better than other employees. Moreover, There are two techniques in organizational politics: the means and goals approach. According to the means approach, organizational politics is the result of employee behavior and includes reason, insistence, obstruction, ingratiating, benefit exchange, and coalition building. On the other hand, organizational politics is taking into account the accountability of the self-serving acts that are against the organization under the end's approach. (Iqbal, 2016; Bagheri, 2022; Al-Zubaidi, 2013) Organizational politics is also found to be negatively related to the employee perception about fairness and justice in the organizational processes (Andrews and Kacmar, 2001; Aryee et al., 2004; Beugré and Liverpool, 2006; Ferris and Kacmar, 1992, Al-Zubaidi, 2013).

Women Personality. (Al-Halawani, 2002; Robbins et al., 2015). defined women personality as: "the features and characteristics that woman should have to be unique compared to other women to achieve the desired goals she looks for." Because of the women’s personality
characteristics, some individuals assume that women are less competent than men in leadership roles. Therefore, they need continuous monitoring and supervision at work. In general, there are other factors that affect an individual’s work productivity. Some of the factors are attitude, perceptions, motivations, knowledge, skills, experience, perceptions, confidence, and commitment. The previous factors are also important to understand the individual’s behaviors, disregarding their gender. Nevertheless, there are evident differences between women and men in the workplace (Naseem & Dhruva, 2017; Shihabi, 2001).

Male top management (Discrimination). In the Middle East, female managers face the effect of the “glass ceiling” more frequently and to a enormous extent compared to females from other countries. There are other factors that rise from the existence of the “glass ceiling”, such as absence or lack of support, destructive work relationships, and gender discrimination (Pai & Vaidya, 2009; Zubaidi et al., 2011; Ahmad & Faraj Zubaidi, 2013).

It is important to draw attention to and relate the repression and marginalization of women. The struggle for women's liberation and equal rights exists to end oppression as well as to assist and support all women, regardless of group, race, or class. It does not imply favoring women over males, but rather that substantial power can be used to uphold each person's human rights and transform lives (Al-Zubaidi, 2013; Shihabi et al., 2003; Al-Ahmadi, 2011; Kattan, 2015). As long as males behave in an oppressive manner against women in positions of authority, this terrible injustice must end.

We are looking into the Saudi model's effectiveness for empowering women as an emerging trend in response to this issue. We wish to identify the issues and difficulties associated with employment for women's empowerment. This study aims to identify the barriers and challenges to women's empowerment in Saudi Arabia.

3 RESEARCH FRAMEWORK

Figure 1

Measurement Model

1. Culture obstacles
2. Woman’s personality obstacles
3. Organization political obstacles

Source: Author & Computed Data
**H₀₁**: There is no meaningful connection between culture and women empowerment in the Saudi healthcare sector.

**H₀₂**: There is no significant relationship between woman’s personalities and women’s empowerment in the Saudi healthcare sector.

**H₀₃**: In the Saudi healthcare industry, there is no relevant connection between organizational political barriers and women's empowerment.

**H₀₄**: Top management discrimination against female leaders has no moderating effect on the relationship between culture and Women empowerment in the Saudi healthcare sector.

**H₀₅**: In the Saudi healthcare sector, top management discrimination against female leaders had no moderating impact on the relationship between women's personalities and women's empowerment.

**H₀₆**: In the Saudi healthcare sector, top management discrimination against female leaders has no moderating impact on the relationship between organizational political hurdles and women's empowerment.

**4 RESEARCH METHODOLOGY**

The survey used was used based on the studies mentioned above. The constructs included into the model include Culture obstacles, woman’s personality obstacles, organizational political obstacles, Women empowerment, and Male top management discrimination. The 43 items are all answered on a five-point Likert-type scale, with "strongly disagree" being the lowest score and "strongly agree" being the highest. The draft survey was forwarded to three experts knowledgeable with the literature to gauge the face validity of the items. 459 legitimate responses were sent out of the 550 surveys that were given out. If the respondents did not complete the survey, their responses were excluded. Female employees from every region of the Kingdom of Saudi Arabia made up the study's sample, which was drawn from the Saudi private healthcare division.

