

The Role Of Human Resource Management In Promoting Positive Psychological Capital Among The Private Sector Workforce In The Kingdom Of Saudi Arabia In Light Of Vision 2030, A Case Study

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Abstract

Human capital is a critical strategic resource in the private sector, where it plays a central role in its achievements and aspirations. Due to the importance of this resource, the private sector has witnessed significant attention in its development and improvement, including the psychological aspect. Saudi Arabia's Vision 2030 aims to create a prosperous society and a leading economy and seeks to enhance the psychological capital of private sector employees as a key factor in achieving this vision. The study aims to identify the role of human resource management in enhancing the psychological capital of employees in the private sector in Saudi Arabia, according to the Vision 2030. Researchers conducted an electronic survey from October to December 2023 by distributing and disseminating questionnaires to a targeted sample of human resource employees, managers, and workers in the private sector, and analyzed the data to arrive at clear results according to the timeline. The primary data included information about the study sample according to the independent variables of the study, such as job title, gender, and years of experience. The study tool consists of 22 statements distributed across four dimensions. The first dimension: The administrative role of human resources management in enhancing positive psychological capital, and it contained (6) statements. The second dimension: Implementing Vision 2030 in human resources management, and it contained (4) statements. The third dimension: The administrative role of senior leadership in enhancing the psychological capital of employees, and it contained (6 statements). The fourth dimension: Challenges And difficulties that Facing Strengthen head the money Psychological I have staff, and it contains (5) statements. A five-point Likert scale was used to answer with the phrases (strongly

agree - agree-Neutral -Disagree -Strongly disagree).The researchers adopted the Likert scale because it is easy to apply, accurately measures the respondent's opinion, and determines the degree of positivity of his position in each statement. This study indicates that promoting positive psychological capital refers to measures and practices that enhance positive emotions such as happiness, satisfaction, and optimism, and reduce negative emotions such as anxiety, stress, and depression. This aspect holds great importance for human capital. Based on these factors, several recommendations can be made to enhance the psychological capital of employees in the private sector in Saudi Arabia: private companies in Saudi Arabia should consider enhancing psychological capital as one of their main strategic objectives.

Keywords: private sector, psychological capital, human resource-management, Vision 2030, Kingdom of Saudi Arabia.

Introduction

It is known that the term 'capital' has been clearly used in the field of economics and finance. Recently, it has begun to be used in representing the value of human resources, as is the case with human capital and social capital. This has required new thinking about the interior that has become necessary for the survival of organizations and the creation of sustainable growth and development. Elms, in addition to Mr. Jim Clifton, the executive director of the organization Gallup, declares that in the world of new competition, we will all walk the wrong way unless we discover a new way of management (Coffiman et al., 2002). Based on that, contemporary trends in management have emerged in order to achieve compatibility with the requirements of the modern environment, especially those related to the human soul and its secrets. In this context, the role of Human Resource Management (HRM) emerges as a critical factor in cultivating positive psychological capital among employees. It is essential to understand the role of HR professionals and the HR function, which has become an important part of the development of all sectors, especially in the industry (Dhanpat et al., 2020).

Research Problem

1. The lack of comprehensive research that specifically examines the role of HRM in promoting positive psychological capital among the private sector workforce in Saudi Arabia in the context of Vision 2030.
2. The limited understanding of the alignment between HRM practices and Vision 2030's objectives, hindering the effective utilization of human capital for sustainable economic growth and development.

By addressing these research gaps, this study aims to provide valuable insights into the role of HRM in promoting positive psychological capital and its alignment with Vision 2030.

Research Objectives

This research aims to:

1. Explore the role of HRM in promoting positive psychological capital among employees in the private sector of Saudi Arabia.
2. Investigating the strategies, practices, and interventions implemented by HRM departments.
3. Provide valuable insights into the ways in which organizations can optimize their human capital and create a work environment conducive to the growth and development of employees.
4. Examine the alignment between HRM practices and Vision 2030's goals.
5. Shed light on the crucial role of HRM in fostering positive psychological capital among the private sector workforce in the Kingdom of Saudi Arabia.

Research Questions

1. What is the role of human resource management in enhancing psychological capital in the private sector in Saudi Arabia?
2. To what extent is Vision 2030 implemented in human resource management in the private sector in KSA?
3. What is the managerial role of senior leadership in enhancing employees' psychological capital?
4. What are the challenges and difficulties faced in enhancing employees' psychological capital in the private sector in Saudi Arabia?

