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3 May 2020

Online at <https://mpra.ub.uni-muenchen.de/109447/>
MPRA Paper No. 109447, posted 29 Aug 2021 17:30 UTC

Exploring the Level of Managerial, Political, Academic, Economic and Social Women Empowerment in Saudi Arabia

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ABSTRACT

Women empowerment may be utilized for sustainable development by using hidden un-utilized potential of the country. The present research is estimated the perception-based level of managerial, academic, economic, political and social women empowerment from a well-structured questionnaire. The Cronbach Alpha test is corroborated the reliability of each item in the hypothesized women empowerment dimension. We corroborate the satisfactory level of women empowerment in all hypothesized dimensions as per perception of the respondents. The highest average score is found for social women empowerment. It means that social women empowerment played a greatest role among others to empower the Saudi women. The second rank is achieved by academic women empowerment and the third position is for economic empowerment. Thus, economic empowerment and academic empowerment are playing their significant role in empowering the Saudi women. The lowest average mean is found for political empowerment. Hence, political domain need attention to provide women rights in political participation and processes.

Keywords: Women empowerment, Managerial, Economic, Social, Political, Academic

1. Introduction

Arab Women Organization (2018) in cooperation with the United Nations Development Program conducted a study on the stakeholders, especially policy designers and decision makers, to the international agenda for sustainable development (2015-2030). This report majorly focused on the issue of gender equality and on the importance of women empowerment in light of seventeen development goals. This report also shed light on the status of women in the policies of development in the Arab region to identify the gaps in gender equality of this region. To reduce the gender inequality, the successful Arab and international experiences were shared and it was highlighted that role of women should be enhanced to achieve the sustainable development. This study has detected the several challenges faced by the women in the Arab societies, including the prevailing culture and the social heritage of women, and the societal culture based on customs and traditions. The culture was found the major important constraint in the way of achieving gender equality despite the quantitative improvement in the women' level of education. The accomplishments had not succeeded in amending social attitudes and norms that were biased against women which confirmed the need to develop cultural content and advanced education. The education should be designed to confront discriminatory societal culture from their roots.

Jalili (2008) studied the standard framework for empowering women in the Arab Planning Institute and enhancing their status in the development process. This issue of the advancement and empowerment of women was one of the priorities on the world countries agenda at the beginning of the twenty-first century. The governments, NGOs and United Nations institutions faced many challenges to make women a full and effective partner in development in all of its dimensions. Women was considered as an essential factor in sustainable human development. Despite the remarkable achievements made by Arab women in previous decades and the significant improvement in its scientific results, women participation was still below than that of targeted aspirations in the workforce and in political life. According to this study, the framework and tools of the qualitative analysis should be aimed at narrowing the gap between men and women in relation to their practical and strategic needs and to reach equality between women and men to participate equally in all areas of empowerment. By removing the obstacles in the women empowerment, women could enjoy the opportunities and resources to participate in comprehensive development plan.

Arab Women Development Report (2015), with help of Arab Gulf Program for Development (AGPD), analyzed the status of women and their legal rights in the legislation of twenty Arab countries. This was done by reviewing approximately 300 national laws referring to the international treaties and agreements. The countries have ratified the measures that they have taken to activate their national and international obligations. The quantitative approach to measure the achievements has been utilized in the given development indicators. This indicated the extent to which male and female citizens were benefit from development outputs as well as the level of their acquisition of legal and human rights. Secondly, it read through the laws across the gender equality and non-discrimination dimensions, whether specific to women or man, and the human rights curriculum.

The United Nations (2016) discussed that the international community made an unprecedented era in the 2030 agenda for sustainable development to achieve gender equality and to empower the

women. The report clarified the vital links between women economic empowerment and their right to decent work and productive employment. This report also focused on the obstacles faced by women in exercising their rights in the workplace and also proposed ways to overcome these obstacles. It analyzed the opportunities and challenges for women economic empowerment due to the increasing work of informal nature. The economic and social mobility was increasing due to the technological and digital developments in the recent transforming world. The report outlined policies and procedures which was aimed at addressing gender gaps in the work and enabling women rights to be achieved to be affective for economic women empowered. The United Nations Population Fund Report (2017) reviewed the rights of women to ensure access to health services in a way that could be benefited to the whole society. The protection from gender-based violence was very necessary among other important measures that might improve the health of families and would contribute to the economic well-being of entire societies.