Utilized to test theories to ascertain the link, regression, and differences between factors and to decide whether these are acceptable, multi regression analysis is used. However, before moving on to the analytical stage, we analyzed the survey questionnaire using the clever PLS.
5 RESULTS AND DISCUSSION

5.1 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

By calculating the frequency and percent as indicated in Table 1 below, the demographic variables in the sample's personal characteristics are illustrated.

Table 1

Demographic Characteristics Results

<table>
<thead>
<tr>
<th>The Main Attributes of the Participating Respondents</th>
<th>Frequency (n)</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic Information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Age category</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 30Y</td>
<td>237</td>
<td>51.6</td>
</tr>
<tr>
<td>30 – 40 Y</td>
<td>179</td>
<td>39</td>
</tr>
<tr>
<td>Over 40Y</td>
<td>43</td>
<td>9.4</td>
</tr>
<tr>
<td>Total</td>
<td>459</td>
<td>100.0</td>
</tr>
<tr>
<td>Marital Status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Married</td>
<td>203</td>
<td>44.2</td>
</tr>
<tr>
<td>Single</td>
<td>223</td>
<td>48.6</td>
</tr>
<tr>
<td>Divorced / Widowed</td>
<td>33</td>
<td>7.2</td>
</tr>
<tr>
<td>Total</td>
<td>459</td>
<td>100.0</td>
</tr>
<tr>
<td>Level of Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma</td>
<td>25</td>
<td>5.4</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>379</td>
<td>82.6</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>27</td>
<td>5.9</td>
</tr>
<tr>
<td>PhD</td>
<td>28</td>
<td>6.1</td>
</tr>
<tr>
<td>Total</td>
<td>459</td>
<td>100.0</td>
</tr>
<tr>
<td>Experience</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 5Y</td>
<td>240</td>
<td>52.3</td>
</tr>
<tr>
<td>6– 10 Y</td>
<td>162</td>
<td>35.3</td>
</tr>
<tr>
<td>Over 10Y</td>
<td>57</td>
<td>12.4</td>
</tr>
<tr>
<td>Total</td>
<td>459</td>
<td>100.0</td>
</tr>
<tr>
<td>job position</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee</td>
<td>361</td>
<td>78.6</td>
</tr>
<tr>
<td>Head of department</td>
<td>46</td>
<td>10</td>
</tr>
<tr>
<td>Manager</td>
<td>52</td>
<td>11.3</td>
</tr>
<tr>
<td>Total</td>
<td>459</td>
<td>100.0</td>
</tr>
<tr>
<td>Current Region of residence</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central Region</td>
<td>89</td>
<td>19.4</td>
</tr>
<tr>
<td>Northern Region</td>
<td>99</td>
<td>21.6</td>
</tr>
<tr>
<td>Southern Region</td>
<td>76</td>
<td>16.6</td>
</tr>
<tr>
<td>Eastern Region</td>
<td>88</td>
<td>19.2</td>
</tr>
<tr>
<td>Western Region</td>
<td>107</td>
<td>23.3</td>
</tr>
<tr>
<td>Total</td>
<td>459</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Author & Computed Data
The data presented in the table above demonstrates that the age group under 30 had the largest percentage of respondents, with 51.6%. The 30-40 age group had a lower percentage of 39%, while the lowest percentage was for those over 40, at 9.4%. These percentages indicate that the staff's age groups are well balanced, and they have a diverse range of career experience.

In terms of marital status, the majority of respondents were single at 48.6%, followed by married at 44.2%, and the lowest percentage was for divorced or widowed individuals at 7.2%. This distribution is in line with the structure of the private healthcare sector in Saudi Arabia.

Regarding educational background, most respondents held a bachelor's degree, at 82.6%, while the lowest percentage had a diploma, at 5.4%. This indicates a focus on hiring individuals with at least a bachelor’s degree, but not necessarily a higher degree. There was also a small percentage of respondents with a PhD, at 6.1%, which suggests that women are being encouraged to pursue higher education and professional development. This kind of development can help to change societal perceptions of women's roles in the workforce and enable them to participate more easily.