Hypothesis

1. There is a statistically significant positive relationship between the management role of human resource management in enhancing psychological capital and the implementation of Vision 2030.
2. There is a statistically significant positive relationship between the role of organizational leadership in enhancing psychological capital among employees and the implementation of Vision 2030.
3. There is a statistically significant inverse relationship between the managerial role of human resource management in enhancing positive psychological capital and the managerial role of organizational leadership

The Significance of the Research

The role of human resource management has gained increasing attention due to the promoting positive psychological capital among the private sector workforce in the Kingdom of Saudi Arabia in light of Vision 2030. Moreover, this study gains its importance since it provides useful insights into how HR professionals understand the influence of positive psychological capital among the private sector workforce in the kingdom of Saudi Arabia.

Furthermore, the insights gained from this study and the findings will contribute to the existing body of knowledge on HRM practices in Saudi Arabia and provide practical recommendations for organizations to foster a motivated, engaged, and resilient workforce, ultimately supporting the successful realization of Vision 2030.

Literature Review and Previous Studies

Psychological Capital:

The following criteria are important for a construct in positive psychology: it should be valuable and relevant, measurable, open to development and management, and related to work attitudes, behaviors, and performance criteria, as stated by (Luthans and Morgant, 2017), citing (Luthans, 2002). After analyzing various constructs, the four that best fit these criteria are hope, efficacy, resilience, and optimism, often summarized using the acronym HERO, as mentioned by (Luthans and Morgan, 2017), quoting Luthans and (Youssef, 2004). These constructs are considered positive psychological resources that can be built and utilized when needed. Hope is defined as a positive motivational state based on agency (goal-directed energy) and pathways (planning to meet goals), as stated by (Luthans and Morgant, 2002), citing (Snyder et al., 1991). Efficacy refers to an individual's confidence in their abilities to successfully execute a specific task (Bandura, 1997). Resilience is the capacity to rebound from adversity and utilize personal, social, or psychological assets to overcome challenges (Luthans, 2002). (Luthans and Morgant, 2017) also mentioned, quoting (Seligman, 1998), that optimism is defined as a positive explanatory style that attributes positive events to personal, permanent, and pervasive causes, while interpreting negative events as external, temporary, and situation-specific factors. These constructs have been extensively researched and applied in various domains.

Human Resource Management:

Human Resource Management (HRM) is a sector of management that places a greater emphasis on recognizing and harnessing the potential and assets represented by human resources. These human resources serve as the primary capital for enhancing and developing internal operations within business organizations (Nawangari et al., 2023).

HRM Importance

The strategic importance of Human Resource Management (HRM) in organizations lies in its ability to comprehend and address the challenges

posed by Industry. One significant challenge in this context, as highlighted by (Llinas and Abad,2019) as (Silva et al.,2022) quoted, is the impending scarcity of qualified and skilled workforce.

Previous Studies:

1. The study of (Viseu et al.,2016) titled: *Teacher motivation, work satisfaction, and positive psychological capital: A literature review.*

This paper utilized electronic databases to identify published studies from 1990 to 2014 on the subject matter. A total of 43 studies were retrieved. The primary finding emphasized that work satisfaction was the most extensively examined concept in relation to teacher motivation. The study outcomes underscored the significance of work satisfaction in influencing teacher motivation and highlighted the necessity for further research on the connection between teacher motivation and positive psychological capital.

2. The study of (Aybas&Acar,2017) titled: *The Effect of Human Resource Management Practices on Employees' Work Engagement and the Mediating and Moderating Role of Positive Psychological Capital*

This study investigates an example or pattern of psychological capital as a intercessor in human resource (HR) procedure -employee work engagement relationship. To test developed an example, the researcher collected data from 590 white-collor employees who are working in private companies from different sectors in Turkey. The result of this study were as following: Psychological capital partially mediates the impact of motivation and skill-enhancing HR practices on work engagement, without any moderating effect. Conversely, the effects of opportunity-enhancing HR practices and working conditions on work engagement are both partially mediated and moderated by psychological capital simultaneously.