The Center for Women's Affairs of the ESCWA (2017) committee has committed to develop the evidence-based policy recommendations to assist Arab countries in expanding their efforts to fulfill their obligations to achieve the full participation of women in the political, economic and public life decision-making. This report also highlighted the importance of women representation in legislative, executive, judicial authorities, and local councils. The report confirmed that there were many obstacles which were impeding the political representation of women, despite the promises, which accompanied the Arab uprisings in 2010 to empower the women. The member states of the Gulf Cooperation Council witnessed some positive developments such as giving women the right to vote and elect in the Saudi elections in 2015 for the first time. As a result, women presence in the political field in the region during the past years was increased which are the result of the measures taken by governments, civil society and international organizations.

In the present state of art, literature is missing to estimate the level of economic, political, academic, managerial and social women empowerment as per the society perception. This research is an attempt to fill this gap. Section discussed the introduction, second will discuss some important literature, fourth will discuss the methods and last section will conclude the study.

2. Literature Review

Recent literature highlighted the importance of women empowerment. For example, Pineda et al. (2019) investigated the women economic empowerment in the coffee industry. They found that women ownership in industry provided more rights and empowerment to the women. Pradhan et al. (2019) investigated the role of property rights in the women empowerment. They found that women in traditional families had lesser rights on the property. However, women of fissionable families were observed to be more empowered for the property rights and were found more in the family decision making. Malapit et al. (2019) investigated the women empowerment in the agriculture business. They found that women independent income, land ownership and financial access boosted the women empowerment in the agriculture sector.

Holland and Rammohan (2019) investigated the women empowerment in the Bangladesh and found that women and children rights were very low. But, empowered women in the agriculture were found very supportive for the health for their children. Galiè et al. (2019) investigated the women empowerment in the live stock index. They found that women ownership and

empowerment in the livestock improved the gender equality in Tanzania which also helped in improving family nutrition and health. Newman (2016) found that breaking the glass-ceiling would encourage the women empowerment and would promote wage equality in the both genders.

The World Bank (2018) evaluated the factors that would contribute to the continued low rate of Egyptian women participation in the workforce with an objective to define policies and solutions to promote economic growth while narrowing the gender gaps. This report was intended to serve as a policy note to guide the National Council for Women's strategy in Egypt for economic and political empowerment of women by identifying specific areas which were still experiencing the gender disparities. Accordingly, the report was dealt with the structural motives of the women participation in economic activity by applying the analytical framework in Egypt. The report of the "implementation of the national strategy for empowering Egyptian women 2030 follow-up" issued by Egyptian minister's council and the report reflected the role of different ministries and agencies in implementing the national strategy for empowering Egyptian women till 2030 in light of the four main dimensions which are political, economic and social empowerment and protection. The international human development measured empowerment and gender equality by three basic dimensions, which were the participation in political decision-making, participation in economic decision-making and resource control.

ESCWA (2017) emphasized the importance of providing information and technical guidance necessary to implement an accountability framework aimed at integrating the gender equality concept in the organizational practices, policies and special programs in the national institutions. The proposed framework targeted national institutions in a number of Arab countries (Syrian Arab Republic, Palestine, Egypt, Jordan, Tunisia, Morocco) to integrate the gender equality in the work environment, supporting efforts for the advancement of women, as well as creating a work-environment to achieve gender equality. This framework tried to measure the progress related to fifteen performance indicators, and these indicators were divided into six elements: accountability, results-based management, supervision, human and financial resources, capabilities, coherence, knowledge and information management. The report started from a theoretical framework in which each institution showed that it had implemented policies to support the representation of women at different levels. These policies were supported by a comprehensive package of strategies for achieving gender balance and were closely related to the performance goals in human resources and strategies foundation as a whole.

