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Relational Transparency and the Innovative Work Behavior of Pharmacy Superintendents in Retail Pharmacies in Kenya

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Abstract

This study sought to investigate the extent to which a leader's relational transparency, a core dimension of authentic leadership, influences the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya. Relational transparency was operationalized in terms of a leader's openness, honesty, and trustworthiness while innovative work behavior was measured in terms on new idea generation, new idea promotion, and new idea implementation. Grounded in authentic leadership theory, and adopting a post-positivist research philosophy, this study utilized a descriptive correlational research design and a cross sectional survey strategy. The target population comprised pharmacy superintendents from 1129 registered retail pharmacies in Kenya, as per the Pharmacy and Poisons Board (PPB) December 2023 listing. Three hundred and twenty-six (326) participants were selected using stratified random sampling technique. Data were collected using a structured questionnaire and analyzed using descriptive statistics, namely frequency distribution, mean, standard deviation, and inferential statistics, including Spearman's rank-order correlation and ordinal logistic regression. Analysis was conducted using the SPSS v29 tool, and data were presented in tables and figures. Findings revealed that relational transparency explained 37.8% of the variance in innovative work behavior (Nagelkerke Pseudo R^2 = .378). It also emerged as the strong and statistically significant determinant of innovative work behavior (β = 1.77, p < .05), suggesting that leaders who demonstrate openness, honesty, and authenticity foster greater innovation among their teams. This led to the rejection of the null hypothesis that relational transparency does not significantly influence innovative work behavior. The study provided empirical evidence that relational transparency predicts innovative work behavior and offered theoretical implications for leadership development and practical recommendations for enhancing innovation in pharmaceutical retail settings.

Keywords:

Innovative Work Behavior, Kenya, Pharmacy Superintendents, Relational Transparency, Retail Pharmacies.

Introduction

Globally, changes in pharmacy regulations that allowed non-pharmacists to engage in retail pharmacy business have resulted in hyper-competition in the pharmaceutical retail sector (Seeley & Singh, 2021). A study conducted across thirty (30) European countries, indicated that the pharmaceutical retail sector is grappling with the challenges of hyper-competition, cannibalization, and outright business failure (Vila et al., 2023). The pharmacy personnel have had to bear the brunt of this hyper competition as retail pharmacies struggle to remain afloat. There are increasing cases of burnout, and high turnover intentions, at a time when pharmacies are under pressure to realize the triple aim of health care which is increasing access, improving the health of populations as well as reducing costs (Schommer et al., 2022). This delicate balancing act requires practice and policy innovations to help mitigate the challenges as well as ensure sustainability of the retail pharmacy business (Maynarad, 2022). Studies in Europe, North America, and Asia show that leadership is critical in fostering innovativeness in pharmacy settings, with relationally transparent leaders alleviating burnout and promoting employee creativity (Artusi & Bellini, 2022; Gist-Mackey et al., 2024; McPherson et al., 2022). Regionally, the African pharmaceutical retail sector faces comparable challenges. Retail pharmacies are often the first point of healthcare contact, yet they operate under weak regulatory frameworks, resource constraints, and intense competition (Moodley & Suleman, 2020; Wafula et al., 2022). Evidence from Ghana, Nigeria and South Africa highlights the importance of innovative practices for pharmacy sustainability but also points to leadership skill gaps that limit employee creativity and innovation (Puni & Hilton, 2020, Ikhile et al., 2023; Theron & Pelser, 2020).

In Kenya, retail pharmacies play a central role in healthcare access due to their proximity and affordability (Toroitich et al., 2022). However, commercialization and intense competition, have prompted calls for innovation as a means of ensuring sector-wide sustainability, as well as the right leadership to drive the change (Mukuria, 2022). While supportive leadership has been linked to innovativeness (Mutonyi et al., 2021), most studies on authentic leadership in Kenya have focused on ethical behavior and employee commitment rather than on IWB (Gacheru & Karimi, 2023; Okanda, 2022). Few studies have specifically examined the influence of leaders' relational transparency on innovative work behavior within the pharmaceutical retail sector in Kenya. This study addresses this gap by examining the influence of relational transparency on pharmacy superintendents' innovative work behavior in retail pharmacies in Kenya.

