"The Role of Innovative and Transformational Leadership in the Effective International Expansion of an Emerging-Country Firm: The Case of UK Retail Companies"

[Name of Students]

[Subject]

[Date]

Abstract

Background: The world has rapidly transformed into a developed place where numerous companies work for enhancing their revenues associated with their relevant foreign stakeholders. Such developments have also turned conventional in all sorts of manufacturing organisations that hold a lot of significance in the manufacturing industry and show dominance in the retail business of the UK. For this reason, leadership roles hold importance where adapting transformational, as well as innovative leadership styles, is considered highly beneficial. It is because these leaders are capable of understanding well and creating fair knowledge regarding the responsibilities and professional environment to consider all of the responsibilities in a much more effective manner.

Aim: The research aimed to assess the role of transformational as well as innovative leaders in the international expansion of the emerging country firm.

Method: The research follows a primary quantitative research method that focuses on a positivist research philosophy and a deductive approach. The data is collected by a questionnaire where the Likert Scale has been followed to find out the most relevant and appropriate data.

Results: The research explained that the retail sector of the UK has experienced failure in expanding business over an international level which marks inefficiency with working in foreign markets that can be related to the managerial responsibilities and roles.

Conclusion: The research explained that the leader communicates and does not identify creativity and innovation o vividly take implement and prompt decisions in the organisations which leads to entrust regarding the decision-making responsibilities and attributes of the business leader. Furthermore, the result also explained that retail employees face environmental challenges that understanding the customers' expectations. In this way innovation is a way where the retail sector needs to change according to the current transformation.

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Chapter One: Introduction

1.1 Background of the Study

Different studies are floating in the professional environment which is eventually useful for organisations which are making their way into the surrounding of trading numerous organisations, firms and professional individuals are endeavouring to these studies frequently so that they can make informed decisions within their professional roles. Similarly, one of such roles and responsibilities of a professional individual is to lead their organisation to a successful level, which is congruent with the perspective of long-term organisational objectives (Rihal, 2017). Perhaps, this objective can be identified as attaining international growth, which has become common within the organisational environment due to an increase in the emergence of globalisation factors. However, it must be acknowledged that achieving such a position is critically challenging and it needs to be well-planned and strategised due to the extensiveness of competition present within global surroundings. One of the initial arrangements which are required to be proceeded with and will be discussed critically in this study is the importance of aligning leadership roles and responsibilities whereas a transformational and innovative leadership style is highly recommended which will be scrutinised accordingly in this research (Sfantou et al., 2017). Different aspects of implementing an innovative and transformational leadership style along with its pros and cons, particularly within the retail industry of the UK expanding into another emerging region of the world, will be elaborated on in this study, providing sufficient grounds to the users to make informed and effective decisions in the long term.

The professional environment today, which is surrounded by intense competition between firms, is progressing significantly and at a fast and unpredictable pace, which eventually makes it hard and very challenging for new organisations to step into the competitive environment and proceed with their ideas until their thought is creative and innovative and can seriously overtake the greater market by diverting the demand of a major part of the market (Baesu and Bejinaru, 2014). Otherwise, the new organisations will be removed shortly from the competitive environment due to the monopolistic effects of the existing firms and because of the years of experience and the consumer-based perception developed for the existing organisations. In this race of organisations in terms of achieving a favourable and profitable competitive position, the long-term corporate objectives of the companies remain consistent and hence firms are

continuously aiming to achieve a profitable position in the long term which is comprised of international expansion and development as a multinational corporation in the future successfully (Imran et al., 2016). There are numerous organisations from different industries that have been profitable in this approach but the environment for them is comparatively more competitive as they tend to aim for a successful position in the well-established regions of the world. Hence, the following research has been undertaken in the light of assessing and evaluating the extent of success associated with the retail industry, particularly in the UK.

As the world has developed into an international marketplace, innumerable companies are endeavouring to develop their procedures in diverse countries for the generation of revenue and for associating with relevant foreign stakeholders (Hanaysha et al., 2021). Following the research, Tolstoy et al. (2021) elucidated that these large-scale developments have become conventional across all manufacturing industries and have been particularly predominant within the retail business of the UK. Surviving and being able to sustain a successful and profitable position in the international boundaries for a retail industry can become quite challenging so the management should look for the optimisation of the leadership roles. It has been suggested that adapting an innovative and transformational leadership style is highly beneficial as it develops new leaders for tomorrow, particularly those who have fair knowledge and understanding of the current professional environment and can undertake responsibilities effectively and efficiently. Hence, this study will critically assess all the experiences which have been witnessed in the retail industry of the UK which expanding internationally and then make recommendations for the future accordingly.

1.2 Research Aim and Objectives

To ensure that specific research can obtain the right attraction and demand to make the expected changes practically, it is important to set out the research objectives before any other process of the research can be undertaken. Research objectives set a step-by-step approach to gaining all the relevant and accurate information for a particular study to enhance reliance and association in the long term and meet the purpose of the study effectively (Biggam, 2018). Hence, the key research aim and objectives of this study are highlighted below.

1.2.1 Research Aim

The primary aim of this research is "*To assess the role of innovative and transformational leadership in the effective international expansion of an emerging-country firm*".

1.2.2 Research Objectives

Similarly, the key objectives of this research are identified and listed as follows:

- To examine the reasons for the failure of UK retail companies on an international scale
- To identify and evaluate the innovative and transformational leadership strategies utilised by the UK retail firms for emergence at the International Scale
- To investigate the impact of innovative and transformational leadership strategies utilised by the UK retail firms for emergence on the International Scale

1.3 Research Questions

Furthermore, the research objectives of this study will be acquired in a step-by-step approach by providing answers to certain questions throughout. These questions are further framed as follows:

- What are the key reasons behind the failure of the UK-based retain companies internationally?
- What are some of the innovative and transformational leadership strategies used by UK-based retail companies to expand within international markets?
- What are the key impacts of innovative and transformational leadership strategies adapted and implemented by UK-based retail industry firms in international markets?

1.4 Significance of this Study

The rationale for conducting the following study has been compiled and concluded in the study of Trott and Simms (2017) which highlights the fact that a majority of the retail companies in the UK expand their business internationally for entering the foreign market. However, these retail marketers remain unsuccessful in the expansion of their business. In this context, Cao et al. (2018) entailed that due to a lack of innovation and transformational leadership strategies, a retail business could not be successful at the intercontinental scale. Therefore, the following study has undertaken the responsibility of identifying the impact of innovation and transformational leading

strategies in the retail marketing business of UK firms for their international expansion. It must be understood that acquiring and implementing an innovative and transformational leadership strategy can be a difficult initiative which can be surrounded by risks of increased failure and mistakes as well. However, to attain a profitable position in the global markets, the retail industry needs to expand extensively and manage all its activities simultaneously for which an innovative and transformational leadership approach is highly desirable.

Based on the above-mentioned facts, the following study is significant for retail marketers as this provided them with a deep insight into their failure in the international market. Moreover, the research is an awareness for UK retail marketers to identify effective innovative and transformational leadership strategies to expand their business in foreign as well as local markets to compete in the marketplace (Souza-Monteiro and Hooker, 2017).

