



The Impact of Empowering Leadership on The Development of Exceptional Human Capital

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Abstract

This study aims to investigate the effect of empowering leadership on the development of exceptional human capital in the public sector, which is characterized by a number of challenges to organizational performance and employee development. The type of the current research was descriptive-analytical. The study used a questionnaire to collect responses from 80 employees of government institutions working in Al-Najaf Al-Ashraf governorate. The questionnaire was developed based on a five-point Likert-scale. Data analysis involved the use of the appropriate statistical tools.

The results of the study revealed that empowering leadership positively affects the development of exceptional human capital, which means that it needs to be implemented in government institutions to achieve maximum potential of employees, promote innovation, and utilize the creative abilities of staff. The key terms of the current research are empowering leadership, exceptional human capital, and public sector.

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Introduction

Nowadays, government organizations face a wide range of challenges associated with rapid technological progress, global economic development, and the growth of the knowledge-based economy. In the given environment, the need for modern management and leadership styles, which allow organization to improve its performance and achieve sustainable development, becomes critical. One of such concepts is empowering leadership, which involves sharing authority and trust, supporting workers' self-confidence, inspiring them, and encouraging the implementation of their ideas. Researchers note that empowering leadership style leads to positive results as it promotes psychological empowerment and organizational trust, resulting in high performance (Lee & Tian, 2017: 306-308) ^[39]. For instance, Yukl (2013: 320) emphasizes that empowering leaders play an important role in motivating their employees, providing them with opportunities to develop and utilize their capabilities, and making sure they operate independently to gain control and reach the desired performance levels. Similarly, Llorente *et al.* (2024: 1762-1765) ^[44] revealed that leadership and psychological empowerment positively influence the level of job performance, employee creativity, and organizational commitment of workers in knowledge-intensive companies.

During the last decades, another concept, which attracts researchers' attention, emerged and became integral to operations of organizations. It is genius human capital, which implies the workforce's extraordinary knowledge and skills and the ability to innovate processes, products, and services, enabling firms to create sustainable value (Davenport, 1999: 21) ^[20]. Researchers note that, nowadays, human capital is considered as one of the most valuable assets of any company because it is based on intellectual capabilities that competitors cannot easily imitate (Bontis, 1998: 65-66) ^[12]. For instance, Bontis (1998: 65-66) ^[12] states that human capital is the central component of intellectual capital that is critical to organizational excellence. It allows

companies to acquire sustainable competitive advantage over their rivals as it is the key source of knowledge and innovation. Similarly, Mukaro and Rukani (2023: 3-5) ^[51] note that human capital and intellectual capital matter to organizations as they influence their performance and innovative capabilities. Human capital is valued as it is based on employees' knowledge, skills, and competencies, which are crucial to all functions of a firm.

Thus, the relationship between two concepts, which seem to be critical for any modern company, remains an important topic of scientific research. In particular, there is a need to analyze the effect of empowering leadership on genius human capital. Government agencies operating in a competitive environment need to find innovative ways to achieve sustainable development and gain advantage over other public organizations.

In this situation, the application of modern leadership styles, such as empowering, appears to be a reasonable solution. The current research aims to explore the effect of empowering leadership on genius human capital. The findings of the study will contribute to the development of modern management practices of public institutions.

Chapter One: Research Methodology

First: Research Problem

The current research aims to explore the effect of empowering leadership on genius human capital. At present, many government entities apply the classical style of leadership, which is characterized by the dominance of directors and a lack of employee participation in the decision-making process. Under these conditions, it becomes difficult for organizations to develop and implement new ideas and products. What is more, they cannot fully consider and utilise the abilities and competencies of their workers, which limits their potential. Moreover, many government entities do not pay enough attention to the development of genius human capital, which operates in a dynamic environment and is capable of introducing innovative changes and solving emerging organizational problems. Thus, even though many public companies employ specialists with comprehensive knowledge and advanced competencies, these employees are unable to utilise their skills and creativity, which decreases organizational performance.

Second: Research Questions

The current research aims to answer the following question: What is the effect of empowering leadership on the

development of genius human capital?

To address this research question, the following sub questions need to be explored:

What is the level of genius human capital of the participants included in the study?

To what extent is empowering leadership practiced in the selected organization?

Is there an effect of empowering leadership on the development of genius human capital?

Third: Research Objectives

This study has the following objectives:

To determine the level of genius human capital of the study participants.

To assess the extent to which empowering leadership is practiced in the selected organization.

To explore the effect of empowering leadership on the development of genius human capital.

Fourth: Research Significance

The current research is significant from both theoretical and practical perspectives. From the theoretical standpoint, the findings of the study will contribute to a better understanding of the effects of empowering leadership and the characteristics of genius human capital. Moreover, the research will fill a gap in existing knowledge as it will demonstrate how these two aspects are related.

From the practical perspective, the findings of the research will allow governmental entities to develop certain practices and behaviors, which will enable them to maximize the performance of their employees. They will be useful for public organizations, which aim to operate in the environment of rapid changes and rely on implementing innovative projects, as the study will explore the relationship between empowering leadership and genius human capital and demonstrate how the former can be utilized to achieve the goals of the latter.

Fifth: The Hypothetical Research Model

The hypothetical research model was developed in accordance with the proposed research framework by identifying the relationships derived from the research problem. The proposed conceptual model illustrates the nature of the relationship between the variables under investigation and provides a theoretical representation of the expected relationships among them, as shown in Figure (1).

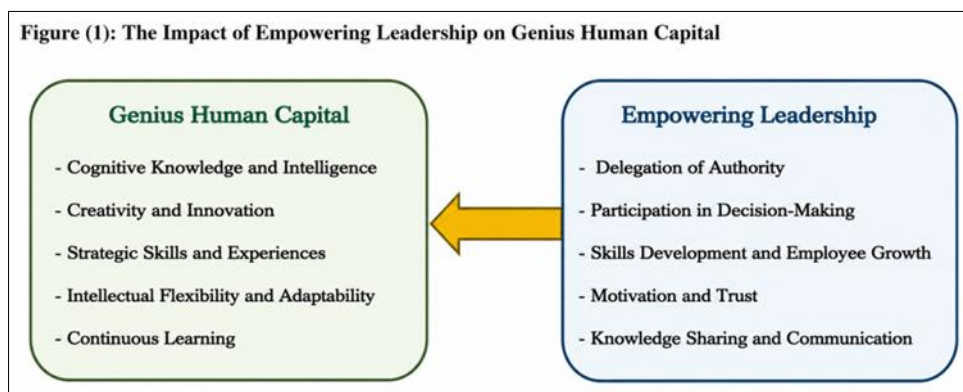


Fig 1: Proposed Research Model

Sixth: Research Hypotheses

Based on the proposed research framework, and to accurately address the current research question, the following hypotheses are formulated:

Main Hypothesis

There is a statistically significant effect of empowering leadership on enhancing genius human capital.

