

INFLUENCE OF SUPERVISORS' SELF-AWARENESS ON THE INNOVATIVE WORK BEHAVIOR OF PHARMACY SUPERINTENDENTS IN RETAIL PHARMACIES IN KENYA

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ABSTRACT

In Kenya's competitive pharmaceutical retail landscape, there is growing concern over the limited adoption of innovative practices, despite mounting pressures for sustainability and improved patient care. This is compounded by concerns of increased workload, burnout and work disengagement in the backdrop of a leadership skills gap that does not provide the needed motivation for employees to engage in innovative work behavior. This study investigated the influence of leaders' self-awareness on the innovative work behavior of pharmacy superintendents in retail pharmacies across Kenya. Drawing on authentic leadership theory, self-awareness was conceptualized through the dimensions of self-efficacy, humility, and empathy. The study was guided by the post-positivism research philosophy and applied a descriptive correlational research design. The study targeted 1129 pharmacy superintendents from retail pharmacies across Kenya based on the 2023 Pharmacy and Poisons Board listing of registered pharmacies. A sample of 326 was obtained using a random sampling technique. Structured questionnaires were used to collect data and 309 responses were obtained translating to a 95% response rate. Data analysis was done using both descriptive and inferential statistics. The ordinal logistic regression indicated that self-awareness accounted for 30.3% of the variance in innovative behavior (Nagelkerke $R^2 = .303$) and was a strong predictor ($\beta = 1.46$, $p < .05$), with a one-unit increase associated with a 4.32-fold increase in the odds of the pharmacy superintendents being in higher levels of innovative work behavior. The findings contribute to authentic leadership literature by empirically demonstrating that leaders' self-awareness significantly influences innovative work behavior in retail pharmacy settings. These findings underscore the importance of integrating self-awareness into leadership development programs for pharmacy owner-managers in Kenya's pharmaceutical retail sector.

Keywords: Authentic leadership, innovative work behavior, Kenya, pharmacy superintendents, retail pharmacy, self-awareness.

INTRODUCTION

Leadership plays a central role in enabling innovative work behavior, which is increasingly recognized as a key contributor to sustainable competitive advantage in organizations (Lee et al., 2020). In dynamic and highly competitive environments such as the pharmaceutical retail sector, leadership behaviors that support innovation are vital for organizational resilience and growth (Khan et al., 2021).

Globally, the pharmaceutical retail sector is facing the challenges of hyper competition, business cannibalization, and operational instability, with increasing instances of outright business failure (Vila et al., 2023). Pharmacies are under pressure to achieve the triple aim of healthcare, which is improving patient care, enhancing population health, and reducing costs (Schommer et al., 2022). At the same time, high levels of burnout among pharmacy personnel (Mcpherson et al., 2022) are stifling innovation, as evidenced by closure rates, with 83% of pharmacies shutting down within 2.5 years and 40% of the remainder exiting within a decade (Gebhart, 2020). Without a leadership that supports innovative work behavior, retail pharmacies risk falling behind in adopting essential pharmacy practice innovations necessary for growth and sustainability (Goode et al., 2019).

Among the leadership attributes that influence innovative work behavior, self-awareness has emerged as a particularly critical yet underexplored driver of an organization's commitment to change (Warnakula et al., 2021). Self-awareness in leadership can be observed through specific behaviors that a leader exhibits such as confidence in their ability to perform their leadership role, which demonstrates self-efficacy (Bracht et al., 2021), capacity to seek and accept feedback from others that demonstrates humility (Sousa et al., 2021), as well as their ability to show empathy by identifying with the struggles of others, (Malik et al., 2023). According to Yilmaz (2022), self-aware leaders have the capacity to recognize their strengths and limitations, gauge how their behavior affects others, and remain open to feedback.