The chart also shows that respondents with fewer than five years of experience made up the largest percentage of respondents (52.3%), followed by respondents with six to ten years of experience (35.3%). Over ten years of experience make up the third category of experience. 12.4%, a candidate for a leadership position must have a variety of experiences in order to be successful in that role. As a result, the working woman's chances of obtaining those positions are diminished by her lack of those experiences.

The category of employment position for employees, where the highest percentage of respondents was 78.6%, was followed by the category for managers, where 35.3% of respondents fell. The head of the department ranks third among job categories with 12.4%, with leadership positions having a lower percentage of the highest staff. These tables highlight the fact that there are far fewer women in leadership roles than there are in non-leadership roles. The frequency analysis of the distribution of respondents among the examined Current Region of residence is shown in Table 1 as findings. The Western Region had 107 employees with the highest reply frequency (23.3%). correspondingly, with respondents constituting 16.6% of the sample in the Southern Region and the Eastern Region having the highest percentage of respondents (19.2) The proportion of respondents working in the central and northern regions was (19.4 and 21.6), respectively.
5.2 SCALE VALIDITY AND DEPENDABILITY

A Cronbach's alpha value of at least 0.7 is considered adequate. Measure was equal to 0.948 for all variables (43 items). The Pressor instrument's five factor subscales also produced results in this study that were as follows: 0.814 for the culture factor, 0.885 for the organizational politics factor, 0.844 for the woman's personality factor, 0802 for the male top management behavior factor, and 0.703 for the women empowerment factor. We stated that this figure is appropriate because it is commonly accepted that a reliability coefficient with a Cronbach's Alpha value of more than 0.70 is acceptable. Proving that each measurement's reliability was sufficient. All analyzed variables' Cronbach's alphas ranged from 0.703 to 0.885, indicating the scale's sound construction (Sekaran & Bougie, 2016).

Nhat Vuong et al. (2020) recommended using composite reliability (CR) to evaluate the reliability of all latent variables. According to Giao et al. (2020), a CR score of at least 0.7 indicates internal consistency in a measurement. As illustrated in Table 2, each construct had a composite reliability score above 0.7. The variables had a minimum CR of 0.770, indicating strong internal consistency reliability.

Oppositely, Nhat Vuong et al. (2020) affirmed that the average variance extracted (AVE) results should be used to evaluate the convergent validity of the latent variables. Convergent validity will be verified when the AVE for each of the constructs is higher than 0.5. But we can accept 0.4. Because (Fornell & Larcker, 1981) said that if AVE is less than 0.5, but composite reliability is higher than 0.6, the convergent validity of the construct is still adequate ((Fornell & Larcker, 1981) As shown in below Table (Table2), the AVE result for all of the variables was close and above 0.4, and composite reliability (CR) is larger than 0.6. And hence, each of the constructs indicated reliable convergent validity.

Discriminant validity refers to the extent to which a construct differs or is distinct from others in the model. According to Giao et al. (2020), discriminant validity is established when the square root of the average variance extracted (AVE) for each latent variable is greater than the correlations between that variable and any other construct. Table 2 highlights (bolded) that the square roots of the AVEs were higher than the off-diagonal correlations, indicating that sufficient discriminant validity has been achieved.
Table 2

Reliability and Validity of Scales

<table>
<thead>
<tr>
<th>Cronbach’s Alpha (CR)</th>
<th>AVE</th>
<th>C</th>
<th>WP</th>
<th>WE</th>
<th>TMB</th>
<th>OP</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>0.814</td>
<td>0.857</td>
<td>0.391</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WP</td>
<td>0.844</td>
<td>0.879</td>
<td>0.454</td>
<td>0.660</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>WE</td>
<td>0.703</td>
<td>0.770</td>
<td>0.438</td>
<td>-0.527</td>
<td>-0.564</td>
<td>1</td>
</tr>
<tr>
<td>MTMD</td>
<td>0.802</td>
<td>0.861</td>
<td>0.463</td>
<td>0.620</td>
<td>0.755</td>
<td>-0.649</td>
</tr>
<tr>
<td>OP</td>
<td>0.885</td>
<td>0.908</td>
<td>0.524</td>
<td>0.630</td>
<td>0.687</td>
<td>-0.694</td>
</tr>
</tbody>
</table>