The following sub-hypotheses are derived from the main hypothesis:

- There is a statistically significant effect of the delegation of authority dimension on genius human capital.
- There is a statistically significant effect of the participation in decision-making dimension on genius human capital.
- There is a statistically significant effect of the skills development and employee development dimension on genius human capital.
- There is a statistically significant effect of the motivation and trust dimension on genius human capital.
- There is a statistically significant effect of the knowledge sharing and communication dimension on genius human capital.

Chapter Two: Theoretical Framework of the Study

The Concept of Empowering Leadership

The concept of empowerment emerged in the field of management during the 1980s and appears to have evolved in response to the need for an organizational approach capable of enhancing employee productivity amid the profound technological and commercial changes experienced by both the public and private sectors (Amundsen & Martinsen, 2014: 488) ^[4]. These transformations have led organizations to place greater emphasis on customer orientation, adopt more flexible, simplified, and decentralized organizational structures, and pursue continuous improvements in quality and efficiency (Hill & Huq, 2004: 1028) ^[33]. Organizations today function in an environment marked by continuous transformation, driven by rapid technological progress, intensified international competition, evolving employment patterns, and the expanding role of information and communication technologies. At the same time, the service economy has grown considerably, temporary forms of employment have become more common, professional roles have become increasingly specialized, and workforce demographics have undergone substantial changes. Collectively, these developments have created new managerial challenges that require organizations to adopt more flexible and adaptive leadership approaches (Parker *et al.*, 2001: 413) ^[57].

In response to these environmental changes, empowering leadership has become one of the leadership approaches that has attracted increasing scholarly and practical interest. Unlike traditional directive leadership and other leadership styles that rely primarily on supervision or transactional exchanges, empowering leadership encourages employees to assume greater responsibility and authority in performing their work. Decision-making authority is transferred to the organizational level where tasks are executed, allowing employees to respond more efficiently to work-related issues while strengthening their intrinsic motivation and commitment (Pearce *et al.*, 2003: 275) ^[58]. Consequently, this leadership approach emphasizes employee autonomy and self-management by establishing clear principles for

distributing authority and responsibility throughout the organization (Vecchio *et al.*, 2010: 531) ^[72].

Employee empowerment is widely regarded as an important managerial strategy for strengthening organizational competitiveness and improving the capacity to innovate and respond effectively to stakeholders' expectations. Within public organizations, empowerment is particularly valuable because it contributes to improving service quality while encouraging employees to apply their knowledge, initiative, and creative abilities in solving organizational problems. Research has demonstrated that sharing authority, organizational information, resources, and reward systems with employees contributes significantly to improving both organizational effectiveness and productivity (Fernandez & Moldogaziev, 2011: 26) ^[30].

The literature generally approaches empowerment from two complementary perspectives. The first considers empowerment as a managerial practice in which authority and responsibility are delegated to lower organizational levels, allowing employees greater discretion in making decisions directly related to their work responsibilities. The second perspective focuses on empowerment as a psychological state reflected in employees' perceptions of the meaningfulness of their work, their competence, their freedom to make decisions independently, and their ability to influence organizational outcomes (Ahearne *et al.*, 2005: 945–946) ^[3].

From this perspective, empowering leadership is concerned not only with transferring authority but also with creating an organizational environment that strengthens employees' confidence in their abilities and enhances their sense of control over work processes. This is achieved by encouraging participation in decision-making, reducing unnecessary bureaucratic constraints, and providing employees with sufficient flexibility to respond effectively to changing workplace demands (Arnold *et al.*, 2000: 251) ^[9].

Empirical evidence consistently supports the positive organizational consequences of empowering leadership. Previous studies indicate that organizations adopting empowerment practices achieve favorable outcomes for both employees and organizational performance (Amundsen & Martinsen, 2015: 306) ^[5]. Similarly, Fan and Yang (2026: 262) explained, from the perspective of Conservation of Resources Theory, that leaders who delegate authority, encourage autonomy, and provide developmental support enable employees to recognize and effectively utilize their personal resources, thereby improving their ability to cope with organizational change ^[28].

Other scholars have emphasized the relational dimension of empowering leadership. Hai and Park (2024: 3) argued that empowering leaders strengthen the quality of leader–employee relationships by increasing employees' authority and independence, which subsequently promotes constructive work behaviors and contributes to higher levels of performance through reciprocal exchanges between employees and their organizations.

Likewise, Peng *et al.* (2023: 2) described empowering leadership as a leadership process through which authority, responsibility, and decision-making discretion are shared with employees by means of leadership behaviors that stimulate initiative, creativity, and proactive work behavior ^[59]. Rescalvo *et al.* (2022: 4) also identified empowering leadership as one of the most effective contemporary leadership approaches because it enables employees to

address workplace challenges independently while maintaining high levels of efficiency^[60].

Recent empirical studies further demonstrate that organizations practicing empowering leadership benefit from greater collaboration among team members, more efficient utilization of organizational resources, and improved quality of work outcomes resulting from employees' active involvement in decision-making processes (Mansoor *et al.*, 2025: 189)^[46]. Similarly, Mezentseva *et al.* (2023: 170) viewed empowering leadership as a leadership style that develops autonomous and self-managed teams by encouraging employees to organize their own work and make operational decisions independently^[48]. Consistent with these findings, Jo (2025: 84) concluded that leadership behaviors characterized by authority delegation, employee autonomy, and participation in decision-making significantly enhance both job performance and job satisfaction^[34].

