

The Relationship between Aesthetic Leadership and Innovative work environment (IWE) with Intrinsic Motivation as Mediator at Pharmaceutical Industries Company in Jordan

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Abstract

The study aimed to investigate the relationship between aesthetic leadership and an innovative work environment, with intrinsic motivation as a mediating variable in pharmaceutical companies in Jordan. The study population consisted of employees in this sector, numbering (10,000) employees, and the study sample size was (248) individuals. The study found a statistically significant indirect relationship between aesthetic leadership and the innovative work environment in the surveyed sector companies. The study also found a statistically significant relationship between intrinsic motivation and the innovative work environment, as well as that intrinsic motivation plays an important role as a mediating variable in enhancing the relationship between aesthetic leadership and the innovative work environment in the pharmaceutical sector in Jordan. The study recommended the need to train administrative leaders in the surveyed companies on the foundations and principles of aesthetic leadership, and to improve the innovative work environment by supporting the exploration of ideas, identifying opportunities, and generating ideas to create a more innovative work environment.

Key words: Aesthetic leadership, Intrinsic Motivation, Innovative Work Environment, Pharmaceutical industry, Jordan

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1. Introduction

Organizations within the global pharmaceutical industry must adopt innovative strategies across research development as well as leadership and organizational behavior due to increasing industry complexity and competitiveness. Innovative strategies have become central to pharmaceutical companies' operations in recent years due to stringent industry regulations that demand continuous development of new treatments alongside adaptation to technological advancements and shifting patient needs. The pharmaceutical industry in Jordan holds the position of being one of the leading export-focused sectors in the Middle East while making substantial contributions to the national economy. The pharmaceutical industry in Jordan encounters significant obstacles such as insufficient research funding alongside regulatory barriers while competing internationally (Jordan Strategy Forum, 2023). The mounting challenges demonstrate that organizations need to develop cultures which can drive internal innovation to remain competitive.

Leadership stands at the forefront of organizational culture development and creates environments that support innovation. Experts argue that conventional leadership frameworks like transactional or authoritarian leadership do not foster essential creative thinking for knowledge-based industries (Afsar et al., 2022). Interest is rising for leadership models that prioritize employees' psychological and emotional engagement instead of only focusing on efficiency and control. The emerging model of aesthetic leadership utilizes aesthetics as its fundamental tool for follower influence by promoting a wide-ranging appreciation of beauty and sensory experiences.

Aesthetic leadership describes a leadership approach where leaders intentionally use sensory perception along with symbolic and emotional components to define organizational purpose and inspire team members (Duhamel & Endrissat, 2023). Instead of focusing solely on rational or utilitarian methods aesthetic leaders design work environments and communicate with stories and images to create emotionally compelling experiences that connect with followers emotionally. Recent research shows aesthetic leadership emerged from arts and humanities foundations and now functions as a valid organizational capability that boosts engagement and creativity and increases commitment within organizations (Strati, 2022). Aesthetic leadership thrives in fields that demand knowledge work combined with emotional labor and creativity which proves its strong relevance in the pharmaceutical industry.

Research interest is increasing in how aesthetic leadership influences employees' innovative work environment (IWE). IWE describes an employee's purposeful actions to develop and implement new ideas which add value to their organization (Janssen, 2000). Knowledge-intensive environments demand such behavior to ensure continuous innovation. The psychological processes that convert aesthetic leadership into innovative behavior remain largely unknown. This raises important theoretical and practical questions: What process enables leaders who inspire their employees through aesthetic experiences to stimulate innovative behavior among their workforce? What internal motivational states mediate this relationship?

Self-determination theory (Deci & Ryan, 2000) provides the basis for intrinsic motivation which serves as a promising explanatory variable. Intrinsic motivation represents the internal drive to engage in an activity because of the inherent pleasure it provides instead of pursuing external incentives. Research by Gagne & Deci (2005) shows that employees who possess intrinsic motivation demonstrate increased persistence in complex tasks while also showing greater creativity and higher levels of engagement. When leaders fulfill their employees' psychological needs for autonomy, competence and relatedness they strengthen intrinsic motivation which leads to increased innovative behaviors. Aesthetic leadership can fulfill these psychological needs through meaningful work experiences because it targets emotional and sensory engagement.

Research investigating the triadic connection between aesthetic leadership and intrinsic motivation leading to innovative work environment continues to be scarce particularly outside Western regions. The pharmaceutical sector in Jordan demands high performance and innovation so understanding these dynamics would help create better leadership development programs, organizational policy and innovation strategy.

This research investigates the relationship between aesthetic leadership and innovative work environment among pharmaceutical industry employees in Jordan by using intrinsic motivation as a mediating factor. The research provides new insights into leadership and innovation studies by demonstrating the way aesthetic elements in leadership promote workplace innovation through augmented motivational processes. The research identifies that Jordanian pharmaceutical firms need to adopt specific leadership methods to maintain innovation while competing on both regional and global markets.

2. Problem Statement

Jordan's pharmaceutical sector which serves as the foundation for both industrial activity and export capability faces difficult challenges from rapid technological changes and global competition along with constant regulatory reforms that require ongoing innovation. Jordanian pharmaceutical companies work in a knowledge-focused regulated industry which requires them to constantly develop new medications while refining manufacturing processes and meeting global quality standards (Jordan Strategy Forum, 2023). The ability to engage in innovative work environment (IWE) has evolved from being an optional target to an essential strategic priority for organizations operating within this challenging environment.

While Jordanian pharmaceutical companies show exceptional technical capability and export achievements, internal barriers prevent them from nurturing long-term innovative practices. Organizational innovation frequently stalls because organizations underestimate the human and psychological factors at the employee level rather than lacking technical expertise (Alshurideh et al., 2022). Traditional leadership models in the industry prioritize compliance and task efficiency but neglect the creative and autonomous motivation essential for innovation.

Contemporary research by Duhamel & Endrissat (2023) highlights the requirement for leadership approaches that reach employees through cognitive engagement and extend to emotional and sensory experiences. The concept of aesthetic leadership remains under-studied yet contains deep conceptual potential as a new alternative form of leadership. The leadership approach emerges from aesthetic principles as it focuses on integrating beauty, art, symbolism and emotional resonance within its practices. When workplaces foster emotional meaning and sensory engagement through aesthetic leadership employees are empowered to think beyond conventional patterns and pursue innovative solutions.

The impact of aesthetic leadership on innovation remains unclear especially when applied to Middle Eastern cultural contexts and industrial sectors like pharmaceuticals. Significant research gaps exist because empirical studies have not yet investigated how aesthetic leadership affects innovative work environment. Researchers have suggested conceptual connections but remain unaware of the psychological processes that drive this relationship with a particular focus on motivational factors.

The concept of intrinsic motivation emerges as a strong contender to act in this mediating position. The Self-Determination Theory by Deci & Ryan (2000) describes intrinsic motivation as the personal drive to do activities because they provide inherent pleasure. Research by Gagné & Deci (2005) established a consistent connection between intrinsic motivation and improved creativity, initiative and persistence when tackling complex tasks. Aesthetic leadership could boost intrinsic motivation through its appeal to employees' needs for autonomy, competence and relatedness thereby fostering higher involvement in innovative behaviors. Research has not yet explored this mediation pathway thoroughly through empirical studies particularly within non-Western organizational environments.

Existing studies have started examining how transformational and ethical leadership affects innovation in Jordan and the Arab region (Abuzaid et al., 2024; Alghababsheh & Gallear, 2021) but there remains limited research about the relationship between aesthetic leadership and innovative work environment in these areas. Decision-makers at Jordanian pharmaceutical companies do not have evidence-based frameworks to guide them in employing leadership styles to stimulate internal innovation.

The research aims to address these essential gaps by exploring the following fundamental problem, so it evaluates the relationship between aesthetic leadership and innovative work environment among Jordanian pharmaceutical industry employees, and investigates how intrinsic motivation functions as a mediator in this process. As well, this research seeks to reveal both the immediate necessity to boost innovation within Jordan's pharmaceutical industry alongside the essential theoretical investigation into the intricate psychological dynamics that connect leadership styles to employee innovation.

3. Study Questions

Based on the study's problem, the following research questions were formulated:

Main Question 1: Is there a relationship between aesthetic leadership and an innovative work environment, with intrinsic motivation as a mediating variable, among pharmaceutical companies in Jordan, from the perspective of their employees?

To answer this question, the following sub-questions were formulated:

Sub-Question 1: What is the level of practice of aesthetic leadership among pharmaceutical companies in Jordan, from the perspective of their employees?

Sub-Question 2: What is the level of intrinsic motivation among employees in pharmaceutical companies in Jordan?

Sub-Question 3: What is the level of the innovative work environment in pharmaceutical companies in Jordan, from the perspective of their employees?

4. Study Hypotheses

According to the study problem and questions, the following hypotheses were formulated:

Main Hypothesis 1: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.1: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between sensory engagement and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.2: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between symbolic communication and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.3: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between emotional resonance and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.4: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between experiential design and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.5: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between imaginative visioning and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Main Hypothesis 2: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and the intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) in pharmaceutical companies in Jordan, from the perspective of their employees.

Main Hypothesis 3: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Main Hypothesis 4: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in the presence of intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) as a mediating variable in pharmaceutical companies in Jordan, from the perspective of their employees

5. Significance of the Study

Appreciating this study's significance involves understanding its theoretical impact on leadership and organizational behavior research together with its practical applications for pharmaceutical sector managers, HR professionals, and policy makers. This research analyzes how aesthetic leadership interacts with intrinsic motivation to foster innovative work environment (IWE) in Jordan's expanding pharmaceutical sector.

Theoretical Significance:

The research provides multiple significant advancements to academic theory in leadership studies and motivation theory and organizational innovation:

- **Introducing and Localizing Aesthetic Leadership Theory:** Scholarly research on aesthetic leadership has developed in Western academic circles but still remains under-researched and new to Middle Eastern and developing economies especially within the pharmaceutical sector. This research investigates aesthetic leadership within Jordan to broaden theoretical understanding across different geographical and cultural lines. This study connects aesthetic leadership with dominant Arab organizational leadership models such as transformational and transactional leadership which expands the boundaries of comparative leadership research (Duhamel & Endrissat, 2023).