Statement of the Problem

Globally, the pharmaceutical retail sector is experiencing turbulence due to hyper-competition and pressure to achieve business goals amidst calls to improve patient care and reduce healthcare costs (Schommer et al., 2022). While these challenges necessitate practice innovations, they have also created demanding conditions that constrain the innovativeness of pharmacy personnel. In practice, pharmacy superintendents struggle to sustain innovative work behavior due to workload pressures and burnout (McPherson et al., 2022). However, evidence suggests that effective leadership can mitigate such challenges and motivate personnel toward innovation (Farrukh et al., 2021). Despite this, at the policy level, regulatory authorities have prioritized compliance with little emphasis on leadership practices that foster innovation. This highlights the need to examine leadership, particularly authentic leadership, which is well suited for turbulent environments due to its emphasis on moral grounding, objectivity, and transparency. Notably, the role of relational transparency in shaping innovative work behavior remains underdeveloped in theoretical discourse (Sazkaya & Gul, 2020). This gap is compounded by limited empirical research, as most studies focus on hospital and corporate settings (Lee et al., 2020; Zhang et al., 2021),

leaving retail pharmacies underexplored (Kivelä, 2024). Contextually, Kenya's retail pharmacy sector faces unique challenges due to commercialization pressures amidst resource constraints. This positions relational transparency as a critical yet insufficiently examined leadership dimension (Mutemi et al., 2023). This study therefore investigated its influence on the innovative work behavior of pharmacy superintendents in Kenya, addressing practice, policy, theoretical, empirical, and contextual gaps.

Objective of the Study

The objective of the study was to investigate the extent to which the leader's relational transparency influences the innovative work behavior of pharmacy superintendents in retail Pharmacies in Kenya.

Hypothesis

H_0: The leader's relational transparency does not have a statistically significant influence on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya.

H_1: The leader's relational transparency has a statistically significant influence on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya.

Literature Review

Relational Transparency and Leadership

Relational transparency, defined as the showing of one's true self to others, sharing real thoughts and emotions, and communicating information in an uninhibited manner, is considered the hallmark of authentic leadership (Zhang et al., 2023). Researchers have argued that a leader's relational transparency elicits positive outcomes in followers by fostering reciprocal transparency in team members, which in turn allows for authentic dialogue (Sidani & Rowe, 2018). According to Rego et al. (2021), relational transparency achieves positive outcomes when followers perceive their leader as humble, respect team members, and are receptive to team members' relational transparency. These three factors address the challenges of power asymmetry in the relationship between a leader and followers, which allows the leader to influence the values of the followers. Through positive role modelling, followers observe the leader's relational transparency and reciprocate by sharing their own true thoughts, opinions, and ideas (Rego et al., 2021). This open two-way communication between the leader and team members strengthens the employee's voice and facilitates the sharing of innovative ideas (Ashiru et al., 2021).

Studies have investigated relational transparency from different perspectives. Gao et al. (2021) defined relational transparency as open communication between leaders and followers. Zhang et al. (2023), on the other hand, looked at relational transparency as communicating honestly with subordinates, with the leader revealing their true thoughts concerning a matter. Relational transparency has also been viewed as building trust in relationships with others (Sazkaya & Gul, 2020). Other researchers have defined relational transparency as a leader's ability to honestly express opinions and feelings that reflect their true self without hiding (Novitasari et al., 2020). This study investigated relational transparency from leaders' behaviors of openness, honesty, and trustworthiness.