Organization for Economic Cooperation and Development (OECD) (2018) monitored an analysis of the challenges faced by Arab countries regarding their efforts to enhance women employment and entrepreneurship. The current legal provisions in the countries were studied on the ability of women to fully participate in the economic activities. The report acknowledged the progress made especially after 2011 uprisings at strengthening the status of women. Nevertheless, ensuring adequate opportunities for women remained a challenge in the six countries of the study. The report made recommendations to prepare more gender-disaggregated data on education and economic activities for enacting informed policies on a regular basis. It also assessed the impact of policies that was to support women employment and entrepreneurship and also to identify the factors affecting women's participation in the labor market.

Abdel Al-Mawjoud (2014) identified the level of social and economic empowerment of educated and uneducated women in Juhaina village in Sohag. He revealed governmental and civil efforts regarding social and economic empowerment of women in Egypt. The study found the educational role of the women for social empowerment where the social participation in family decision-making was improved due to educated women. Educated women showed the opportunity to take family decisions related to choose the partner and in the children education as well. The dimension of social communication turned out that educated women were able to move freely within the family and outside as well, while uneducated women were deprived of this. In regard to the dimension of participation in health decision-making, high health awareness was found among educated women compared to non-educated one. The dimension of obtaining educational opportunities for women was found high in educated-female households who provided the opportunity to other female members of household to obtain the education until the higher levels. Resultantly, the women education affected the family in a positive way to possess the ability in household decision-making. As for the role of education in empowering the women in the economic activities, this dimension provided an opportunity to work to an educated-woman who had also an opportunity to obtain a job, especially in the public sector, and uneducated could not find such opportunity. Further, the moral and material returns of education were also found in educated women. The income, sense of social status and economic security were found better in educated women which helped in poverty reduction. The educated women also enjoyed a high standard of living as compare to uneducated ones.

Al-Qudah and Al-Tarawneh (2011) recognized the level of women administrative empowerment in the public Jordanian universities to identify the organizational, social and personal constraints in the way of empowerment. They found that the level of women administrative empowerment in Jordanian universities was good on the average. The perceptions of the social and personal obstacles had affected the women empowerment in moderate way and there was a statistically significant effect of personal constraints on the jobs at the university. Al-Zayani (2015) identified the role of education in empowering the women to participate in the comprehensive development of Bahrain. He found a good-level of women participation in all the areas of development and he proposed to activate further women participation in comprehensive development plan of Bahrain. The study recommended to involve the women in the discussions of legal-decisions concerning to the formation of specialized professional committees to ensure the women participation in such committees. To improve the women image and to eliminate the stereotypical and mental concept about the women's only role as housewives, the participation of women in creativity, culture and science should be enhanced. To enhance the women status in the labor market, women role should be enhanced in recruitment process. The promotion of social security by creating the legal and administrative environment could secure the women empowerment in the economic, social and political rights.

Abu Radi (2017) recognized the philosophical foundations of empowering women, analyzed the role of education institutions in empowering the Egyptian women, and found a good level of Egyptian women empowerment in the local context. Moreover, an innovative scenario was developed to activate the role of educational institutions in empowering Egyptian women. To achieve this, the general guidelines should be established to activate the role of education institutions in empowering Egyptian women in light of changing societal conditions and to set a future vision to bridge the gap of women empowerment to ensure their development role. Aldy

(2017) put forward an approach to support the political women empowerment by overcoming the political or social obstacles in the way this empowerment. The study tried to answer a level of women empowerment in policy-making which would directly link to improve the life style of the women in these Societies. On the other hand, the politically empowerment of women should be extended to increase the women participation in the political process of country through participation in the national and provincial assemblies and in the local civil society organizations.

The reviewed literature is highlighted the women economic, social, political and academic empowerment and gap is existing for the managerial women empowerment study. To bridge this literature gap, this study targeted to estimate the all women economic, social, political, academic managerial women empowerment based on the society perceptions.

