

The Impact of Visionary Leadership on Organizational Innovation in Jordanian Pharmaceutical Companies

Amani Fahhad Mufleh Al-Maghariz

PhD Researcher - The world Islamic Sciences & Education University (WISE)

Dr. Sawsan Abdullah Alshaer

Associate Professor- The world Islamic Sciences & Education University (WISE)

Email: DrSawsan.Alshaer@wise.edu.jo

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v15-i10/26562>

Published Date: 20 October 2025

Abstract

This study sought to investigate the effect of visionary leadership (including its dimensions: vision formulation, vision communication, employee empowerment, and inspirational motivation) on organizational innovation (including its dimensions: product innovation, process innovation, and administrative innovation) in Jordanian pharmaceutical manufacturing companies. The study population included all managers at both senior and middle management levels (549 managers). The researcher used a descriptive-analytical approach, collecting data using a questionnaire. The sample included (193) respondents. The study's findings indicated that the perceived levels of visionary leadership and organizational innovation are high in these companies. The results also showed that visionary leadership had a statistically significant effect on organizational innovation and that vision communication and employee empowerment demonstrated the greatest effects. This study suggested that Jordanian pharmaceutical companies should enhance managers' visionary leadership skills, try to integrate leadership's different dimensions, and work on empowering employees and increasing their active role towards the company's innovative vision.

Keywords: Visionary Leadership, Organizational Innovation, Pharmaceutical Companies, Employee Empowerment, Product Innovation

Introduction

Rapid and complicated changes are underway in the pharmaceutical industry of Jordan, in areas such as technology, competition, and regulations. The industry faces the challenge of making evidence that it exists to survive and grow. Today, it is critical that the pharmaceutical industry in Jordan can support itself through modern methods, to be able to catch up with the fast-paced business environment, deal with the uncertainty surrounding innovation and

development, and move away from management practices that focus solely on operation and issues of efficiency.

In developing competitive and successful organizations, they must utilize modern forms of leadership, such as Visionary Leadership. This type of leadership is the foundation for enabling innovation in the organization. Visionary Leadership works to "paint a picture of the organization's future" to convince others to take part in realizing this future (Van Knippenberg & Stam, 2014, p. 243). It is a powerful method for aligning teams of people to realize extraordinary goals, especially in industries that are fundamentally based on innovation (Mascareño et al., 2020).

Visionary leadership has been a popular modern management style and gets considerable attention from scholars and researchers due to its role in facilitating goal congruence among team members and also fostering a conducive working environment for generating new ideas or visions, and developing them into innovative products and processes, forward-looking and innovative organizations. Organizations benefiting from visionary leadership will also enhance their competitive performance and assure their market viability (Saleh et al., 2025).

Jordanian pharmaceutical companies are compelled to engage with radical shifts in the internal culture and behaviors of their employees if there is to be any chance of sustainability in such a highly competitive environment. Visionary leadership is essential to providing visionary frameworks that manage the demands of continuous change, and also guide the innovative actions of the organization towards a distinct and sustainable level of performance. They are attempting to catch up with the pace of other pharmaceutical companies engaged in the development and enhancement of innovation and knowledge capacities, assimilating new technologies in respect of research and development and production, while developing products that offer clear (and/or new) pharmaceutical applications and (or execute) enhanced processes. From this stance, we are exploring the effects of visionary leadership (vision development, vision communication, employee empowerment and inspirational motivation) on enhancing organizational innovation (product innovation, process innovation, and administrative innovation) in Jordanian pharmaceutical manufacturing companies.

Study Importance

Significance of the Study The significance of this study has two dimensions:

- **Theoretical Significance:** This study is theoretically significant because it targets the two variables visionary leadership and organizational innovation, and seeks to identify the nature of the relationship between them. It will also add to the theoretical literature on these two variables and their dimensions, and closes a gap in the existing knowledge in this domain, and the academic literature in general in the regional context.
- **Practical Significance:** The practical significance would be illustrated through the importance of the sector that the study is addressing. The pharmaceutical industry is a crucial sector to the Jordanian national economy. The proposed study will serve to support the practice of visionary leadership and organizational innovation in this sector in light of increasing competition and technological advances. The practical significance also lies in the recommendations the proposed study will offer to senior and middle management in

Jordanian pharmaceutical companies about the need to adopt new management styles such as visionary leadership and organizational innovation.

Study Objectives

Objectives of the Study The main goal of this study is to determine the effect of visionary leadership on organizational innovation in Jordanian pharmaceutical organizations. Also, to have the following sub-objectives:

1. determined the level of visionary leadership with its dimensions - vision formulation, vision communication, empowerment of employees, and inspirational motivation, in Jordanian pharmaceutical organizations.
2. determined the level of organizational innovation with its dimensions - product innovation, process innovation, and administrative innovation, in Jordanian pharmaceutical organizations.
3. to examine the effect of visionary leadership on product innovation in Jordanian pharmaceutical organizations.
4. to examine the effect of visionary leadership on process innovation in Jordanian pharmaceutical organizations; 5. to examine the effect of visionary leadership on administrative innovation in Jordanian pharmaceutical organizations.

Study Problem and Questions

Organizational innovation is one of the most critical issues for business organizations in the Organizational innovation stands as one of the foremost issues for business organizations today, especially in the pharmaceutical industry. In reviewing the literature, the researcher discovered that, according to published studies, Jordanian pharmaceutical companies struggle to achieve the degree of organizational innovation they aspire to due to changing local and global conditions, added competition, and emergent and rapid technological advancement in research and development. Accordingly, the success and viability of pharmaceutical companies now rests on their ability to reach a specific organizational innovation (including new product development, process improvement, or flexible management methods in line with market needs and local/international health requirements) through leadership with a clear and compelling vision for the future, who will empower and motivate followers to come up with new ideas and implement them and engage in the necessary risk-taking associated with innovation. The question is whether they can achieve this through the use of visionary leadership, which is an important contemporary management style for enhancing organizational innovation and sustaining competitive advantage for these companies.

Therefore, this study focuses on organizational innovation in Jordanian pharmaceutical companies by examining the role of visionary leadership in achieving it. The study problem can be formulated in the following main question:

Is there an impact of visionary leadership with its dimensions (vision formulation, vision communication, employee empowerment, and inspirational motivation) on organizational innovation with its dimensions (product innovation, process innovation, and administrative innovation) in Jordanian pharmaceutical companies?