Notes:
The diagonal (in bold) shows the square roots of the AVE.
CR = Composite Reliability; AVE = Average Variance Extracted.
C = Culture
WP = woman’s personality
WE = Women empowerment
MTMD = male top management discrimination
OP = Organizational Politics

Source: Author & Computed Data

Additionally, to assess the accuracy of the responses provided by the respondents in the questionnaire, a validity test was conducted. A questionnaire is deemed valid when the questions posed are capable of uncovering what the questionnaire intends to measure (Drost, 2011). The correlation test, which employs the Pearson formula, is used to determine the validity of the questionnaire. A variable is deemed valid if the significance value is lower than Alpha (α). Conversely, if the significance value exceeds α, the variable is deemed invalid and is presented in the Table below.

Table 3

Model Results

<table>
<thead>
<tr>
<th></th>
<th>Culture</th>
<th>Women personality</th>
<th>Women empowerment</th>
<th>Top management behavior</th>
<th>Organizational political</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.660**</td>
<td>.527**</td>
<td>620</td>
<td>630**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>000</td>
<td>000</td>
</tr>
<tr>
<td>N</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.660**</td>
<td>1</td>
<td>.564**</td>
<td>755**</td>
<td>687</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>000</td>
<td>000</td>
</tr>
<tr>
<td>N</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.527**</td>
<td>.564**</td>
<td>1</td>
<td>649**</td>
<td>694**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>000</td>
<td>000</td>
</tr>
<tr>
<td>N</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.620**</td>
<td>.755**</td>
<td>.649**</td>
<td>1**</td>
<td>796””</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>000</td>
<td>000</td>
</tr>
<tr>
<td>N</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.630””</td>
<td>.687**</td>
<td>.694””</td>
<td>796””</td>
<td>1””</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>000</td>
<td>000</td>
</tr>
<tr>
<td>N</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
<td>459</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed).
Source: Author & Computed Data
6 DISCUSSION

Empowering women provides them with the necessary tools and agency to make crucial decisions that shape their lives. This empowerment enables women to redefine traditional gender roles and, as a result, grants them greater freedom to pursue their desired goals. Women's participation and activating their role in the decision-makers at all levels at least progress. Women's empowerment has become an urgent necessity imposed by the current situation, which necessitates activating their role in all fields of development.

According to the Global Gender Gap Index Report of 2020 (Sharma et al., 2021), It is evident that none of the top 10 countries in the world for gender equality are Arab nations. This ranking is based on evaluating the disparities between genders in all countries worldwide, regardless of their level of development. The Arab region occupies the lowest position on this list, indicating that it has made the least progress towards gender equality. Among 153 countries evaluated in a report, Saudi Arabia is ranked as the sixth-lowest, at 146, indicating that it has significant room for improvement in terms of gender equality. From here the importance of studying women's empowerment is to increase Women's participation and activate their role as the decision-makers at all levels.

The majority of the Women empowerment research has focused on women's opportunity to redefine gender roles as one final end measure that can conclude how Women's empowerment. In this study, we used four dimensions that influence Women's empowerment including Male top management discrimination. This study proposed seven hypotheses, all proposed hypotheses were supported. The first important finding is that Culture and women empowerment are affected by Male top management discrimination (B 0.208 P<0.001) even more than woman's personality and organization political with women empowerment (0.078, P<0.281) or recovery satisfaction (0.045, P<0.267).