3. Methods and Tools

This paper collects the 68 responses after distributing 100 questionnaires to the top management positions in the 7 cities including the Riyadh city and Southern Riyadh region. So, response rate was found at 68%. We use the Likert scale based on 3 scales of with disagree, somewhat OK and agree. Our questionnaire contains total of 23 items in which economic, social, managerial, academic and political women empowerment contain 10, 10, 5, 5 and 3 items respectively. After collection of perception-based data, we test the reliability of items in each dimension of women empowerment by the Cronbach Alpha test. Then, we do discussions on the descriptive statistics including percentage of responses on 3- Likert scale, arithmetic mean and Standard Deviation (SD) to conclude the major findings.

4. Data Analyses

At first, we check the reliability of items in each women empowerment construct through Cronbach Alpha test in table 1. We observe that Cronbach Alpha is greater than at least 0.8 in case all women empowerment constructs and more than 0.9 in case of social empowerment. So, a good strength of relationship is observed in case of all women empowerment constructs.

Table 1

Cronbach Alpha

Construct	No. of Items	Respondents	Cronbach Alpha
Economic Empowerment	10	68	0.8896
Social Empowerment	10	68	0.9111
Political Empowerment	3	68	0.8703
Managerial Empowerment	5	68	0.8374
Academic Empowerment	5	68	0.8729

Table 2 shows the responses on the economic women empowerment items. All items are carrying at least more than 2.4 average score which show that most of respondents are agreed in favor of women economic empowerment. Overall economic women empowerment has average mean score of 2.6 with a minute SD 0.39. The 62.4% respondents are agreed on the women economic empowerment, 34.1% are somewhat agreed and only 3.5% of respondents are disagreed. It concludes that women economic empowerment is very necessary in the perception of the

respectable respondents. The highest average score 2.85 is observed for an item “contributing to the family's income” with a minimum SD 0.36. Here, we observed that 85.3% respondents are agreed to the women’s support to the family income and nobody is disagreed. Hence, the support to the family income is largest indicator of women economic empowerment. The second highest average score 2.69 is observed for an item “contributing in food security and nutrition intake among family members” with a low SD of 0.53. Here, we observe that 72.1% respondents are agreed to the women’s contribution in family nutrition intake and only 2.9% are disagreed. Hence, contribution to the food security of family is a strong indicator of women economic empowerment like the contribution in the income. The lowest average score 2.43 is observed for an item “adopting a number of investment opportunities” with a SD of 0.61. Even, for lowest average item, respondents are inclined toward the agreed-response. Here, we observed that 48.2% respondents are agreed to adopt a number of investment opportunities, 45.6% responded for somewhat OK and only 5.9% are disagreed.

Table 2
Economic Empowerment

S.R.	Items	Agree %	Somewhat OK %	Disagree %	Mean	S.D.
1	Rationalizing family consumption.	63.2	33.8	3	2.60	0.55
2	Adopting a number of investment opportunities.	48.5	45.6	5.9	2.43	0.61
3	Contributing to solving the women unemployment problem.	54.4	45.6	7.4	2.47	0.63
4	Inculcating positive economic values such as self-employment, productivity, savings and investment, etc.	63.2	30.9	5.9	2.57	0.61
5	Contributing to increase the productive capacity of society.	69.1	30.9	0	2.69	0.47
6	Contributing to the family's income.	85.3	14.7	0	2.85	0.36
7	Establishing the productive and pioneering projects.	61.8	32.3	5.9	2.56	0.61
8	Supporting optimal utilization of economic resources available in the locality.	57.4	42.6	0	2.57	0.50
9	Participation in the financial and business activities.	58.8	36.8	4.4	2.54	0.58
10	Contributing in food security and nutrition intake among family members.	72.1	25	2.9	2.69	0.53
Avg.	Economic women Empowerment	62.4	34.1	3.5	2.60	0.39