Chapter Two: Literature Review

2.1 Introduction

In continuance with the discussion provided above, the next important chapter which has been undertaken in this study is identified as the literature review. A literature review is a detailed discussion and evaluation of previous studies conducted about a specific topic, exploring the perspective and the ideas of previous researchers, scholars and practitioners and examining the beneficial sides along with any of the research gaps that restricted the success of the study so that these gaps can be filled for the new users and enhance their reliance on the study in their professional use (Bharti et al., 2015). Simultaneously, one of the preliminary uses and purposes of a literature review is to provide a basic understanding of the key concepts being discussed in the research so that the users can have a general idea of the context they are reading and be able to connect it practically and professionally as well. Similarly, the following research is also supported by a significant literature review from the discussion and analysis of different scholars, which is provided in detail below.

2.2 The Role of Innovative and Transformation Leadership in the Retail Sector

Sethibe and Steyn (2017) noted that leadership is impacted by the current digitalisation trend and changes its shape according to time. Leadership concepts, roles, and competencies have undergone rapid changes in recent years. Noor et al. (2018) stated that good leadership aims to achieve the best possible interactions between human and digital potential, which means technologies assist self-organisation empowerment and employee skills. This study further revealed that technologies could empower and increase their skills to provide organisational knowledge, competencies and creativity. In this context, innovation is a grounding and well-established principle of socio-technical that provides the socio-technical orientation and resources managers to implement digital technologies effectively in the retail sector internationally.

Moreover, transformational leadership is not a new concept because its popularity increases daily and reflects in the cultural change that takes place in companies throughout the world (Tangrukwaraskul and Kulchanarat, 2018). Another study by Vito (2017) demonstrates that transformational leadership has been embraced by searching for Millennials to give meaningful jobs and a unique personalised management style driven by the health crisis and change in work

practices. Therefore, transformational leadership is a way retail companies adapt to change in uncertain and unstable situations and a vague economic landscape.

2.3 Significance of the Global Retail Industry

According to the compilation of the research completed by Yupal and Gadhavi (2012), it has been evaluated that the modern professional environment is experiencing success and profitability due to the efforts and contributions of certain industries within which one of them is identified as the retail industry. Yupal and Gadhavi (2012) state that the main contribution of a country's retail industry is to provide the general customers and consumers with a place where all necessary household products are available under one roof. This serves as being of increased convenience and ease in terms of buying for the consumers whereas there is a significant product portfolio available in a single destination. Since globalisation factors have been emerging extensively, the retail industry and trends have witnessed a significant boost which has increased the demand from consumers effectively. This trend has further opened opportunities for firms operating in the retail industry to expand internationally whereas many of the global retail organisations such as Tesco, Wal-Mart, ASDA, Sainsbury, etc. have been a part of this success lately. According to this study, along with serving with an enhancement to the current economic situation of the region these organisations expand to, they also serve with other benefits such as opening employment opportunities for the labour force of the nation, providing a range of different products and operating on globally-acceptable/international business dimensions and standards, which improves the reputation of the organisations as well.

2.4 Process of Leadership Knowledge Management and Retail Sector Innovation

Considering the importance of implementing knowledge and innovation, different firms have realised the need of encouraging their employees and strengthen the firms by participating in the management program with the implementation of innovation and knowledge management. The study of Yupal and Gadhavi (2012) supported that the implementation of leadership management promotes cohesion and learning among the units of the retail sector. Furthermore, Souza-Monteiro and Hooker (2017) highlighted that to increase the capability of innovation, it is important to create and promote leadership knowledge and innovative ability. Although, in the retail sector, the acquisition of knowledge is a process which indirectly or directly acquires leadership knowledge from the external environment such as through recruiting

employees, research institutions, and partnering. In the retail sector, to replace and innovate the missing knowledge, it is important to potentially enhance the leadership priorities (Goworek et al., 2020). Additionally, according to the study of Bharti et al. (2015), the utilisation of knowledge and the amount of acquired learning helps to speed up product innovation and the creation of a new product. The application of leadership knowledge is important in the retail sector as it helps to replace and renovate old ideas and strengthen the capabilities for international expansion. In the retail sector, it is critical to encourage employees to develop a significant absorptive capacity (Trott & Simms, 2017). Considering the challenges of the retail sector, knowledge of transformational leadership skills, various capacities and leadership skills influence the change in assumption and attitude to achieve organisational goals and fulfil the commitment.

2.5 Innovative and Transformational Leadership Strategies

Before indulging in a detailed discussion on how innovative and transformational leadership strategies can individually and in collaboration affect the current working dynamics of the retail industry organisations in the UK in the light of expansion internationally, it is important to understand the basic concepts of these two approaches. According to an initial assessment performed by Samad (2012), it has been evaluated that an innovative leadership approach is a leadership strategy in which the leader emphasises encouraging the team working under him to focus on being creative and innovative. Samad (2012) states that the leader is committed to acknowledging the individuals regarding the competitive forces in the surroundings and how negatively influential they can get affecting their career in the future if the organisation fails to sustain and survive in the market in the long term. Moreover, the leader also communicates the need to not just identify different aspects of innovation and creativity, but to be able to take prompt decisions and implement them vividly as well within the organisation which eventually comes through the ability to lead and being entrusted upon being delegated with decision-making responsibilities, which is a sole attribute of a business leader. According to Samad (2012), this initiative serves as a transformational leadership strategy within which the general workforce is being encouraged towards attaining a promotional factor of becoming future leaders so that they can lead different teams in their respective departments, which will serve as a significant element of motivation for them whereas improving the current operational dynamics of the organisation as

well. These two leadership strategies are considered the modern leadership approaches and they are being demanded extensively across the world in different industries and fields accordingly.

2.6 Failure of Retail Sectors Internationally

Moving along further, there have been reports that the firms in the global retail industry along with its long-term corporate objective of growth and international expansion, have been failing significantly which has been due to several contributing factors. Due to the globalisation of the marketplace, different businesses are working to expand their business at the international level (Goworek et al., 2020). However, Trott and Simms (2017) critiqued that the UK retail sectors have to face failure in expanding their business at the international level which marks their ineffectiveness in working with foreign markets. A major ineffectiveness which has been influential across the retail industry relates to the managerial roles and responsibilities. According to Trott and Simms (2017), the retail industry is widespread because of the wide range of products that is being offered the consumers and hence when it decides to expand internationally, the product range automatically maximises. Thus, to manage the portfolio, a greater number of individuals are required. These individuals and their practices need to be controlled and monitored whereas continuous guidance is required for them to work accordingly. These initiatives need to be present in a single person, who is identified as the leader and this requirement often lacks in retail businesses. When the working individuals at a retail business are not assisted effectively to carry their basic roles, their performance deteriorates and the management eventually fails to identify the reason behind it. This ultimately becomes the key factor for the competitors to benefit from and lead ahead, causing significant issues of sustainability and survival development for the retail business. Hence, an appropriate leadership strategy, such as a combination of innovative and transformational leadership approaches, is highly recommended to be adopted by retail businesses, which is further assessed and evaluated in detail. Although the above arguments regarding the failure of the retail sector embraced that to limit the failure of the retail sector, transformational leadership is equally important.