The main question gives rise to the following sub-questions:

1. What is the level of visionary leadership in Jordanian pharmaceutical companies?
2. What is the level of organizational innovation in Jordanian pharmaceutical companies?
3. Is there an impact of visionary leadership on product innovation in Jordanian pharmaceutical companies?
4. Is there an impact of visionary leadership on process innovation in Jordanian pharmaceutical companies?
5. Is there an impact of visionary leadership on administrative innovation in Jordanian pharmaceutical companies?

Study Hypotheses

Main Hypothesis (H1): There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of visionary leadership with its combined dimensions (vision formulation, vision communication, employee empowerment, and inspirational motivation) on organizational innovation with its combined dimensions in Jordanian pharmaceutical companies.

This main hypothesis is broken down into the following sub-hypotheses:

- **Sub-hypothesis 1 (H1-1):** There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of visionary leadership with its combined dimensions on product innovation in Jordanian pharmaceutical companies.
- **Sub-hypothesis 2 (H1-2):** There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of visionary leadership with its combined dimensions on process innovation in Jordanian pharmaceutical companies.
- **Sub-hypothesis 3 (H1-3):** There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of visionary leadership with its combined dimensions on administrative innovation in Jordanian pharmaceutical companies.

Theoretical Framework

The Concept of Visionary Leadership

Visionary leadership involves the leader communicating an image or vision of their organization's future to motivate employees to help achieve that future (Van Knippenberg & Stam, 2014) as cited in Mascareño et al. (2020). It can also be defined as the leadership capacity to anticipate future occurrences and inspire others to carry out the planned objectives of the organization's optimal goals through innovativeness and courage (Saleh et al., 2025). It refers to the role of leaders in functioning as a facilitator, motivator, and key motivator in creating a culture of innovation in organizations (Nugroho et al., 2025). It is a style that provides employees with appropriate level of support and direction thereby improving employees sense of meaning and purpose at work enhancing the employee's psychological empowerment (Saleh et al., 2025). It also refers to a number of behaviours that are focused on utilising the inspiration of employees to enable them to work collaboratively and hard towards a shared vision and goal, by acting as role models and recognizing the efforts and accomplishments of employees (Saleh et al., 2025). The researcher is defining visionary leadership as a contemporary leadership style, in which a leader develops a clear and inspiring mental image of the future and clearly communicates this image in a manner that influences employees to work together towards a common purpose. It is not limited to managing the present but aims to build a shared commitment toward achieving ambitious and significant goals, fostering a work environment that encourages creativity and innovation to meet future challenges.

The Importance of Visionary Leadership

The importance of visionary leadership can be seen in the potential for leadership to shape the overall future of organizations and to foster innovative performance in organizations. Its importance can be seen in the following aspects (Mascareño et al., 2020; Saleh et al., 2025):

- **Direction and Meaning.** Visionary leadership creates a strong sense of purpose for employees, by providing a vivid picture of the future. This allows employees to focus their efforts and provides meaning, beyond conventional daily work.
- **Creativity and Innovation.** Visionary leadership can present a compelling vision to the organization, thus enabling the thinking of employees to shift in various ways that lead to creative ideas needed to realize the vision. Visionary leadership does not simply try to manage the status quo, but instead encourages ongoing change and evolution.
- **Commitment and Alignment of Goals.** A vision has the power to align individual employee's goals to the teams' goals and possibly even into the goals of the entire organization. By aligning these goals, employees are likely to become more committed and increase the chances of workplace efforts being developed into more productive efforts.
- **Trust and Empowerment.** When leadership believes in the organization and demonstrates faith in the team's ability to achieve an expected vision, and employee self-confidence grows, employees are empowered to take initiative and responsibility.

Characteristics of Visionary Leadership

What sets visionary leadership apart is a unique collection of characteristics that allows it to carry out that role, which is (Ani Marlia et al., 2020; Saleh et al., 2025; Mascareño et al., 2020):

- **Foresight:** Ability to look to the future and see what trends, challenges and opportunities exist for the organization.
- **Ability to Inspire and Persuade:** Visionary leaders are exceptional communicators, with the ability to communicate their vision in an inspirational and persuasive manner, utilizing words heavy with imagery and emotion.
- **Focus on Empowerment:** They truly believe in the capability of their teams, and seek to empower their teams by providing the support, trust and resources needed to enable them to achieve this vision.
- **Courage and Risk taking:** They have the courage to advocate for unconventional ideas, challenge the status quo, and are willing to take risks to achieve a great vision.
- **Acting as a Role Model:** Numerously, visionary leaders exemplify the behaviours and values they advocate, making them a source of motivation and a role model for employees looking for perspective. In this manner, they build credibility and authority by acting as a strong example.

Principles of Visionary Leadership

Visionary leadership encompasses a set of principles that guide the leader's behavior which are as follows (Van Knippenberg & Stam, 2014; Nugroho et al., 2025):

- **Vision First:** Everything starts with a clear vision: a picture of what we want to accomplish. The vision must serve as a guiding path for all decisions and strategies made in the organization.
- **Continuous Communication:** It does not suffice to communicate the vision this one time; the vision must be constantly communicated and repeated so that it remains top-of-mind for employees.

- Look forward, not backward: Visionary leadership, promotes forward-looking thoughts and learning from the past, not holding onto outdated processes.
- Stimulating innovation, not controlling innovation: It is about stimulating an environment in which creativity occurs and ensuring that creativity is pointed toward the vision, not controlling creativity by providing a "ready-made" solution and worrying about every detail and method of execution.
- Celebrate collective success: Achieving the vision is a group process; therefore, everyone's contributions to realizing the vision need to be recognized and rewarded to foster a sense of teamwork.