Self-awareness is widely regarded as the root dimension of authentic-leadership theory (Walumbwa et al., 2008) because it shapes a leader's credibility and informs how they relate with others. In work settings, the leader's humility sustains interpersonal trust and cultivates psychological safety among teams (Achmadi et al., 2023). Similarly, empathy, a key attribute of self-aware leaders allows them to be more accommodating of subordinates shortcomings and receptive to their ideas (Arceño et al., 2019), while a leader's self-efficacy acts as an anchor when unpopular yet necessary decisions must be made (Johnson, 2019). Meta-analytic evidence shows that self-aware leaders combine high self-efficacy with empathetic concern, enabling confident yet humble leadership (Malik et al., 2023). Leaders who exhibit these attributes are admired by their subordinates and through role modelling are able to influence their subordinates to engage in pro-organization behaviors including innovative work behavior (Cai et al., 2021).

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 is supported by 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).

A growing body of research links leader self-awareness to positive employee outcomes such as work satisfaction (Imam et al., 2020), commitment (Gacheru et al., 2023), and productivity

(Steffens et al., 2021), which are all recognized antecedents of innovative work behavior. Self-awareness has also been found to mitigate job stress (Sağbaşı, 2021) which in turn fosters creativity (Bani-Melhem et al., 2018). Other studies have shown that self-awareness is correlated with job absorption and dedication (Khan and Ghayas (2022), as well as helping employees cope with organizational change (Warnakula et al., 2021), factors that support innovative work behavior.

In Sub-Saharan Africa, leaders' self-awareness has been correlated with improved patient-care quality (Puni & Hilton, 2020), and Kenyan studies have linked leader self-awareness to governance quality (Mutemi et al., 2023), and employee performance (Maloba & Wamwayi, 2021). These findings align with theoretical propositions that self-efficacy supports confident decision-making (Kesuma et al., 2021); humility allows for sharing of diverse ideas; and empathy supports collaboration (Whitehall et al., 2021). However, from the foregoing, studies that directly link leaders' self-awareness to innovative work behavior are limited (Shah et al., 2020).

In pharmacy settings, leader behaviors such as empathy and humility, which stem from self-awareness, have been found to affect personnel engagement in extra-role behaviors, such as innovation (Bai et al., 2022). According to Khan and Ghayas (2022), self-awareness of pharmacy managers foster job absorption and commitment conditions conducive to innovative work behavior.

In Kenya, the absence of such self-aware leadership has contributed to employee disengagement and reluctance to innovate (Nakambale et al., 2023). Although self-awareness has been recognized as a critical enabler of employees ability to cope with organizational change, its specific influence on innovative work behavior in the pharmaceutical retail sector, especially in sub-Saharan Africa, remains empirically limited (Ikhile et al., 2023). This study addresses this gap by examining how pharmacy managers/owners' self-awareness influences the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya, with the aim of informing leadership development strategies and promoting sustainable innovation in the sector.

METHODOLOGY

The study was guided by the post-positivism research philosophy and employed a descriptive correlational design and a cross-sectional survey strategy to examine the relationship between a leader's self-awareness and the innovative work behavior of the pharmacy superintendents in retail pharmacies in Kenya. This design allowed for the collection of numerical data from pharmacy superintendents at one point in time, enabling the identification of associations between self-awareness and innovative work behavior. The target population for this research was the pharmacy superintendents in 1129 registered retail pharmacies as per the 2023 Pharmacy and Poison's Board listing of registered pharmacies in Kenya.

The study used Yamane's (1967) formula, $n = N / (1 + Ne^2)$, to determine the research sample size. A total of 309 valid responses were obtained through stratified random sampling. Data was analyzed using the descriptive and inferential statistics. This study focused on the frequencies, means and the standard deviations to measure central tendencies and dispersions respectively. The inferential statistics conducted for this study included the correlation analysis, and the ordinal

logistic regression analysis. A 5% level of significance ($p < .05$), was adopted by the study to determine significance of the relationships between the independent and the dependent variables.