3. The study of (Santisi et al.,2020) titled: *Relationship between Psychological Capital and Quality of Life: The Role of Courage.*

The study aimed to explore the interrelationships between psychological capital and two dimensions of quality of life, namely life satisfaction and prosperity, within the framework of positive psychology. Special attention was given to examining the mediating role of courage in this context. The data gathered was examined using a linear structural equation model. Correlations were calculated using SPSS 20.0. The findings indicated that psychological capital generally has a predictive relationship with life satisfaction and flourishing. Courage was found to have an indirect mediating effect only on flourishing. Two primary conclusions were drawn from the study: flourishing and life satisfaction serve as significant indicators of overall life quality, and courage emerges as a crucial psychological asset.

4. The study of (AbdulHameed,2021) titled: *The Role of Job Rotation in Enhancing Administrative Performance Development*

The study aimed to explore the role of job rotation in developing managerial performance and to propose a conceptual framework for implementing job rotation to enhance managerial performance. The study employed a descriptive methodology that suited the nature of the research and utilized a questionnaire as a research tool. The questionnaire was administered to a sample of employees at the Faculty of Education, Assiut University, with a total of 153 male and female employees. The study revealed several findings, among which the importance of implementing job rotation within organizations for its significance in developing and enhancing employee efficiency, thus contributing to achieving the desired goals of the institution.

The study recommended several recommendations, including the need for proper planning of the job rotation process to avoid negative outcomes. It also recommended conducting training courses for employees to help them understand and adapt to the job rotation approach in improving organizational performance and the performance of employees alike.

5. The study of (Sri Ramalu & Janadari, 2022) titled: *Authentic leadership and organizational citizenship behavior: the role of psychological capital*.

This paper aimed to examine the direct and indirect effects of authentic leadership on organizational citizenship behavior (OCB), with psychological capital as a mediating factor. The study was conducted using a quantitative approach. Data collection was performed through a survey method. The findings indicate that psychological capital partially mediates the relationship between authentic leadership and OCB.

6. The study of (Makhloof,2022) titled: *Maximizing Intellectual Capital at Suez University to Achieve its Competitive Advantage (Proposed Concept)*

The study aimed to understand the theoretical foundations of intellectual capital and its role in achieving competitive advantage, as well as to clarify the role of intellectual capital in achieving competitive advantage in Egyptian universities. The research utilized a descriptive research methodology. The research concluded that Suez University allocates annual awards for internationally published research, encouraging researchers to compete and achieve further innovation and creativity. Additionally, the university emphasizes the importance of clear strategies for disseminating and marketing research results. The study recommended several recommendations, including the necessity of supporting the senior management of Suez University in utilizing intellectual capital to develop the university and achieve its competitive advantage, as well as formulating a mechanism for discovering and

nurturing creative and outstanding individuals, thinkers, and those with innovative skills within the university.

7. The study of (Hamoor,2023) titled: *Proposed Concept for Implementing Intellectual Capital Management to Achieve Competitive Advantage in Basic Education Schools in Assiut Governorate (Field Study)*

The study aims to explore the implementation of intellectual capital management in basic education schools in Asyut Governorate. The researcher employed a descriptive methodology suitable for the nature of the research. The study yielded several results, including the finding that institutions seeking to enter the competitive arena, whether at the local or global level, adopt intellectual capital management concepts by re-evaluating the human element as the most valuable asset of the organization. Furthermore, the study found that human resources contribute significantly to achieving a competitive advantage for the institution if they are of high quality, in addition to strategically managing these resources.

8. The study of (Khalifah,2023) titled: *Job Engagement as a Mediating Variable in the Interactive Relationship between Job Involvement and Employee Creativity (An Applied Study in Mansoura University Hospitals)*

The study aimed to elucidate the mediating role of job engagement and its impact on the interactive relationship between job attachment and employee creativity in the context of Mansoura University hospitals. The researcher conducted a population census, which included the hospitals of Mansoura University. The study found a significant relationship between the dimensions of job attachment and job engagement. There is a significant relationship between the dimensions of job attachment and employee creativity. There is a significant relationship between job engagement and employee creativity. There is a direct and significant effect of the dimensions of job attachment on job engagement. There is a direct and significant effect of the dimensions of job attachment on employee creativity. There is a direct and significant effect of job engagement on employee creativity. The study recommended several recommendations, including the importance of encouraging creative thinking and providing rewards and incentives to employees who utilize innovative methods that contribute to performance development.