Based on the foregoing discussion, empowering leadership can be understood as a leadership approach that promotes employee autonomy by distributing authority, encouraging participation, and establishing relationships built on mutual trust. Through these practices, employees become better equipped to make appropriate decisions, assume responsibility for their work, and contribute more effectively to organizational objectives. Within public-sector organizations, this leadership style is particularly important because it helps reduce bureaucratic constraints, improves organizational flexibility, accelerates responsiveness to environmental changes, and strengthens employees' satisfaction and engagement.

Characteristics of Empowering Leadership

1. Empowering leadership comprises leadership behaviors directed toward individuals or work teams that involve delegating authority, strengthening employees' ability to make independent decisions, providing guidance, and facilitating information sharing (Sharma & Kirkman, 2015: 196)^[64].
2. Empowerment enhances employee creativity, quality of work life, teamwork, and organizational effectiveness. Organizations require empowered employees because empowerment improves job performance, job satisfaction, organizational commitment, customer satisfaction, productivity, and organizational growth (Vu, 2020: 23)^[74].
3. Empowering leadership creates conditions that promote trust, open communication, and shared responsibility, thereby providing the foundation for conscious self-regulation within organizations. Empirical studies also demonstrate that empowering leadership behaviors improve safety performance in high-risk organizations by increasing employees' compliance with safety standards, encouraging participation in safety initiatives, and reducing unsafe workplace behaviors (Mezentseva *et al.*, 2023: 171)^[48].
4. Empowering leadership fosters an organizational environment that provides access to resources and emotional support, thereby increasing employees' willingness to adopt and explore digital technologies. Consequently, organizational digital capability is more likely to strengthen employees' adaptive thinking and innovative behavior under strong empowering leadership (Fan & Yang, 2026: 263)^[28].
5. Empowering leadership directly and indirectly enhances

psychological empowerment, which represents employees' perceptions of their work roles and consists of four cognitive dimensions: meaning, competence, self-determination, and impact. Psychological empowerment is regarded as an intrinsic motivational state that develops continuously through multiple factors, including the work environment (Amundsen & Martinsen, 2015: 308)^[5].

6. Empowering leadership extends its motivational influence beyond participation in decision-making by encouraging employees to establish their own work goals and strengthening their confidence and sense of personal control over both the cognitive and behavioral aspects of their work (Kirkman & Rosen, 1999: 60)^[37].
7. Empowering leadership creates a work environment conducive to employee creativity by encouraging employees to explore alternative solutions to work-related problems. Creativity literature consistently emphasizes that participation in decision-making and autonomy are essential prerequisites for creativity. Through authority delegation, employees are provided with favorable conditions for identifying and implementing the most innovative solutions during task performance (Audenaert & Decramer, 2018: 6)^[10].
8. Empowering leadership enhances the meaningfulness of work by providing employees with a clear sense of purpose and reinforcing the value of their contributions. It also promotes participation in decision-making, encourages confidence in employees' capabilities, provides greater autonomy, reduces bureaucratic constraints, and minimizes excessive rules and directives, thereby fostering efficiency and creativity. Employee empowerment has also been shown to reduce workplace stress, improve work effectiveness, and consequently decrease employee burnout (Mudallal *et al.*, 2017: 2)^[50].

Employee Empowerment

Employee empowerment is regarded as a philosophy of human resource management based on enriching employees' jobs and enabling them to exercise control over their work while assuming responsibility for the outcomes of their efforts. The concept gained widespread recognition following the emergence of Total Quality Management (TQM), where it was adopted as one of its fundamental principles, although its historical roots can be traced back to the concept of employee participation. Employee empowerment is considered a managerial practice that promotes the sharing of knowledge, information, and authority with subordinates. It also enhances intrinsic motivation, which is reflected in four dimensions: meaning (the value attached to work goals), competence (self-confidence), self-determination (the ability to initiate and sustain work-related behaviors), and impact (the ability to influence work outcomes) (Okochi & Ateke, 2020: 128)^[54]. Empowerment strategies and practices that strengthen employees' perceptions of organizational support and enhance their self-confidence are effective in reinforcing positive work attitudes. Researchers have identified several employee empowerment strategies, including effective managerial leadership and commitment, communication, employee involvement, reward systems, clearly defined objectives, sound managerial strategies, training, delegation of authority, joint committees, fostering a sense of

responsibility, employee suggestion systems, and direct interaction with senior executives (Vu, 2020: 25) ^[74].

Empowerment represents an intrinsic motivational state through which employees derive meaningful experiences directly from performing their work. Empowered employees experience freedom, autonomy, discretion in performing their duties, a strong sense of belonging to the organization, and confidence in their abilities to influence organizational outcomes. Employee empowerment can also be achieved without necessarily granting additional formal authority. Employees' sense of empowerment may be enhanced by listening to and responding to their feedback, providing appropriate training, encouraging managerial and peer support, supplying the necessary resources to perform their duties, ensuring access to relevant information, and aligning job assignments with employees' qualifications and experience.

As with most organizational initiatives, "for empowerment to be effective, practical, and achievable, it must begin with top management." Although this may appear paradoxical, empowerment fundamentally transforms the organizational model through restructuring or redefining job responsibilities. Consequently, top management must play an active role in designing and implementing employee empowerment initiatives (Sahoo & Das, 2011: 47) ^[63].

- Enhancing employees' confidence and organizational commitment.
- Increasing motivation, thereby reducing errors and strengthening individual accountability.
- Providing employees with opportunities to express their beliefs and creative ideas regarding daily work activities.
- Supporting the continuous improvement of organizational processes, products, and services while strengthening employee loyalty.
- Reducing employee turnover, absenteeism, and work-related illness.
- Increasing productivity by enhancing employees' pride, self-esteem, and sense of self-worth.
- Utilizing peer influence and self-managed teams to improve employee control and productivity.
- Improving organizational profitability through waste reduction and quality improvement initiatives.
- Strengthening trust and cooperation between management and employees.
- Enhancing communication among employees and organizational departments.
- Enabling employees to identify and solve work-related problems to improve their performance.
- Increasing organizational commitment and organizational effectiveness.
- Establishing a healthy organizational climate and culture (Ripley, 1992; Spatz, 2000: 95; Sahoo & Das, 2011: 47).