Dimensions of Visionary Leadership

This study relies on four dimensions of visionary leadership, which represent the practices undertaken by a visionary leader. These dimensions are detailed below:

1. **Vision Formulation:** Vision formulation is an essential component of visionary leadership. Vision formulation is defined as the leader's ability to create a vivid and compelling mental picture of the organization and its preferred future (Mascareño et al., 2020). It is also defined as the ability to create a "new dawn" for the organization through creativity, courage, and vision (Saleh et al., 2025). This process requires that the leader has the ability to see into the future, recognize new trends, and adapt them into a vision that is inspiring, ambitious, and realistic. It should provide inspiration and be a guide on employee behaviors and performance in relation to future opportunities (Conger & Kanungo, 1987).
 - o In the researcher's view, vision formulation is a focused intellectual results-driven process undertaken by leadership to develop an ideal future for the organization and identify its purpose so that organizational vision is the guiding force for its eventual decisions and activities.
2. **Vision Communication:** A vision has value only when communicated effectively. This aspect of leadership is about the leader's ability to use communication skills to communicate the vision to all employees in a compelling manner (Mascareño et al., 2020). The leader will accomplish this with persuasive rhetorical speech and imagery dense in visual descriptions (Carton et al., 2014). The leader will also communicate enthusiasm and confidence, so that employees are inspired and persuaded to adopt that vision personally, as well as collectively. Effective vision communication is also crucial for team members to create a shared understanding, and necessary goal alignment.
 - o The researcher suggests vision communication is the jump start, that bridges the mental created image, found in the leader's mind, to the hearts and minds of employees, through inspirational communication methods, allowing understanding, acceptance, and commitment to the vision to occur.
3. **Employee Empowerment:** This dimension concerns the actions that leaders implement to trust employees, to provide employees the appropriate authority, and the resources needed to achieve the vision. A visionary leader understands that implementing an ambitious vision requires a cubic effort and so works toward team empowerment by delegating authority, inviting initiative, and providing support (Saleh et al., 2025). Employee empowerment supports feelings of ownership and responsibility and taps into their creativity.
 - o The researcher defines employee empowerment as the process of providing employees the resources (both cognitive and material) and autonomy to make choices and take initiative that support the vision, converting the employee from an implementer to a co-creator of the future.

4. **Inspirational Motivation:** This dimension concerns the leader's ability to create enthusiasm and energy in employees so that they feel as though they are part of something great and important. This is accomplished by showing optimism, expressing confidence in the team's abilities, and linking the day-to-day to the greater purpose of the organization. Inspiration motivation elevates morale of the team and deepens their emotional commitment to the vision even in the face of hardship and obstacles (Saleh et al., 2025). **From the researcher's perspective**, inspirational motivation is the spark that a leader ignites in their team, driving them to exceed ordinary performance levels and work with passion and dedication to achieve a vision that feels larger than just a job.

The Concept of Organizational Innovation

Organizational innovation is the process of generating and implementing new, useful ideas in an organization, possibly as new products, services, processes, or administrative structures (Amabile, 1988). Organizational innovation is also considered a complex process consisting of the generation, screening, and implementation of creative ideas in a careful way to add value for the organization (Mascareño et al., 2020). Organizational innovation is at the center of developing a sustainable competitive advantage, particularly in knowledge-intensive industries like pharmaceutical industry (Nugroho et al., 2025). At the same time, it is a representation of the organization's capacity to respond to an increasingly volatile environment by providing innovative solutions to past and present issues (Saleh et al., 2025).

- For the researcher, organizational innovation is the organization's capability to convert new ideas into value; that is: the organization serves to produce unique products, increases efficiency and effectiveness of processes and adaptation of flexible administrative models to ensure the organization's leadership and sustainability in a competitive context.

The Importance of Organizational Innovation

Organizational innovation is defined as the process of developing and implementing new and useful ideas in organizations that can be represented as new products or services, new processes, or new administrative structures (Amabile, 1988). Organizational innovation can also be seen as The Benefits of Organizational Innovation Benefits of organizational innovation include:

- **Competitive Advantage:** Through innovation, organizations can deliver distinctive products that competitors cannot easily replicate or mimic, improving their market position (Rosenbusch et al., 2011).
- **Change:** Innovation enables organizations to keep their products and services up-to-date based on technological advancement, changing markets, and evolving customer needs, allowing for survival and growth (Anderson et al., 2014).
- **Improved Performance and Efficiency:** Organizational innovation in processes and administrative processes facilitates increased operational efficiency, reduced operational costs, and dramatically improved productivity, all of which contribute to improved organizational performance (Nugroho et al., 2025).
- **Improved Employee Engagement and Satisfaction:** An innovation-centered work environment increases employee motivation and a feeling of esteem, improving employee job satisfaction and commitment (Saleh et al., 2025).

Success Factors for Organizational Innovation

There are conditions that facilitate successful organizational innovation, which we can classify as follows (Martins & Terblanche, 2003; Somech & Drach-Zahavy, 2013):

- Leadership conditions: Senior management and leadership support is one of the most important conditions since effective leaders provide vision, resources, and motivation to teams.
- Employee/team conditions: These involve employee programming skills and knowledge, and a culture of teamwork, knowledge sharing and accepting measured risks.
- Structural/cultural conditions: These include the flexibility of the organizational structure, clarity of goals, access to resources (financial and technological), and an open organizational culture where new ideas are valued and failure is not sanctioned.
- External environmental conditions: These conditions address an organization's ability to monitor market trends, understand customer needs, and take advantage of advancements and opportunities in the external environment.

Dimensions of Organizational Innovation

This study adopted the following dimensions of organizational innovation, based on contemporary literature in the field (Janssen, 2001; Mascareño et al., 2020; Saleh et al., 2025): In this study, we rely on the subsequent dimensions of organizational innovation taking into account the respective studies outlined above (Janssen, 2001; Mascareño et al., 2020; Saleh et al., 2025):

- Product Innovation: New product or new service or significantly improved product or service. For instance, in the medicine domain, this refers to developing new medications, changes in an existing formulation, or developing new dosages forms that better meet a patient's needs. o For the researcher, he sees product innovation as the tangible output of research and development activities, with the explicit intention of providing new therapeutic value for patients and ensuring some competitive advantage for the organization.
- Process Innovation: New or significantly improved production or delivery methods, logistics, or protocols of a service or a research and development activity; and is designed with the intent of improving efficiency, reducing cost, improving quality, or reducing the duration of processes. o To the research described, process innovation is the internal engine of efficiency, it signifies that the organization can rethink how it does things better and more efficiently.
- Administrative Innovation: This dimension concerns themselves with the process of creating new organizational structures, systems, policies, or management practices. This may involve creating new practices for human resource management, incentive systems, decision-making processes, or team structures. The overall aim of administrative innovation is to create a more flexible and adaptive organization. o From the researcher's perspective, administrative innovation is the scaffolding that supports and allows for all other forms of innovation in the organization. Administrative innovation also contributes to a more flexible, positive organizational climate that allows employees to perform their best work.