- **This research progresses the understanding of Innovative work environment (IWE):** The existing research on Innovative work environment (IWE) examines external elements including organizational resources and leadership approaches such as transformational leadership as well as structural variables. This research investigates internal psychological processes particularly intrinsic motivation as the mechanism that connects leadership to its influence on innovation. This research addresses the demand for refined models that explore the hidden aspects of employee mental processes and feelings (Gkorezis, 2022).

- **Theoretical Integration through Self-Determination Theory (SDT):** The research utilizes Self-Determination Theory (SDT) to demonstrate how aesthetic leadership can satisfy fundamental employee psychological requirements including autonomy, competence, and relatedness which leads to increased intrinsic motivation as described by Ryan & Deci (2000). The combination of SDT with aesthetic leadership establishes a strong theoretical framework which not only identifies effective leadership behaviors but also explains their effectiveness at motivating employees to pursue innovation.

- **Bridging Leadership and Motivation Literatures:** Research is limited when it comes to empirically examining how leadership style intersects with motivation theory and innovative behavior within one model. The study bridges the research gap by developing a multi-level model that links sensory and emotional leadership components to motivational psychology and behavioral innovation to create a comprehensive framework ready for future testing and refinement.

Practical Significance

The research findings carry essential implications for Jordan's pharmaceutical industry management and organization strategies while also providing relevant insights for other sectors that depend heavily on knowledge and innovation. The results provide actionable guidance for application throughout multiple fields:

- **Enhancing Leadership Development Programs:** The majority of leadership training programs in Jordan concentrate on transactional efficiency along with compliance standards and strategic planning. Leadership development programs should incorporate aesthetic awareness and practice as a key new component. Leadership training programs should teach leaders to apply storytelling techniques, visual design principles, environmental aesthetics, and emotional engagement strategies to boost employee creativity and motivation.

- **Fostering a Culture of Innovation:** The research connects aesthetic leadership and IWE to deliver practical methods for building a culture that supports innovation. Managers can stimulate innovative capacities in employees by using aesthetic cues like workspace design and symbolic communication instead of just technological tools and monetary incentives. Simple and inexpensive interventions produce substantial enhancements in employee morale and creative idea development.

- **Optimizing Employee Motivation Systems:** Understanding the mediating role of intrinsic motivation shows that organizations need to extend their reward systems beyond conventional extrinsic rewards like bonuses and promotions. Work experiences designed by organizations fulfill employees' deeper psychological needs through task autonomy, skill development opportunities, and social connectedness which have been shown to boost intrinsic motivation according to Gagné & Deci (2005).

- **Supporting Human Resource Policy and Talent Retention:** The pharmaceutical sector in Jordan struggles to retain its top professionals because they migrate toward better-paying markets elsewhere. Research findings indicate that work environments with emotional depth and aesthetic appeal boost employee satisfaction and commitment to their organization which can make companies more desirable as places to work. HR departments should adopt aesthetic leadership principles in their recruitment, onboarding, and retention methods to minimize employee turnover and strengthen employee loyalty.

- **Informing National Innovation Policy:** Jordan's ambition to rise as an innovation leader in healthcare and pharmaceuticals makes these research findings valuable for informing national policy development. The study's findings serve as a foundation for national agencies along with educational institutions and industry associations to create leadership incubators innovation labs and industry-academia partnerships which incorporate both aesthetic and motivational components into their structures.

In summary, the significance of this study is both **multi-disciplinary** and **multi-sectoral**. It contributes theoretically by bridging emerging leadership paradigms with motivational psychology and organizational innovation, and it delivers practical value by equipping stakeholders with a new lens for understanding and fostering innovation. By contextualizing the research in Jordan's pharmaceutical industry, the study also adds regional relevance and provides a culturally grounded contribution to global discourses on leadership and innovation.

6. Literature Review

6.1 Aesthetic Leadership (Independent Variable)

The field of leadership studies now includes new approaches alongside traditional rational and transactional models by highlighting the importance of sensory input and the power of emotional connections and symbolic meanings. The framework of aesthetic leadership proposes that leaders who engage their followers' senses and emotions hold compelling power to inspire and direct. This approach holds special relevance for sectors that prioritize innovative thinking along with creative human-focused design principles.

Leadership within modern organizational theory has conventionally concentrated on rational decision-making while implementing strategic planning and following transactional procedures. Current research shows growing support for examining how leaders impact organizational culture and employee behavior through emotional, sensory, and symbolic aspects (Alvesson and Einola, 2019). Organizational leadership approaches have evolved to include aesthetic leadership which uses sensory engagement and emotional connection to influence through imagination and symbolic meaning creation. Aesthetic leadership transcends utilitarian notions of control and performance by engaging individuals holistically: intellectually, emotionally, and experientially (Duhamel & Endrissat, 2023).

6.1.1 The Concept

The concept of aesthetic leadership has multiple dimensions which scholars have defined through various interpretations. These five definitions from recent scholarly works have been updated to represent aesthetic leadership.

According to Duhamel and Endrissat (2023), aesthetic leadership represents a management style that prioritizes imagination and meaning generation through aesthetic experiences. This leadership style demonstrates the significance of imagination beyond material objects and sensory awareness to produce meaning from aesthetic encounters. The definition presents aesthetic leadership as an activity which creates meaning through emotional

and symbolic connections rather than standard managerial functions. Monge-Moreno's 2023 definition of this nursing concept describes it as an essential and innovative combination of humanistic values with ethical principles and an integrative practice approach where the leader serves as both a moral and aesthetic model to earn trust and commitment. This proposal brings together humanism and ethics within practical application to create a leadership model where leaders act as moral and aesthetic examples fostering trust and commitment. Aesthetic leadership extends its influence to ethical and humanistic fields within professions that demand strong emotional engagement. Bashandy, Seleem, and El-Said (2024) describe aesthetic leadership in healthcare as a leadership approach that combines ethical principles with both emotional intelligence and artistic elements to guide decisions with empathy and moral values. This leadership approach combines ethical principles with emotional intelligence and artistic sensitivity to build decision-making that embraces clinical information along with empathy and moral values. Aesthetic leadership achieves a balance between logic and emotion and between structure and empathy which are essential qualities in professions that focus on human interaction. According to Summit Leadership (2023) aesthetic leadership enhances value through creativity promotion and emotional intelligence development while supporting leaders' mental health. This analysis highlights how aesthetics serves as a key factor in promoting psychological safety while fostering innovation. Brahma (2023) describes aesthetic leadership within artistic and creative sectors as leadership which combines creativity with cultural expression and tends to develop informally among artistic communities to create shared identity and visionary direction. Within artistic communities this leadership style based on creativity and cultural expression develops shared identity and visionary direction through informal practices.

The concept demonstrates how aesthetic leadership manifests through informal grassroots approaches which hierarchical models typically lack. Aesthetic leadership extends beyond visual style and aesthetics to become a strategic tool that generates emotional responses and symbolic connections which inspire group meaning and collective action.

6.1.2 The Importance and benefits of Aesthetic Leadership

Aesthetic leadership helps build work environments that emotionally connect employees to their tasks resulting in deeper engagement and work satisfaction. The practice of aesthetic leadership generates emotionally impactful work environments that allow employees to discover meaning and satisfaction. The integration of storytelling elements with symbolic rituals alongside visually consistent design and emotionally intelligent communication leads to higher levels of workplace engagement and employee well-being according to Monge-Moreno (2023). Employees require more than rules and rewards for motivation as they desire work settings that mirror their identity and validate their emotions and core beliefs:

- **Fostering Innovation and Creativity:** Aesthetic leadership improves organizational innovation by activating employees' internal drives and creative thinking skills. Aesthetic leaders use narrative framing together with metaphorical thinking and emotionally charged symbolism to break fixed mindsets and develop psychological openness which Duhamel & Endrissat (2023) identify as essential for innovation. Knowledge-intensive sectors such as pharmaceuticals require this kind of leadership to support both the generation of ideas and creative experimentation.

- **Strengthening Organizational Identity and Culture:** Leaders are key architects of culture. Aesthetic leaders utilize symbols and rituals alongside emotional connections to establish organizational identity while uniting employees under a common purpose. Aesthetic leadership helps healthcare organizations maintain organizational integrity and uphold values that support enduring mission alignment in environments where ethical challenges and emotional stress prevail (Bashandy et al., 2024).

- **Supporting Emotional and Psychological Well-Being:** Organizations have made emotional well-being one of their strategic priorities after the COVID-19 era. Aesthetic leadership combats emotional exhaustion while improving relational trust and facilitating psychological relief through the use of beauty alongside empathy and emotional expression (Summit Leadership, 2023). The need for this approach becomes critical in high-stress sectors that frequently experience burnout.

- **Leading Beyond Formal Authority:** Aesthetic leadership develops informally within creative and artistic groups as leaders gain influence through mutual values and symbolic vision alongside emotional intelligence instead of traditional power structures. Brahma (2023) explains that aesthetic leaders in luxury and creative sectors serve as cultural icons who establish leadership through their presence and narrative while maintaining aesthetic alignment with shared values.

In general, Aesthetic leadership transforms organizational leadership approaches within contemporary 21st-century settings. Leadership practice that combines emotional elements with symbolic meaning and sensory aspects helps build creative environments and ensures ethical standards while strengthening cultural bonds and supporting psychological health. Aesthetic leadership goes beyond superficial trends as it addresses fundamental human needs for meaning and connection alongside inspiration which proves crucial for sectors such as

healthcare education and pharmaceuticals. The expanding theoretical base alongside practical importance establishes this field as essential for ongoing research and leadership development efforts.