Dimensions of Empowering Leadership

Researchers have presented different dimensions of empowering leadership. However, most of the studies indicate that there are five main dimensions of empowering leadership, which include delegation of authority, participation in decision-making, skills development, motivation and trust, and knowledge sharing and communication.

1. Delegation of Authority

Delegation of authority is one of the most critical aspects of empowering leadership. It involves giving employees some level of responsibility to perform their duties and make decisions on matters affecting their area of jurisdiction instead of relying on their supervisors for every issue. Arnold *et al.* (2000: 251) ^[9] argued that empowering leadership involves the transfer of authority and responsibility to lower-level employees in order to increase commitment, motivation, and performance. Similarly, Lee *et al.* (2018: 307) ^[39] agreed that delegation of authority gives employees the confidence and freedom to develop and implement innovative ideas in the workplace. Ulrich (1998: 126) ^[71] added that empowering leadership is about delegating decision-making responsibilities to enable the organization gain agility in facing challenges brought about by environmental changes. De Geuser and Cisneros (2011: 232) ^[21] argued that empowering leaders share their decision-making authority with employees rather than relying only on administrative powers to manage their subordinates. This enables the organization to achieve higher performance levels because the manager's decisions are not always binding on the subordinates as compared to administrative management. In fact, Abdullah and Saeed (2024: 137) ^[2] indicated that delegation of authority and responsibility is among the dimensions of empowering leadership that influence employees' creative performance.

2. Participation in Decision-Making

Participation in decision-making means involving employees in the process of deliberating on matters affecting their area of jurisdiction. This practice makes employees feel valued and boosts their commitment to the organization. Drucker (1999) ^[25] argued that managers should only make decisions on matters that require their involvement, and it is always appropriate to let employees participate in decision-making because their involvement often improves the quality of decisions and commitment to their implementation. Thomas and Velthouse (1990: 667) ^[70] echoed this argument by saying that decision participation is a critical aspect of psychological empowerment. Mansoor and Duenas (2025: 189) ^[46] also argued that inviting employee participation in decision-making leads to teamwork, which ultimately leads to optimal utilization of resources. Yukl (2013) added that empowering leaders always consider consulting their subordinates rather than making decisions on their own.

3. Skills Development and Employee Development

Skills development refers to the process of constantly developing employees' knowledge and skills beyond the realm of formal education and training. This dimension of leadership is concerned with promoting employees' capabilities throughout their career in pursuit of individual, organizational and societal objectives. It also entails making sure that employees have access to advanced professional experience through continued learning (Ardichvili, 2022: 80) ^[8]. Fang (2023: 98) ^[29] argued that employee development is an investment that promotes employees' engagement and involvement by giving them more opportunities to develop their skills and participate in decision-making. Danquah *et al.* (2023: 250) ^[18] supported this view by indicating that skills development is a vital component of human resource

development because it elevates the intellectual, professional and psychological levels of employees individually and at the organizational or country level. Somfula and Zhanda (2023: 3) ^[66] added that developing employees' skills is a critical requirement for improving professional performance and gaining competitive advantage. Ekuma (2024: 205) ^[26] concluded that organizations that invest in continuous employee development are more likely to be successful.

4. Motivation and Trust

Motivation and trust are closely related concepts that are key aspects of empowering leadership. According to Dirks and de Jong (2022: 250) ^[24], trust is a critical asset when it comes to motivating employees because it plays a crucial role in influencing positive work attitudes among employees. Besides, Lee *et al.* (2024: 9570) ^[40] observed that trust makes employees more likely to exhibit proactive and innovative behavior. Liu and Ren (2022: 6715) ^[43] argued that motivation and trust influence employees' psychological empowerment and promote work performance. For instance, Liu *et al.* (2022: 4) ^[42] stated that employees who know that the organization has faith in their skills, abilities, and behaviors tend to display higher levels of motivation and psychological empowerment, which in turn boosts their work performance. Likewise, Dai *et al.* (2022: 6) ^[17] stated that motivation based on trust encourages employee engagement, which ultimately enhances organizational citizenship. This view is supported by the fact that organizations with high levels of trust promote loyalty among employees, which encourages them to do extra work (Bai *et al.*, 2022: 3).

5. Knowledge Sharing and Communication

Knowledge sharing involves exchanging information, experience, and expertise in order to accomplish specific organizational objectives. This dimension focuses on how employees can share and apply professional skills and expertise for the organization's overall development and to remain ahead of competitors (Yeboah, 2023: 3). Communication is always important because it creates the avenue for sharing valuable knowledge among employees. Choi *et al.* (2022: 5) argued that employees are more likely to share their knowledge with their colleagues if they receive adequate support from the organization's management and leadership. Similarly, Jiang *et al.* (2023: 2) observed that appropriate communication promotes knowledge-sharing behavior among employees and fosters trust in the organization. For instance, Peng (2024: 4) stated that knowledge-sharing requires interactive communication in order to create a conducive atmosphere for innovation and sustainable organizational growth. Cheng *et al.* (2023: 6) added that it is always important for companies to maintain continuous interaction among employees so that they can easily share critical knowledge, which ultimately increases organizational performance. On the other hand, they noted that poor levels of communication create barriers to knowledge sharing, which limits the ability of workers to share and utilize existing knowledge to enhance productivity and sustainability.

Second: The Concept of Genius Human Capital

Human capital is considered the most important source of progress and the most vital resource of organizational power. Organizations cannot rely solely on employees' experience,

skills, and competencies; rather, psychological characteristics and mental elements must also be taken into consideration. At the same time, successful organizations are those that are able to adapt to the conditions they create as well as to external changes. Only organizations whose employees possess a high level of spiritual strength are capable of acting in such a manner. Among the concepts explored within the context of human resource development is the consideration of psychological and mental dimensions in work (Pakdaman & Balideh, 2020: 126) ^[55].

Genius represents the way in which tasks that must be performed are carried out with enjoyment and excellence. The term "genius" refers to an individual possessing extraordinary intellectual or creative power. Early twentieth-century psychologists were the first to measure and define genius in terms of intelligence quotient (IQ) (Simonton, 2020: 2) ^[65]. Genius is also considered a form of personal learning rooted in the belief that individuals should have choice, time, and autonomy to engage in deeper learning that leads to twenty-first-century skills (LeGeros *et al.*, 2022: 4) ^[41].