2.7 The Impact of transformational leadership and Innovative on the international expansion of Retail Industry Strategies

The business world is becoming increasingly complex and competitive (Delen and Ram, 2018). All organisations experience difficulties; some are looking for ways to engage and align their employees to achieve peak performance, and others are scrambling to manage the far-reaching effects of the digital revolution. Obeidat et al. (2018) reported that transformational leadership could distribute the imaginary results to improve company culture in organisations' ethics and practices. Leaders seek to take out unexpected changes to motivate employees and help them thrive in their roles with inspirational, determined thinking and increasing productivity. The study by Lei et al. (2020) supported the Obeidat et al. (2018) study that transformational leadership is highly engaged and driven to success without misplacing it in the sense of personal empowerment. This study further stated that the mindset of transformational leadership has four components; inspirational, intellectual, individualised, and idealised motivation influences. In this regard, the leaders of the retail sector in the world exhibit their behaviours and make their teams motivated and valued towards professional growth and development. In which retail sector workers and employees feel independence and positivity for the company and help to integrate into the company's success. It has been evident from the study of Opute et al. (2020) that the retail industry has been fighting the pandemic's devastating impacts throughout the world because of new strategies of innovation and transformation leadership adoption that has been giving the boost energy to retail companies.

Ardi et al. (2020) claimed that the business world is becoming increasingly complex and competitive. All organisations experience difficulties; some are looking for ways to engage and align their employees to achieve peak performance, and others are scrambling to manage the far-reaching effects of the digital revolution. With regard to that, authentic organisational leadership remains the primary possibility that all individuals in the organisation can have leadership. Also, to feel a vital capital, regardless of their roles and status, leaders now come to discover all aspects of having leadership. Therefore retail employees have been facing environmental challenges and understand how they overcome their challenges and understand the customers' expectations of what exactly they demand and give consideration to them. Thus, innovation is a way that helps the

retail sector of the world to adopt the change according to the current trends, and transformational leadership supports the implementation of innovation in the retail industry.

2.8 Theoretical Framework

Different theories and models were constructed to enhance productivity and proficiency in the business sector. Considering the international socio-economic system, it is essential to promote adaptability, novelty, and variety in the retail industry (Samad, 2012). In the context of innovation and leadership theories highlighting the gap between research and practice, a theoretical model was constructed, including transformational leadership theory, technology acceptance model and transformational change curve four theory. The technology acceptance model influences individual behaviour and social system and helps to bring constructive change (Suen et al., 2014). In addition, the technology acceptance model helps to promote the potential users, ease of use and usefulness. This research creates a conceptual framework that integrates leadership as a driver of innovation and innovation input and output as dimensions. According to the concept, the generational leadership, management and ownership subcategories make up the theoretical meta-construct of leadership in retail sector businesses.

Furthermore, Scharmer's theory of transformational change (curve 4) synthesises different anchoring from phenomenology to psychodynamics via existentialism (Miles, 2021). This theory refers to intensified attention that allows individuals and groups to move their inner peace from which they function. Once this change is made, they can operate from the space of possibilities and emerge depending on the inner place. Two decision-makers doing the same thing under the same circumstances can get different results. According to Scharmer (2018), time needs a new consciousness and collective decision-making capacity to face challenges more consciously, intentionally and strategically. The human inner place would be the source of creativity and innovation, which precede any attempt at rationality. The misunderstanding of sensitivity would be a blind spot when making a change.

Cameron (2022) claimed that the U curve makes it easy to locate the start of the change at the top of the branch on the left. The bottom of the curve, in the centre, corresponds to the crucial moment of the shift in perception and, therefore, the change in outlook on one's life; the top of the branch, on the right, represents the end of the transformation process. This simple, quickly sketched line illustrates a method of transformational change. Scharmer's approach is only one of
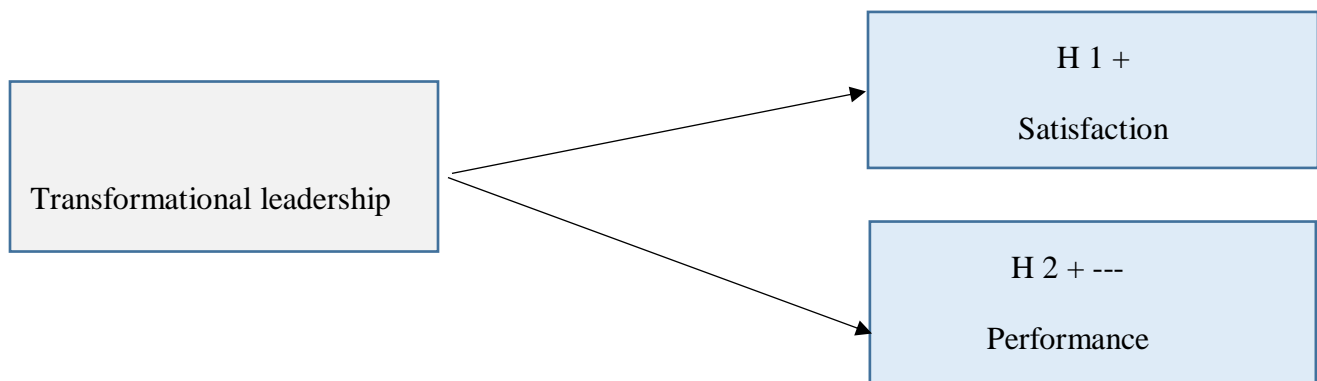
the U-models of change that has ranged from social change to personal transformation, including through organisational, group and ideological (scientific) change. The whole forms a vast methodological panorama, making it possible to become familiar with the characteristics of nonlinear change. Giesenbauer et al. (2020) revealed that theory U is a tool for a buoyant impact innovation economy that supports transforming individuals and companies in their ecosystems. Where companies require creating a positive impact through activating collective capacities to move towards an ecosystem logic. Therefore, theory U is a method, a path to help organisations transform themselves in harmony with people and the vital needs of the planet. It is a learning path to new leadership and innovation that accompanies profound systems change.

2.9 Conceptual Framework

The above discussion significantly lead towards and constructed the below hypothesis:

Hypothesis 1: Transformational leadership is positively associated with organisational satisfaction in UK retail sector.

Hypothesis 2: Transformational leadership is associated with the performance of the UK retail sector organisations in terms of failure and success.

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│                             │          │         H 1 +            │
│                             │─────────▶│      Satisfaction        │
│  Transformational leadership│          └──────────────────────────┘
│                             │          ┌──────────────────────────┐
│                             │─────────▶│       H 2 + ---          │
└─────────────────────────────┘          │      Performance         │
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Hypothesis 3: Innovation upholds a significant and positive impact on the performance of the UK retail sector.