6.1.3 Dimensions of Aesthetic Leadership

Aesthetic leadership combines sensory awareness with emotional intelligence and symbolic communication together with imaginative vision to establish a comprehensive leadership model. Traditional leadership models give precedence to logical reasoning and authoritative power or task completion while aesthetic leadership functions through meaningful communication and emotional connection. These dimensions establish a strategic foundation which promotes innovation alongside ethical awareness and organizational identity while ensuring psychological safety according to Duhamel & Endrissat (2023) and Monge-Moreno (2023). The main components of aesthetic leadership have been defined through the work of multiple researchers. Below, we present and discuss five core, interrelated dimensions:

- **Sensory Engagement:** Leaders use visual, auditory, spatial, and kinesthetic elements purposefully within the workplace to develop environments that are both visually appealing and psychologically enriching. The physical layout of office spaces along with communication style and tone and body language and attire and organizational symbols like logos and office decor represent key components. Duhamel and Endrissat (2023) state that leaders who focus on aesthetics maintain awareness of emotional and sensory surroundings during leadership scenarios. These leaders establish “emotionally charged and aesthetically attuned” surroundings which reduce stress while fostering creativity and psychological comfort. The healthcare and pharmaceutical sectors benefit from integrated sensory aesthetics which enhance both performance and employee well-being according to Bashandy et al. (2024).

- **Symbolic Communication:** Leaders employ metaphors, storytelling, rituals, and other non-literal forms of expression as symbolic communication to deliver their organizational values and vision. The idea stands that people comprehend their experiences by means of logic combined with symbols, myths and metaphors which deliver emotional and cultural significance according to Strati (2022). Aesthetic leaders integrate deeper meanings into daily organizational operations through symbolic actions like inclusive ceremonies, precise language choices, and culturally meaningful artifacts (Koivunen, 2023). The practice generates feelings of belonging while connecting members to organizational goals and transforming abstract visions into emotionally powerful elements.

- **Emotional Resonance:** The emotional resonance dimension demonstrates how leaders can understand follower emotions and establish meaningful emotional connections. The process of emotional resonance avoids manipulation through true emotional expression combined with the skill to identify and react to others' emotional conditions. Monge-Moreno (2023) explains that aesthetic leadership within human-centered fields like nursing depends greatly on leaders' emotional sensitivity and ethical presence. Leaders who show true empathy and happiness build a more personal workplace environment and strengthen relational trust which is vital for successful innovative teams to function effectively (Goleman, 2022). Through emotional resonance leaders transmit their vision and values to others by creating shared emotional experiences rather than giving direct orders.

- **Experiential Design:** Experiential design describes how leaders deliberately organize experiences including meetings and casual interactions to create memorable moments filled with emotional uplift and symbolic depth. This approach incorporates service design principles together with arts-based methods and principles of human-centered leadership. Leaders using this dimension transform every organizational interaction into an opportunity for experience shaping by combining emotion and engagement to develop rituals that express respect, recognition and purpose (Summit Leadership, 2023). The employee onboarding process can transform into a symbolic experience that establishes organizational culture and identity from the start instead of sticking to checklist items.

- **Imaginative Visioning:** Imaginative visioning is a leadership skill where leaders utilize creative thinking and aesthetic awareness to develop potential future scenarios while communicating strong goals and encouraging others to join their shared narrative. Aesthetic leaders create visual and emotionally powerful narratives about organizational direction instead of simple performance targets. By constructing narratives employees can mentally and emotionally rehearse their future roles within the organization which boosts their engagement and sense of psychological ownership (Duhamel & Endrissat, 2023). Imaginative visioning provides emotionally consistent and symbolic alternatives that people can use to overcome fear or resistance when facing uncertain situations.

In summary, Aesthetic leadership reveals leadership as both a cognitive and behavioral activity as well as a creative and emotional expression. Those leaders who utilize sensory engagement and symbolic communication while forming emotional connections and experience design and future visioning tend to build environments that nurture trust and promote creative innovation. In industries like pharmaceuticals and healthcare which operate

within dynamic and human-centered environments these aspects prove fundamental. Leadership in the 21st century requires an all-encompassing humanistic approach known as aesthetic leadership.

6.2 Intrinsic Motivation (Mediating Variable)

Intrinsic motivation represents the internal urge to perform activities because they provide inherent pleasure and fulfillment rather than any external rewards or outcomes. Self-Determination Theory (SDT) identifies intrinsic motivation as a core element of human behavior which leads to active engagement along with creative expression and improved well-being. Intrinsic motivation originates from within the individual which produces long-lasting interest and endurance in activities while extrinsic motivation relies on external rewards such as money or recognition (Zhang and Bartol, 2010). Modern organizational environments demand an increased focus on understanding and utilizing intrinsic motivation for success. Organizations that prioritize employee engagement and innovation benefit from environments that promote intrinsic motivation by achieving higher performance and greater job satisfaction (Gagné & Deci, 2005).

6.2.1 The Concept

Multiple scholars have established definitions and conducted investigations into the concept of intrinsic motivation. These updated definitions accurately reflect its true meaning:

Ryan and Deci (2000) suggested that the concept of intrinsic motivation means performing an activity because of the inherent satisfaction it provides instead of some external reward. Gagné and Deci (2005) explained that intrinsic motivation is activities driven by intrinsic motivation occur because the person finds them inherently interesting and enjoyable without needing external rewards. Pink (2009) defined it as the driving forces behind intrinsic motivation consist of autonomy, mastery, and purpose which collectively generate both engagement and satisfaction. Deci and Ryan (2017) said that people engage in behavior through intrinsic motivation because the activity itself is interesting and enjoyable which is supported by fulfilling basic psychological needs. Finally, Amabile (1996) explains intrinsic motivation as the drive to work because of the inherent interest and personal challenge the work presents.

The above-mentioned definitions demonstrate how intrinsic motivation has consistently been understood as a psychological force that functions independently within the individual. Across all definitions, a shared emphasis emerges: Intrinsic motivation exists independently from external rewards and pressures because it emerges from the natural satisfaction and meaningful interest people find in the activity itself.

Ryan and Deci's foundational definition highlights the inherent satisfaction that drives behavior which Gagné and Deci subsequently explore through the concepts of enjoyment and interest. Amabile expands on these ideas by showing how both emotional and intellectual stimulation makes work driven by intrinsic motivation deeply captivating. Pink's modern model presents autonomy, mastery, and purpose as essential elements that maintain intrinsic motivation. Deci and Ryan (2017) supported and broadened the framework by highlighting the essential role of satisfying basic psychological needs of autonomy, competence, and relatedness to promote intrinsic engagement.

The combined insights affirm intrinsic motivation as essential for personal development and well-being while serving as a critical factor in creating successful educational systems and work environments as well as leadership strategies. The true form of motivation which is authentic to our human nature and self-perpetuating generates the energy needed for innovation and meaningful achievements alongside perseverance.

6.2.2 Importance and Benefits of Intrinsic Motivation

Intrinsic motivation serves as a central force across several areas like education, employment, and personal growth. Its importance and benefits are multifaceted:

- **Enhanced Learning and Creativity:** People who possess intrinsic motivation demonstrate deeper involvement with educational content which leads to improved comprehension and memory retention. The deep engagement experienced by individuals promotes creative thinking because they become more inclined to investigate new concepts and possible solutions (Ryan & Deci, 2000).
- **Increased Persistence and Performance:** People who possess intrinsic motivation tend to maintain their focus on tasks for longer periods despite encountering difficulties. Individuals who consistently demonstrate persistence achieve better performance outcomes because of their dedication to mastering their tasks and achieving excellence (Gagné & Deci, 2005).

- **Higher Job Satisfaction and Well-being:** When employees experience intrinsic motivation from their work, they show increased job satisfaction and overall well-being. The satisfaction people experience originates from meeting psychological needs while gaining pleasure from the work they perform (Deci & Ryan, 2017).
- **Promotion of Autonomy and Self-Regulation:** Intrinsic motivation drives people to independently manage their own behavior which results in enhanced autonomy and control over their actions (Pink, 2009).

6.2.3 Dimensions of Intrinsic Motivation

Self-Determination Theory (SDT) identifies intrinsic motivation as a dynamic state that develops through specific psychological conditions rather than being a fixed trait (Goleman, 2000). When individuals fulfill their core psychological needs of autonomy, competence, and relatedness they experience enhanced intrinsic motivation. The latest theoretical developments and studies in organizational behavior emphasize both interest & enjoyment and purpose & meaning as important factors. Individuals engage in tasks intrinsically because every dimension fulfills a specific and crucial motivational function. Below are the dimensions of intrinsic motivation:

- **Autonomy:** Autonomy describes the personal feeling of freedom and self-direction individuals experience when selecting their own behaviors. People who feel that their actions result from personal choice tend to develop internally regulated motivation. To cultivate intrinsic motivation both decision-making and self-direction must be supported by environments that respect individual initiative. Atmospheres that employ pressure tactics or surveillance techniques alongside micro-management practices diminish intrinsic engagement because they suppress this fundamental need (Deci & Ryan, 2017; Van den Broeck et al., 2021).
- **Competence:** Competence represents the desire to experience effectiveness during interactions with one's surroundings while simultaneously working towards mastery. This dimension focuses on personal achievements and development when individuals successfully tackle obstacles. Individuals who believe they can achieve their goals show greater persistence and willingness to tackle larger challenges. The need for competence achieves fulfillment through feedback, recognition as well as skill development opportunities (Gagné & Deci, 2005; Olafsen et al., 2022).
- **Relatedness:** Relatedness refers to individuals' requirement to establish connections with others and feel both cared for and valued by their social environment. Humans are inherently social beings. Members of a group or organization who feel connected and respected tend to adopt its values and participate actively. People who lack connections to others may experience withdrawal from activities and higher rates of professional exhaustion as research shows (Baumeister & Leary, 1995; Ryan & Deci, 2000).
- **Interest/Enjoyment:** The concept of interest or enjoyment describes the satisfaction obtained from engaging in an activity purely for its intrinsic rewards instead of external incentives. Intrinsic motivation typically becomes most apparent through this particular behavior. People show full concentration and voluntary participation when tasks provide enjoyment or intellectual stimulation. Creative and knowledge-based work relies heavily on this dimension according to Amabile (1996) and Grant & Berry (2011).
- **Purpose/Meaning:** Purpose or meaning derives from how well an activity resonates with personal values and provides a sense of contribution to a greater cause. Current academic findings propose that employees maintain their motivation for longer periods when they discover personal significance or ethical meaning in their jobs (Pink, 2009; Martela & Riekkari, 2018) despite intrinsic motivation often being viewed as separate from this concept. The relevance of purposeful work stands out strongly within healthcare, education, and social services sectors.