Table 2
Hypotheses Results

<table>
<thead>
<tr>
<th>Variable</th>
<th>(STDEV)</th>
<th>B</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1 Culture</td>
<td>0.044</td>
<td>0.139</td>
<td>***</td>
</tr>
<tr>
<td>H2 woman’s personality</td>
<td>0.067</td>
<td>-0.134</td>
<td>***</td>
</tr>
<tr>
<td>H3 Organization political</td>
<td>0.055</td>
<td>0.578</td>
<td>***</td>
</tr>
<tr>
<td>H4 Male top management</td>
<td>0.063</td>
<td>0.184</td>
<td>***</td>
</tr>
<tr>
<td>H5 Moderating Effect 1</td>
<td>0.101</td>
<td>0.208</td>
<td>***</td>
</tr>
<tr>
<td>H6 Moderating Effect 2</td>
<td>0.099</td>
<td>0.078</td>
<td>0.281</td>
</tr>
<tr>
<td>H7 Moderating Effect 3</td>
<td>0.041</td>
<td>-0.045</td>
<td>0.267</td>
</tr>
</tbody>
</table>

Source: Author & Computed Data
This study provides a clear understanding of culture, woman’s personalities, organization political, and Male top management discrimination) on women empowerment. Previous studies claimed that Culture, Women's empowerment may be severely impacted by factors such as a woman's personality, organizational politics, and male top management prejudice that cause women to be underrepresented in leadership positions and given only supporting roles in their businesses (Metcalf, 2011; Ahmad & Faraj Zubaidi, 2013; Al-Zubaidi, 2013; Rajkhan, 2014; Al-Rasheed, 2013). There is a corresponding perception of justice that positively affect women’s empowerment (Alsharif, 2019; Alnuafaie & Beghum, 2021; Zoepf, 2010). Table 3, reported the direct effects among observed variables. All variables Culture, woman’s personality, organizational politics, and Male top management discrimination have a significant direct positive effect on women's empowerment in the Saudi healthcare sector. Culture has the strongest direct effect on women's empowerment in the Saudi healthcare sector, as table 3 has the largest effect (B = 0.139, P<0.002), woman’s personality and organization political on women's empowerment in the Saudi healthcare sector is B= -0.134 (P<0.040) and B= 0.578 (P<0.000) respectively. The Male top management discrimination against women's empowerment in the Saudi healthcare sector is B= 0.184(P<0.002).

Measuring the effect of moderating factors (The Male top management discrimination) indicates that Male top management discrimination has the strongest effect on Culture and women's empowerment in the Saudi healthcare sector (B= 0.208, p<0.018). Male top management discrimination has no effect on woman’s personality, organization politics, and women's empowerment in the Saudi healthcare sector (B= 0.078, p<0.281) (B= 0.045, p<0.267) respectively.

The study's conclusions include a number of recommendations for additional investigation. Our research model incorporates cultural factors, female personalities, organizational politics, and male top management discrimination as cognitive basis of women's empowerment. We examine their joint influence on women's empowerment. However, some research on women's empowerment use indicates the importance of Male top management discrimination, Culture, woman’s personality, and organization political, their joint influence on women's empowerment and hamper their opportunity to get leadership positions, especially in the Saudi healthcare sector that needs more investigation. Our study gives evidence that Male top management discrimination Culture, woman’s personalities, and organizational politics should be considered as factors that affect women's empowerment model.
We highlight the role of women's empowerment and examine what factors affect women's empowerment. Our study indicates that the dimensions of the model included Male top management discrimination, Culture, woman’s personalities, and organizational politics exert different influences on women's empowerment. As a result, our research has helped us better understand the dynamic nature of women's empowerment and the challenges that women face when trying to succeed in leadership roles.