Table 3 shows the responses on the items of the social women empowerment. All items are carrying at least more than 2.45 average score which show that most of respondents are in favor of women social empowerment. Overall social women empowerment has an average score of 2.66 with a minute SD 0.38. The 62.5% respondents are agreed on the women social empowerment, 34% are somewhat agreed and only 3.5% of respondents are disagreed. It concludes that women

social empowerment is very necessary in the perception of the respondents. The highest average score 2.81 is observed for an item “contribution to family development and raising young children” with a low SD of 0.43. Further, we observe that 83.4% respondents are agreed to the women contribution in family development and only 1.5% are disagreed. Hence, the women contribution in family development is largest indicator of women social empowerment. The second highest average score 2.74 is observed for an item “participating in family decision-making” with a low SD of 0.48. Here, we observed that 75% respondents are agreed to the women participating in family decision-making and only 1.5% are disagreed. Hence, women participating in family decision-making is a strong indicator of women social empowerment. The lowest average score 2.46 is observed for an item “supporting civil society organizations” with a SD of 0.58. Even, for lowest average item, respondents are inclined toward the agreed-response. Here, we observed that 50% respondents are agreed to support civil society organizations, 45.6% responded for somewhat OK and only 4.4% are disagreed.

Table 3
Social Empowerment

S.R.	Items	Agree %	Somewhat OK %	Disagree %	Mean	S.D.
1	Participating in family decision-making.	75	23.5	1.5	2.74	0.48
2	Contribution to family development and raising young children.	83.4	16.1	1.5	2.81	0.43
3	Supporting social development opportunities.	70.6	27.9	1.5	2.69	0.50
4	Providing family counseling.	66.2	33.8	0	2.65	0.48
5	Supporting civil society organizations.	50	45.6	4.4	2.46	0.58
6	Contributing to achieving social security.	69.1	30.9	0	2.69	0.47
7	Contribution in solving social problems, especially concerning family.	73.5	25	1.5	2.72	0.48
8	Establishing social values, customs and traditions in favor of female.	67.7	27.9	4.4	2.63	0.57
9	Activating the role of women in the society with a support of the family and society.	63.2	30.9	5.9	2.51	0.61
10	Contribute to achieving family and social development.	70.6	27.9	1.5	2.69	0.50
Avg.	Social Women Empowerment	62.5	34	3.5	2.66	0.38

Table 4 shows the responses on the political women empowerment items. All items are carrying at least more than 2.3 average score which show that most of respondents are in favor of women political empowerment. Overall women political empowerment has average score of 2.4 with a minute SD 0.62. The 52.5% respondents are agreed on the women political empowerment, 35.3% are somewhat agreed and 12.2% of respondents are disagreed. It concludes that women political empowerment is very necessary in the perception of the respondents. The highest average score

2.44 is observed for an item “participation in the Shura council and its various committees” with a low SD of 0.63. Further, we observe that 51.5% respondents are agreed to the women participation in Shura Council, 41.2% are at least agreed and only 7.3% are disagreed. Hence, the women participation in Shura Council is largest indicator of women political empowerment. The lowest average score 2.34 is observed for an item “exercising the political rights” with a SD of 0.77. Even, for lowest average item, respondents are at least inclined toward the agreed-response. Here, we observed that 51.5% respondents are agreed to the exercising the political rights, 30.6% responded for somewhat OK and 17.6% are disagreed.

Table 4
Political Empowerment

S.R.	Items	Agree %	Somewhat OK %	Disagree %	Mean	S.D.
1	Participation in political decision making.	54.4	33.8	11.8	2.42	0.70
2	Participation in the Shura Council and its various committees.	51.5	41.2	7.3	2.44	0.63
3	Exercising the political rights, the most important of which is the right to run - the right to vote - the right to assume leadership positions etc.	51.5	30.9	17.6	2.34	0.77
Avg.	Political Women Empowerment	52.5	35.3	12.2	2.40	0.62

Table 5 shows the responses on the managerial women empowerment items. All items are carrying at least more than 2.35 average score which show that most of respondents are in favor of women managerial empowerment. Overall women managerial empowerment has average score of 2.51 with a minute SD 0.46. The 56.2% respondents are agreed on the women managerial empowerment, 38.5% respondents are somewhat agreed on the women managerial empowerment and only 5.3% of respondents are disagreed. It concludes that women managerial empowerment is very necessary in the perception of the respondents. The highest average score 2.81 is observed for an item “supporting the professional growth and development in the institutions” with a low SD of 0.55. Further, we observe that 61.8% respondents are agreed to the women contribution in family development, 35.3% are somewhat agreed and only 3% are disagreed. Hence, the supporting the professional growth and development is largest indicator of women social empowerment. The second highest average score 2.56 is observed for two items “holding administrative positions” and “opportunities for managerial creativity activities”. The lowest average score 2.38 is observed for an item “contributing to the formulation and implementation of policies and strategies in the institutions” with a SD of 0.62. Even, for lowest average item, respondents are inclined toward the agreed-response. Here, we observed that 45.6% respondents are agreed, 47.1% are somewhat agreed and only 7.3% are disagreed.