In general, Personal growth and performance depend on intrinsic motivation which functions as a multidimensional construct at the core of individual engagement. Based on the previous dimension's individuals experience intrinsic motivation when they can act autonomously and display competence while feeling connected to others and pursuing their interests and purpose. The different dimensions function together to establish environments where intrinsic motivation thrives. Applying psychological principles in educational institutions, workplaces, and personal life can generate major advancements in satisfaction levels as well as creativity, innovation output and overall resilience. Leaders and educators need to create settings that naturally facilitate autonomy while supporting competence and relatedness alongside enjoyment and meaning instead of depending only on external rewards or strict incentives. Organizations need to prioritize intrinsic motivation as a strategic necessity for human-focused leadership and enduring success because post-pandemic business models now emphasize sustainable employee motivation and wellness.

6.3 Innovative work environment (Dependent Variable)

Innovative work environment (IWE) represents the individual actions created for developing new ideas and ensuring their implementation across work roles and organizational structures. Throughout multiple years of research diverse academics have proposed complex definitions for IWE which show various facets of the construct.

6.3.1 The Concept

According to Janssen (2000), Innovative work environment means creating new ideas deliberately and implementing them within a work role or organization to enhance performance and benefit the group or the organization. The definition describes IWE as a progression through three key stages which include idea generation followed by promotion and eventual realization. Scott and Bruce explained IWE as the process of creating new ideas and solutions followed by seeking sponsorship to advance these ideas and their implementation into practice (Scott & Bruce, 1994). These authors emphasize how employees who participate in innovation demonstrate both proactivity and persistence. De Jong and Den Hartog's (2010) definition expands the concept to include behaviors that address problem identification, idea promotion, and resistance management, and they suggested that IWE constitutes a series of steps in which individuals first detect problems then create ideas build support networks and finally execute solutions. In vocational education settings Messmann and Mulder (2012) characterize IWE as employee actions that focus on generating and applying innovative ideas to enhance performance at both individual and organizational levels. Anderson et al. (2014) presents a comprehensive definition of IWE which regards it as the deliberate implementation of fresh ideas or procedures within organizations or teams to generate substantial benefits for individuals or groups. The cumulative interpretations indicate that IWE functions as an intentional construct that combines cognitive and behavioral aspects through dynamic processes.

6.3.2 Importance and Benefits of IWE

IWE is becoming more recognized as an essential organizational tool that enhances both adaptability and performance in today's fast-paced competitive business world. Below are some of IWE importance:

- **Organizational Adaptability and Competitiveness:** IWE helps organizations to adapt to technological developments and market shifts while meeting customer demands effectively (Bos-Nehles et al., 2017). Companies whose employees demonstrate high levels of IWE maintain their competitive edge through ongoing innovation.
- **Employee Engagement and Job Satisfaction:** When employees engage in IWE they tend to experience increased intrinsic motivation along with greater job satisfaction. According to Afsar & Umrani (2020), when employees see their ideas taken on board and put into action, they experience increased empowerment and recognition. The participative environment boosts both individual employee morale and organizational morale.
- **Productivity and Efficiency:** IWE promotes new working methods which drive productivity and better resource management. The implementation of innovations can enhance process efficiency while reducing waste and advancing service delivery capabilities according to Caniels & Veld (2019).
- **Sustainability and Long-term Success:** IWE fosters sustainable practices by stimulating employee creativity to address environmental and social challenges which results in more responsible and ethical business operations (Hammond et al., 2023).

6.3.3. Dimensions of Innovative work environment

IWE functions as a multistage behavioral process during which employees perform different activities to bring new ideas into practice that enhance their work environment. Although there are minor variations among models most researchers concur on a four- to five-dimensional framework which fully represents workplace innovation behaviors:

- **Idea Exploration and Recognition (Opportunity Identification):** This dimension marks the starting phase when individuals gain awareness of organizational challenges and unused potential. This stage includes environmental scanning along with critical reflection and inquiry driven by curiosity. Employees examine both their organizational surroundings and external factors to identify trends and weaknesses that represent opportunities for change (De Jong & Den Hartog, 2010). In industries that experience frequent changes organizations can gain a competitive advantage by predicting market shifts and discovering hidden customer demands during this essential phase. According to the research by Kleysen and Street (2001), the initial step of realizing improvement needs launches the innovation cycle which serves as the fundamental basis for future behaviors.
- **Idea Generation (Creative Thinking):** Employees start creating new ideas to address recognized needs or opportunities. The dimension requires divergent thinking along with creativity and experimentation to build alternative solutions. Idea generation combines creative cognitive processes with collaboration from others and existing knowledge restructuring as well as past experiences to create new possibilities according to Janssen (2000). The creation of new ideas depends heavily on internal motivation and the psychological strength of individuals. The 2023 research by Hammond et al. shows that people who score high in openness to experience and creative abilities produce more prolific results in this aspect.

- **Idea Promotion (Idea Championing and Advocacy):** The creation of ideas requires organizational advocacy and promotion to achieve acceptance and success. The organization of support requires employees to gain backing from colleagues and leaders while understanding internal political dynamics to obtain necessary resources and permissions. According to Scott and Bruce (1994) the process of promoting ideas requires a combination of interpersonal influence together with strategic communication methods. Employees need to convince others about an idea's worth while facing opposition and doubt. The political sensitivity of this dimension stems from the need to balance innovative practices against established organizational norms (Caniëls & Veld, 2019).

- **Idea Implementation (Realization and Execution):** The most concrete aspect of the entire framework requires the actual implementation of ideas into real-world actions. The innovation process requires thorough planning along with resource distribution and coordination before its practical implementation. Employees actively work to turn abstract concepts into operational processes and marketable products or services. The implementation stage requires teamwork, repetitive testing and methods to conquer technical, administrative, and social obstacles (Messmann & Mulder, 2012). The effective execution of projects shows both creative thinking and operational skill through employees delivering concrete results based on their innovative ideas.

- **Idea Communication (Optional but Crucial Dimension):** According to researchers including Kleysen and Street (2001), idea communication stands as its own distinct dimension. The process demands the clear expression and explanation of innovative concepts to transfer across organizational hierarchies. A clear communication of innovative ideas helps achieve stakeholder alignment while promoting team collaboration and securing their buy-in. The success or failure of idea implementation in large or decentralized organizations depends on how effectively communication takes place. The exchange of ideas interacts with every dimension and serves as a crucial link for converting creative thoughts into established practices.

Modern studies agree that IWE functions through interconnected cycles even though certain frameworks mix and extend these dimensions. De Jong and Den Hartog (2010) explain that behaviors typically follow iterative patterns because the realization of ideas can uncover new problems which initiate the cycle again. The manifestation of these dimensions is significantly determined by leadership style and organizational climate as well as psychological safety (Bos-Nehles et al., 2017).

Organizations require Innovative work environment to maintain adaptability and competitiveness while ensuring sustainable operations amid global changes. Organizations that cultivate an environment which encourages exploration and creativity while enabling implementation can maximize their human capital's potential and enhance their resilience and agility. IWE leads to higher job satisfaction and professional advancement for individuals while organizations gain improved processes and better products and services. Leaders and HR professionals who understand its dimensions can create supportive environments through their policies to drive innovation at the personal level. The workplace transformation through technological advancements and changing societal expectations will result in IWE becoming an essential element in determining the direction of future work dynamics.

6.4. The Relationship Between Aesthetic Leadership, Intrinsic Motivation, and Innovative Work Environment

Management research now examines the connection between leadership approaches and motivational factors alongside innovation abilities because organizational environments are shifting toward more employee-centered and evolving frameworks. The concept of aesthetic leadership remains underexplored but researchers have connected it to intrinsic motivation which leads to innovative work environment (IWE). The relationship between these variables provides essential knowledge to create organizational environments that foster creativity and high performance.

- **Aesthetic Leadership and Intrinsic Motivation:** According to Hansen et al. (2007), aesthetic leadership involves leadership behavior that demonstrates beauty alongside harmony, authenticity and emotional resonance. Aesthetic leadership uses artistic principles combined with human-centered methods to motivate followers via vision creation, design work, storytelling and emotional connection (Ladkin, 2008). This approach enables followers to develop deep connections with their work by finding meaning and expression beyond just completing tasks.

Studies demonstrate that this leadership style effectively boosts intrinsic motivation which entails doing tasks because they hold inherent pleasure and not for external rewards (Ryan & Deci, 2000). Employees who experience leadership that adds emotional value and aesthetic significance tend to develop feelings of autonomy along with competence and purpose which form the core psychological components of intrinsic motivation according to Deci & Ryan (2017).

Leaders who implement aesthetic practices like beautiful workspaces and storytelling create emotionally engaging environments which Zhang, Gao, and Jiang (2023) found to significantly increase employees' intrinsic motivation. Aesthetic leadership acts as a precursor to intrinsic motivation through its influence on work's emotional and cognitive significance.

- Intrinsic Motivation and Innovative Work Environment: Intrinsic motivation stands as one of the most powerful psychological forces behind innovative work environment in employees. Individuals who possess intrinsic motivation tend to produce and execute innovative ideas because they experience drive from their curiosity and enjoyment along with their problem-solving desire (Amabile & Pratt, 2016). Amabile's Componential Theory of Creativity (first published in 1988 and revised in 2016) demonstrates that individuals reach higher levels of creativity and innovative output when their motivation is intrinsic, particularly when working within knowledge-focused positions. Several recent studies validate this link: Research conducted by Afsar & Umrani (2020) established that intrinsic motivation has a direct positive effect on every phase of IWE including idea generation as well as promotion and implementation. The research by Cai et al. (2022) found that intrinsic motivation functions as a mediator between empowering work environments and innovative behavior while highlighting its essential role. Leadership environments that support autonomy while aligning with aesthetic leadership principles boost intrinsic motivation and this leads to higher innovation levels (Fischer et al., 2019). Intrinsic motivation operates as a psychological connection between leadership style and innovation which results in increased individual participation in creative activities.