Konno and Schillaci (2021: 495) ^[38] define genius human capital as the value and capabilities possessed by individuals in society. It expresses the importance of human strengths and skills in achieving success and prosperity in societies and economies. In the modern era, individuals' skills, knowledge, and creativity play a vital role in achieving economic development and innovation. This concept has been used to explain the success of entrepreneurial groups, entrepreneurial innovations, and ecosystems characterized by exceptionally high levels of intelligence and creativity (Möller-Recondo, 2020: 72) ^[49].

Similarly, Kertih (2020: 171) ^[35] argues that local geniuses can be used as highly effective social and cultural capital to support corporate strategies. Talent, attitudes, knowledge, and professional and personal experience all define "technology specialists" and "business geniuses" who are familiar with the company's business plan (RUBAVATHI & Balamurugan, 2022: 642) ^[62].

The concept of human resource genius is associated with high intellectual capacities linked to intelligence, and it is also related to entrepreneurial competencies such as leadership and social commitment. The underlying assumption is that genius is defined by high creative capabilities, particularly in the field of entrepreneurship (Möller-Recondo, 2020: 71) ^[49]. According to Konno and Schillaci (2021: 494) ^[38], genius human capital represents the context, situation, and semantic space in which knowledge is created, shared, used, and preserved as cognitive assets or intellectual capital. Knowledge exchange among parties is the starting point of knowledge creation.

Innovative companies and organizations that attract attention today have created a wealth of opportunities and environments that foster knowledge creation. Naturally, these environments are also supported by extensive physical space, organizational structures, job roles, and methodologies. Genius human capital represents an indicator of a positive process that occurs organically and cannot be deliberately manufactured (Vecco, 2020: 1) ^[73]. Thus, a genius individual is someone who can support and sustain organizations, provide cognitive reinforcement, and achieve entrepreneurial success by integrating individual and collective dimensions (Möller-Recondo, 2020: 74) ^[49].

The Importance of Genius Human Capital

There are many factors that contribute to the long-term organizational success of institutions. However, investing in developing individuals' capabilities and talents, and supporting initiatives that enhance education and knowledge in society, can significantly increase the added value of human capital. This implies that improving education and developing skills can lead to greater creativity and innovation (Warrick & Gardner, 2021: 49) ^[76].

Analyzing and investing in genius characteristics enables organizations to obtain optimal value from these potentials while also supporting sustainable human development (Vecco, 2020: 1) ^[73].

The findings of Kertih (2020: 171) ^[35] indicate that the availability of intelligence and genius in business organizations contributes to strengthening social and cultural capital and promotes development. It also has a direct, positive, and significant impact on overall economic activity (Parameswara, 2021: 1551) ^[56].

Growiec (2022: 1734) ^[31] argues that automation is increasingly replacing human capital and labor; however, it complements a scarce factor that cannot be substituted—namely, genius. In this model, genius functions as essential human labor required to perform non-automatable subtasks. The interaction between body and environment, as well as the psychological interdependence between consciousness and culture, makes individuals inseparable from their environment (Vecco, 2020: 5) ^[73]. Accordingly, genius can be conceptualized as an entity capable of achieving objectives.

According to Khan (2021: 3) ^[36], genius human capital is the ability to recognize both personal and others' ideas, manage emotions, motivate oneself, and align effectively in interactions. For leaders, genius is essential for team success. Genius contributes to knowledge generation and innovation, and genius individuals can improve internal organizational processes through effective use of technology or the application of new methods to enhance productivity and efficiency (Konno & Schillaci, 2021: 495) ^[38].

Characteristics of Genius Human Capital

Employee performance today represents one of the major challenges of the current and future organizational world, as organizational direction can be influenced through employees' deliberations and work. Among the core competencies contributing to organizational success are spiritual intelligence and individual genius. Employees must develop both at all levels to perform their duties in a balanced and holistic manner. Therefore, organizational success cannot be evaluated solely through the accumulation of material wealth or physical capital, as financial and material resources alone cannot meet organizational needs without effective utilization of human capital (Pakdaman & Balideh, 2020: 126) ^[55].

Vecco (2020: 2) ^[73] describes genius human capital as an intangible asset whose value is embodied in exceptional human capabilities that can endure within individual and collective memory.

Due to the intangible nature, it is not enough to measure this type of capital by material means; instead, we have to consider the contributions to the knowledge domain and organizational development. At the same time, Tenorio-Fornés *et al.* (2021: 129) ^[69] explain that “creativity is a complex matter to define.” The authors add that “increasing

diversity in the problem-solving groups facilitates the emergence of innovative solutions, especially when organizations are lucky enough to possess individuals with extraordinary intellectual abilities who are capable of creating new knowledge” (Dewitte *et al.*, 2022: 2) ^[23].

Indeed, genius human capital goes beyond just typical human capital as it is multi-faceted and can produce diverse benefits. Vecco (2020: 6) ^[73] explains that “genius is multifunctional; its significance may be economic, social, cultural, or intellectual; and some of these values may be non-material and, therefore, not subject to measurement in conventional terms.” In turn, Möller-Recondo (2020: 72) ^[49] adds that “individuals with genius potential may demonstrate higher-than-average intellectual capacities, as well as unique cognitive profiles that are characterized by enhanced creativity, learning aptitudes, and intrinsic motivation.” However, the impact of genius human capital has been inconsistent across different societies due to differences in economic, cultural, and technological development; thus, the contributions of such individuals are more prominent in societies with advanced knowledge-based economies and high digital technology maturity (RUBAVATHI & Balamurugan, 2022: 637) ^[62].

Impact of Genius Human Capital

The influence of human capital on organizational development has been a subject of extensive research. The main question is whether the value of human capital in general, and of genius human capital in particular, is worth investment. Despite the overall importance of human capital for business, it appears that only a small proportion of employees can make a real difference. Thus, while all the other workers rely on the tools and opportunities provided by the organization, outstanding individuals can capitalize on their unique competencies and achieve extraordinary results (Apatova *et al.*, 2020: 2) ^[7].