One of the main tenets of the 2030 Saudi Vision is the empowerment of Saudi women. Increasing Saudi women's engagement and involvement in the job market to 30% is one of its strategic goals. All Saudi Arabian women, whether in tribal, rural, or urban areas, are meant to be included in the country's expanding pattern of women's empowerment (Alshuwaikhat & Mohammed, 2017). The results of this study demonstrate a strong beneficial cultural impact on women's empowerment when a leadership role is assigned in the Saudi private healthcare sector. As a result, women in Saudi Arabia will be prevented from holding similar positions in the public or private sectors. However, the results showed that Saudi women always maintain a low profile in positions of leadership and decision-making due to the socialization of women and traditional societal beliefs that prevent women from advancing in their careers. Saudi women's participation and contribution to the nation's growth will be badly impacted if gender inequality persists, especially in the healthcare industry. The outcome of this investigation supported the conclusions of the previous study (Kattan, 2015; Radwan et al., 2017); Additionally, the outcomes of the data analysis demonstrated that women's personalities have a considerable positive impact on women's empowerment when leadership positions are assigned in the Saudi private healthcare sector. The study's findings, however, suggested that this could be ascribed to a woman's personality, which is thought to be a key factor in preventing women from holding high leadership roles. However, it is crucial that all institutions support the development of women by raising awareness, combating gender bias, and encouraging diversity and acceptance of women in positions of leadership. One of the most important factors in promoting women's access to leadership positions is the degree to which Saudi citizens are willing to change their stereotypes about women's leadership and personality. This is something that can be done by educating both men and women. The members of society and various sectors must cooperate in order to end discriminatory practices that restrict women from rising in their careers and to increase women's self-confidence and belief in their ability to make decisions and shoulder responsibilities in the healthcare sector. This was consistent with the results of the earlier investigation (Ahmad & Faraj Zubaidi, 2013; Al-Asfour et al., 2017; Al Barak, 2005)
The study's independent variable was organizational politics. Overall, the outcome demonstrated that an organization's politics had a considerable favorable impact on women's empowerment when appointing a leadership position in the Saudi private healthcare sector. The literature by providing a clear viewpoint of the importance of the influence of organizational politics on female leadership that illustrated that the presence of job and organizational barriers prevent women from occupying senior management positions. Moreover, the present finding indicated that the most important problems or difficulties that women faced were the traditional distribution of roles and unequal representation of women in the administrative positions in the public sector healthcare sector also emphasized the lack of opportunity to make decisions in organizational life was a significant challenge for women aspiring to move into influential positions. Therefore, the role of Women empowerment equips and allows women to make life-determining decisions. They may get the opportunity to redefine gender roles, which in turn provides them more freedom to pursue desired goals. Women's participation and activating their role in the decision-makers at all levels. This result agrees well with the research findings of (Naseem & Dhruva, 2017; Al-Ahmadi, 2011; Al-Zubaidi, 2013; Kattan, 2015, ALnuaimi et al., 2015; Ruiyao et al. 2023).

The findings of this study disagree with(Shihabi et al., 2003) shown that organizational politics have little impact on the representation of women in leadership roles. This study provides clear findings moderating factors that indicated culture and women empowerment are affected by Male top management discrimination even more than woman's personality and organization political with women empowerment in assigning a leadership position in Saudi privet healthcare sector. Overall, the analysis results emphasized that moderating factor Male top management discrimination increases and support the impact of culture on Saudi women’s empowerment on other hand, woman's personality and organization political on women’s empowerment don’t have an effect by moderating factors Male top management discrimination that means Saudi women suffer from multiple forms of discrimination due to factors which rooted in traditional Saudi culture and social structure that hamper their opportunity to get leadership positions and inequality between men and women will continue to exist, making it difficult for women to occupy leadership positions. literature by providing a clear viewpoint of discrimination According to (Al-Zubaidi, 2013; Al-Ahmadi, 2011) revealed that men's dominance and discrimination in positions of leadership restrict women from playing an active and useful role in decision-making, also (Kattan, 2015) noted that discrimination against Saudi
women takes many different forms and makes it difficult for them to hold front-line leadership positions. Which firmly concur with the findings of our investigation.

Implications: The issue of women's empowerment in Saudi Arabia is complex and influenced by factors such as cultural and historical traditions. Saudi Arabia has long been seen as one of the most repressive nations in the world with regard to women's rights. However, in recent years, Saudi Arabia's Vision 2030 project has made empowering Saudi women a top focus. One of the primary objectives of this initiative is to increase the participation of Saudi women in the labor market to 30%. As underlined by Alshuwaikhat and Mohammed, current initiatives in Saudi Arabia to empower women aim to involve women from all backgrounds, including those in rural, tribal, and urban areas (2017).