- Aesthetic Leadership and Innovative work environment: The Mediating Role of Intrinsic Motivation

Aesthetic leadership does not create immediate IWE connections but achieves indirect influence through intrinsic motivation. Aesthetic leadership moves beyond simple instruction and control because it motivates employees to engage deeply with their work which results in heightened creativity and innovation. Kang and Sung's research from 2021 demonstrate that aesthetic leadership boosts employee innovation through emotional work connections yet relies heavily on employees' intrinsic motivation to innovate. The study conducted by Yuan, Zhang, and Zhang (2023) indicates that aesthetic leadership through elegant decision-making and quality appreciation stimulates employees' intrinsic motivation which leads to higher engagement levels in innovative work environments.

Recent studies show that aesthetic leadership creates a combined effect with intrinsic motivation to promote innovative work environment. Aesthetic leadership creates more meaningful and beautiful work experiences which stimulate an employee's intrinsic motivation. This motivation becomes a driving force that stimulates innovative behavior through employee engagement in idea creation and execution. Businesses aiming to promote innovation should consider allocating resources to leadership development programs that emphasize both instructional leadership skills and emotionally engaging leadership styles which inspire their teams.

6. 5 An Overview of the Pharmaceutical Sector in Jordan

According to Jordan Strategy Forum (2023) the pharmaceutical industry sector in Jordan is considered a vital sector that significantly contributes to the national economy. It is characterized by a diverse demographic composition that reflects a trend towards specialization and professionalism. The current number of employees in the researched sector is approximately 10,000 employees, and the economic modernization vision aims to increase the number of employees in the sector to 16,000 by 2033, reflecting the importance of this sector in achieving economic growth and providing job opportunities. Women constitute about 35% of the workforce in the pharmaceutical industry sector, which is a high percentage compared to other industrial sectors in Jordan. The workers in this sector are distinguished by a high educational level, with more than 67% of them holding post-secondary education certificates, such as diplomas, bachelor's degrees, and master's degrees, which reflects the sector's focus on professional competencies. The workers in this sector work in various fields, including manufacturing, research and development, regulatory affairs, and quality assurance, indicating the diversity of skills required in this sector. The pharmaceutical industry sector contributes a significant percentage to the gross domestic product and is considered one of the main pillars for achieving drug security in the Kingdom. Jordanian companies export about 80% of their pharmaceutical production to more than 85 markets around the world, reflecting the quality of Jordanian products and the trust of global markets in them. (14.8% growth rate in Jordanian pharmaceutical exports last year).

7. Methodology

The current study is a quantitative correlational study that followed the descriptive-analytical approach. The descriptive approach was used to identify the level of aesthetic leadership, intrinsic motivation, and the innovative work environment in the researched section. The analytical approach was also used to identify the reality of the relationship between the study variables.

7.1 Study Population and sample: The study population consisted of (10.000) employees working for pharmaceutical companies in Jordan, according to statistics from the Jordan Chamber of Industry.

Study Sample: (400) questionnaires were distributed to a simple random sample of employees in the pharmaceutical industry by the human resources departments in pharmaceutical companies. The number of returned questionnaires valid for analysis was (248), which represents the study sample.

7.2 Study Tool: A questionnaire was developed as a study tool based on theoretical literature and previous studies that had been reviewed, in order to collect data and information related to the current study. The questionnaire consisted of (75) items, distributed as (25) items for each of the study variables, which included: the independent variable (aesthetic leadership), the mediating variable (intrinsic motivation), and the dependent variable (innovative work environment).

The five-point Likert scale was adopted for scoring the study tools, giving each item of its items one score from its five scores (strongly agree, agree, neutral, disagree, strongly disagree), which are represented numerically (5, 4, 3, 2, 1) respectively. The following scale was adopted for the purposes of analyzing the results:

From 1.00-2.33: Low

From 2.34-3.67: Moderate

From 3.68-5.00: High And so on.

The scale was calculated by using the following equation: “The upper limit of the scale (5) - The lower limit of the scale (1)) / (Number of required categories (3))” i.e. $(5-1) / 3 = 1.33$ Then adding the answer (1.33) to the end of each category.

7.2.1 Validity of the Study Tool:

The study tool (questionnaire) was presented to a group of expert referees with academic expertise from a number of Jordanian public and private universities, totaling (10) referees. The purpose was to elicit their opinions and ensure the tool suitability in terms of the number of items, clarity, accuracy, coherence, and consistency. Any other observations deemed appropriate, such as deletions, changes, or additions, were also considered. This review process and the subsequent correction and modification of most of the items were considered a test of the tool face validity.

7.2.2 Stability of the Study Tool:

To ensure the stability of the tool, internal consistency was calculated using Cronbach's Alpha, and the results are shown in Table (1):

Table (1)
Cronbach's Alpha Internal Consistency Coefficient

Dimensions	Internal Consistency
Sensor Engagement	0.70
Symbolic Communication	0.75
Emotional Resonance	0.78
Experiential Design	0.79
Imaginative Visioning	0.78
Aesthetic Leadership	0.92
Autonomy	0.70
Competence	0.77
Relatedness	0.80
Purpose	0.75
Interest & Enjoyment	0.73
Intrinsic Motivation	0.91
Idea Exploration & Recognition	0.87
Idea Generation	0.70
Idea Promotion	0.85
Idea Realization	0.71
Idea Communication	0.70
Innovative work environment	0.92

In light of the values presented in Table (1), it is evident that the internal consistency coefficient (Cronbach's alpha) for the questionnaire dimensions ranged between 0.70 and 0.92. Aesthetic leadership and a creative work behavior recorded the highest value (0.92), while the lowest value (0.70) was found in the dimensions of sensory engagement, autonomy, idea generation, and idea communication. Based on the Sekaran & Bougie (2010, p. 184) criterion, which considers 0.70 as the acceptable minimum for instrument reliability, and the literature

which considers values of 0.80 and above to indicate a good degree of reliability, the achieved values are considered a strong indicator of:

- * The reliability of the measurement tool and the internal consistency of its items
- * Its reliability in measuring the targeted concepts
- * Its validity for use in subsequent statistical analysis.

Therefore, the internal consistency results support the confident adoption of this research tool.

7.2.3 Normal Distribution Test:

A normal distribution test was performed on the data based on the skewness coefficient and kurtosis coefficient, to test whether the data used in the analysis follows a normal distribution or not. The results are shown in Table (2):

Table (2)
Normal Distribution Test for the Data Based on the Skewness Coefficient and Kurtosis Coefficient

Dimensions	Skewness	K Coefficient
Sensor Engagement	-0.935	0.519
Symbolic Communication	-0.717	0.400
Emotional Resonance	-0.489	-0.229
Experiential Design	0.017	-0.989
Imaginative Visioning	0.022	-0.801
Aesthetic Leadership	-0.408	0.067
Autonomy	0.092	1.276
Competence	-0.035	-0.152
Relatedness	0.209	-0.669
Purpose	-0.746	0.501
Interest & Enjoyment	-0.976	1.005
Intrinsic Motivation	-0.735	1.372
Idea Exploration & Recognition	-0.934	1.144
Idea Generation	0.109	0.113
Idea Promotion	0.415	-0.775
Idea Realization	-0.171	0.729
Idea Communication	0.049	0.086
Innovative work environment	-0.116	0.723

The results of the normality test for the data, using skewness and kurtosis coefficients, indicate that all values fall within statistically acceptable limits (± 2), suggesting that the data follows a normal distribution.

7.2.4 Testing the suitability of the study model for the statistical methods used:

A linear correlation test was used to ensure that there was no high correlation between the independent variables, relying on the Variance Inflation Factor (VIF) and the Tolerance test for each independent variable. The independent variables of the model must be independent of each other. To ensure this, we use this test, which is one of the methods to eliminate the problem of multicollinearity. The Variance Inflation Factor should not exceed the value of 10, and the Tolerance value must be greater than 0.05. By calculating the coefficients for each independent variable, the results obtained were included in the following table:

Table (3)
Variance Inflation Factor and Tolerance Test for Study Variables

IV	Tolerance	VIF
Sensor Engagement	.133	7.532
Symbolic Communication	.158	6.331
Emotional Resonance	.157	6.362
Experiential Design	.142	7.022
Imaginative Visioning	.145	6.878

Table (3) shows that the variance inflation test values for all variables are less than (10), while the tolerance values for all variables are greater than (0.05). Therefore, it can be stated that there is no multicollinearity

problem between the variables. This indicates the absence of statistically significant correlation between the independent variables listed in the (Correlation) table, which supports their use in the model, based on (Gujarati, 2004, 352). To confirm the previous result, Pearson correlation coefficients were used between the dimensions of the independent variable to ensure that there is no multicollinearity between the sub-variables in the independent variable, and the results are as shown in Table (4):

Table (4)
Pearson Correlation Matrix of Sub-variables in the Independent Variable

	Sensor Engagement	Symbolic Communication	Emotional Resonance	Experiential Design	Imaginative Visioning
Sensor Engagement	1				
Symbolic Communication	.733(**)	1			
Emotional Resonance	.714(**)	.669(**)	1		
Experiential Design	.759(**)	.739(**)	.761(**)	1	
Imaginative Visioning	.755(**)	.735(**)	.757(**)	.719(**)	1

** Statistically significant at the level of ($\alpha \leq 0.01$)

Table (4) shows that the correlation coefficients between the sub-variables of the independent variable range from (0.669) to (0.761). The highest correlation was between experimental design and emotional resonance, with a value of 0.761, while the lowest correlation was between emotional resonance and symbolic communication, with a value of 0.669. Since all correlation values were less than 0.80, this indicates the absence of a high multicollinearity problem between the sub-variables of the independent variable. This result supports the possibility of using these variables in advanced statistical analysis, such as regression analysis. According to Gujarati (2004, p. 352), the presence of correlations less than (0.80) is an indicator that the data is free from the problem of high multicollinearity.