9. The study of (Uwakwe et al.,2023) titled: *A multi-group study of psychological capital and job search behaviors among university graduates with and without work placement learning experience*

In this study, they used the social cognitive career theory model of career self-management (SCCTCSM) to examine how certain psychological factors (hope, self-efficacy, optimism, and resilience) influence job search behaviors among university graduates. They focused on two groups: those who participated in work placement learning before graduation and

those who did not. their data included 473 university fresh graduates in Nigeria, with 209 having undertaken work placement learning and 264 who did not. They employed structural equation modeling to analyze the data. The results showed that self-efficacy and optimism had positive effects on preparatory and active job search behaviors in both groups, but the effects were stronger among graduates who had work placement experience. Job search goals were found to mediate the relationship between self-efficacy/optimism and job search behaviors in both groups. Furthermore, the results suggested that self-efficacy and optimism indirectly influenced active job search behaviors through their impact on job search goals and preparatory job search behaviors.

10. The study of (Du et al.,2023)titled: *The relationship between psychosocial job stressors and insomnia: The mediating role of psychological capital*

This study aimed to investigate the relationship between job-related stressors and insomnia among Chinese nurses. It also examined the association between psychological capital and insomnia, and whether psychological capital mediated the link between job-related stressors and insomnia. The study used a cross-sectional questionnaire survey with 658 valid responses from 810 nurses in a tertiary hospital in Shan Dong Province, China. The results indicated that various factors, including demographics, work-related variables, behavior, and work setting, were associated with insomnia. Additionally, the study found that psychological capital played a mediating role in the relationship between job stressors and insomnia. These findings suggest that enhancing nurses' psychological capital could potentially improve their sleep quality, especially in challenging work environments with high psychosocial stressors.

In reference to previous studies, there are several points of distinction between our study and the previous ones: Our study shares similarities with some previous studies in terms of data collection methods and variable names. However, it differs from others in terms of the geographical location. What distinguishes our study is that it is a recent study that addresses the topic of positive psychological capital and the role of human resources in enhancing it among employees in the private sector, in line with Vision 2030. The study was conducted as a case study in a private company in Riyadh, where it had not been previously applied to this organization.

Research Method

Study Methodology:

A. Analytical Methodology:

To achieve the research objectives and desired goals of the study, the researchers used a descriptive and survey methodology. This was done to identify the positive effects of the role of human resources in enhancing

psychological capital in the private sector and its positive impact on employees in this sector, as well as its potential for sustainability in improving work efficiency in private companies and institutions. The researchers distributed an electronic questionnaire to employees of a private company to study their perception of the role of human resources management in enhancing psychological capital.

A. Data Sources:

To achieve the study objectives, the researchers used a questionnaire. The questionnaire was divided into five sections based on a Likert scale. The data were collected and quantitatively and analyzed using the Statistical Package for the Social Sciences (SPSS).

The research population consisted of employees of a private company in Riyadh, with a total of approximately 70 employees from various disciplines (staff and administrators). The questionnaire was distributed to a random sample of 47 employees. Thus, the research instrument was ready in its final form to measure what it was designed for. The research instrument consisted of two main parts:

1. Part One:

Demographic characteristics of the sample, including primary data about the individuals in the study sample according to independent study variables such as job position, gender, and years of experience.

2. Part Two:

The research instrument consisted of 22 statements **The questionnaire consisted of : four axes :**

The first axis: The administrative role of human resources management in enhancing positive psychological capital, and it contained (6) statements.

The second axis: Implementing Vision 2030 in human resources management, and it contained (4) statements.

The third axis: The administrative role of senior leadership in enhancing the psychological capital of employees, and it contained (6) statements.

The fourth: Challenges And difficulties that Facing Strengthen head the money Psychological I have staff, and it contains (5) statements.

A five-point Likert scale was used to answer with the phrases (strongly agree - agree-Neutral -Disagree -Strongly disagree).

The researcher adopted the Likert scale because it is easy to apply, accurately measures the respondent's opinion, and determines the degree of positivity of his position in each statement.

B. Study Limitations:

Geographical limitations:

Saudi Arabia - A private company in Riyadh.