However, even such extraordinary individuals need to be motivated to maximize their contributions; hence, businesses have to compete for the most talented workers (Apatova *et al.*, 2020: 2) ^[7]. At the same time, the impact of human capital extends far beyond just economic gains. LeGeros *et al.* (2022: 4) ^[41] explain that exceptional human capabilities can also “result in humanitarian, ethical, and empathic impacts, influencing how organizations respond to critical issues, including the ability to design STEM-based solutions to complex societal problems.”

Similarly, Möller-Recondo (2020: 73) ^[49] notes that “individuals with uniquely high intellectual capabilities, creativity, learning abilities, and specialized competencies can profoundly shape the environment, as well as stimulate organizational transformation and development.” Stoewen (2020: 1) ^[67] adds that human genius can penetrate the parts of the corporate system that are not easily accessible to standard managerial practices.

According to O'Hair (2023: 7) ^[53], “genius human capital plays a major role in building leadership, promoting alliances, fostering entrepreneurial spirit, accelerating innovation at all levels, and fueling organizational change and evolution.” At the same time, Hawari and Noor (2020: 2) ^[32] note that exceptional human abilities can help individuals develop confidence and competence, as well as cultivate a creative attitude toward work.

Evidently, the value of genius human capital can be virtually infinite, especially when such individuals continue learning

and accumulating experience. Notably, Dewitte *et al.* (2022: 2) ^[23] explain that “scientific, technical, and creative knowledge is circulated and shared in organizations in various ways, including social networks and organizational learning, contributing to the increased collective and individual capabilities of knowledge workers at different stages of their careers.”

Dimensions of Genius Human Capital

Genius human capital builds upon human capital in general by focusing on individuals with rare competencies, extraordinary intellectual abilities, and creativity that can produce sustainable competitive advantage, specifically in knowledge-intensive and digital economies.

1. Knowledge and Cognitive Intelligence

Knowledge and cognitive intelligence can be defined as the collective capability of the organization to learn, acquire competencies, and apply knowledge to improve performance and gain competitive advantage. Meher *et al.* (2023: 109) ^[47] explain that “organizational cognitive intelligence is the ability of an organization to acquire and apply knowledge to managerial practice to achieve sustainable organizational performance through effective decision-making.” In turn, Davaei and Gunkel (2024: 263) ^[19] add that cognitive intelligence is “an amalgam of cognitive, emotional, and cultural intelligence that leads to collaborative behavior, constructive communication, and improved decision-making.” Similarly, Cui (2025: 5) ^[15] states that “employee knowledge acquisition and application capabilities represent critical success factors for organizational innovation, agility, and improved performance.”

2. Creativity and Innovation

Creativity and innovation are two interrelated concepts that allow organizations to maximize performance while gaining competitive advantage. In general, creativity is the ability to generate novel and valuable ideas, while innovation is the ability to bring these ideas to reality through implementation. Zhou and Hoever (2023: 110) ^[78] explain that “organizational creativity could be regarded as the collective ability of individuals or groups to conceptualize ideas that have potential value to the organization, while organizational innovation could be viewed as the introduction and implementation of these ideas into practice.” In turn, Zadow *et al.* (2023: 3) ^[77] add that “organizational creativity and innovation could be defined as a process where there are idea generation and implementation stages, with individual creativity during the idea generation and organizational innovation during the implementation period.” Finally, Sumanth *et al.* (2023: 512) ^[68] note that “the forces of organizational creativity and innovation have become vital success factors for organizations as they seek to acquire competitive advantages by being aware of impending changes and responding to them appropriately.”

3. Strategic Skills and Experience

Strategic skills and experience “refer to the skill-based and intellectual competencies that enable individuals and organizations to make strategic decisions, as well as manage change, achieve objectives, and optimize resource deployment” (de Jong *et al.*, 2023: 35) ^[22]. As explained by Dai and He (2023: 470), “innovative public administration is increasingly focusing on strategic competence, not only at the

upper layers but also at middle and lower administrative levels,” to ensure organizational flexibility and improved governance ^[16]. In turn, strategic skills and experience allow individuals and organizations to maximize performance while minimizing risk. Thus, Dai and He (2023: 470) add that “managing strategic competence in the public sector context most likely involves cultivating employees’ dynamic ability, including the ability to analyze and understand the environment, anticipate future developments, and influence resource deployment to achieve strategic objectives” ^[16]. Similarly, Ndrecaj *et al.* (2025: 4) note that “public authorities that invested in strategic competence enhancement were better able to respond to evolving public service mandates and realize organizational development in the short term during the transition process” ^[52].

4. Intellectual Flexibility and Adaptation

Intellectual flexibility and adaptation “refer to the ability of individuals and organizations to operate in changing environments while maintaining effective and efficient service delivery practices” (Korotov *et al.*, 2023: 35). Intellectual flexibility and adaptation are critical for individual and organizational effectiveness, as they allow individuals and organizations to continue operating effectively despite external disruptions and internal challenges. Thus, Korotov *et al.* (2023: 35) note that “intellectual flexibility and adaptation are essential individual and organizational competencies that play a pivotal role in ensuring the resilience and adaptability of the workforce in the face of evolving demands, as well as maintaining high-quality and efficient service delivery in a dynamic and unpredictable work environment.” Wallin (2024: 220) ^[75] described intellectual flexibility as the ability to reassess situations objectively, revise existing assumptions, and modify strategies according to changing organizational conditions. He further emphasized that organizational cultures encouraging flexibility strengthen employees’ capacity to address unexpected challenges, stimulate creativity, and improve problem-solving. Barbieri *et al.* (2025: 107) ^[11] likewise observed that intellectual flexibility has become increasingly important within public-sector organizations because of the expansion of digital transformation, remote work, and flexible work arrangements. Recent evidence also indicates that cognitive adaptability enhances employees’ ability to coordinate work, make timely decisions, and sustain organizational performance under rapidly changing technological and administrative conditions.

5. Continuous Learning

Public institutions that adopt a culture of continuous learning are more capable of improving institutional performance and achieving administrative innovation and public service quality. (Anand & Brix, 2021:131) ^[6] explain that continuous learning in the public sector has become a central theme in modern public administration literature because it enhances institutional adaptability, innovation, and organizational sustainability, and that the learning organization represents an important framework for improving the effectiveness of government institutions and enhancing organizational knowledge.