8. Results:

8.1 Independent Variable (Aesthetic Leadership):

The means and standard deviations of the study sample's responses regarding aesthetic leadership were extracted and are as follows:

Table (5)
Means and Standard Deviations Related to Aesthetic Leadership, Ranked in Descending Order by Means

#	Dimension	Means	SD	Rank	Importance
1	Sensor Engagement	3.52	.965	1	Medium
2	Symbolic Communication	3.38	.909	2	Medium
3	Emotional Resonance	3.37	1.030	3	Medium
5	Experiential Design	3.12	1.043	4	Medium
4	Imaginative Visioning	3.07	1.088	5	Medium
	Aesthetic Leadership	3.29	.923		Medium

Table (5) shows that the arithmetic means of the aesthetic leadership dimensions all fell within the moderate importance level, ranging between (3.07) and (3.52). The dimension of sensory engagement came in first with an arithmetic mean of (3.52) and a standard deviation of (0.965), indicating that it is the most practiced dimension from the point of view of the sample members. It was followed by the dimension of symbolic communication with an arithmetic mean of (3.38) and then emotional resonance with an average of (3.37). In contrast, experience design came in last with an arithmetic mean of (3.12), which is the lowest average among the dimensions, followed by imaginative visioning with an average of (3.07), both of which are still within the moderate importance level. The overall average of the aesthetic leadership dimensions reached (3.29) with a standard deviation of (0.923), which reflects a moderate perception by the sample members of the level of practicing aesthetic leadership in its various aspects.

8.2 Mediator Variable (Intrinsic Motivation):

The means and standard deviations for the study sample's responses on intrinsic motivation were extracted and are as follows:

Table (6)
Means and standard deviations related to intrinsic motivation, arranged in descending order by means

#	Dimension	Means	SD	Rank	Importance
5	Interest and Enjoyment	3.48	.918	1	Medium
4	Purpose	3.39	.908	2	Medium
1	Autonomy	3.37	.840	3	Medium
2	Competence	3.10	.931	4	Medium
3	Relatedness	2.97	1.008	5	Medium
	Intrinsic Motivation	3.26	.809		Medium

Table (6) shows that the relative importance of the intrinsic motivation domains was within the moderate level, with an overall mean of (3.26) and a standard deviation of (0.809). The interest and enjoyment dimension came in first place with a mean of (3.48) and a standard deviation of (0.918), followed by the purpose dimension with a mean of (3.39), then autonomy with a mean of (3.37). As for the dimension with the lowest mean, it was relatedness, which came in last place with a mean of (2.97) and a standard deviation of (1.008), preceded by competence with a mean of (3.10). These results indicate that the sample members showed a moderate level of intrinsic motivation in its various dimensions, reflecting a moderate perception of the manifestations of intrinsic motivation in the context addressed by the study.

8.3 Dependent Variable (Innovative Work Environment):

The arithmetic means and standard deviations of the study sample's responses regarding the innovative work environment were extracted and are as follows:

Table (7)
Arithmetic means and standard deviations related to the innovative work environment, arranged in descending order by arithmetic mean

#	Dimension	Means	SD	Rank	Importance
1	Idea Exploration & Recognition	3.37	.860	1	Medium
4	Idea Realization	3.13	.838	2	Medium
2	Idea Generation	3.06	.893	3	Medium
5	Idea Communication	3.00	.888	4	Medium
3	Idea Promotion	2.90	1.034	5	Medium
	Innovative work environment	3.09	.819		Medium

It is evident from Table (7) that the relative importance of the dimensions of the innovative work environment came within the medium level, where the overall arithmetic mean reached (3.09) with a standard deviation of (0.819). The dimension of idea exploration & recognition came in first place with an arithmetic mean of (3.37) and a standard deviation of (0.860), which indicates that it is the most practiced dimension from the point of view of the sample members. This is followed by the dimension of idea realization in second place with an average of (3.13), then idea generation with an average of (3.06). As for the dimensions that came in the lower ranks, idea communication came in fourth rank with an average of (3.00), while idea promotion came in the last rank with an arithmetic mean of (2.90) and a standard deviation of (1.034), which is the lowest average among the dimensions. These results indicate that the sample evaluates the innovative work environment at an average level across its various dimensions, reflecting room for improvement in the areas of idea promotion and communication within the work environment.

8.4 Hypotheses Test

Main Hypothesis 1: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.1: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between sensory engagement and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.2: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between symbolic communication and the innovative work environment in its combined dimensions (idea exploration,

idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.3: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between emotional resonance and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.4: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between experiential design and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Sub-Hypothesis 1.5: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between imaginative visioning and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Main Hypothesis 2: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) in pharmaceutical companies in Jordan, from the perspective of their employees.

Main Hypothesis 3: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

Main Hypothesis 4: There is no statistically significant relationship at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in the presence of intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) as a mediating variable in pharmaceutical companies in Jordan, from the perspective of their employees.

To verify the first main hypothesis, which states that "There is no statistically significant relationship at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees" multiple regression analysis was used. This analysis aims to determine whether the dimensions of aesthetic leadership significantly contribute to explaining the variance in the innovative work environment. As shown in the following table (8):

Table (8)
Results of Multiple Regression Analysis for Measuring the Impact of Aesthetic Leadership with its Dimensions on the Innovative Work Environment

Dependent Variable	Model summary		ANOVA			Coefficient					
	R	R ²	F	DF	Sig. F	Item	B	SD	Beta	T	Sig. t
Innovative work environment	0.861	0.741	138.449	5, 242	0.000	Constant	0.746	0.106		7.052	0.000
						Sensory Engagement	0.079	0.076	0.093	1.039	0.300
						Symbolic Communication	-0.019	0.074	-0.021	-0.255	0.799
						Emotional Resonance	0.267	0.066	0.336	4.077	0.000
						Experiential Design	0.232	0.065	0.309	3.559	0.000
						Imaginative Visioning	0.166	0.067	0.211	2.461	0.015

The results of the multiple regression analysis table indicate a statistically significant relationship between aesthetic leadership with its five dimensions combined and the innovative work environment in pharmaceutical companies in Jordan. The results showed that the correlation coefficient (R) was (0.861), a high value that reflects the strength of the relationship between the two variables. The coefficient of determination (R^2) was (0.741), indicating that 74.1% of the variance in the innovative work environment can be explained by the dimensions of aesthetic leadership, which is a large and significant percentage. The results of the ANOVA analysis showed that the calculated (F) value was (138.449) at a significance level of (0.000), which confirms that the model as a whole is statistically significant at the level ($\alpha \leq 0.05$). Accordingly, the main null hypothesis is rejected and the alternative hypothesis is accepted, i.e., that aesthetic leadership with its combined dimensions has a statistically significant effect on the innovative work environment.

8.4.1 Sub-Hypotheses Test:

Sub-hypothesis 1: The regression results showed that the B value for the sensory engagement dimension was (0.079) with a significance value (Sig.) = 0.300, which is not statistically significant (greater than 0.05). Therefore, the null hypothesis is not rejected, indicating that there is no significant relationship between sensory engagement and the innovative work environment.

Sub-hypothesis 2: The B value for the symbolic communication dimension was (-0.019), with a significance value of (0.799), which is not statistically significant. Therefore, the null hypothesis is accepted, meaning that symbolic communication does not significantly affect the Innovative Work environment.

Sub-hypothesis 3: The B value for the emotional resonance dimension was (0.267), and the statistical significance was (0.000), which is statistically significant. Therefore, the null hypothesis is rejected, and the alternative is accepted, meaning that emotional resonance has a positive and significant impact on the innovative work environment.

Sub-hypothesis 4: The results showed that the B value for the experiential design dimension was (0.232), with a significance value of (0.000), which is statistically significant. Therefore, the null hypothesis is rejected, indicating a significant impact of experience design on the innovative work environment.

Sub-hypothesis 5: The B value for the imaginative visioning dimension was (0.166), with a significance value of (0.015), which is less than 0.05, meaning it is statistically significant. Therefore, the null hypothesis is rejected, and the alternative is accepted, indicating that imaginative visioning contributes to enhancing the Innovative Work environment.

These results indicate that aspects related to emotional resonance, experiential design, and imaginative visioning are influential factors in improving the innovative work environment, while other dimensions (such as sensory engagement and symbolic communication) may be less effective in this context, or may be affected by other external factors not addressed by the current model.

Main Hypothesis 2: There is no statistically significant relationship at a level of less than ($\alpha < 0.05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) in pharmaceutical companies in Jordan, from the perspective of their employees.

To verify this hypothesis, multiple regression analysis was used to determine the extent to which the dimensions of aesthetic leadership explain the variance in the intrinsic motivation variable. The results showed that the statistical model was statistically significant, as shown in the following table:

Table (9)
Results of multiple regression analysis to show the effect of aesthetic leadership with its dimensions on intrinsic motivation among employees in pharmaceutical companies in Jordan

Dependent Variable	Model summary		ANOVA			Coefficient					
	R	R ²	F	DF	Sig. F	Item	B	SD	Beta	T	Sig. t
Intrinsic Motivation	0.850	0.723	126.338	5, 242	0.000	Constant	0.884	0.108		8.181	0.000
						Sensory Engagement	0.103	0.078	0.123	1.321	0.188
						Symbolic communication	0.064	0.076	0.072	0.844	0.400
						Emotional Resonance	0.328	0.067	0.418	4.893	0.000
						Experiential Design	0.199	0.067	0.267	2.976	0.003
						Imaginative Visioning	0.029	0.069	0.037	0.415	0.678

The results of the table indicate that the correlation coefficient between aesthetic leadership and intrinsic motivation was ($R = 0.850$), which indicates a strong correlation between the two variables. The value of the coefficient of determination ($R^2 = 0.723$) was also found, meaning that aesthetic leadership, with all its dimensions combined, explains 72.3% of the variance in the level of intrinsic motivation. The results of the analysis of variance also showed that the model as a whole was statistically significant at the level of ($\alpha \leq 0.05$), where the value of ($F = 126.338$) and the statistical significance ($\text{Sig.} = 0.000$). As for the individual coefficients, it was found that the dimensions of emotional resonance ($B = 0.328$, $\text{Sig.} = 0.000$) and the experiential design ($B = 0.199$, $\text{Sig.} = 0.003$) have a statistically significant and positive effect in explaining intrinsic motivation, while the other dimensions were not statistically significant. Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is a statistically significant relationship between aesthetic leadership and intrinsic motivation among employees in pharmaceutical companies in Jordan.

Main Hypothesis 3: There is no statistically significant relationship at a level of less than ($\alpha < 0.05$) between intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in pharmaceutical companies in Jordan, from the perspective of their employees.