Participant-related limitations:

Employees of the company (both the HR staff and administrators).

Time limitations:

This study was conducted during 2023.

Statistical Treatment:

The researchers used the Statistical Package for the Social Sciences (SPSS) to analyze the data. The collected data from the questionnaire were processed and analyzed to calculate reliability and validity using standard deviation, mean, and correlation coefficient.

Statistical Standard:

To standardize the study instruments, the researchers assigned a score to each statement of the five statements (with scores ranging from very high, high, moderate, weak, to very weak).

Validity and Reliability of the Study Tool:

The researcher ensured the validity of the study tool through the following:

A- Face Validity (External Validity) of the Study Tool:

Validity, according to (Al-Qahtani et al., 2004), means to what extent the measure or tool will actually measure what it was designed to measure, and nothing else. The validity of the questionnaire means ensuring that it will measure what it was designed to measure (Al-Asaf, 1998). It also means the comprehensiveness of the questionnaire in terms of including all the items that should be included in the analysis, and the clarity of its items, so that it is understandable to all users (Obaidat et al., 2001).

To verify the face validity of the questionnaire, the researcher presented it to a group of specialized experts who are members of the faculty in universities. This was done to seek their opinions on the relevance of the statements to the study's objectives, the clarity of the questionnaire items, and their appropriateness for the participants. In addition, general observations about the questionnaire's suitability were considered. The Likert five-point scale, which determines the respondents' response to each axis of the questionnaire, was also examined for its suitability. After incorporating the modifications recommended by the experts, including the deletion and modification of certain statements that were not compatible with the study's questions, the axes, items, and statements that the majority of the experts agreed upon were adopted.

B- Internal Consistency Validity:

After ensuring the face validity of the study tool, the researcher applied it in the field and on the data of the final sample. The researcher verified the scale's validity by calculating the Pearson correlation coefficient.

Results

Analysis of Study Results involves presenting the responses of the study sample to its questions and hypotheses, discussing them in accordance with scientific methodology, by reading the statistical analysis of values such as means, standard deviations, and test results. The following is a presentation, interpretation, and discussion of the study results.

First: Answering the Study Questions

Question 1: What is the role of human resource management in enhancing psychological capital in the private sector in Saudi Arabia?

To understand the role of human resource management in enhancing psychological capital in the private sector in Saudi Arabia, the arithmetic means, standard deviations, and rankings were calculated for the responses of the study sample regarding the managerial role of human resource management in enhancing positive psychological capital. The results are as follows:

From the analysis of the results, it is evident that the study sample agrees that there is a role for human resource management in enhancing psychological capital in the private sector in Saudi Arabia, with an average score of 3.77 out of 5.00. This average falls within the fourth category of the five-point scale (ranging from 3.41 to 4.20), which indicates the "Agree" option in the study tool.

Based on the above results, there is variation in the agreement of the study sample regarding the role of human resource management in enhancing psychological capital in the private sector in Saudi Arabia. The average scores of their agreement on this axis ranged from 3.32 to 4.38, which fall within the third and fifth categories of the five-point scale, indicating the "Neutral - Strongly Agree" option in the study tool. The results show that the study sample strongly agrees that there are two roles of human resource management in enhancing psychological capital in the private sector in Saudi Arabia, represented by statements number (1, 5), which were arranged in descending order based on the strong agreement of the study sample as follows:

- 1) Statement number (1) ranked first in terms of the strong agreement of the study sample, which is: "Human resource management plays an important role in enhancing positive psychological capital among employees in the company," with an average score of 4.38 out of 5.
- 2) Statement number (5) ranked second in terms of the strong agreement of the study sample, which is: "Effective communication and collaboration among teams and individuals contribute to enhancing positive psychological capital," with an average score of 4.28 out of 5.

The results also indicate that the study sample agrees that there is one role of human resource management in enhancing psychological capital

in the private sector in Saudi Arabia, represented by statement number (2), which is: "Human resource management is concerned with improving the work environment, trust, and satisfaction among employees," with an average score of 3.91 out of 5.