Hypothesis 4: Implementation of innovation activities; transfer, acquisition and absorptive capacity uphold the significant relationship with the organisational expansion of the UK retail business internationally.

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│                     │                    │          H 3            │
│                     │───────────────────▶│                         │
│                     │                    │      Performance        │
│     Innovation      │                    └─────────────────────────┘
│                     │                    ┌─────────────────────────┐
│                     │                    │          H 4            │
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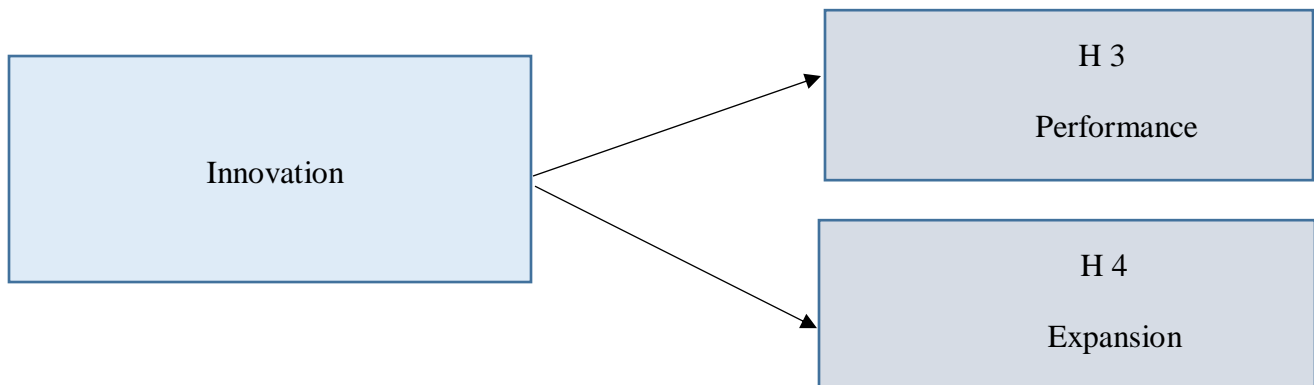
Chapter Three: Research Methodology

3.1 Introduction

Moving along with the discussion provided above, the next chapter in the continuity of this study has been identified as a research methodology. This is perhaps the foremost important chapter of the whole research as it identifies the key basis on which the required and relevant information and data related to a particular study will be collected, analysed and then evaluated comparatively so that the users of the study can extend their reliance on the work effectively and efficiently within their personal and professional settings (Gupta and Gupta, 2022). There are different approaches to proceeding with the research methodology in a given study whereas the decision is solely based on the preference of the researcher, the nature of the study being undertaken and other influential factors such as affordability and capabilities of the researcher, etc. However, it is important to understand that every aspect and element of the research methodology needs to be stated clearly in a particular study so that all approaches can be acknowledged effectively and the researcher has a dedicated way established for the completion of the research effectively and efficiently (Daniel and Sam, 2011). Hence, all the major areas of the research methodology chapter will be analysed and evaluated in detail in this study, as below.

3.2 Research Philosophy

Before proceeding with the selection of a particular research methodology or approach, it is important to highlight and establish a specific research philosophy. Generally, the concept of establishing a research philosophy can be explained as the perception and beliefs followed by the researcher which eventually influences how the required information and data for the research will be collected accordingly (Žukauskas et al., 2018). There are different research philosophies which can be selected and aimed through a particular study but the choice merely depends on the type and the nature of the study, being different for a qualitative and a quantitative study accordingly. Similarly, as the following research has been directed as a quantitative study, the positivist research philosophy will be emphasised in this study extensively, as all the information being collected will reflect the actual figures and facts, and hence any of the conclusions made will reflect positivity rather than focussing on hypothetical answers which can be vague and biased for the users of this study in terms of their reliance and further use in their professional and practical contexts (Park et al., 2020).

3.3 Research Approach

Moving further, the next element that needs to be established within particular research after setting the philosophy has been identified as the research approach. Primarily, a research approach is responsible for further evaluation and scrutiny of the obtained results (Oyegoke, 2011). Simultaneously, there are multiple research approaches which can be aimed at inclusion within a study accordingly such as inductive, deductive, etc. The decision to select a specific research approach is again linked to the type and nature of the study whereas considering the following research is a primarily quantitative study, the deductive approach will be followed. The reason that a deductive approach has been shortlisted for this study is that it concludes the key ideas from the quantity-based data collection conducted primarily and relies extensively on first-hand data and information (Hall et al., 2022).

3.4 Research Design

In continuance with the discussion provided above, the next critical element to be selected effectively and efficiently in this research is identified as the research design. Specifically, a research design is an indicator for a researcher regarding analysing the flow in which the research needs to be conducted and led accordingly. The research design of a particular study is dependent on the nature of the research and is congruent with the research philosophy and the research approach accordingly. Similarly, the research design selected for this study is identified as a primary quantitative methodology in which first-hand data collection initiatives will be focussed whereas the main emphasis will be extended in the light of quantitative information (Akhtar, 2016). This research design is important for this study because the perception of a majority of individuals regarding the effectiveness of a transformational leadership approach in the international expansion of organisations needs to be studied in detail and then contrasted on the appropriate recommendations and conclusions accordingly (Rahi, 2017). The data collection method will be set according to the research design mentioned, which is further evaluated in detail, as below.

3.5 Data Collection Method

Once the research philosophy, research design and research approaches have been established for the study being focussed, the next critical and foremost important initiative is to highlight the data collection method. Generally, the data collection method emphasises the

different ways through which the required, appropriate and relevant data and information related to the context will be collected and compiled for the users of a study so that their perception can be moulded accordingly and they can make effective decisions in the long term (Mkandawire, 2019). According to practitioners and scholars, there are different data collection methods which depend on the nature and the type of the study being followed whereas some of the selections are based on the capability of the researchers as well. Similarly, as the following research is based on a primary quantitative research design focusing on a deductive research approach and positivist research philosophy, a questionnaire data collection methodology developed through adopting the Likert Scale approach will be followed as it is considered highly appropriate and accurate for the purpose. Specific sample sizes and sampling strategies have been identified and established, further discussed below, upon which the questionnaires will be aimed and the relevant data will be collected (Patten, 2016). The collected data is further scrutinised in detail in terms of the questions asked and compared in terms of its statistics regarding which answers have the highest frequency so that an appropriate recommendation can be made in the future accordingly. A majority of similar research in the past has been conducted in a qualitative approach due to which focussing on a quantitative method is significant for this study to obtain relevant outcomes and extend the user's reliance on the information positively.