To verify this hypothesis, multiple regression analysis was used to measure the extent to which the dimensions of intrinsic motivation impact the innovative work environment. The results are shown in the following table:

Table (10)
Results of Multiple Regression Analysis to Show the Effect of Intrinsic Motivation and its Dimensions on the Innovative Work Environment of Employees in Pharmaceutical Companies in Jordan

DV	Model summary		ANOVA			Coefficient					
	R	R ²	F	DF	Sig. F	Item	B	SD	Beta	T	Sig. t
Innovative Work Environ.	0.973	0.947	869.863	5, 242	0.000	Constant	0.033	0.051		0.634	0.526
						Autonomy	0.208	0.033	0.213	6.255	0.000
						Competence	0.221	0.030	0.251	7.395	0.000
						Relatedness	0.340	0.025	0.418	13.853	0.000
						Purpose	0.162	0.026	0.180	6.179	0.000
						Interest & Enjoyment	0.032	0.033	0.036	0.977	0.329

The results of the table show that the multiple regression model was statistically significant at the level ($\alpha \leq 0.05$), where the correlation coefficient ($R = 0.973$) and the significance of the model as a whole ($F = 869.863$,

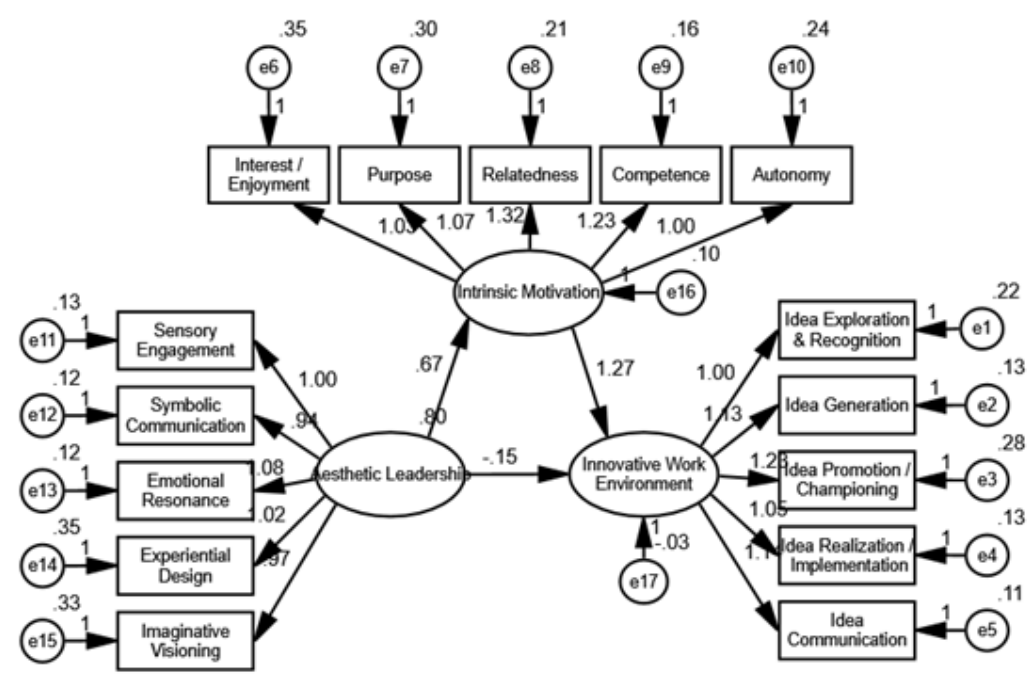
Sig. = 0.000), while the dimensions of intrinsic motivation explained about 94.7% of the variance in the innovative work environment ($R^2 = 0.947$). At the level of sub-coefficients, it was found that the dimensions of autonomy ($B = 0.208$, Sig. = 0.000), competence ($B = 0.221$, Sig. = 0.000), relatedness ($B = 0.340$, Sig. = 0.000), and purpose ($B = 0.162$, Sig. = 0.000), all had a significant positive effect on the innovative work environment, while the dimension of interest & enjoyment had no significant effect ($B = 0.032$, Sig. = 0.329). Accordingly, the null hypothesis is rejected and the alternative is accepted, which confirms the existence of a statistically significant relationship between intrinsic motivation, with its dimensions, and the innovative work environment among workers in pharmaceutical companies in Jordan.

Main Hypothesis 4: There is no statistically significant relationship at a level of less than at a level of less than ($\alpha < .05$) between aesthetic leadership in its combined dimensions (sensory engagement, symbolic communication, emotional resonance, experiential design, imaginative visioning) and the innovative work environment in its combined dimensions (idea exploration, idea generation, idea promotion, idea realization, idea communication) in the presence of intrinsic motivation in its combined dimensions (autonomy, competence, relatedness, purpose, interest & enjoyment) as a mediating variable in pharmaceutical companies in Jordan, from the perspective of their employees.

To test this hypothesis, path analysis was used through the AMOS ver.24 software to verify the direct and indirect effects of aesthetic leadership on the innovative work environment, with intrinsic motivation as a mediating variable, according to the Baron & Kenny (1986) model, which requires three basic conditions to be met:

1. The independent variable (aesthetic leadership) must have a statistically significant effect on the mediating variable (intrinsic motivation).
2. The independent variable must have a significant effect on the dependent variable (innovative work environment).
3. The mediating variable must have a significant effect on the dependent variable, in the presence of the independent variable. This is shown in Figure (1):

Figure (1): Path analysis model illustrating the effect of aesthetic leadership on a innovative work environment, with intrinsic motivation as a mediating variable, in pharmaceutical companies in Jordan



			Estimate	S.E.	C.R.	P
Intrinsic Motivation	<---	Aesthetic Leadership	0.669	0.043	15.564	0.000
Innovative Work Environment	<---	Aesthetic Leadership	-0.151	0.048	-3.116	0.002
Innovative Work Environment	<---	Intrinsic Motivation	1.265	0.099	12.818	0.000
	Direct Effects		Indirect Effects			
	Aesthetic Leadership	Intrinsic Motivation	Aesthetic Leadership	Intrinsic Motivation		
Intrinsic Motivation	.669	.000	.000	.000		
Innovative Work Environment	-.151	1.265	.846	.000		

The results indicate that aesthetic leadership has a statistically significant positive impact on intrinsic motivation (Estimate = 0.669, C.R. = 15.564, P = 0.000), thus fulfilling the first condition for mediation. As for the second condition, it was found that the direct effect of aesthetic leadership on the innovative work environment was negative and an example of a moderate inverse relationship (Estimate = -0.151, C.R. = -3.116, P = 0.002), which is statistically significant. Regarding the third condition, it appeared that intrinsic motivation had a strong positive impact on the innovative work environment (Estimate = 1.265, C.R. = 12.818, P = 0.000) in the presence of aesthetic leadership in the model. When calculating the indirect effect of aesthetic leadership on the innovative work environment through intrinsic motivation, it was found to be equal to $(0.669 \times 1.265 \approx 0.846)$, which is a significant and strong effect, while the direct effect of aesthetic leadership remained (-0.151), indicating the presence of partial mediation. Aesthetic leadership primarily enhances the Innovative Work Environment by raising the level of intrinsic motivation, with a minor, opposing direct effect remaining. Based on these results, it is clear that intrinsic motivation plays an important mediating role in enhancing the effect of aesthetic leadership on the innovative work environment, which supports the hypothesis that there is a significant indirect relationship between aesthetic leadership and the Innovative Work environment through intrinsic motivation.

9. Discussion and Interpretation of Results

First: The study results revealed a clear variation in the degree of impact of the dimensions of aesthetic leadership on both the innovative work environment and the intrinsic motivation of employees in Jordanian pharmaceutical companies. This variation indicates that the concept of aesthetic leadership is not homogeneous in terms of impact, but rather depends on the nature of the dimension, its emotional and cognitive content, and its compatibility with the prevailing organizational culture.

Second: The arithmetic means show that the dimensions of aesthetic leadership are practiced at a moderate level, which indicates that institutions still deal with this leadership style as a cosmetic tool rather than a comprehensive management strategy. The prominence of the "sensory engagement" dimension in the list of practices may reflect a tendency to focus on the external appearance of the environment, such as providing modern facilities or taking care of the decor, without linking it to the employee's deep sensory experience. While the "experiential design" and "imaginative visioning" dimensions came at the bottom of the ranking, which expresses a weakness in the use of creative motivation and mental foresight elements in leading teams.

Third: On the level of intrinsic motivation, the results reflect a moderate awareness of internal motivators. The superiority of "interest & enjoyment" indicates some satisfaction with daily tasks, but the decline in "relatedness" reflects a weakness in emotional attachment to the organization. This gap may affect the effectiveness of applying any leadership style, no matter how beautiful it is, because creativity is inherently linked to the employee's relationship with their workplace.

Fourth: The innovative work environment, in turn, appeared at a moderate level, which is consistent with the performance of leadership and motivation. The big gap was between the desire to "idea exploring & recognition" and the ability to "idea promotion". This is explained by the absence or weakness of the institutional incubators

that transform the idea into a realistic project, such as the absence of management support, funding, or symbolic appreciation.

Fifth: The statistical analysis showed that the relationship between aesthetic leadership and the innovative work environment is strong overall ($R = 0.861$), but the analysis of the dimensions revealed that the impact is concentrated in specific dimensions only. Emotional resonance, experiential design, and imaginative visioning are all dimensions related to the employee's emotional and cognitive experience. Therefore, these results confirm that employees do not only interact with the form, but with the depth: how do they feel? What do they imagine? How are work moments designed?

Sixth: The insignificance of the "sensory engagement" and "symbolic communication" dimensions may indicate that these dimensions lack context or explanation within the organizational environment, as they may be understood as superficial manifestations that do not serve essential purposes in the work, or because workers do not have organizational awareness that links beauty and effectiveness.

Seventh: The statistical models show that intrinsic motivation is a strong mediator ($R^2 = 0.947$) between aesthetic leadership and innovativeness, which confirms that any leadership strategy that relies on aesthetic influence must activate intrinsic motives to bear fruit. Both competence, autonomy, and relatedness were the strongest in influence, while the "interest & enjoyment" dimension did not play an active role, indicating that the feeling of pleasure alone is not enough if it is not accompanied by a feeling of usefulness and empowerment.