Innovative Work Behavior

Innovative work behavior encompasses discretionary actions whereby employees generate, champion, and implement novel ideas that improve processes or outcomes (Scott & Bruce, 1994). It also entails opportunities exploration, experimenting with new approaches, and mobilizing resources to realize change (Carlucci et al., 2019; Rafique & Bukhari, 2022).Innovative work behavior thrives when individual intrinsic motivation intersects with a leadership that creates an enabling environment for innovations (Sengupta et al., 2020). Leadership that is self-assured yet humble and empathetic cultivates psychologically safe

environments in which employees can share ideas without fear of retribution (Edmondson, 2019; Phuong & Takahashi, 2020). In frontline retail settings, where employee interactions shape customer experience, such climates translate directly into service innovation (Artusi & Bellini, 2022).

Relational Transparency and Innovative Work Behavior

Under authentic leaders, employees feel that they have full access to information, which leads to a sense of psychological safety that results in increased work engagement and innovative work behavior (Du, 2021). According to Fateh et al. (2020), leaders practicing relational transparency ensure the free flow of information, creating an environment of trust and safety. In such environments, subordinates are not afraid to share ideas or receive feedback, fostering creativity and innovation.
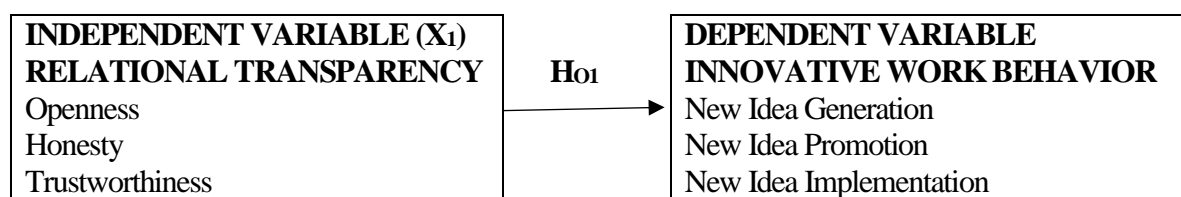
Studies have shown that the relational transparency of a leader is positively correlated with employees' innovative behavior (Mohamed et al., 2023). Specifically, relational transparency has been found to positively influence employee innovative work behavior directly and through the mediating effects of job complexity and autonomous motivation (Fateh et al., 2020). In the health sector, relational transparency has been found to improve hospital performance (Aboramadan et al., 2021) by positively influencing the innovative work behavior of Nurses (Mohamed et al., 2023). Despite these findings, the influence of relational transparency and innovative work behavior in the health sector, especially pharmaceutical retail, is underexplored, thus affecting the generalizability of the findings.

Conceptual Framework

Relational transparency ($X1$), a dimension of authentic leadership, was examined as the independent variable while Innovative Work Behavior (IWB) was the dependent variable. Relational transparency reflects leaders' openness, honesty, and trustworthiness, which foster trust and psychological safety among employees. Innovative work behavior refers to employees' intentional actions of generating, promoting, and implementing new ideas. This section tests the hypothesis (H_{01}) that relational transparency has no significant influence on pharmacy superintendents' innovative work behavior.

Figure 1:

Conceptual Framework

INDEPENDENT VARIABLE (X_1) RELATIONAL TRANSPARENCY Openness Honesty Trustworthiness	H_{O1} →	DEPENDENT VARIABLE INNOVATIVE WORK BEHAVIOR New Idea Generation New Idea Promotion New Idea Implementation

Methodology

This study was underpinned by the post-positivist research philosophy, which supports the use of objective measurement and statistical analysis to examine social phenomena and more so when it entails human behavior (Creswell & Creswell, 2022). A descriptive correlational research design was adopted, alongside a cross-sectional survey strategy, to explore the relationship between a leader's relational transparency whose measurements were adopted from the Authentic Leadership Questionnaire (ALQ) (Walumbwa et al., 2008) and the innovative work behavior was assessed using the Scott & Bruce scale (Scott & Bruce, 1994), of pharmacy superintendents in retail pharmacies in Kenya. This approach enabled the collection of quantitative data at a single point in time, allowing for the identification of

associations between relational transparency and innovative work behavior, without implying causation (Saunders et al., 2019).