3.6 Sampling Technique and Sample Size

Conducting the required research through the dedicated data collection method selected cannot proceed effectively and efficiently without a particular sampling technique and sampling size. It is important to understand that a sampling technique is a way through which the desired population of respondents for a particular research survey will be identified and selected. Simultaneously, the sample size is the total population size of a particular research survey to which the data collection methodology will be applied accordingly (Mujere, 2016). There are numerous sampling techniques which can be suitable for specific research and can be selected accordingly however the efficiency and the urgency of a study play an important role in selecting the right strategy accordingly. Similarly, the sampling technique selected for this research is referred to as the purposive sampling approach. This approach is also known as selective, subjective or judgemental sampling which is based on a non-probability initiative whereas the conclusions of the study are majorly linked with the perceptions and the judgements of the researcher rather than

completely being dependent on the research outcomes (Suen et al., 2014). Moreover, as the sampling technique has been established, it is then necessary to select a particular sample size so that the data collection method selected initially can proceed accordingly. Hence, the sample size of this study has been identified as 40 respondents from the retail industry of the UK so that their relevancy regarding focussing on transformational or any other type of leadership approach for international growth can be considered, compared and evaluated accordingly.

3.7 Data Analysis Technique

Once all the relevant data and information regarding a particular study has been obtained effectively, the next critical and significant step in a research methodology is to analyse the information in detail. This analysis is undertaken in the light of contrasting and comparing the obtained results with the studies that have been conducted and published in past, focusing on the key research gaps identified earlier and then proceeding with establishing the positive perception of the users accordingly. There are different data analysis techniques available which can be selected in specific research of focus and then applied effectively and extensively. However, considering the context being emphasised in this research, the data examination technique will be followed extensively to analyse the data and interpret the findings that have been obtained (Wickham, 2016). This approach has been selected because it emphasises the actual findings, concentrating on the positivism research philosophy and focusing on the deductive methodology in which all the key findings determined will establish a particular logic related to why and how a transformational leadership approach will be effective within the UK-based organisations to achieve international growth and then suggesting relevant improvement aspects and other recommendations accordingly. Additionally, all the assessment of the primary data collected has been performed through SPSS so that in-depth statistic evaluation can be undertaken and relevant relations and correlations can be established as per the requirements of the study context.

3.8 Ethical Considerations

It is important to understand that particular research might not be eligible for being granted effective approval to proceed further without its compliance with the key ethical consideration aspects. Ethical considerations are important for researchers and the study to comply with, to ensure that every process, activity and initiative performed in the study is ethically-subtle and there can be no possibility of conflicts and contradictions with the research, its process or its outcomes

in the future (Arifin, 2018). Similarly, there are certain key elements of ethical considerations important to be emphasised in this study as well, which are further identified and listed below.

- Having the initial research proposal approved ethically by the relevant research departments
- Ensuring take formal consent of the respondents being surveyed in this research
- Taking a formal acceptance from the retail organisations whose employees will be surveyed in this study
- Ensuring that no sensitive data or information related to the respondents is collected
- Maintaining the privacy and anonymity of the respondents
- Discarding all the responses collected from respondents once the research has been completed and the conclusions have been published effectively

3.9 Research Limitations

It must be acknowledged by researchers that not all research can be conducted in a positive approach, providing complete benefits to the researchers and having an easy way to have the study completed effectively. However, it must be understood that there can be certain limitations associated with a particular study as well which need to be identified and eliminated strategically at the earliest. Similarly, it has been analysed that there are certain key research limitations associated with this study as well, which are further identified and listed below.

- Time and cost constraints related to the survey conducted
- Approval to survey an organisation's employees is not being granted by a majority of well-known retail companies due to security and privacy threats
- The leadership trends change frequently, especially due to the ongoing Covid-19 pandemic crisis.

Chapter Four: Results And Findings

4.1. Introduction

The chapter on outcomes and conclusions underscores a major assertion established throughout the complete research study since it details the interpretation and analysis of the data that was gathered using a variety of techniques. The primary goal and objective of this study are

to present the data that was gathered using questionnaires given to the participants who were chosen for the study. For this study, statistical techniques including correlation, regression analysis, as well as descriptive statistics have been chosen to analyse the results. Additionally, after the data are presented, the results can be the focus of a critical discussion with the aim of addressing the objectives as well as hypotheses of this study.

4.2. Quantitative Analysis

The quantitative analysis of the research entails the deployment of statistical modelling as well as the measurement for comprehending the quantifiable data (Hiệu, Đáp, and Web, 2015). With regards to that, the reliability statistics, demographics, descriptive statistics, and correlation analysis followed by the regression analysis have been conducted for assessing the strength of the respective relationship between the dependent as well as independent variables.

4.2.1. Reliability Statistics

The reliability statistics imply be crucial for assessing the internal consistency of the items in the survey questionnaire. The frequently employed gauge of internal consistency is Cronbach's alpha through reliability. It tends to be recurrently applied when a measure constructed of several Likert scale items in a questionnaire or survey requires to be confirmed for consistency (George, and Mallery, 2018).

Scale: Expansion in Retail Sector UK

Table 1. Reliability Statistics of scale Expansion in the Retail Sector UK

Reliability Statistics

Cronbach's Alpha	N of Items
.483	3

With regards to table 1 of reliability statistics, the value of Cronbach's Alpha for the scale of expansion in the retail sector UK is 0.483. This respective value indicates that the items of the questionnaire related to the expansion in the UK retail sector are not internally consistent. As the study conducted by Chan, and Idris (2017), highlighted that the higher Cronbach's Alpha (i.e. more

than 0.5) reflects the reliability as well as the internal consistency of the items. However, the value of Cronbach's Alpha is less than 0.5, which states the lower reliability of items.

Scale: Innovative Leadership in Retail Sector UK

Table 2. Reliability Statistics of scale Innovative Leadership in the Retail Sector UK

Reliability Statistics

Cronbach's Alpha	N of Items
.782	3

The value of Cronbach's Alpha for the scale of innovative leadership in the retail sector of the UK is 0.782, which reflects the higher internal consistency as well as the reliability of the items. This respective statistical figure for the scale of innovative leadership in the retail sector of the UK stated that the instrument deployed for the data collection is anticipated to generate similar results in different research settings (George, and Mallery, 2018).

Scale: Transformational Leadership in Retail Sector UK

Table 3. Reliability Statistics of scale Transformational Leadership in the Retail Sector UK

Reliability Statistics

Cronbach's Alpha	N of Items
.308	3

Table 3 of reliability statistics for the scale of transformational leadership in the UK retail sector has revealed its Cronbach's Alpha to be around 0.308, which indicates the lower internal consistency of the respective items.

4.2.2. Demographics

In accordance with the study conducted by Gagnon, Johannsen, and Lopez-Salido (2021), the concept of demographics is a precise depiction of the total population and is successfully divided into a number of orientations. In line with that, the research of Mishra et al., (2019), stated

that the tendencies also show aggregate percentages and are suggestive of recurrence as well as its respective percentages. Additionally, demographics have the ability to improve knowledge of the study's sets of data as well as respondents' views.

Table 4. Age of Participants

Age

		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	18 - 29 years	6	15.0	15.0	15.0
	30 - 39 years	8	20.0	20.0	35.0
	40 - 49 years	6	15.0	15.0	50.0
	50 - 59 years	5	12.5	12.5	62.5
	60 - 69 years	8	20.0	20.0	82.5
	70 +	7	17.5	17.5	100.0
	Total	40	100.0	100.0	

Concerning table 4 related to the age of respondents, it has been indicated that among the 40 respondents, 20% were from the age group of 30-39 years and 60-69 years respectively, which constitute the majority. However, the minority of the respondents were from the age group of 50-59 years which comprises 12.5% of the sample.