Previous Studies

In this section, the researcher reviews several previous studies to enrich the dimensions of the current study and to compare its findings with the results of prior research.

In the work of Nugroho et al. (2025), innovative leadership was examined for its role in fostering innovation and organizational performance using a systematic literature review. The study found that transformational and innovative leadership serves as a fundamental factor in creating a culture of innovation by leveraging knowledge sharing and engagement of employees. The research in Saleh et al. (2025) investigated visionary leadership in nursing interns and organizational effectiveness of Mansoura University hospitals in Egypt through perceived organizational support as a mediator. The results suggest that visionary leadership directly and positively impacts interns' creativity and organizational effectiveness, and perceived organizational support is an important mediating variable in the relationship. The study in Mascareño et al. (2020) aimed to test the hypothesis that visionary leadership influences team creativity and innovation by enhancing goal alignment among team members. Utilizing an experimental study and a field study, the research design showed that goal alignment mediates the relationship between visionary leadership and team creativity, and the field study also demonstrated that communication quality fortifies the link between goal alignment and team innovation.

In the previously mentioned study by Saleh et al. (2025), it was confirmed that nursing interns' perceptions of their supervisors' visionary leadership influence their level of creativity and organizational effectiveness. The study by Nugroho et al. (2025) noted that innovative and visionary leadership emerge as important themes in the literature and are closely linked to enhancing organizational performance through innovation.

What Distinguishes the Current Study from Previous Studies

This research is unique in that it focuses on important variables that have attracted recent researcher interest. More specifically, it examines visionary leadership (vision formulation, vision communication, employee empowerment, and inspirational motivation) and its influence on organizational innovation (product innovation, process innovation, and administrative innovation) in an important and significant sector such as Jordanian pharmaceutical manufacturing companies. To the best of the researcher's knowledge, this is one of few studies in both the Arab and Jordanian context that tests this model in this sector. Overall, this study helps to fill a knowledge gap in research about how this leadership style impacts innovation results in the pharmaceutical industry which requires a high degree of innovation. Previous research, like Mascareño et al. (2020), examined generalized teams, and Saleh et al. (2025) studied the nursing sector in Egypt. This study offers different insights and contributes knowledge specific to the Jordanian industrial context

Methodology and Design

This section describes the study's methodology, defines its population, explains the sample selection process, details the instrument used for data collection, verifies its validity and reliability, and presents the statistical methods used by the researcher to analyze the data and derive the results.

Study Type and Approach

This study is quantitative in purpose. It employed a descriptive-analytical approach to describe and analyze the impact of visionary leadership on organizational innovation in Jordanian pharmaceutical manufacturing companies. The researcher chose this approach for its suitability in achieving the study's objectives and answering its questions.

Study Population

The population of this study consisted of all managers in senior and middle management positions in pharmaceutical manufacturing companies operating in Jordan. The total number of managers was (549), according to official data from relevant authorities.

Table (1)

Number of Managers in Jordanian Pharmaceutical Companies

No.	Company Name	Number of Managers	Sample Size
1	The International Pharmaceutical Industries Co. (PIC)	81	32
2	Hikma Pharmaceuticals (including Arab Pharmaceutical Manufacturing)	73	30
3	MS Pharma (including United)	59	24
4	Dar Al Dawa Development and Investment Co. (DAD)	37	15
5	The Jordanian Pharmaceutical Manufacturing Co. (JPM, including Dallas)	37	15
6	The Jordanian Swedish Medical Products Co. (JOSWE)	33	14
7	SAVVY Pharma	28	12
8	Musk Pharmaceutical Industries	26	10
9	Al-Taqaddom Pharmaceutical Industries	21	9
10	Philadelphia Pharmaceuticals	19	8
11	Ram Pharmaceutical Industries	17	7
12	Advanced Pharmaceutical Industries Co.	16	7
13	Hayat Pharmaceutical Industries Co.	13	5
14	Sana Pharmaceutical Industries	12	6
15	Middle East Pharmaceutical Industries Co.	11	5
16	Al-Itqan Pharmaceutical Industries	10	4
17	Jerash Pharmaceuticals Co.	10	4
18	Amman Pharmaceutical Industries	9	4
19	Trio Pharma	9	4
20	Jordan River Pharmaceutical Industries	7	3
21	Sukhtian Pharma	6	2
22	Bella Pharmaceutical Industries	6	2
23	Al-Jadeed Pharmaceutical Industries	5	2
24	Retaj Pharmaceutical Industries	4	2
	Total	549	226

Source: Prepared by the researcher based on data from the Jordanian Association of Pharmaceutical Manufacturers (JAPM), <http://www.japm.com/>

Study Sample

The research followed through with the stratified random sampling process to represent each stratum accurately at all management levels. The study population consisted of (549) managers. After approaching these managers, the researcher created 24 strata, with each company as a stratum.

- The sample size of (228) managers was an appropriate sample size to represent the population.
- The sample size was proportional to the size of each stratum in the original population. A segment of the sample size assigned to each stratum ensured percentages of managers from each company in the sample represents their percentage of managers in the target population.
- After determining identified sample sizes for the strata, individuals were then selected randomly from the strata. The researcher distributed all questionnaires manually. After the data collection process, (205) surveys were returned. The researcher filtered (12) returned surveys deemed insufficient to analyze further. Therefore, a total of (193) surveys remain to analyze, representing an acceptable rate within the context of the research.