The target population comprised pharmacy superintendents in all 1,129 registered retail pharmacies in Kenya, as per the 2023 Pharmacy and Poisons Board list. The sample size was determined using Yamane's (1967) formula: $n = N / (1 + Ne^2)$, where n is the sample size, N is the population size, and e is the margin of error. Based on this calculation, a sample of 326 was selected using stratified random sampling to ensure representation across different categories of retail pharmacies, from which 309 valid responses were obtained. Data analysis was conducted using both descriptive and inferential statistics. Descriptive statistics entailed frequencies, means, and standard deviations while inferential statistics included Spearman's rank-order correlation and ordinal logistic regression. A significance level of 5% ($p < .05$) was used to determine statistical significance. Additionally, diagnostic tests primarily factor analysis was conducted to ensure data suitability and validity.

Ethical Considerations

Ethical approval for the study was obtained from the Institutional Ethics and Review Committee (IERC) of United States International University-Africa (USIU-A, through the Dean of School of Graduate Studies, Research and Extension. Thereafter, the permit to conduct research was obtained from National Commission for Science, Technology and Innovation (NACOSTI) , confirming that the research complies with the Science and Technology act, Cap 250 of the laws of Kenya. Permission to access the list of registered pharmacies in the country was sought from the Pharmacy & Poison's Board (PPB). Permission was also sought from the participating organizations to conduct the research on pharmacy superintendents through the Chief Executive Officers (CEO) of the selected pharmacies. The purpose of the study was explained to participants, who were informed of their right to opt out. Informed consent was obtained from all who voluntarily agreed to participate. Quantitative data were collected using structured, anonymous questionnaires. Participants were debriefed on confidentiality measures and the secure storage and archiving of data.

Results

Descriptive Statistics

The study measured a leader's relational transparency in terms of openness, trustworthiness, and honesty. Each item was assessed on a five-point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree* (5). The respondents largely agreed that their supervisors demonstrated relational transparency. The statement *"My supervisor is very open and expresses their genuine emotions and feelings about work situations"* received the highest mean score ($M = 4.20$, $SD = 0.71$). Similarly, the statement *"My supervisor is honest and gives me direct and unfiltered feedback on my performance"* also received a favorable mean score ($M = 4.07$, $SD = 0.94$). On supervisor trustworthiness, the statement *"My supervisor is trustworthy and genuinely shares their true thoughts and feelings about my work"* was also rated positively ($M = 3.97$, $SD = 0.81$). Overall, the results indicated that the respondents generally perceived their supervisors as relationally transparent as shown in Table 1.

Table 1:

Supervisors' Relational Transparency

Relational Transparency Behavior	Strongly Disagree (%)	Disagree (%)	Neutral (%)	Agree (%)	Strongly Agree (%)	Mean	SD
My supervisor is very open and expresses their genuine emotions and feelings about work situations	0.0	3.3	6.7	56.7	33.3	4.20	0.71
My supervisor is trustworthy and genuinely shares their true thoughts and feelings about my work	3.3	0.0	13.3	63.3	20.0	3.97	0.81
My supervisor is honest and gives me direct and unfiltered feedback on my performance	3.3	6.7	0.0	60.0	30.0	4.07	0.94

The respondents were further asked to indicate the extent to which the supervisor's relational transparency influenced their innovative work behavior. Innovative work behavior was measured through the subscales of new idea generation, promotion and implementation. Responses were measured on a five-point Likert scale ranging from *very small extent* (1) to *very large extent* (5). Respondents reported that their supervisor's honesty ($M = 4.00$, $SD = 0.91$) and trustworthiness ($M = 3.97$, $SD = 1.03$) had a strong influence on their ability to generate new ideas. The influence of supervisor honesty on new idea promotion received the highest mean score ($M = 4.07$, $SD = 0.91$), followed by trustworthiness ($M = 3.93$, $SD = 1.01$) and openness ($M = 3.90$, $SD = 0.92$). In terms of idea implementation, supervisor trustworthiness received the highest mean score ($M = 3.83$, $SD = 1.12$), with honesty ($M = 3.77$, $SD = 0.97$), and openness ($M = 3.67$, $SD = 1.09$) following closely. Overall, supervisor's honesty had the greatest influence on the pharmacy superintendents innovative work behavior as shown in Table 2.