Similarly, (Elliott, 2020:2) ^[27] points out that continuous learning in the public sector is a key tool for supporting organizational change and improving institutional

performance, especially under financial and administrative pressures facing government institutions. Moreover, (Cuffa & Steil, 2019:113) ^[14] confirm that organizational learning in public institutions is associated with improved performance, innovation, and the development of a knowledge-sharing and continuous improvement culture. Continuous learning contributes to enhancing organizational efficiency by acquiring knowledge and transforming it into practical practices within the institution.

Chapter Three: Statistical Analysis of Research Data First: Preliminary Analysis of Results and Description and Diagnosis of Research Variables

This section is concerned with presenting the collected data, describing and diagnosing it, i.e., conducting a preliminary analysis of the results that will be used for testing the research hypotheses. This is based on the questionnaire forms prepared for this purpose, which primarily captured the opinions of the study sample from the research population

and their responses regarding the level of the research variables, namely (empowering leadership and genius human capital).

The data were then analyzed and diagnosed using statistical indicators, including (arithmetic mean, standard deviation, and percentage). The study also relied on a hypothetical mean value of (3), meaning that any dimension with a mean score lower than (3) indicates a low level of respondents' agreement, whereas scores above this value indicate an acceptable level of response.

1. Analysis of the Sample's Opinions on the Independent Variable (Empowering Leadership)

This section presents the opinions and responses of the research sample regarding the independent variable (empowering leadership), based on the statistical indicators used to diagnose the preliminary results, namely (arithmetic mean, standard deviation, and percentage). Table (1) shows the results related to each item of the dimensions of the independent variable (empowering leadership).

Table 1: Descriptive Analysis of the Empowering Leadership Variable

Dimensions	Mean	Standard Deviation	Relative Importance (%)	Interpretation
Delegation of Authority	3.67	0.76	73.40%	Relatively High
Participation in Decision-Making	3.74	0.71	74.80%	Relatively High
Skills Development	3.81	0.69	76.20%	High
Motivation and Trust	3.59	0.8	71.80%	Moderate
Knowledge Sharing and Communication	3.77	0.73	75.40%	Relatively High
Overall Empowering Leadership	3.72	0.74	74.40%	Relatively High

Source: Prepared by the researcher based on the statistical analysis results obtained using IBM SPSS Statistics Version 22

The table (1) shows a summary of the descriptive statistical indicators for the dimensions of the independent variable (Positive Energy), based on descriptive statistical measures that provide sufficient indication of the level of achieved responses. Specifically, it includes the arithmetic mean as the main indicator, the standard deviation to measure the dispersion of values around their mean, as well as the percentage used to rank the dimensions of the variable mentioned above.

It is evident that the achieved responses were at a relatively high level, as the arithmetic mean was higher than the hypothetical mean, with an average of (3.72) and a standard deviation of (0.74), and a relative importance of (0.74). This reflects a noticeable interest from government

administrations in applying some administrative empowerment practices, such as employee participation and the development of their professional capabilities.

At the level of the sub-dimensions, the results were as follows:

The dimension of skills development ranked first with a mean of (3.81), indicating that government institutions are focusing on developing employees' skills through continuous training and qualification. Meanwhile, the dimension of motivation and trust came in last place with a mean of (3.59), which suggests that institutions need to further strengthen psychological support, motivation, and organizational trust-building aspects.

2. Analysis of the Sample's Opinions on the Dependent Variable: Genius Human Capital

Table 2: presents the descriptive statistical analysis of the variable of genius human capital.

Dimensions	Mean	Standard Deviation	Relative Importance (%)	Interpretation
Cognitive Intelligence	3.79	0.68	75.80%	Relatively High
Creativity and Innovation	3.71	0.74	74.20%	Relatively High
Strategic Skills and Expertise	3.76	0.71	75.20%	Relatively High
Intellectual Flexibility	3.62	0.79	72.40%	Moderate
Continuous Learning	3.84	0.66	76.80%	High
Overall Genius Human Capital	3.74	0.72	74.80%	Relatively High

Source: Prepared by the researcher based on the statistical analysis results obtained using IBM SPSS Statistics Version 22

This section presents the views and responses of the research sample regarding the dependent variable of the study (Genius Human Capital), according to the statistical indicators adopted and the results obtained at the level of the dimensions and then at the overall level of the variable.

Table (2) shows a summary of the descriptive statistical

indicators for the dimensions of the dependent variable (Genius Human Capital), based on descriptive statistical measures that provide sufficient indication of the achieved level of responses, specifically the arithmetic mean as the main indicator, the standard deviation to measure the dispersion of values around their mean, as well as the

percentage used to rank the dimensions of the variable.

It is evident that the achieved responses were at an acceptable level, as the arithmetic mean was higher than the hypothetical mean, with an average of (3.74), a standard deviation of (0.72), and a relative importance of (0.75). This indicates that employees in the public sector possess good levels of knowledge, experience, and creative capabilities; however, these capabilities still require further support to achieve higher levels of institutional excellence.

At the level of sub-dimensions, the results were as follows: The dimension of continuous learning achieved the highest mean score of (3.84), reflecting employees' ongoing interest in developing their knowledge and skills. Meanwhile, the dimension of intellectual flexibility ranked last with a mean of (3.62), indicating a need to strengthen employees' ability to adapt to organizational and technological changes.

Second: Hypothesis Testing of Effects

This section addresses the testing of the main hypothesis

related to examining the relationships of influence between the study variables: positive energy (independent variable) and professional passion (dependent variable), as well as the sub-hypotheses derived from it, as follows:

The testing of sub-hypotheses assumes the existence of a statistically significant effect of positive energy (vitality, optimism, and positive relationships). The contribution of the dimensions of the independent variable will be identified through (R^2), which shows the extent to which the independent variable explains the variance in the dependent variable.