Table 5
Managerial Empowerment

S.R.	Items	Agree %	Somewhat OK %	Disagree %	Mean	S.D.
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1	Contributing to the formulation and implementation of policies and strategies in the institutions.	45.6	47.1	7.3	2.38	0.62
2	Holding administrative positions.	58.8	38.2	3	2.56	0.56
3	Opportunities for managerial creativity activities.	58.8	38.2	3	2.56	0.56
4	Supporting the professional growth and development in the institutions.	61.8	35.3	3	2.59	0.55
5	Contributing to the development and simplify the work procedures within the institutions	55.9	33.8	10.3	2.49	0.66
Avg.	Managerial Women Empowerment	56.2	38.5	5.3	2.51	0.46

Table 6 shows the responses on the items of academic women empowerment. All items are carrying at least more than 2.58 average score which show that most of respondents are in favor of women academic empowerment. Overall women academic empowerment has an average score of 2.63 with a minute SD 0.43. The 65% respondents are agreed on the women academic empowerment, 32.6% are somewhat agreed and only 2.4% of respondents are disagreed. It concludes that women academic empowerment is very necessary in the perception of the respondents. The highest average score 2.68 is observed for an item “contribute to the advancement and development of scientific and academic institutions” with a low SD of 0.47. Further, we observe that 67.6% respondents are agreed to the women contribution to the advancement and development of scientific and academic institutions, 32.4% are somewhat agreed and nobody is disagreed. Hence, the women contribution to the advancement and development of scientific and academic institutions is largest indicator of women academic empowerment. The second highest average score 2.66 is observed for an item “outstanding scientific production” with a low SD of 0.48. Here, we observed that 64.7% respondents are agreed to the women outstanding scientific production, 33.8% are somewhat agreed and only 1.5% are disagreed. Hence, women outstanding scientific production is a strong indicator of women academic empowerment. The lowest average score 2.59 is observed for an item “contribution in shaping and adopting the scientific and academic policies and strategies” with a SD of 0.58. Even, for lowest average item, respondents are inclined toward the agreed-response. Here, we observe that 63.2% respondents are agreed on the women contribution in shaping and adopting the scientific and academic policies and strategies, 32.4% responded for somewhat OK and only 2.4% are disagreed.

Table 6
Academic Empowerment

S.R.	Items	Agree %	Somewhat OK %	Disagree %	Mean	S.D.
1	Outstanding scientific production.	64.7	33.8	1.5	2.66	0.48
2	Effective participation in various local and international scientific events.	63.2	35.3	1.5	2.62	0.52
3	Supporting individuals in achieving academic, qualitative and qualitative growth.	66.2	29.4	4.4	2.62	0.57

4	Contribute to the advancement and development of scientific and academic institutions.	67.6	32.4	0	2.68	0.47
5	Contribution in shaping and adopting scientific and academic policies and strategies.	63.2	32.4	2.4	2.59	0.58
Avg.	Academic Women Empowerment	65	32.6	2.4	2.63	0.43

After items' analyses of five women empowerment dimensions, we ask an open ended question "Do Saudi women play other active roles in the field of sustainable development in light of the Kingdom's Vision 2030?" and we got different responses. For example, women would play an active role in the tourism and heritage industries. Women are partners in building society. Women may contribute very well if women get the right opportunities. Saudi women have already been activated their role in all of the areas of sustainable development. Women have a great role whether by direct participation or by spreading awareness among family and society. Women are basic building-block in the society. Saudi women have already entered in all development process through contributing in all sectors i.e. business, media, banking, entertainment, marketing, technology, health, and military. Government should empower the women for the positions and functions in the sectors which could empower them. The academic qualifications should be matched with the fields of work available to Saudi women currently. The women social, economic and administrative roles are active since the emergence of Islam. Women could play a great role in the health and security sector if got opportunities.