Table 5. Gender of Participants

Gender

		Frequency	Per cent	Valid Percent	Cumulative Percent

Valid	Male	19	47.5	47.5	47.5
	Female	21	52.5	52.5	100.0
	Total	40	100.0	100.0	

Table 5 reflects the participation level of the respondents on the basis of their respective genders in this research study. Concerning that, the majority of the respondents were females which uphold a total percentage of 52.5%. However, the males were indicated to be a minority in this data collection process with a total percentage of 47.5%.

4.2.3. Descriptive Statistics

By creating summaries of datasets, descriptive statistical analysis can be used to describe the characteristics of a given dataset. It is frequently presented as an overview of data that highlights the data's components (Kaur, Stoltzfus, and Yellapu, 2018). The primary phase of statistical examination in quantitative study is to explain the characteristics of the responses, including the mean of a single variable (for example, age) or even the association between 2 variables involving the dependent as well as independent variables (Conner, and Johnson, 2017).

Table 6. Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Innovative leadership in the retail sector of the UK	40	1.00	5.00	3.4250	.78790
Transformational leadership in the Retail Sector of the UK	40	2.33	4.67	3.4078	.60616
Expansion in Retail Sector UK	40	2.00	4.67	3.3917	.66190
Valid N (listwise)	40				

The mean value of innovative leadership in the retail sector of the UK stands at 3.4250, however, the value for standard deviation is 78.7%. These values reflect that the majority of the responses relating to this variable are around neutrality, however, the results can deviate from the value of 78.7% in a similar or different research setting. Further, the mean value of transformational leadership in the retail sector of the UK is 3.40 which reflects that the average responses were towards the neutral scale. While the standard deviation of 60.6% remains an indication that the responses can deviate from this percentage of 60.6% in another research setting. Moreover, the mean value of expansion in the retail sector is 3.39, whereas its standard deviation is 66% which reflects the inclination of responses towards the neutral scale that can be deviated by 66%.

4.2.4. Correlation Analysis

In light of the research conducted by Senthilnathan (2019), it is highlighted that the correlation analysis assesses the linear association between the dependent as well as independent variables and is employed to ascertain the strength between those variables. In line with that, the correlation analysis evaluates the strength of the relationship, along with its direction as well as the significance of the identified variables.

Table 7. Correlation Analysis

Correlations

		Innovative leadership in the retail sector of the UK	Expansion in Retail Sector UK	Transformational Leadership in the Retail Sector of the UK
Innovative leadership in the retail sector of the UK	Pearson Correlation	1	.842**	.115
	Sig. (2-tailed)		.000	.479
	N	40	40	40

Expansion in Retail Sector UK	Pearson Correlation	.842[**]	1	.307
	Sig. (2-tailed)	.000		.054
	N	40	40	40
Transformational leadership in the Retail Sector of the UK	Pearson Correlation	.115	.307	1
	Sig. (2-tailed)	.479	.054	
	N	40	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

With a significant level of 0.000, Table 1 of the correlation analysis shows a significant association between innovative leadership in the UK retail sector and Expansion in the retail sector. While the Pearson correlation value of 0.842 reflects that this respective relationship is positive and strong, suggesting the strong reliance on innovative leadership in the expansion of the UK retail sector companies (Gogtay, and Thatte, 2017). Additionally, there is a moderate correlation between the expansion of the retail sector and transformational leadership practices in the UK retail sector with a significance value of 0.54. This respective significance value of 0.54 is greater than the standard significance value of 0.05, which reflects this relationship to be insignificant (Miot, 2018). Conclusively, it can be stated that the relationship between the expansion of the retail sector and transformational leadership practices in the UK retail sector is insignificant but positive and moderate, which indicates that none of these two variables can be changed in case of changes in any one variable.

4.2.5. Regression Analysis

Regression analysis is recognised as a useful quantitative technique that may be employed to assess the association between the specified variables, more especially between the independent and dependent variables of the research (Desboulets, 2018). The researchers proceed to explain that having identified the relationship's strength, it can be utilised as a framework for forecasting potential future relationships between those variables (Kafle, 2019). Given the scope of the study, linear regression has been chosen because it is deemed to be efficient in determining the effects that the predictor variable has on the dependent variable.

Table 8. Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	.868[a]	.753	.740	.33759

a. Predictors: (Constant), Transformational leadership in the Retail
Sector of the UK, Innovative leadership in the retail sector of the UK

Regarding the above-mentioned model summary, it is said that because the measured r square value is 75%, it can be denoted that the dependent variable, i.e. the expansion of the retail sector of the UK, is correspondingly clarified by the relevant independent variables of transformational leadership as well as the innovative leadership in the retail industry of the UK. It can be specified that this respective notion is asserted by a cumulative efficiency of 75% and is indicative of the assertion that such the collected data is considered as being efficient regarding the declared regression model.

Table 9. ANOVA Table

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.869	2	6.435	56.460	.000[b]
	Residual	4.217	37	.114		
	Total	17.086	39			

a. Dependent Variable: Expansion in Retail Sector UK

b. Predictors: (Constant), Transformational leadership in the Retail Sector of the UK, Innovative leadership in the retail sector of the UK

In regards to the ANOVA table, it can be said that the significant level is considered to be 0.00, which according to Brook, and Arnold (2018), is deemed lower than the conventional 0.05. This lower significance value reflects the association that exists between the identified independent and dependent variables is acknowledged to share a substantial association and also the regression model implied is believed to be sufficient to meet the requirements of the goodness of fit. Kafle (2019) holds the opinion that a quantitative hypothesis test known as "goodness of fit" is used to evaluate the effectiveness of a regression model's ability to effectively predict the dependence between the independent as well as dependent variables. With regards to that, the significance of the ANOVA table is indicative that the relationship between the expansion in the UK retail sector, transformational leadership as well as innovative leadership implied to be worthy and significant.

Table 10. Coefficient Table

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.248	.368		.672	.506
	Innovative leadership in the retail sector of the UK	.686	.069	.817	9.938	.000
	Transformational leadership in the Retail Sector of the UK	.233	.090	.213	2.592	.014

The regression equation's coefficient value is believed to be what determines if an association between the identified variables definitely existed. Along with establishing whether there is a positive or negative connection between the variables, it is also evaluated depending on the significance value. According to the above-mentioned table 10, the independent variable innovative leadership's significance value is 0.00, which is below the predefined significant value of 0.05. As a result, it is believed that there is a substantial and positive association between the

predictor variables and the expansion of the retail sector (Desboulets, 2018). Given that the significant value is less than the ideal significance value of 0.05, there is a significant association between them. This respective result has offered substantial support for accepting the fourth hypothesis of this research which states that implementation of innovative leadership and activities uphold the significant relationship with the organisational expansion of the UK retail businesses. However, the significance value of transformational leadership in the retail sector of the UK and expansion of the retail sector is 0.014 which is greater than the standard value of 0.05 (Kafle, 2019). This higher value has reflected that the relationship between transformational leadership in the retail sector of the UK and the expansion of the retail sector is insignificant, which results in the rejection of the hypothesis pertaining to their significant relationship. Hence, it can be inferred that, if the innovative leadership in the UK retail sector increases over the period, the expansion of the respective sector internationally will happen owing it the significant relationship. While, the integration of transformational leadership can only increase the performance and satisfaction of the employees but cannot contribute to the international expansion of the retail sector, which responds to the other remaining two hypotheses and reflect their acceptance.