Sample Characteristics

Table (2)

Description of Demographic and Functional Characteristics of the Study Sample

Variable	Categories	Count	Percentage %
Gender	Male	125	64.6
	Female	68	35.4
Age	Less than 35 years	45	23.3
	35 to less than 45 years	98	50.5
	45 years and over	50	25.9
Educational Qualification	Bachelor's Degree	130	67.4
	Postgraduate (Master's/PhD)	63	32.6
Years of Experience	Less than 10 years	55	28.5
	10 to less than 20 years	102	52.8
	20 years and over	36	18.7
Management Level	Senior Management	70	36.3
	Middle Management	123	63.7
Total		193	100.0

Table (2) indicates that most participants in the study were male (64.6%); the largest age group was (35-45 years) (50.5%); the largest educational qualification category was bachelor's degree (67.4%); the largest professional experience group was (10-20 years) (52.8%); and the largest management level group was senior management (36.3%) while middle management made up 63.7% of the sample.

Study Instrument

A questionnaire was used for data collection in this study as it was the most appropriate way to obtain the study's objectives and answer the study questions since it aligned with this type of survey research. The questionnaire instrument is based on previous studies and it was

validated and tested for reliability. The questionnaire was developed to fit the study topic and objectives based on a review of the theoretical framework and several previous studies such as Mascareño et al. (2020) and Saleh et al. (2025) as well as the contribution of experts in the field. The questionnaire consisted of the following parts: • Part one: Includes items related to the demographic and functional characteristics of the sample, gender, age, educational qualification, years of experience, and level of management. • Part two: Includes (35) items in the next two main domains: o Domain one (Independent Variable): Visionary Leadership in Jordanian pharmaceutical companies. It consists of (20) items representing four dimension (vision formulation, vision communication, employee empowerment, and inspirational motivation). o Domain two (Dependent Variable): Organizational Innovation in Jordanian pharmaceutical companies. It consists of (15) items referring to (product innovation, process innovation, and administrative innovation).

Validity and Reliability of the Instrument

To establish the validity and reliability of study instrument as useable for meeting the research goals, the researcher conducted three validity and reliability tests as follows:

- Face Validity: The researcher established the face validity of the instrument by presenting the original version to professional reviewers which included professors of administrative science and business administration from a number of Jordanian universities. The reviewers were asked to provide their thoughts on item clarity and their matching of the items to their designated dimensions. Modifications were made to items in which at least 80% of the reviewers requested an amendment or rewording, and the finalized version of the questionnaire was finalized.
- Construct validity: The researcher established the construct validity of an instrument using data collected from a pilot sample of (30) managers who were not included in the main study sample. Internal consistency of the instrument was established by calculating the Pearson correlation coefficient between each of the items scores and the total score of the dimension in which it belongs. All correlation coefficients were found to be statistically significant at the (0.05) level, indicating acceptable internal consistency and the items were related to one another measuring the same construct.

Reliability of the Instrument

To confirm the reliability and stability of the study instrument, the researcher calculated Cronbach's Alpha for all study dimensions and for the instrument as a whole, using data from the pilot sample. The reliability coefficients are shown in Table (3).

Table (3)

Cronbach's Alpha Coefficients for the Dimensions of Visionary Leadership and Organizational Innovation

Variable	Dimensions	Cronbach's Alpha
Visionary Leadership	Vision Formulation	0.88
	Vision Communication	0.91
	Employee Empowerment	0.83
	Inspirational Motivation	0.91
	Overall Visionary Leadership	0.95
Organizational Innovation	Product Innovation	0.86
	Process Innovation	0.89
	Administrative Innovation	0.83
	Overall Organizational Innovation	0.92

Table (3) indicates that all Cronbach's Alpha values for the dimensions and for each variable as a whole were above (0.70), which is the statistically accepted value in social and human sciences. The reliability values for the dimensions of visionary leadership ranged from (0.83 - 0.91), and for organizational innovation, they ranged from (0.83 - 0.89). This demonstrates that the study instrument has a high degree of reliability and trustworthiness.

Based on these validity and reliability results, the instrument can be confidently applied, and its findings can be trusted.

Statistical Methods Used in the Study

The researcher used a five-point Likert scale to classify responses to the questionnaire items. The level of response for items and dimensions was categorized into three levels (Low, Moderate, High) based on the arithmetic mean, as follows:

- **Low:** 1.00 to less than 2.33
- **Moderate:** 2.34 to 3.67
- **High:** 3.68 to 5.00

After data collection, the data were processed using the Statistical Package for the Social Sciences (SPSS). To achieve the study's objectives and test its hypotheses, the following statistical tools and methods were used:

- **Frequencies and Percentages:** To describe the characteristics of the study sample.
- **Arithmetic Means and Standard Deviations:** To determine the level of importance of the study variables.
- **Multiple Linear Regression Analysis:** To test the impact of visionary leadership on organizational innovation.

Presentation of Results

This section presents the answers to the study questions and the results of the hypothesis testing.

Results Related to the First Question: What is the level of visionary leadership in Jordanian pharmaceutical companies?

To answer this question, a descriptive analysis of the data was conducted by calculating the arithmetic means and standard deviations of the sample's responses regarding the level of visionary leadership, with its dimensions (vision formulation, vision communication,

employee empowerment, and inspirational motivation), in Jordanian pharmaceutical companies. The results were ranked in descending order by level, as shown in Table (4).

Table (4)

Arithmetic Means, Standard Deviations, and Level of Visionary Leadership

No.	Dimension	Mean	Standard Deviation	Rank	Level
1	Vision Communication	4.17	0.71	1	High
2	Vision Formulation	3.95	0.81	3	High
3	Inspirational Motivation	4.06	0.75	2	High
4	Employee Empowerment	3.82	0.84	4	High
	Overall Visionary Leadership	4.00	0.69		High

The results presented within Table (4) demonstrate that, overall, the perception of visionary leadership practices in Jordanian pharmaceutical companies, according to the sample, was high with a general mean of (4.00) out of (5) and an overall standard deviation of (0.69). At the dimensional level, "Vision Communication" was ranked first in its importance with a mean of (4.17) within a high level generally; "Inspirational Motivation" was ranked second with a mean of 4.06 also at a high level; "Vision Formulation" was ranked third with a mean of (3.95) at a high level; and finally, "Employee Empowerment" was ranked fourth with a mean of (3.82) which was at a high level. It should be noted that all dimensions of the independent variable (i.e., Visionary Leadership) indicated a high level, indicating managers in these companies are strongly focusing on and practicing these visionary leadership behaviors. The standard deviation values for the dimensions ranging from (0.71 to 0.84) indicate a good degree of homogeneity and small dispersion among the respondents' responses.