Ethical Considerations

Approval was sought from the United States International University- Africa (USIU-A) Institutional Ethics Review Committee (IERC) through the Dean of School of Graduate studies, Research and Extension. Subsequently, the permit to conduct research was sought from the National Commission for Science, Technology, and Innovation (NACOSTI), to confirm that the research complies with the Science and Technology act, Cap 250 of the laws of Kenya. Permission was also sought from the Pharmacy & Poison's Board (PPB) for access to the list of registered pharmacies in the country. 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 study's purpose 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

A total of 326 questionnaires were distributed to pharmacy superintendents in retail pharmacies across Kenya, of which 309 responses were received, yielding a 95% response rate. Male respondents were 52% while females were 48%. 6% of the respondents were of age below 25 years, 34% were of age 25-30 years, 57% were of age 31-45 years and 3% were over 45 years of age. The majority (65%) of the respondents had diploma as the highest level of education while 29 % had bachelor's degree as the highest level of education. Master's degree holders accounted for only 6% of the respondents. the majority of the respondents at 32% had a work experience of 5-10 years. 30% had an experience 3-5yrs. Pharmacy superintendents with 1-3 years' work experience consisted 25% of the respondents, with over 10 years and less than one year consisting 10% and 3% respectively.

Data was analyzed to test the influence of the pharmacy supervisors' self-awareness on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya. Both descriptive and inferential statistics were carried out. Descriptive statistics included the frequency distribution, means, and standard deviations. The inferential statistics included correlation analysis and ordinal logistic regression analysis.

Descriptive Statistics

The study used a 5-point Likert scale ranging from 1; strongly disagree to 5; strongly agree. The results as shown in Table 1 indicated majority of respondents agreed that their supervisors demonstrated self-efficacy ($M = 4.11$, $SD = 0.70$), humility ($M = 3.86$, $SD = 0.85$), and empathy ($M = 3.86$, $SD = 0.85$). These findings suggest that most pharmacy superintendents perceived their supervisors as confident in their roles, receptive to feedback, and empathetic towards how their leadership influences staff performance.

Table 1: Descriptive Statistics for Self-awareness (n=309)

Supervisor's Self-Awareness Behavior	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	SD
My supervisor is self-efficacious—they are confident and effective in their supervisory role	1.3	0.3	10.7	61.2	26.5	4.11	0.70
My supervisor is humble and actively seeks feedback from me on how to improve their supervisory role	1.6	5.2	18.4	55.0	19.7	3.86	0.85
My supervisor shows empathy and understands how their role affects my work	1.3	6.1	17.8	54.4	20.4	3.86	0.85

Note. SD = Strongly Disagree, D = Disagree, N = Neutral, A = Agree, SA = Strongly Agree.

The influence of self-awareness on innovative work behavior was also assessed through the subscales of idea generation, idea promotion, and idea implementation. This was measured using a 5-point Likert scale ranging from 1 = very small extent to 5 = very large extent. Among the components of self-awareness, supervisor humility demonstrated the greatest influence, yielding the highest mean scores across all the three subscales of innovative work behavior: idea generation (M = 3.72, SD = 0.993), idea promotion (M = 3.79, SD = 0.955), and idea implementation (M = 3.74, SD = 1.041). These findings suggested that leader humility, as a dimension of self-awareness, had the strongest impact on the pharmacy superintendents' ability to engage in innovative work behavior. These results are shown in Table 2.

Table 2. Descriptive Statistics for Self-awareness and the subscales of Innovative Work Behavior (n=309)

Self-Awareness Innovative Work Behavior	VSE (%)	SE (%)	ME (%)	LE (%)	VLE (%)	Mean	SD
<i>Self-awareness & new idea generation</i>							
Supervisor's confidence & idea generation	1.9	12.3	24.9	48.9	12.0	3.57	0.92
Supervisor's humility & idea generation	2.9	9.1	20.7	47.9	19.4	3.72	0.98

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Supervisor's empathy & idea generation	2.9	15.2	30.7	38.2	12.9	3.43	0.99
<i>Self-awareness & new idea promotion</i>							
Supervisor's confidence & idea promotion	1.0	11.7	30.4	42.1	14.9	3.58	0.91
Supervisor's humility & idea promotion	1.9	8.1	22.0	44.7	23.3	3.79	0.96
Supervisor's empathy & idea promotion	2.9	17.2	28.8	36.2	14.9	3.43	1.03
<i>Self-awareness & new idea implementation</i>							
Supervisor's confidence & idea implementation	2.3	14.2	29.8	38.5	15.2	3.50	0.99
Supervisor's humility & idea implementation	3.2	10.7	19.1	43.0	23.9	3.74	1.04
Supervisor's empathy & idea implementation	2.9	14.9	32.7	35.9	13.6	3.42	1.00