Eighth: The existence of partial mediation is that aesthetic leadership does not always directly affect the innovative work environment, but rather through a complex system of perceptions, emotions, and psychological processes, which makes it an effective tool if used with contextual intelligence, within a work environment that adopts values of appreciation, participation, and support.

When comparing the results of this study with previous literature, we find agreement with what Goleman (2000) indicated within the framework of emotional intelligence, where he emphasized that leaders who deal with their employees with emotional intelligence are able to motivate them in more effective ways through emotional response and empathy. This is consistent with the emergence of the emotional resonance dimension as one of the strongest indicative indicators in this study. The results of the study are also consistent with what Zhang & Bartol (2010) concluded, who showed that job creativity is related to leadership that invests in empowering the employee and motivating them intrinsically, especially through designing motivating experiences and encouraging autonomy. The intersection of this hypothesis with the impact of the "experiential design" and "imaginative visioning" dimensions in the current study is noted. On the other hand, the insignificance of the sensory engagement and symbolic communication dimensions in this study is consistent with the results of Alvesson & Einola (2019), which showed that formal aesthetics without actual cognitive content or emotional experience remain superficial and do not produce the expected impact. Regarding intrinsic motivation, its role as a strong mediator is clearly consistent with Deci & Ryan's (1985) Self-Determination Theory, which views competence, autonomy, and belonging as fundamental motives for innovative work environment. This confirms the results of this study, which showed that these three dimensions in particular had a strong significant impact.

10. Recommendations

Based on the findings, the study recommends the following:

10.1 Theoretical Recommendations

- **Expand the theory of aesthetic leadership:** The study's results indicate that some dimensions of aesthetic leadership have a significant impact, while other dimensions remain without effect. It is recommended to reformulate theoretical frameworks to include the emotional and imaginative dimension more deeply than the formal dimension, which enhances the theoretical proposition of aesthetic leadership as an integrated framework that combines beauty with emotion and thought.

- **Re-evaluate traditional assumptions:** The results that showed the effect of sensory engagement and symbolic communication call for a review of traditional perceptions that assume that these dimensions always contribute to creativity. The distinction must be made between symbolic aesthetic appearance and the real effects on perception and organizational behavior.

- **Integrate aesthetic leadership with self-motivation theories:** The results reinforce the idea that aesthetic leadership does not work in a vacuum but rather by activating self-motivation. Therefore, it is suggested to develop a theoretical model that integrates aesthetic leadership and Self-Determination Theory to gain a deeper understanding of how the leader affects the employee's psychology.

- **Explore the cultural context:** The study calls for the inclusion of the cultural and social dimension in theoretical models, especially in Arab societies, where employees' responses to concepts such as beauty, leadership, and emotional interaction may differ.

- **Propose a multi-variable integrated model:** It is recommended to develop theoretical models that take into account the interaction of aesthetic leadership with mediating variables such as organizational culture, organizational structure, and the internal communication style, to gain a more realistic understanding of the impact of aesthetic leadership on innovativeness.

10.2 Practical Recommendations

- **Train leaders on the influential dimensions of aesthetic leadership:** Leadership development programs should focus on enhancing skills in "emotional resonance", "experiential design", and "imaginative visioning" through interactive workshops that include exercises on active listening, creating inspiring experiences for employees, and using storytelling and visualization techniques.

- **Improve the work environment through experimental design:** Institutions should redesign the work environment to be a comprehensive experience that stimulates imagination and belonging, not just a place to perform tasks. This can be done by developing shared spaces, renewing the visual style of departments, and introducing symbols that enhance the institution's values in an artistic way.

- **Enhance organizational relatedness and self-motivation:** Human resources departments must activate strategies to build a strong relationship between the employee and the institution, such as Employee Recognition programs and providing clear paths for professional growth.

- **Develop promotion and follow-up systems for innovative ideas:** It is recommended to establish an institutional system that supports the follow-up and implementation of ideas, through innovation committees, or allocating an annual budget to test the ideas suggested by employees.

- **Periodically measure aesthetic leadership and self-motivation:** It is useful to develop periodic evaluation tools to measure the extent to which aesthetic leadership is practiced and the degree of self-motivation available to employees, to enable data-driven decisions about developing the work environment.

- **Link innovative performance to the reward system:** To activate the role of intrinsic motivation, it can be linked to motivational systems that encourage innovative behavior and recognize the efforts of workers in generating and developing ideas, which enhances the relationship between internal motivation and external reward in a balanced way.

- **Enhance employee autonomy:** It is recommended to redesign jobs to provide more room for decision-making by employees, which contributes to enhancing the sense of competence and autonomy, and thus raises the level of self-innovativeness.

- **Use storytelling techniques within the organization:** One of the practical means to enhance emotional resonance is to share internal success stories that highlight innovation, which enhances the emotional connection between the employee and the organization.

- **Adopt a participatory leadership approach:** Enhancing employee involvement in decision-making and developing internal initiatives will enhance both relatedness and internal motivation.

- **Integrate the concepts of beauty into the institution's identity:** By designing logos, motivational slogans, and inspiring work spaces that represent the aesthetic culture of leadership, the work environment is transformed into an inspiring platform for creativity.

11. Conclusion:

The study revealed that aesthetic leadership plays a significant role in shaping an innovative work environment by impacting the emotions and sensory experiences of employees. However, this impact is not direct or sufficient on its own; it relies on a high degree of intrinsic motivation among employees to translate into actual innovative behavior. The results showed that aesthetic leadership has a partial direct effect on innovativeness, while its strongest impact is indirect, through activating dimensions of intrinsic motivation, such as relatedness, autonomy, and competence. It was found that some dimensions of aesthetic leadership, such as emotional resonance and imaginative visioning, have a clear effect in enhancing the innovative work environment, while

other dimensions, such as sensory engagement and symbolic communication, remained without a significant impact, highlighting the importance of emotional and affective content in work more than formal or symbolic appearances. These results indicate that work environments that seek to foster innovates should focus on building sustainable intrinsic motivation through a positive organizational culture, psychological and emotional support, and autonomy in decision-making. It is also recommended that institutions reconsider how they understand and apply the concepts of aesthetic leadership, so that it is a tool for empowering employees at the personal level, not just a means of beautifying the work environment. Therefore, the importance of adopting an integrated approach that combines aesthetic leadership and intrinsic motivation emerges as a basis for developing organizational strategies that ensure an innovative and sustainable work environment. Despite its positive impact, it is not sufficient on its own to stimulate an innovative environment; rather, it requires strong intrinsic motivation that drives the employee to work with passion, especially in an industrial environment such as pharmaceuticals. Also, some dimensions of aesthetic leadership, such as sensory engagement, do not have a significant impact without cognitive and emotional mediation.

12. Implications:

12.1 Theoretical Implications:

- The study's findings emphasize the importance of revisiting traditional theoretical models that have addressed the relationship between leadership and creativity, integrating concepts of beauty, taste, and emotion within organizational leadership frameworks, particularly in the context of the knowledge economy and creative industries.
- The study provides additional support for the Self-Determination Theory by demonstrating the role of intrinsic motivation as an active mediator between aesthetic leadership and creativity.
- It highlights the need to integrate the emotional and experiential dimension within contemporary leadership frameworks, moving beyond the superficial view that reduces aesthetics to the physical or symbolic dimension.

12.2 Practical Implications:

- The study's results provide important insights for decision-makers in institutions regarding the feasibility of investing in developing leadership styles with an aesthetic and humanistic character, as they indirectly affect creative performance.
- It highlights the importance of adopting leadership models that focus on improving the employee's daily experience through emotional care, self-empowerment, and the creation of an inspiring work environment.
- It indicates the need to use the results of behavioral and psychological assessments regularly to measure the development of the dimensions of intrinsic motivation and its impact on team performance.

12.3 Organizational Implications:

- The study clarifies that the move towards institutional creativity cannot be achieved solely through administrative directives or financial resources but requires a flexible and empowering organizational culture under leadership characterized by aesthetic and emotional sensitivity.
- Institutions can use these results to develop training and professional development strategies that focus on the concepts of aesthetic leadership, especially in sectors that need sustainable innovation, such as the pharmaceutical and technology industries.

13. Future Studies:

1. Study of the relationship in other sectors: It is recommended to repeat the study in different industrial and service sectors such as education, technology, or healthcare, where employees' responses to concepts of aesthetic leadership and self-motivation may differ due to the different professional culture and organizational context.

2. Conducting Longitudinal Studies: Studies that follow the development of aesthetic leadership and its impact on intrinsic motivation and innovation over a long period of time help to reveal the dynamic relationships and changing factors that may affect the results.

3. Using the Mixed Methods Approach: It is proposed to adopt an approach that combines quantitative and qualitative methods (such as interviews and content analysis) for a deeper understanding of employees' experiences and impressions of leaders with aesthetic sense.

4. Introducing additional mediating or modifying variables: Such as the corporate culture, emotional intelligence, or administrative empowerment, to study how these variables interact with aesthetic leadership in influencing the innovative work environment.

5. Comparison between female and male leaders: It is recommended to study whether there are significant differences in the application or impact of aesthetic leadership depending on the leader's gender, especially in organizational environments with a masculine or feminine character.

6. Analyzing cultural and social influences: The study can be expanded to include comparisons between Arab and Western countries to understand how cultural factors influence the reception and application of aesthetic leadership concepts.

7. Designing practical intervention models: It is proposed to implement actual training programs on aesthetic leadership and measure their impact before and after training on self-motivation and creative behavior.

8. Measuring the impact of corporate aesthetics on the internal brand image: It is possible to explore whether aesthetic leadership influences the employee's perception of the value and attractive identity of the institution.

9. Using organizational network analysis techniques: To understand how concepts of beauty and creativity are transmitted within the institution through formal and informal interactions.

10. Encouraging international comparative studies: Expanding the theory to include comparative studies between developing and developed countries in the applications of aesthetic leadership, helps to understand the different cultural and cognitive dimension in understanding the practices of leadership aesthetics.

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