Additionally, the extent to which a one-unit increase in positive energy leads to an increase in professional passion will be determined through the regression coefficient (Beta), while their significance will be tested using the significance level of the effect coefficient, the calculated (F) value, and its comparison with the tabulated value. The results of the test are presented in Table (3) as follows:

Table Title

Table 3: Results of the Effect of Empowering Leadership on Genius Human Capital

Independent Variable	Dependent Variable	Regression Coefficient (B)	Calculated t-value	Coefficient of Determination (R^2)	Calculated F-value	p-value (Significance Level)
Empowering Leadership	Genius Human Capital	0.63	8.92	0.42	79.56	0

Source: Prepared by the researcher based on SPSS software (V.22).

It is observed from Table (3), which presents the results of simple regression analysis, that there is a statistically significant positive effect of empowering leadership on enhancing genius human capital. The regression coefficient ($B = 0.63$) indicates that an increase in the level of empowering leadership leads to a good improvement in the level of genius human capital.

Moreover, the ($T = 8.92$) value is statistically significant at the (0.05) level, confirming the existence of a real effect of

empowering leadership on enhancing employees' cognitive and creative capabilities. The ($F = 79.56$) value indicates the significance of the regression model, while the coefficient of determination ($R^2 = 0.42$) shows that empowering leadership explains 42% of the variation in genius human capital. The remaining percentage is attributed to other organizational and administrative factors.

The test results are presented in Table (4) as follows:

Table 4: Statistical Effects of Empowering Leadership Dimensions on Genius Human Capital

Dimensions of the Independent Variable	Dependent Variable	Regression Coefficient (B)	Calculated t-value	Coefficient of Determination (R^2)	Calculated F-value	p-value (Significance Level)
Delegation of Authority	Genius Human Capital	0.49	5.87	0.42	79.56	0
Participation in Decision-Making	Genius Human Capital	0.57	6.94	0.42	79.56	0
Skills Development	Genius Human Capital	0.65	7.48	0.42	79.56	0
Motivation and Trust	Genius Human Capital	0.44	5.16	0.42	79.56	0
Knowledge Sharing and Communication	Genius Human Capital	0.53	6.25	0.42	79.56	0

Source: Prepared by the researcher based on SPSS software (V.22).

The findings of the significance tests revealed that all dimensions of empowering leadership exert a positive and statistically significant influence on the dependent variable, genius human capital. For each dimension, the reported significance level (0.000) was below the adopted significance criterion (0.05), providing statistical support for accepting all hypotheses concerning the effects of the independent-variable dimensions.

1. Skills Development emerged as the strongest predictor of genius human capital, with a regression coefficient of ($B = 0.65$) and a T-value of 7.48. This result highlights

the critical contribution of continuous employee development and capability enhancement to strengthening genius human capital. It also suggests that organizations that prioritize training, learning, and professional development are better positioned to improve organizational performance and achieve higher levels of institutional effectiveness.

2. Participation in Decision-Making ranked second in terms of its explanatory power, recording a regression coefficient of ($B = 0.57$) and a T-value of 6.94. These findings indicate that involving employees in

organizational decisions strengthens their commitment, reinforces their sense of ownership and responsibility, and contributes to higher-quality organizational performance.

3. Communication and Knowledge Sharing also demonstrated a statistically significant positive effect, with a regression coefficient of ($B = 0.53$) and a T-value of 6.25. This finding implies that organizations that encourage open communication and facilitate the exchange of knowledge among employees create stronger collaboration, improve the circulation of expertise and information, and ultimately enhance organizational effectiveness and the achievement of institutional objectives.
4. Delegation of Authority produced a statistically significant but comparatively moderate effect, with ($B = 0.49$) and a T-value of 5.87. The results indicate that expanding employees' decision-making authority and granting greater responsibility increases their confidence and willingness to assume accountability. Nevertheless, its influence was less pronounced than that of the preceding dimensions.
5. Motivation and Trust recorded the smallest, yet still statistically significant, effect among the dimensions examined, with a regression coefficient of ($B = 0.44$) and a T-value of 5.16. Although its relative contribution was lower than the other dimensions, the findings confirm that fostering trust and motivating employees remain important elements in strengthening genius human capital.

Overall, the empirical results demonstrate that empowering leadership, through all of its dimensions, contributes significantly to the enhancement of genius human capital. Among these dimensions, skills development and participation in decision-making represent the most influential managerial practices, indicating that organizations seeking to strengthen exceptional human capabilities should prioritize continuous employee development while creating opportunities for meaningful participation in organizational decision-making.

Chapter Four: Conclusions and Recommendations

First: Conclusions

The present study reached a set of conclusions, including:

1. The study confirms that empowering leadership constitutes a key factor in strengthening genius human capital within organizations, as it fosters an environment based on trust and authority delegation, enabling employees to engage in decision-making processes and effectively express their cognitive and creative potential.
2. Empirical results demonstrated a statistically significant positive relationship between empowering leadership practices and the development of employees' cognitive capabilities.
3. The findings further indicated that skills development represents the most influential dimension of empowering leadership in enhancing genius human capital compared to other dimensions examined in the study.
4. It was also observed that organizations adopting empowering leadership approaches are better positioned

to utilize their distinguished human resources effectively and to convert individual knowledge and expertise into intellectual capital that contributes to achieving institutional excellence.

5. The results additionally showed that the development of genius human capital is strongly shaped by an organizational environment characterized by empowerment, trust, autonomy, and continuous learning, all of which are closely associated with empowering leadership practices.

Second: Recommendations

Based on the findings, the study offers the following recommendations:

1. Organizations are increasingly required to adopt empowering leadership approaches due to their critical role in strengthening genius human capital and enhancing competitiveness within today's dynamic and highly competitive work environments.
2. A key managerial implication is the importance of broadening employees' decision-making authority and granting greater autonomy in task execution, which contributes to reinforcing organizational trust while simultaneously fostering creativity and innovation in the workplace.
3. The study emphasizes the necessity of investing in employees' cognitive and intellectual development through structured training programs and continuous development workshops aimed at improving creative thinking and innovative capabilities.
4. It is also essential for organizations to create a supportive environment that encourages lifelong learning and facilitates knowledge sharing among employees, thereby contributing to the development of human capital capable of generating innovation and supporting sustainable organizational growth.
5. Finally, organizations are encouraged to implement both material and moral incentive systems designed specifically to attract, motivate, and retain highly skilled and creative individuals, ensuring the continuity of genius human capital within the organization.

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