4.3. Discussion

The current research aims to investigate the reasons for the failure of UK retail companies on an international scale. For this purpose, quantitative correlational research analysis was done to get the participant's information. As the quantitative analysis is used for considering the experience, gender and age of the participants to understand the leadership in the retail sector of the UK. The integral aim of the study was to explore the role of transformational as well as innovative leadership for international expansion in emerging country firms.

In light of the findings of the overall study, the study of Gagnon et al. (2021) highlighted the concept of demographics in explaining the total population that divides the number of orientations. Along with this, the research study o Misha et al. (2019) discussed that the tendencies represent the percentages and recurrence of the respective percentages. In this way, demographic such as age and gender possesses the capability to enhance the knowledge of the study required for the respondent perspective. Of the selected respondent's male participants of 47.5%, whereas there were 52.5% of female participants. According to the analysis of finding it was found that there are 20% of individuals belong to the age group of 30-39 years as well as the same amount of

individuals from the age group of 60-69 years. The least percentage belongs to the age group of 50-59 years where representation was only 12.5% of all the participants.

As per the findings of George and Mallery (2018), the reliability statistics assist in attaining the internal consistency of the survey questionnaires. It was found through the reliability statistics based on expansion in the retail sector of the UK that Cronbach's Alphas is 0.483 where the items in the questionnaire were not consistent. Moreover, the study conducted by Chan and Idris, (2017) it was examined that Cronbach's Alpha explains the internal consistency and reliability of the product. The results of the study show that the value of Cronbach Alpha was lesser than 0.5 so it is reflected in the low reliability of the items.

Additionally, in the table of reliability statistics, the value of Cronbach's Alpha in the retail sector UK is 0.483. The findings of the study by Chan and Idris (2017) highlight that there is if Cronbach's Alpha is greater so it would have internal consistency and reliability of the items. So in this regards the table indicates that the expansion of the UK retail sector has not been consistent and its value of it is lesser than 0.5 which presents that there is a low reliability of items. Furthermore, related to the reliability statistics of scale innovative leadership in the retail sector of the UK the value of Cronbach's Alpha for the scale is 0.782. The value of Cronbach's Alpha indicates relatively higher consistency along with the reliability of the items. The statistical value regarding the scale of innovative leadership in the retail sector is high so as expressed in the study of George and Mallery (2018), the data collection has anticipated creating identical outcomes associated with the research settings.

Along with this, the analysis has also demonstrated the reliability statistics of scale transformational leadership in the retail sector of the UK. The findings of the table explain that the reliability statistics for the scale of Cronbach's Alpha is 0.308. The value found indicates that there is a lower internal consistency of the respective items. The reliability of transformational leadership has been consistently low that highlighting the lower reliability of items.

Regarding the descriptive statistics, the findings have presented different datasets. The study of Kaur et al. (2018) described the overview of the information as well as the data components. The primary phase of the overall examination was linked with quantitative sort of research that was linked to describe characteristics of the responses such as a single variable of mean or even the link between 2 variables that includes the dependent and independent variables.

The data explained the mean value of innovative leadership present in the retail sector of the UK. The information represents that the value of standard deviation is 78.7% while all of such values explained that the majority of variables in neutral. The result of the research represents that transformational leadership lies in 3.40 which indicates a neutral scale. The data also indicates that there is 60.6% of responses for another research setting. The results also indicated that the mean value of the spread of the retail sector is 3.39 which represents the inclination of all of the collected responses towards a neutral scale that deviated by 66%.

The research study also found that correlation analysis explains the strengths of the relationship with selecting the dimension along with the significance of all of the identified variables. Linked with this, the study of Senthilnathan (2019) found that the correlation analysis has a linear relationship with the dependent as well as independent values. Furthermore, it is also found that there are different strengths between these variables. The analysis presented the correlation divided into innovative leadership in the retail sector of the UK where the Pearson correlation was 1, the expansion of the retail sector in the UK was 0.842 and transformational leadership in the retail sector in the UK is 0.115. Furthermore, the sign for expansion in the retail sector of the UK is 0 whereas its transformational leadership was 0.479. As found in the study of Gogtay and Thatte (2017), the N stayed at 40 for the correlations.

Furthermore, associated with the expansion of the retail sector in the UK, the study of Miot (2018) explored that Pearson correlation for innovative leadership in the retail sector of the UK as 0.842, for sign (2 talled) it was noted as 0 determining a stronger relationship of innovative leadership in the UK retail sector, the total number of it was 40. Moreover, the study found that for the expansion in the retail sector of the UK, Pearson Correlation was 1, whereas sig. (2-talled) was zero and still, N was restricted to 40. Associated with the transformational leadership in the retail sector of the UK, Pearson correlation for innovative leadership is found as 0.115, whereas sig. (2-talled) is 0.479 however, N was kept at 40. As the study of Miot (2018), explained that the expansion in the retail sector of the UK is also related to transformation leadership in the retail sector as 0.307 whereas the sign is .054, which represents a moderate relationship between transformational leadership and the expansion of the retail sector where the total population was 40. Apart from this, the transformational leadership in the retail sector of the UK is 1. The findings of the study can be explained as the relationship in the transformation leadership practices which is insignificant but moderate and positive represents that the variables are changed for one variable.

Linked with the findings of the regression analysis which is explained in the study of Desboulets, (2018) is a useful quantitative technique that finds out the relationship between the specific variables in the dependent and independent variables. The analysis represents that the relationship has strength which can be used for estimating the relationship between these variables. Determining the scope of the study, the linear regression due to its efficiency for the impacts of predictor and dependent variables. The model summary can be explained as R can be explained as 0.868 which explains that it is the relevant independent variable of transformational leadership. Along with this, the findings also explained that the respective concept is represented as cumulative efficiency of 75% where the assertion can be collected by efficiency regarding the regression model.

Apart from this, the findings also explored the ANOVA table where there is a significant level explained in the study of Brook and Arnold (2018). The findings can be explained as the low importance of the value which creates an impact on the relationship that is between the dependent as well as the independent variable and associated with one of the shares in the regression model. The study by Kafle (2019) discussed the opinion of the quantitative hypothesis test that explains the ability of the regression model in these variables. Along with this, the ANOVA table has also discussed and explained the relationship between transformational leadership, innovative leadership as well as the expansion of the retail sector of the UK to be significant as well as worthy.