Table 2:

Influence of Relational Transparency on Innovative Work Behavior

Relational Transparency & Dimensions of Innovative Work Behavior	VSE (%)	SE (%)	ME (%)	LE (%)	VLE (%)	Mean	SD
Relational Transparency & New Idea Generation							
Supervisor's openness & idea generation	3.3	6.7	26.7	33.3	30.0	3.80	1.06
0.0		3.3	30.0	30.0	36.7	4.00	0.91
Supervisor's trustworthiness & idea generation	0.0	10.0	23.3	26.7	40.0	3.97	1.03
Relational Transparency & New Idea Promotion							
Supervisor's openness & idea promotion	0.0	6.7	26.7	36.7	30.0	3.90	0.92
Supervisor's honesty & idea promotion	0.0	3.3	26.7	30.0	40.0	4.07	0.91
Supervisor's trustworthiness & idea promotion	0.0	10.0	23.3	30.0	36.7	3.93	1.01
Relational Transparency & New Idea Implementation							
Supervisor's openness & idea implementation	3.3	10.0	30.0	30.0	26.7	3.67	1.09
Supervisor's honesty & idea implementation	3.3	3.3	30.0	40.0	23.3	3.77	0.97
Supervisor's trustworthiness & idea implementation	3.3	6.7	30.0	23.3	36.7	3.83	1.12

Note. VSE = Very Small Extent, SE = Small Extent, ME = Moderate Extent, LE = Large Extent, VLE = Very Large Extent.

Correlation Analysis:

Spearman's rank-order correlation was performed to examine the strength and direction of the relationship between relational transparency and innovative work behavior. This study revealed that relational transparency had the a statistically strong and positive correlation with innovative work behavior ($r = .576$, $p < .05$), as shown in Table 3.

Table 3:

Correlation Between Relational Transparency and Innovative Work Behavior

		RT	IWB
Relational Transparency (RT)	Spearman's Correlation Coefficient	1.000	.576[**]
	Sig. (2-tailed)	.	<.001
	N	309	309
Innovative Work Behavior (IWB)	Correlation Coefficient	.576[**]	1.000
	Sig. (2-tailed)	<.001	.
	N	309	309

Ordinal Logistics Regression Analysis:

The ordinal logistic regression analysis was conducted to test the interactions between a supervisor's relational transparency and the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya. The model fitting information indicated that the model including relational transparency as a predictor provided a significantly better fit than the intercept-only model, $\chi^2(10) = 146.290$, $p < .05$. Relational transparency explained 37.8% of the variance in innovative work behavior, as indicated by the Nagelkerke Pseudo $R^2 = .378$ in Table 4.

Table 4

Pseudo R2 for Relational Transparency and Innovative Work Behavior

Cox and Snell	.377
Nagelkerke	.378
McFadden	.080

Link function: Logit.

The location parameter estimates showed that relational transparency was a significant determinant of innovative work behavior ($\beta = 1.77$, $p < .05$). Specifically, for every one-unit increase in relational transparency, the odds of a pharmacy superintendent being in a higher category of innovative work behavior increased by a factor of 5.88. These findings supported the conclusion that perceptions of the supervisor's relational transparency significantly influenced innovative work behavior of the pharmacy superintendents in retail pharmacies in Kenya, and led to the rejection of the null hypothesis that relational transparency has no statistically significant influence on the innovative work behavior of the pharmacy superintendents. These results are shown on Table 5.