Results Related to the Second Question: What is the level of organizational innovation in Jordanian pharmaceutical companies?

To answer the second question, a descriptive analysis was performed by calculating the arithmetic means and standard deviations of the sample's responses regarding the level of organizational innovation in Jordanian pharmaceutical companies, with its dimensions (product innovation, process innovation, and administrative innovation). The results were ranked in descending order, as shown in Table (5).

Table (5)

Arithmetic Means, Standard Deviations, and Level of Organizational Innovation

No.	Dimension	Mean	Standard Deviation	Rank	Level
1	Product Innovation	4.10	0.88	1	High
2	Process Innovation	3.86	0.84	2	High
3	Administrative Innovation	3.78	0.80	3	High
	Overall Organizational Innovation	3.92	0.74	-	High

Table (5) reveals that the level of organizational innovation in Jordanian pharmaceutical companies was high overall. The general mean across all dimensions of the dependent variable was (3.92) of (5), with a standard deviation of (0.74). As for the dimensions, "Product Innovation" achieved first rank with a mean of (4.10), at a high level with clear focus on development of new and improved products. "Process Innovation" was delegated second

rank with a (mean) of (3.86), at a high level as well, suggesting an effort was taken to improve production and development methods. "Administrative Innovation" suggested third rank with a (mean) of (3.78) which was also at a high level. However, to reiterate, all 4 dimensions of the dependent variable were able to achieve a high level, indicating an overall trend toward innovation from the companies. The standard deviation values for the varying dimensions, which ranged from (0.80 to 0.88), suggest a decent degree of convergence perspective of the sample, hence the sample was consistent within its value responses.

Hypothesis Testing

Based on the study's variables and dimensions, and stemming from its problem and objectives, the following hypotheses were tested:

Main Hypothesis (H1): There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of visionary leadership with its combined dimensions (vision formulation, vision communication, employee empowerment, and inspirational motivation) on organizational innovation with its combined dimensions in Jordanian pharmaceutical companies.

Statistical tests were conducted to evaluate all regression analysis assumptions prior to testing hypotheses of this study. To ensure that high multicollinearity between the independent variables was absent, each independent variable was assessed using the VIF (Variance Inflation Factor) to ascertain that the VIF values do not exceed the (10) threshold. Subsequently, a perimeter of Tolerance values for each dimension was also determined to ensure that Tolerance values exceeded the (0.10) threshold. As indicated in Table (6), the normal distribution of data was confirmed by the Kolmogorov-Smirnov test.

Table (6)

VIF, Tolerance, and Normality Test Results

No.	Independent Variable	Collinearity Statistics	Normality
		Tolerance	VIF
1	Vision Formulation	0.53	1.89
2	Vision Communication	0.55	1.99
3	Employee Empowerment	0.62	1.61
4	Inspirational Motivation	0.49	2.04

As noted in Table (6), the VIF values for all the dimensions of visionary leadership were less than (10), ranging from (1.61 to 2.04), and the Tolerance values were greater than (0.10), ranging from (0.49 to 0.62). This indicates that there is no significant multicollinearity between the dimensions of the independent variable. The Kolmogorov-Smirnov test was performed, and all Kolmogorov-Smirnov test significance values were greater than (0.05). This indicates that the independent variable data is normally distributed.

Table (7)

ANOVA for Regression to Test the Main Hypothesis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	65.12	4	16.28	85.45	0.000*
Residual	35.83	188	0.19		
Total	100.95	192			
R²	0.645				

Statistically significant at the ($\alpha \leq 0.05$) level.

The multiple regression analysis results in Table (7) indicate that the calculated F-value was (85.45) with a level of significance of (0.000), which is a statistically significant result at the ($\alpha \leq 0.05$) level. The implication is that the main hypothesis is accepted and a significant effect of visionary leadership on organizational innovation has been established. The R-squared value (R^2) was (0.645) indicating that the collective dimensions of visionary leadership were able to explain (64.5%) the variance in organizational innovation in Jordanian pharmaceutical companies. Table (8) will report the regression coefficients to ascertain the effects of each of the dimensions of visionary leadership on organizational innovation.

Table (8)

Regression Test Results for the Impact of Visionary Leadership Dimensions on Organizational Innovation

Variable	Beta	Standard Error	t-value	Sig.
(Constant)		0.21	1.15	0.252
Vision Formulation	0.18	0.06	2.95	0.004*
Vision Communication	0.35	0.07	5.12	0.000*
Employee Empowerment	0.25	0.05	4.88	0.000*
Inspirational Motivation	0.29	0.06	4.75	0.000*

Statistically significant at the ($\alpha \leq 0.05$) level.

The data in Table (8) indicate there was a positive, statistically significant effect ($++ p \leq 0.05$) of all the different dimensions of visionary leadership (vision formulation, vision communication, employee empowerment, inspirational motivation) on the organizational innovation of Jordanian pharmaceutical companies, with all of the computed t-values being statistically significant. Furthermore, it can be observed that vision communication had the greatest effect (Beta = 0.35) on organizational innovation, followed by inspirational motivation (Beta = 0.29), employee empowerment (Beta = 0.25), and vision formulation (Beta = 0.18).

Testing of Sub-Hypotheses

Sub-Hypothesis 1 (H1-1): There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of the dimensions of visionary leadership on product innovation in Jordanian pharmaceutical companies.

To test this hypothesis, a multiple regression analysis was conducted, with the results shown in Table (9).

Table (9)

ANOVA for Regression to Test the Impact of Visionary Leadership on Product Innovation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	58.34	4	14.58	86.45	0.000*
Residual	36.25	188	0.19		
Total	94.59	192			
R²	0.617				

Statistically significant at the ($\alpha \leq 0.05$) level.

The data in Table (9) indicates the statistical model is significant, with a computed F-value of (86.45) at a significance level of (0.000), which is less than (0.05). This confirms a significant effect of the dimensions of visionary leadership on product innovation. The R-square (R^2) value suggested the dimensions of visionary leadership explained a total of 61.7% of the variance in product innovation, and reflects a strong explanatory power in terms of the independent variable.

Table (10) shows the regression coefficients, detailing the contribution of each visionary leadership dimension to explaining the variance in product innovation.