On the other hand, the results show that the study sample is neutral regarding three roles of human resource management in enhancing psychological capital in the private sector in Saudi Arabia, represented by statements number (4, 6, 3), which were arranged in descending order based on the neutrality of the study sample as follows:

- 1) Statement number (4) ranked first in terms of the neutrality of the study sample, which is: "There are suitable opportunities for promotion and professional development within the framework of human resource management policy," with an average score of 3.40 out of 5.
 - 2) Statement number (6) ranked second in terms of the neutrality of the study sample, which is: "Human resource management provides the necessary support and assistance to effectively deal with work stress and pressures," with an average score of 3.34 out of 5.
 - 3) Statement number (3) ranked third in terms of the neutrality of the study sample, which is: "Receive the necessary support and guidance from human resource management to develop skills and enhance positive psychological capital," with an average score of 3.32 out of 5.
- Question 2: To what extent is Vision 2030 implemented in human resource management?

To assess the extent of Vision 2030 implementation in human resource management, arithmetic means, standard deviations, and rankings were calculated for the study sample members' responses regarding the application of Vision 2030 in human resource management. The results are as follows:

Based on the analysis of the results, it is evident that the study sample members agree on the implementation of Vision 2030 in human resource management with an average rating of 3.04 out of 5. This average falls within the fourth category of the five-point scale (ranging from 3.41 to 4.20), which indicates the option "Agree" in the study tool.

From the above-mentioned results, it is clear that there is variation in the agreement among the study sample members regarding the implementation of Vision 2030 in human resource management. Their agreement averages ranged from 3.89 to 4.21, falling within the fourth and fifth categories of the five-point scale, which indicate the options "Agree - Strongly Agree" in the study tool. It is evident from the results that the study sample members strongly agree on the implementation of one aspect of Vision 2030 in human resource management, which is phrase number (3): "Vision 2030 contributes to enhancing innovation and

entrepreneurship through human resource management" with an average rating of 4.21 out of 5.

The results also showed that the study sample members agree on the implementation of three aspects of Vision 2030 in human resource management, represented by phrases number (4, 1, 2). They were ranked in descending order based on the agreement of the study sample members as follows:

- 1) Phrase number (4) came in first place in terms of agreement from the study sample members, with an average rating of 4.04 out of 5. The phrase states: "There is a focus on sustainability and social responsibility in human resource management strategies under Vision 2030."
- 2) Phrase number (1) came in second place in terms of agreement from the study sample members, with an average rating of 4.00 out of 5. The phrase states: "Vision 2030 has influenced the role of human resource management in enhancing positive psychological capital of employees."
- 3) Phrase number (2) came in third place in terms of agreement from the study sample members, with an average rating of 3.89 out of 5. The phrase states: "Noting the trend towards building a skilled and developed workforce through human resource management programs and policies."

Question 3: What is the managerial role of senior leadership in enhancing employees' psychological capital?

To understand the managerial role of senior leadership in enhancing employees' psychological capital, the means, standard deviations, and rankings were calculated for the responses of the study sample members regarding the managerial role of senior leadership in enhancing employees' psychological capital. The results are as follows:

Analysis of the results shows that the study sample members are neutral regarding the managerial role of senior leadership in enhancing employees' psychological capital, with an average rating of 3.32 out of 5.00. This average falls within the third category of the five-point scale (ranging from 2.61 to 3.40), which indicates the option "Neutral" in the study tool.

Based on the above-mentioned results, there is homogeneity in agreement among the study sample members regarding the managerial role of senior leadership in enhancing employees' psychological capital. Their agreement averages ranged from 3.26 to 3.36, falling within the third category of the five-point scale, indicating the option "Neutral" in the study tool. The results show that the study sample members are neutral regarding six aspects of the managerial role of senior leadership in enhancing employees' psychological capital, represented by phrases

number (1, 2, 6, 5, 4, 3). They were ranked in descending order based on the neutrality of the study sample members as follows:

- 1) Phrase number (1) ranked first in terms of neutrality among the study sample members, with an average rating of 3.36 out of 5. The phrase states: "The organization emphasizes enhancing positive psychological capital of employees."
- 2) Phrase number (2) ranked second in terms of neutrality among the study sample members, with an average rating of 3.36 out of 5. The phrase states: "Noting the presence of specific initiatives or programs in the organization to enhance positive psychological capital."
- 3) Phrase number (6) ranked third in terms of neutrality among the study sample members, with an average rating of 3.36 out of 5. The phrase states: "There is effective communication and collaboration between the human resources management and employees in the organization."
- 4) Phrase number (5) ranked fourth in terms of neutrality among the study sample members, with an average rating of 3.28 out of 5. The phrase states: "The organization provides suitable opportunities for professional development and promotion."
- 5) Phrase number (4) ranked fifth in terms of neutrality among the study sample members, with an average rating of 3.28 out of 5. The phrase states: "Noting the presence of policies or procedures in the organization aimed at promoting recognition and appreciation for employees."
- 6) Phrase number (3) ranked sixth in terms of neutrality among the study sample members, with an average rating of 3.26 out of 5. The phrase states: "The organization provides support and guidance to employees regarding work-life balance."

Question 4: What are the challenges and difficulties faced in enhancing employees' psychological capital?

To identify the challenges and difficulties faced in enhancing employees' psychological capital, the means, standard deviations, and rankings were calculated for the responses of the study sample members regarding the challenges and difficulties faced in enhancing employees' psychological capital. The results are as follows:

Analysis of Table 16 reveals that the study sample members agree on the existence of challenges and difficulties faced in enhancing employees' psychological capital, with an average rating of 3.75 out of 5.00. This average falls within the fourth category of the five-point scale (ranging from 3.41 to 4.20), which indicates the option "Agree" in the study tool.

Based on the above-mentioned results, there is variation in agreement among the study sample members regarding the challenges and difficulties faced in enhancing employees' psychological capital. Their

agreement averages ranged from 3.40 to 4.04, falling within the third and fourth categories of the five-point scale, indicating the options "Neutral-Agree" in the study tool. The results show that the study sample members agree on the presence of four challenges and difficulties faced in enhancing employees' psychological capital, represented by phrases number (1, 4, 3, 2). They were ranked in descending order based on the agreement of the study sample members as follows:

- 1) Phrase number (1) ranked first in terms of agreement among the study sample members, with an average rating of 4.04 out of 5. The phrase states: "Private sector employees in Saudi Arabia face issues related to positive psychological capital."
- 2) Phrase number (4) ranked second in terms of agreement among the study sample members, with an average rating of 3.85 out of 5. The phrase states: "There is an improvement in the work environment and work culture in the private sector in Saudi Arabia."
- 3) Phrase number (3) ranked third in terms of agreement among the study sample members, with an average rating of 3.77 out of 5. The phrase states: "Noting the presence of programs or initiatives by Saudi companies to enhance positive psychological capital of employees."
- 4) Phrase number (2) ranked fourth in terms of agreement among the study sample members, with an average rating of 3.70 out of 5. The phrase states: "There is a growing trend in Saudi companies to focus on the well-being and happiness of employees."

Meanwhile, the results indicate that the study sample members are neutral about one of the challenges and difficulties faced in enhancing employees' psychological capital, represented by phrase number (5). The phrase states: "Noting the trend towards achieving a better work-life balance for employees in the private sector in Saudi Arabia," with an average rating of 3.40 out of 5.

Verification of Study Hypotheses

This section of the research discusses the results of the statistical analysis to verify the study hypotheses, which include the following hypotheses:

Hypothesis 1:

The hypothesis states that there is no significant correlation between the role of human resource management in enhancing positive psychological capital and the implementation of Vision 2030 in human resource management. However, the results indicate a significant positive relationship between these variables, suggesting that as human resource management plays a greater role in enhancing positive psychological capital, the implementation of Vision 2030 also improves.

Hypothesis 2:

The hypothesis suggests that there is no significant relationship between the role of top leadership in enhancing psychological capital among employees and the implementation of Vision 2030 in human resource management. Nevertheless, the results show a significant positive relationship, indicating that as top leadership enhances psychological capital among employees, the implementation of Vision 2030 improves.

Hypothesis 3:

This hypothesis posits that there is no significant relationship between the role of human resource management in enhancing positive psychological capital and the role of top leadership in enhancing psychological capital among employees. However, the results reveal a significant positive relationship, suggesting that as top leadership enhances psychological capital among employees, human resource management also plays a greater role in enhancing positive psychological capital.

Recommendations

Based on the previous results, the study recommends the following:

1. Conducting further research on this important topic.
2. Focusing on enhancing psychological capital among employees.
3. Qualifying and training human resource employees and managers on methods to enhance psychological capital among workers.

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