5. Conclusions

This research investigates the level of women empowerment in the five domains of managerial, academic, economic, political and social empowerment. For this purpose, we target the most of women population who are working on top positions in the government and private sectors of Riyadh city and Southern Riyadh region, with some men participation as well. We floated 100 well-structured questionnaires with sufficient items in each domain of managerial, academic, economic, political and social women empowerment and could be collected 68 valid responses. Then, Cronbach Alpha test is applied on the items of each women empowerment domain and we find that all the items are sufficiently contributed in their respective women empowerment domain with Cronbach Alpha more than 0.8. In the descriptive analyses, we find that all managerial, academic, economic, political and social empowerment have average responses at least more than 2.4 in the 3- Likert scale. Hence, the perception about "level of women empowerment: is found at least satisfactory in all domains of women empowerment. The highest average score is noted in case of social women empowerment. It means that social women empowerment is played a greatest role among the others to empower the Saudi women. The second rank is achieved by academic women empowerment with a very less difference average score from social empowerment. Thus, academic and social domains are playing the great role in empowering the Saudi women. Further, the third position is for economic empowerment. Thus, economic empowerment is also playing a significant role in empowering the Saudi women. The lowest average score is 2.4 of political empowerment and this lowest score is also sufficient to conclude the perceived agreed-response of the respondents. Hence, the comparatively weaker political domain should be improved by increasing women rights in political participation during any political process of the country.

6. Policy Implications

This research opens many policy insights with the perceived responses about each item of targeted women empowerment domains. Women contributions to the family's income and in food security with nutrition intake of family members are found larger indicators of women economic empowerment. The government should frame the policies to improve women economic participation in the jobs and business which would support the family income of the household and could improve nutrition of the family as well. The least score is found for the number of investment opportunities by women. So, government should announce a quota to provide loan for investment purpose in the women own businesses to support this weaker side of women economic empowerment among others. So that, the women could contribute their economic role with full potential to contribute in the sustainable development of the country.

In the women social empowerment domain, the women contribution to the family development through raising young children and participating of women in family decision-making are found larger contributors among others in the women social empowerment. Hence, women empowerment is found helpful for nation building by a contribution in raising the youngster for the future of nation. Secondly, the women in family decision-making carry a significant position in the social women empowerment. Hence, the social role of women should be enhanced in the society by the government and social organizations' social campaigns to improve the women status in the family to contribute their role in the social development of the country. The least role of women is found in the item of supporting civil society organizations. So, government should initiate some civil society organizations by offering them funding to accelerator the role of women in social development of the country. In the political women empowerment domain, the highest score is found for women participation in the Shura council and its various committees. So, this participation should further be extended to empower the women in political process so women may represent-well all the women of Saudi Arabia while designing major political decisions. The least score is found for the exercising political rights of the women. So, political institutions should design the framework in a way which could facilitate the women in exercising their role in the political process of the country.

In the women managerial empowerment domain, the highest score is found for women participation in the professional growth and development in the institutions, holding administrative positions and opportunities for managerial creative activities. These all highest score items realize the importance of providing some top positions to the women to exercise their managerial role to boost the growth and development of the institutions. The government should specify some female quota in the top positions of the government institutions and should encourage the private sector to do the same by legal instructions and financial incentives. The least score is found for the women contributing to the formulation and implementation of policies and strategies in the institutions. It is again realizing the same importance of allocating some top positions to the women which could enable the women to formulate and implement the policies and the strategies in the institutions.

In the women academic empowerment domain, women contribute to the advancement and development of scientific and academic institutions and outstanding scientific production are shown highest score among the others. The women should be employed at the top positions in the

academic institutions to be benefitted from the role of women in the development of scientific and academic institutions. Further, the research funds should be allocated to the women as women contribution in the outstanding scientific production is also carrying a higher score among the others. Lastly, the role of women in shaping and adopting the scientific and academic policies is found least among others. So, it again realizes that women should be on the top position of the academic and research institutions to play their role in the shaping the scientific and academic strategies.

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