Table (10)

Regression Test Results for the Impact of Visionary Leadership Dimensions on Product Innovation

Variable	Beta	Standard Error	t-value	Sig.
Vision Formulation	0.15	0.09	2.87	0.034*
Vision Communication	0.42	0.06	6.87	0.000*
Employee Empowerment	0.22	0.08	3.91	0.000*
Inspirational Motivation	0.26	0.07	3.85	0.000*

Statistically significant at the ($\alpha \leq 0.05$) level.

According to the various values presented in Table (10) concerning the initiation of product innovation, there is a favorable and statistically significant influence from all four dimensions of visionary leadership. The regression coefficients Beta values help identify the relative strength of the dimension's effect, of which "Vision Communication" is the strongest determinant effect on product innovation (Beta = 0.42). Thus, stating that the vision or ability of leaders to communicate and influence team members is the most relevant factor for directing efforts in innovating new products. Subsequently, "Inspirational Motivation" has the next highest Beta value (Beta = 0.26) and thus confirming the importance of motivating R&D teams to instigate enthusiasm and excitement. In addition, it seems that "Employee Empowerment" (Beta 0.22) and "Vision Formulation" (Beta = 0.15) also contribute positively. Sub-Hypothesis 2 (H1-2): There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of the dimensions of visionary leadership on process innovation in Jordanian pharmaceutical companies.

The results of the multiple regression analysis to test this hypothesis are shown in Table (11).

Table (11)

ANOVA for Regression to Test the Impact of Visionary Leadership on Process Innovation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	55.40	4	13.85	68.85	0.000*
Residual	37.81	188	0.20		
Total	93.21	192			
R²	0.594				

Statistically significant at the ($\alpha \leq 0.05$) level.

As shown in Table (11), the model is statistically valid for predicting process innovation ($F = 68.85$), $p = (0.000)$. The R-squared (R^2) indicates that the combined dimensions of visionary leadership accounted for 59.4% of the variation in process innovation. This is a relatively high explanatory power, meaning it was a significant predictor of process innovation.

Table (12) provides details on the contribution of each dimension to process innovation.

Table (12)

Regression Test Results for the Impact of Visionary Leadership Dimensions on Process Innovation

Variable	Beta	Standard Error	t-value	Sig.
Vision Formulation	0.19	0.09	2.39	0.018*
Vision Communication	0.36	0.07	4.45	0.000*
Employee Empowerment	0.28	0.04	4.67	0.000*
Inspirational Motivation	0.24	0.07	3.48	0.001*

Statistically significant at the ($\alpha \leq 0.05$) level.

All dimensions of visionary leadership have a positive and statistically significant impact on process innovation according to Table (12). The most impactful overall variable is "Vision Communication" (Beta = 0.36), and the second most impactful variable is "Employee Empowerment" (Beta = 0.28). This means that it is important to give employees at the operational level the power to make decisions about process improvement. Both "Inspirational Motivation" (Beta = 0.24) and "Vision Formulation" (Beta = 0.19) have meaningful impacts, but the numbers are smaller compared to communication and employee empowerment.

Sub-Hypothesis 3 (H1-3): There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) of the dimensions of visionary leadership on administrative innovation in Jordanian pharmaceutical companies.

The results of the multiple regression analysis to test this hypothesis are shown in Table (13).

Table (13)

ANOVA for Regression to Test the Impact of Visionary Leadership on Administrative Innovation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	49.95	4	12.49	54.175	0.000*
Residual	42.12	188	0.22		
Total	92.07	192			
R²	0.542				

Statistically significant at the ($\alpha \leq 0.05$) level.

The results from Table (13) provide evidence of the statistical significance of the model, with an F-value of (54.175) and significance at (0.000). The R-squared (R^2) value reflects that the combined dimensions of visionary leadership explain 54.2% of the variance in administrative innovation. This considerable amount demonstrates that a visionary leadership method is pivotal in pushing organizations to further innovate and become more flexible in developing their administrative structures and policies.

Table (14) provides details on the contribution of each dimension to administrative innovation.

Table (14)

Regression Test Results for the Impact of Visionary Leadership Dimensions on Administrative Innovation

Variable	Beta	Standard Error	t-value	Sig.
Vision Formulation	0.22	0.04	2.79	0.006*
Vision Communication	0.25	0.07	3.18	0.002*
Employee Empowerment	0.41	0.09	4.21	0.000*
Inspirational Motivation	0.21	0.08	2.67	0.009*

Statistically significant at the ($\alpha \leq 0.05$) level.

The results in table (14) demonstrate that each of the dimensions of visionary leadership has a positive and statistically significant effect on administrative innovation. "Employee Empowerment" (Beta = 0.41) is the most powerful dimension, indicating that allowing employees and managers at various levels the freedom and trust to make new administrative decisions is the key to developing the organizational architecture and policies. "Vision Communication" (Beta = 0.25) and "Vision Formulation" (Beta = 0.22) follow with the confirmation that having a well-defined vision can help steer administrative innovations into organizational strategies. "Inspirational Motivation" (Beta = 0.21) assists in creating a desire on the part of employees to push back against the systems and ask how improvements can be made.

Discussion of Results

The current study aimed to investigate the influence of visionary leadership on organizational innovation in Jordanian pharmaceutical companies. Upon reviewing the relevant literature and analyzing the collected data from this study, the calculated means demonstrated that the level of visionary leadership and its dimensions (vision formulation, vision communication, employee empowerment, and inspirational motivation) was high. Similarly, the level of organizational innovation and its dimensions (product innovation, process innovation, and

administrative innovation) was also perceived to be high among managers at the pharmaceutical companies.

These results relate to management awareness in the Jordanian pharmaceutical sector of the need to adopt modern leadership styles to meet competitive challenges. The managers' perception of the high level of visionary leadership reflects their attempts to create clear strategic visions, communicate them effectively, and motivate and empower their employees. The high level of organizational innovation reflects the efforts of these companies to create new products, improve their operational processes, and create flexible administrative methods that are essential for a research and development-driven sector.