The most significant implication of this study is that it will encourage women to seek leadership roles. The study may also provide insight on how to remove obstacles to women's empowerment, mobility, and the facilitation of good change for the benefit of women's development. Additionally, it might help Arab countries in general and Saudi Arabia in particular to solve the issue of the underrepresentation of women in positions of authority. The idea that they are being discriminated against by male leaders can be diminished or eliminated by offering the necessary training.

According to the presented model, the success of leadership positively affects organizational success as effective leaders can achieve goals efficiently. However, several obstacles impede women's empowerment and their ability to assume leadership roles in the healthcare sector in KSA. These obstacles include cultural, personal, and political factors. Discrimination against Saudi women is a major issue that prevents them from obtaining leadership positions. The unique composition of Saudi society also hinders the success of women's leadership. Despite this, there have been changes in Saudi culture and social mobility towards modernity that favor women's work and leadership acceptance.

The degree to which Saudi citizens are willing to alter their opinions of women's leadership and personalities; to end practices that support male dominance and oppression of women; to end discriminatory laws and policies that prevent women from advancing in the workplace; and to place their faith in a woman's self-assurance and ability to make the right decisions and shoulder the burden in the workplace are all crucial implications in promoting women's empowerment.

The crucial question this study attempts to answer is if it confirms what other earlier studies in other sectors have already found: that the majority of leadership positions, whether
in the public or private sector, are held by males. Although women's involvement in community issues has expanded in recent years, it is still below the level that she should attain in the public or private sectors.

Future work and restrictions: Every research has restrictions based on the sample, time, measures, etc. The focus of this study is on women's empowerment. The sampling was of a medium size. In order to assign leadership roles that are more valid in terms of empowering women, a larger sample of data should be collected. This study was limited to provide a thorough understanding of the significance of the issue due to a lack of literature reviews that concentrate on women's empowerment in the healthcare industry. Four key constructs were used in this study to quantify women's empowerment. In a larger future study, additional elements including faith in women's training, historical context, religious environment, and corporate environment could be combined with the model to quantify the empowerment of women.

Recommendations: In order to boost the chances of women holding leadership roles, it is advised to use the findings of this study to mentoring and training programs in a variety of public and commercial sectors. As a result, prejudice against female employees is eliminated, and men's predominance is challenged. Additionally, it is advised to use various mass media outlets to influence society's predomately-unfavorable perception of working women. This is done to promote society's acceptance of giving women the chance to hold leadership roles and make decisions.

7 CONCLUSION

That males in the private sector, whether in the public or private sectors, hold most leadership positions, is the crucial question this study attempts to answer. Although female involvement in community issues has increased over the past few years, it still falls short of the level that is ideal for her in the public or private sectors. All institutions must work to advance women's personalities in order to raise awareness, combat discrimination based on gender, and advance diversity and acceptance of women in positions of leadership.

The findings and the results of the analysis highlight the role of women's empowerment and examine what factors affect women's empowerment. Our study indicates that the dimensions of the model included Male top management discrimination, Culture, woman’s personalities, and organizational politics exert different influences on women's empowerment.
As a result, our research has helped us better understand the dynamic nature of women’s empowerment and the challenges that women face when trying to succeed in leadership roles. Using smart PLS, we analyzed the survey data after validating the research sample and research items and constructs. The data analysis results indicate that all the proposed hypotheses are supported except two hypotheses that was rejected.

We find that Culture, woman’s personalities, and organizational politics have the highest effect on women’s empowerment to assigning leadership positions. Thus, we find Measuring the effect of moderating factors (The Male top management discrimination) indicates that Male top management discrimination has the strongest effect on Culture and women's empowerment in the Saudi healthcare sector, Therefore, Male top management discrimination has no effect on woman’s personality, organization political, on women empowerment to assigning leadership positions, respectively.

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