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

Correlation Analysis

To examine the strength and direction of the relationship between self-awareness and the innovative work behavior, Spearman's rank-order correlation was performed because the data was ordinal. The results revealed that self-awareness had a statistically significant moderate positive relationship with innovative work behavior ($r = 0.465$, $n=309$, $p < .05$) as shown in Table 3. These findings suggested that supervisors who are perceived to be self-aware are more likely to influence the pharmacy superintendents' innovative work behavior compared to those who are not.

Table 3: Correlation Analysis for Self-Awareness and Innovative Work Behavior

Variable		Self-Awareness	Innovative Work Behavior
Self-Awareness	Spearman's Correlation Coefficient	1.000	.465**
	Sig. (2-tailed)	.	<.001
	N	309	309
Innovative Work Behavior	Correlation Coefficient	.465**	1.000
	Sig. (2-tailed)	<.001	.

N	309	309
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*. Correlation is significant at the .05 level (2-tailed).

Correlation Analysis for Self-awareness and the Subscales of Innovative Work Behavior

To examine the strength and direction of the relationship between self-awareness and the dimensions of innovative work behavior, Spearman's rank-order correlation was performed. The strongest correlation was observed with idea promotion ($r = 0.442, p < .05$), followed closely by idea generation ($r = 0.421, p < .05$) and idea implementation ($r = 0.410, p < .05$) as shown in Table 4. The findings revealed that the supervisor's self-awareness had a positive influence across all the aspects of the innovative work behavior with the strongest influence being seen in new idea promotion.

Table 4: Correlation Analysis between Self-Awareness (SA) and the Subscales of Innovative Work Behavior

Variable		Self-Awareness	New Idea generation	New Idea promotion	New Idea implementation
Self-Awareness	Spearman's Correlation Coefficient	1	.421**	.442**	.410**
	Sig. (2-tailed)	.	0	0	0
	N	309	309	309	309
New Idea generation	Correlation Coefficient	.421**	1	.812**	.796**
	Sig. (2-tailed)	0	.	0	0
	N	309	309	309	309
New Idea promotion	Correlation Coefficient	.442**	.812**	1	.871**
	Sig. (2-tailed)	0	0	.	0
	N	309	309	309	309
New Idea implementation	Correlation Coefficient	.410**	.796**	.871**	1

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Sig. (2-tailed)	0	0	0	.
N	309	309	309	309

* Correlation is significant at the .05 level (2-tailed).

Ordinal Logistic Regression

To assess the explanatory power of the ordinal logistic regression model for self-awareness, Pseudo R² statistics were used to approximate the proportion of variance in innovative work behavior that was explained by the model. Table 5 presents the Pseudo R² values, indicating the extent to which self-awareness accounted for variation in the innovative work behavior of the pharmacy superintendents. The results indicated that self-awareness explained 30.3% of the variance in innovative work behavior (Nagelkerke Pseudo R² =0.303). These findings suggested that self-awareness is a crucial predictor of innovative work behavior among pharmacy superintendents, and that supervisors who are confident, open to feedback, and are conscious of the impact they have on others are more likely to encourage employees to generate, promote, and implement new ideas.

Table 5: Pseudo R-Square for Self-awareness and Innovative Work Behavior

Cox and Snell	.302
Nagelkerke	.303
McFadden	.057

Link function: Logit.

Parameter Estimates for Self-awareness and Innovative Work Behavior

To assess the specific contribution and statistical significance of self-awareness on innovative work behavior, parameter estimates from the ordinal logistic regression model were analyzed. The regression coefficients (β), standard errors, Wald statistics, and p-values were assessed to evaluate the direction, strength, and significance of the predictor's influence. The Wald Chi-square test was significant (Wald = 78.52, $p < .05$), confirming that self-awareness made a meaningful contribution to the model. The location parameter estimates indicated that perceptions of a leader's self-awareness significantly predicted the innovative work behavior of the pharmacy superintendents ($\beta = 1.46$, $p < .05$). Specifically, for each one-unit increase in the supervisor's self-awareness, the odds of the pharmacy superintendent being in a higher innovative work behavior category increased by a factor of 4.32. These findings led to the rejection of the null hypothesis that self-awareness does not have a statistically significant influence on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya. The results are shown in Table 6.