Table 5:

Parameter Estimates for Relational Transparency and Innovative Work Behavior

Type	Label	Estimate		Std. Error	Wald	df	Sig.	95% CI (Lower)	95% CI (Upper)
Threshold	$Y_{IWB} = 1$		-7.42	1.71	18.75	1	.000	-10.77	-4.06
	$Y_{IWB} = 2$	-6.43		1.4	21.14	1	.000	-9.17	-3.69
	$Y_{IWB} = 3$	-4.63		1.12	17.21	1	.000	-6.82	-2.44
	$Y_{IWB} = 4$	-2.16		0.85	6.39	1	.011	-3.83	-0.49
	$Y_{IWB} = 5$	1.9		0.87	4.83	1	.028	0.21	3.6
Predictor	RT	1.77		0.17	115.76	1	<.001	1.45	2.09

Note. OR = 5.88 for RT (Relational Transparency). CI = Confidence Interval; Sig. = Significance level; df = degrees of freedom.

Discussion

Respondents in this study rated their supervisors highly on openness, honesty, and trustworthiness. This aligns with the theoretical framework that leaders who are relationally transparent present their genuine self to others and also come across as predictable and trustworthy (Northouse,2021).

Furthermore, the study revealed that relationally transparent leaders influence their subordinates to generate, promote , and implement new ideas, with supervisor's honesty having the strongest influence on innovative work behavior; new idea generation ($M = 4.0$, $SD = .91$), new idea promotion ($M = 4.07$, $SD = .91$), and new idea implementation (($M = 3.77$, $SD = .97$). This supports the assertion that honest leaders facilitate communication with their subordinates which fosters learning, idea sharing, and collaborative work behavior (Dominguez-Escrig et al. (2022).

The results of Spearman's rank-order correlation which was performed to examine the strength and direction of the relationship between relational transparency and innovative work behavior further confirmed the same. Relational transparency was found to have a statistically strong and positive correlation with innovative work behavior ($r = .576$, $p < .05$). These findings suggest that relational transparency is a strong determinant of innovativeness. This agrees with the findings of Dominguez-Escrig et al. (2022), who found that honest leaders foster environments of learning and knowledge sharing, which are key to generating new ideas. Similarly, Fateh et al. (2020) found that relational transparency fosters environments of trust and safety where employees are not afraid to voice ideas or receive feedback, thus promoting innovative work behavior. According to Rego et al. (2021), employees under a relationally transparent leader go beyond their routine and explore different ways of doing things.

This can be attributed to the fact that transparent leaders ensure free access to relevant information, which helps employees make better decisions and contribute meaningfully to the organization (Aruoren & Tarurhor, 2023). Ashiru et al. (2021) noted that such leaders strengthen the employee voice behavior, which is essential for generating new ideas. In the pharmaceutical retail sector especially, a study by McPherson et al. (2022) observed that relational transparency alleviated symptoms of burnout among pharmacists, a factor that may explain its strong correlation with innovative work behavior as demonstrated in this study.

Ordinal logistic regression analysis was conducted to determine the likelihood that relational transparency predicted innovative work behavior. The findings confirmed that relational transparency explained 37.8% of the variance in innovative work behavior (Nagelkerke Pseudo $R^2 = .378$). The location parameter estimates further revealed that relational transparency was a strong determinant of innovative work behavior ($\beta = 1.77$, $p < .05$), with a unit change increasing the odds of a pharmacy superintendent being in a higher innovative work behavior category by a factor of 5.88. These findings led to the rejection of the null hypothesis that relational transparency does not have a statistically significant influence on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya.

The findings of this study add to those of other empirical studies that confirm the critical role of relational transparency in fostering innovative work behavior. Zhang et al. (2023) explained that relational transparency signals predictability and trust, which are crucial for building psychologically safe work environments that foster innovative work behavior. Similar findings were reported by Rego et al. (2021), who found that relational transparency encourages reciprocal openness from employees, removing power asymmetries and facilitating authentic dialogue. The results also align with Du's (2021) findings that employees who perceive open communication channels from their supervisors feel psychologically safe and are more likely to engage in innovative work behaviors. In the healthcare sector, Lv et al. (2022) found that relational transparency explained 42.1% of nurses' innovative work behavior, reinforcing its strong impact in healthcare environments.