Along with this, the findings also presented the regression equation which indicates a clear and strong relationship between the variables in a much clear manner. There is either a positive or a negative connection between the variables which depends on a significant value. Related to the findings of the research the tables explain that there are independent that is innovative leadership whose value is found as 0.00 whereas the predefined value is 0.05. The result of the study shows that there is a strong, positive as well as substantial relation between the expansion of the retail sector and predictor variables. Furthermore, the study of Kafle, (2019) showed that there is a relationship between them but the results indicate that innovative leadership also has a distinctive relationship with the organisational expansion of the retail business in the UK. Since the findings also found that there is a significant relationship between the retail sector and transformational leadership because the value is 0.014 which is greater than the standard value of 0.05. In this way, the result of the analysis shows that if there is an increase in innovative leadership in the UK so the sector will also expand with a stronger and more significant relationship. Whereas on the other

hand, transformational leadership has enhanced which has integration with the performance as well as the satisfaction of the employees that do not contribute towards the international expansion of the retail sector and responses to the remaining hypothesis.

Chapter Five: Conclusion

5.1 Introduction

This chapter is the last chapter of this research study that focuses on the conclusion and recommendations. This chapter aims to demonstrate the conclusion of key findings of the entire dissertation, recommendations and future implications.

5.2 Aims and Objectives

This research study aimed to assess the role of innovative and transformational leadership in the effective international expansion of an emerging-country firm and it has been done with appropriate objectives. Consequently, the objectives of this study were:

- To examine the reasons for the failure of UK retail companies on an international scale.
- To identify and evaluate the innovative and transformational leadership strategies utilised by the UK retail firms for emergence at the International Scale.
- To investigate the impact of innovative and transformational leadership strategies utilised by the UK retail firms for emergence on the International Scale.

5.2.1 Objective: 1

The first objective of this study was to examine the reasons for the failure of UK retail companies on an international scale. It has been identified from the empirical data that the UK literature noted that the retail sectors have to face failure in expanding their business at the international level which marks their ineffectiveness in working with foreign markets. In addition, a major ineffectiveness which has been influential across the retail industry relates to the managerial roles and responsibilities. Besides this, the retail industry is widespread because of the wide range of products that are being offered the consumers and hence when it decides to expand internationally, the product range automatically maximises. Thus, to manage the portfolio, a greater number of individuals are required. Therefore, the individuals and their practices need to be controlled and monitored whereas continuous guidance is required for them to work accordingly these initiatives need to be present in a single person, who is identified as the leader and this requirement often lacks in retail businesses. Consequently, UK retail sectors have to face failure in expanding their business at the international level which marks their ineffectiveness in working

with foreign markets and a major ineffectiveness which has been influential across the retail industry relates to the managerial roles and responsibilities

5.2.2 Objective: 2

The second objective of this study identified and evaluated the innovative and transformational leadership strategies utilised by UK retail firms for emergence at the international scale. The literature review chapter identified that the transformational leadership strategies can individually and in collaboration affect the current working dynamics of the retail industry organisations in the UK in the light of expansion internationally, it is important to understand the basic concepts of these two approaches. Further, an innovative leadership approach is a leadership strategy in which the leader emphasises encouraging the team working under him to focus on being creative and innovative. While the leader is committed to acknowledging the individuals regarding the competitive forces in the surroundings and how negatively influential they can get affecting their career in the future if the organisation fails to sustain and survive in the market in the long term. Therefore, the leader also communicates the need to not just identify different aspects of innovation and creativity, but to be able to take prompt decisions and implement them vividly as well within the organisation which eventually comes through the ability to lead and being entrusted upon being delegated with decision-making responsibilities, which is a sole attribute of a business leader.

5.2.3   Objective: 3

The last objective of this study investigated the impact of innovative and transformational leadership strategies utilised by UK retail firms for emergence on the international scale. The literature review chapter explored that transformational leadership could distribute the imaginary results to improve company culture in organisations' ethics and practices. Leaders seek to take out unexpected changes to motivate employees and help them thrive in their roles with inspirational, determined thinking and increasing productivity. Further, transformational leadership is highly engaged and driven to success without misplacing it in the sense of personal empowerment and the mindset of transformational leadership has four components; inspirational, intellectual, individualised, and idealised motivation influences. In this regard, the leaders of the retail sector in the world exhibit their behaviours and make their teams motivated and valued towards professional growth and development. Moreover, retail sector workers and employees feel

independence and positivity for the company and help to integrate into the company's success. As a result, retail employees have been facing environmental challenges and understand how they overcome their challenges and understand the customers' expectations of what exactly they demand and give consideration to them. Hence, innovation is a way that helps the retail sector of the world to adapt the change according to the current trends, and transformation.

5.3 Recommendations

These recommendations can be acquired from the chapter 4 findings, it was found from the survey that the majority of survey participants belonging to the age group 30---39, 60 ---69 have agreed that transformational leadership can expand to the retail sector of the UK internationally. It is recommended that retail business executives will frequently interact with staff members to foster a positive work environment and attitudes in a sense of transformational teamwork. In this regard, UK retail business leaders can create learning practices of transformational leadership to support the development and implementation of innovative ideas in the retail sector of the UK. As a result, a manager's transformative behaviours will affect innovation and other positive organisational outcomes, including performance, contentment, and loyalty to the organisation. In this sense, organisations should incorporate programs to improve transformational abilities within their leadership development initiatives. Thus leader's ability to connect with followers personally would strengthen the impact of transformational leadership on creative behaviour. Therefore, a manager's transformative behaviours will affect innovation and other positive organisational outcomes, including performance, contentment, and loyalty to the organisation. In this sense, organisations should incorporate programs to improve transformational abilities within their initiatives of leadership development. Consequently, a leader can connect with followers personally with the impact of transformational leadership and creative behaviour.

5.4 Strengths and Limitations

The key strength of this research study is to adopt the survey technique to collect the data because the survey technique provided an opportunity to collect data from a predefined group of people. The survey technique allowed the researcher to collect the data from UK retail industry respondents to focus on transformational or any other leadership approach for international growth that can be considered, compared and evaluated accordingly. Therefore, this research study cannot collect the data from the primary quantitative method restricted to a focus group of UK retail

industry employees. Because if the researcher collects the data from mixed methods, primary qualitative and secondary qualitative, then the data can be more extensive. Thus, the researcher can identify prior results on related topics and relevant results from the mixed method.

5.5 Future Implications

This study will contribute to the literature on innovation performance in the context of large firms and SMEs. Finally, the results of this study will suggest a set of practices that firms can use in searching for innovation to maintain a competitive advantage. This study will contribute to the literature on innovation and transformational leadership in retail performance. It will suggest practices where retail companies can take innovation and transformational leadership for emerging countries and expand business internationally. In addition, the retail industry can increase transformational leadership style effectiveness in international marketing. Further, the current study can be helpful for the researcher, retail industry managers, employees, management and academicians to understand the nature and role of innovation and the effect of transformational leadership on retail industry businesses. Thus, this study will be helpful for stakeholders, corporate management and entrepreneurs who want to start a retail industry business and are interested in the retail sector business.

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