Table 6: Parameter Estimates for Self-awareness and Innovative Work Behavior

Type	Label	Estimate	Std. Error	Wald	df	Sig.	95% CI (Lower)	95% CI (Upper)
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Threshold	Y _{IWB} = 1	-5.76	0.5	135.18	1	.00	-6.73	-4.79
	Y _{IWB} = 2	-3.45	0.3	129.15	1	.00	-4.04	-2.85
	Y _{IWB} = 3	-2.33	0.28	71.47	1	.00	-2.87	-1.79
	Y _{IWB} = 4	0.59	0.22	7.4	1	.007	0.16	1.01
Predictor	Self-Awareness	1.46	0.17	78.52	1	<.001	1.14	1.79

Note. OR = 4.32; CI = Confidence Interval; Sig. = Significance level; df = degrees of freedom.

DISCUSSION OF RESULTS

To explore the relationship between self-awareness and innovative work behavior descriptive and inferential analyses were conducted. These included Spearman's rank-order correlation and ordinal logistic regression.

Spearman's rank-order correlation was performed to examine the strength and direction of the relationship between self-awareness and innovative work behavior. The results revealed a statistically significant moderate positive correlation ($r = 0.465$, $n = 309$, $p < .05$), indicating that higher self-awareness was associated with higher levels of innovative work behavior. Among the dimensions of innovative work behavior, new idea promotion recorded the strongest correlation ($r = 0.442$, $p < .05$). This suggests that self-aware leaders create an environment that supports the promotion of new ideas, findings that are agree with Zhang et al. (2021) who reported that self-aware leaders foster psychological safety, enabling employees to freely share ideas, including novel ideas. Furthermore, self-aware leaders are not afraid to seek and receive feedback, creating an environment where innovativeness thrives through knowledge sharing (Novitasari et al., 2020). Ordinal logistic regression analysis was conducted to determine the likelihood that self-awareness predicts innovative work behavior. The results revealed that self-awareness is a statistically significant predictor of innovative work behavior. The model confirmed that self-awareness explained approximately 30% of the variance in innovative work behavior (Nagelkerke Pseudo $R^2 = 0.303$). The Wald Chi-square test was significant (Wald = 78.52, $p < .05$), indicating that the effect of self-awareness on innovative work behavior was meaningful. The regression coefficient ($\beta = 1.46$, $p < .05$) suggests that a one-unit increase in self-awareness increases the odds of a pharmacy superintendent being in a higher innovative work behavior category by a factor of 4.32. These findings affirmed that self-awareness is a strong predictor of innovative work behavior, leading to the rejection of the null hypothesis that self-awareness does not have a statistically significant influence on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya.

The study results confirm the critical role of self-awareness in fostering innovative work behavior and corroborates the findings of Fernando and Usman (2021), that self-awareness strongly predicts innovative work behavior. According to Achmadi et al. (2023), self-aware leaders foster employee innovation by nurturing, supporting, and acknowledging individual contributions. Similarly, Cai

et al. (2021) found that followers of self-aware leaders are more receptive to their leaders' expectations of their performance, including innovation performance. Younas et al. (2020) observed that self-aware leaders, due to their capacity for empathy, are more attuned to employees' needs and challenges, thus creating an environment of trust in which innovative work behavior thrives. In the retail pharmaceutical sector, empathetic managers have been found to reduce job stress and promote employee happiness, leading to a willingness to engage in extra-role behavior (Sağbaşı, 2021). Self-aware leaders are also cognizant of their strengths and weaknesses and are therefore willing to learn from others, creating an environment where information is freely shared, including innovative ideas (Sousa et al., 2021). This study affirmed the significant influence of a leader's self-awareness expressed in terms of confidence in the supervisory role, humility, and empathy, on innovative work behavior.