However, not all studies agree on the strength of the relationship between relational transparency and innovative work behavior. Sazkaya and Gul (2020) found no significant effect of a leader's relational transparency on employee creativity in a global packaging context. This may be explained by the observation made by Ogbeibu et al. (2021) that cultural contexts influence how a leader's relational transparency is viewed by subordinates, noting that in high

power distance cultures, relational transparency may suppress employee expression rather than enhance it. However, the findings of this study suggests that despite Kenya being a culturally high power distance society, in professional jobs such as pharmacy, a leader's relational transparency fosters innovative work behavior by removing the power asymmetry that may hinder the free sharing of ideas.

In the context of retail pharmacies in Kenya, this study adds to the limited empirical literature by providing evidence that the leader's relational transparency significantly influences innovative work behavior of the pharmacy superintendents. This may be explained by the fact that relational transparency alleviates the symptoms of burnout, especially in pharmacy practice settings, leading to higher levels of innovative work behavior (Mcpherson et al., 2022). The study also affirms previous empirical studies in Kenya that demonstrated the critical role of relational transparency in enhancing employee performance. According to Masimane et al. (2022), leaders' relational transparency enhances employees performance. Similarly, Gacheru et al. (2023) found that relational transparency enhances employee commitment. Mbata et al. (2023) found a positive though weak relationship between relational transparency and ethical behavior.

From a practical standpoint, these findings underscore the importance of integrating relational transparency into leadership development programs. This study demonstrated that leaders who are open, honest, and trustworthy cultivate psychologically safe spaces that foster innovative work behavior. Therefore, continuous professional development frameworks should emphasize openness, trust, and honesty in the workplace. Moreover, the lower innovative work behavior scores observed in independent pharmacies suggest a potential leadership capacity gap that could be addressed through leadership training, mentorship, and peer learning platforms.

Conclusion

This study sought to investigate the extent to which a leader's relational transparency influences the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya. To statistically investigate this relationship, a null hypothesis stating that relational transparency has no statistically significant influence on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya was tested. From the study findings, relational transparency was found to significantly influence the innovative work behavior of the pharmacy superintendents explaining 37.8 % of the variance (NagelkerkeR2 =.378), with a one-unit increase associated with a 5.88 increase in the innovative work behavior of the pharmacy superintendents ($\beta = 1.77$, $p < .05$) . This implies that openness, trust, and honesty are critical in fostering innovative work behavior in pharmacy practice settings, with leader honesty demonstrating the strongest influence.

Recommendations:

To realize the needed pharmacy practice innovations, this study recommends the strengthening of relational transparency behaviors of leaders and managers of the retail pharmaceutical organizations by implementing communication policies that promote openness and trust between leaders and employees. Leaders should honestly share information about strategic decisions, encourage open dialogue, and create safe spaces for employees to express their ideas and opinions. Developing relationally transparent leaders can be achieved through formal training and continuous professional development programs.

Limitations and Future Studies:

Despite its strengths, this study had some limitations. The study relied on self-reported survey data, and hence the risk of common method bias was acknowledged. To mitigate this, anonymity and confidentiality were assured, validated scales were used, and independent and dependent variables were separated within the questionnaire to minimize inflated relationships.

Secondly, this study focused only on pharmacy superintendents in retail pharmacies. However, pharmacy superintendents also serve in other areas of the pharmaceutical industry, including

hospitals, distributors, wholesalers, and manufacturers. Future studies should consider the broader sectors of the pharmaceutical industry to improve the generalizability of the findings. Further, a mixed method research can help explain the reasons behind the quantitative relationships further enriching this study.

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