The results of hypothesis testing also identified a positive, statistically significant association between visionary leadership, both its combined and individual levels, with organizational innovation, which means that visionary leadership practices are an important contributing factor towards a stimulating innovation environment in these companies. It was mentioned that leadership that is able to develop a distinct and compelling vision offers a map to seek avenues for innovation. Leadership that communicates a vision reduces wasted effort because it puts all teams working towards aligned goals rather than expending effort on misaligned goals in seeking innovation in their own right. This also frees up resources since energy spent on realizing misaligned goals is unnecessary business waste. Additionally, providing employees with empowerment, trust, and authority to act would encourage them to take the initiative, and pursue new ideas without fear of repercussion. Furthermore, providing inspirational motivation would lead followers to overcome the difficulties inherent in the innovation process.

This finding confirmed the research results of Mascareño et al. (2020), which found that visionary leadership enhances team creativity through goal alignment, and with Saleh et al. (2025), who likewise found that visionary leadership influences employee creativity and organizational effectiveness in the healthcare context. Additionally, in agreement with the results of Nugroho et al.'s (2025) systematic review, they both acknowledged the importance of innovative and transformational leadership constructs to drive improvements in their innovation and organizational performance.

The study trajectories demonstrated that all dimensions of visionary leadership had a significant positive impact on all dimensions of organizational innovation. This can be attributed to the pharmaceutical industry context's need to make decisions and integrate strategic vision (formulation and communication) and action-oriented execution (empowerment and motivation) to create encumbered successful innovations within the same framework, singing to support theory development.

Recommendations

Based on the study's findings, the researcher offers a set of recommendations that may contribute to enhancing organizational innovation in Jordanian pharmaceutical companies:

1. **Continue to Enhance Visionary Leadership Practices:** It is crucial for leadership in pharmaceutical companies to continue supporting and developing the visionary leadership skills of managers at all levels through specialized training programs focused

on formulating and communicating inspiring visions, as well as empowerment and motivation techniques.

2. **Focus on Integrating the Dimensions of Visionary Leadership:** Leadership must achieve a balance among the dimensions, as they all showed a positive impact. A good vision (formulation) is insufficient without effective communication, and motivation is of little value without empowerment that provides employees with the necessary resources and authority.
3. **Involve Employees in the Vision Formulation Process:** It is essential to involve employees in crafting the vision to enhance their buy-in. Early involvement in shaping future outlooks, through focused workshops and brainstorming sessions, can make the vision a collective creation rather than something imposed from the top.
4. **Develop Systems to Support Administrative Innovation:** Since employee empowerment had a significant impact on administrative innovation, the study recommends developing internal systems and policies that grant employees greater flexibility, encourage them to experiment with new work methods, and reward initiatives aimed at improving administrative structures and processes.
5. **Conduct Future Research:** The researcher suggests conducting future studies that examine other mediating variables that might enhance the relationship between visionary leadership and organizational innovation, such as the "organizational climate for creativity" or "perceived organizational support," and to apply the study to other industrial sectors in Jordan.

References

- Amabile, T. M. (1988). A model of creativity and innovation in organizations. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 10, pp. 123–167). JAI Press.
- Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework. *Journal of Management*, 40(5), 1297–1333. <https://doi.org/10.1177/0149206314527128>
- Ani Marlia, M., Fahmy, R., Lukito, H., Prima Lita, R., & Rahim, R. (2020). Visionary leadership role: building a ghost town civilization. *International Journal of Management (IJM)*, 11(1), 31–55.
- Carton, A. M., & Lucas, B. J. (2018). How can leaders overcome the blurry vision bias? Identifying an antidote to the paradox of vision communication. *Academy of Management Journal*, 61(6), 2106–2129. <https://doi.org/10.5465/amj.2015.0375>
- Carton, A. M., Murphy, C., & Clark, J. R. (2014). A (blurry) vision of the future: How leader rhetoric about ultimate goals influences performance. *Academy of Management Journal*, 57(6), 1544–1570. <https://doi.org/10.5465/amj.2012.0101>
- Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review*, 12(4), 637–647.
- Dvir, T., Kass, N., & Shamir, B. (2004). The emotional bond: Vision and organizational commitment among high-tech employees. *Journal of Organizational Change Management*, 17(2), 126–143. <https://doi.org/10.1108/09534810410530575>
- Janssen, O. (2001). Fairness perceptions as a moderator in the curvilinear relationships between job demands, and job performance and job satisfaction. *Academy of Management Journal*, 44(5), 1039–1050. <https://doi.org/10.2307/3069447>

- Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64–74. <https://doi.org/10.1108/14601060310456337>
- Mascareño, J., Rietzschel, E., & Wisse, B. (2020). Envisioning innovation: Does visionary leadership engender team innovative performance through goal alignment? *Creativity and Innovation Management*, 29(1), 33–48. <https://doi.org/10.1111/caim.12341>
- Mumford, M. D., Scott, G. M., Gaddis, B., & Strange, J. M. (2002). Leading creative people: Orchestrating expertise and relationships. *The Leadership Quarterly*, 13(6), 705–750. [https://doi.org/10.1016/S1048-9843\(02\)00158-3](https://doi.org/10.1016/S1048-9843(02)00158-3)
- Nugroho, H., Riyadi, S., Lestari, S. D., & Mudjijah, S. (2025). Innovative leadership in driving organizational innovation and performance: A systematic literature review. *eCo-Fin: Economics and Financial*, 7(1), 230–248.
- Rosenbusch, N., Brinckmann, J., & Bausch, A. (2011). Is innovation always beneficial? A meta-analysis of the relationship between innovation and performance in SMEs. *Journal of Business Venturing*, 26(4), 441–457. <https://doi.org/10.1016/j.jbusvent.2009.12.002>
- Saleh, M. S. M., Abdelwahid, A. E. A., Elsabahy, H. E., Eltahan, A. A., & Ata, A. A. (2025). Visionary leadership: The mediating role of organizational support on nurse interns' creativity and organizational effectiveness. *BMC Nursing*, 24(400). <https://doi.org/10.1186/s12912-025-02951-y>
- Somech, A., & Drach-Zahavy, A. (2013). Translating team creativity to innovation implementation: The role of team composition and climate for innovation. *Journal of Management*, 39(3), 684–708. <https://doi.org/10.1177/0149206310394187>
- Van Knippenberg, D., & Stam, D. (2014). Visionary leadership. In D. V. Day (Ed.), *The Oxford handbook of leadership and organizations* (pp. 241–259). Oxford University Press.