The study findings provide empirical evidence that self-aware leaders who demonstrate confidence in their roles, humility, and empathy positively influence innovative work behavior. According to Sousa et al. (2021), self-aware leaders create a culture of learning by being willing to learn from others. Similarly, they value employee feedback, thereby strengthening their voice behavior, which is a crucial foundation for innovative work behavior (Ashiru et al., 2021). Furthermore, self-aware leaders promote employee empowerment by recognizing and appreciating their team's contributions, thus enhancing innovation through participatory decision-making (Wang et al., 2019). Other studies have shown that self-aware leaders build trust among their subordinates, and in the workplace, trust is central to encouraging innovation (Raina, 2022). According to Malik et al. (2023), self-aware leaders are empathetic, which helps create psychologically safe workplaces where employees feel free to take creative risks and propose novel ideas. Whitehall et al. (2021) added that self-aware leaders foster psychologically safe environments where employees are encouraged to test new ideas without fear of failure. Supporting this, Shah et al. (2020) found that self-aware leaders can promote innovative behavior among team members, especially in technical and knowledge-driven organizations, a finding that was confirmed in this study.

Overall, this study confirmed that leaders' self-awareness demonstrated in terms of being confident in their role, a willingness to seek and receive feedback, and being empathetic to the plight of their subordinates helps create an environment where innovative work behavior thrives. Significant relationships between self-awareness and innovative work behavior were demonstrated through correlation analysis and ordinal logistic regression analysis. The positive influence of a leader's self-awareness on performance has been supported by multiple empirical studies in Kenya. For instance, Gacheru et al. (2023) found that self-awareness significantly enhanced employee commitment in Kenya's public sector. Similarly, Mutemi et al. (2023) noted that self-aware leadership practices contribute to the improved governance of county healthcare institutions. This study adds to the empirical evidence on the role of self-awareness in fostering innovation performance, especially in retail pharmacies in Kenya.

In the context of retail pharmacies in Kenya, this study adds to the limited empirical literature by providing evidence that the leader's self-awareness contributes meaningfully to innovative work behavior of the pharmacy superintendents. These findings align with those of Sağbaşı (2021), who observed that in retail pharmacies, self-aware leaders who demonstrated empathy created a stress-

free environment where pharmacists could engage in innovative work behavior. This insight is particularly important given the competitive pressures in the sector against a backdrop of staffing challenges and serious burnout among pharmacy personnel. The study demonstrates that leadership behaviors espousing self-efficacy, humility, and empathy can create a conducive environment for innovative work behavior to thrive.

CONCLUSION

The study concluded that self-awareness significantly and positively influenced the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya. The ordinal logistic regression results revealed that self-awareness explained 30.3% of the variance in innovative work behavior (Nagelkerke Pseudo $R^2 = .303$), emerging as a strong predictor ($\beta = 1.46$, $p < .05$), with a unit change increasing the odds of the pharmacy superintendents being in a higher innovative work behavior category by a factor of 4.32. These results led to the rejection of the null hypothesis that self-awareness does not have a statistically significant influence on the innovative work behavior of the pharmacy superintendents in retail pharmacies in Kenya.

RECOMMENDATIONS

Theoretical Contribution

This study adds to the authentic leadership theory by empirically demonstrating how self-awareness influences innovation in the retail pharmaceutical sector. It refines the construct of self-awareness into measurable leadership subdimensions of self efficacy, humility and empathy and demonstrated how they influence innovative work behavior.

Practical Implications

The study found a statistically significant influence of a leader's self-awareness on the innovative work behavior of pharmacy superintendents in retail pharmacies in Kenya. This implies that leaders who are confident in their roles while yet demonstrating humility and empathy foster innovative work behavior among pharmacy superintendents. Therefore, this study recommends that pharmacy owners/managers undergo self-awareness training as part of continuous development programs. Specifically, leadership training that espouses self-efficacy, humility, and empathy should be introduced as part of the curriculum in pharmacy schools to ensure market ready owner/managers of retail pharmacies.

Limitations and Future Research

Pharmacy superintendents are found in other sectors of the pharmaceutical industry. Therefore, comparative studies across sectors should be conducted to aide in generalization of the findings.

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