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DECLARATION

I hereby declare that the results of this work prepared below have been recorded through my research. I have written the research paper as per all rules and regulations of UWTSD.

Every reference in this research paper is acknowledged and accepted.

Signed



Dated: 4th of July, 2024

TITLE

The influence of transformational leadership styles on Organisational Performance and Employee Productivity within the UK retail industry. Study on ALDI

AUTHOR

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ABSTRACT

Effective leadership is the approach in which both the organisation and the employees benefit through the proper direction. Transformational leadership is one of the popular leadership styles among others. Transformational leaders know how to inspire and motivate employees to act in ways that create meaningful change.

This dissertation paper analyses the impact of transformational leadership style on organisational performance and employee productivity within the United Kingdom (UK) retail industry which is a study on ALDI. The study explores how a transformational leadership style can improve an organisation's performance and employee productivity.

An inferential approach has been chosen in this study which helps in developing and testing hypotheses based on pre-existing theory. This method provides the observations necessary to develop opinions for the results aimed at meeting the research objectives. In this research, the researcher used quantitative methods to collect data in numbers and statistics related to the topic. This research used a survey technique where participants were provided with multiple-choice questions to select the most relevant answers which helped in drawing valid conclusions for the study.

The results and findings of all types of analysis show that transformational leadership is one of the best leadership styles among all other leadership styles. On the one hand, this research highlights that transformational leadership styles provide respect and value to employees, as well as make them feel that they are a major part of the overall business objectives. Also, the study analysis section highlights that Aldi's employees claim that the transformational leadership style has a positive impact on their productivity and efficiency within the business.

Above all, this study mentions some recommendations for being a transformational leader in the market which helps to achieve success in the competitive environment.

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INTRODUCTION

Background of topic

Every organisation needs to perform its business effectively. Therefore, they require to adopt an effective leadership style that can provide better guidance and support in maintaining different operations effectively and providing high-level benefits in terms of improving organisational performance and employee productivity (EFFIYANTI et al., 2021). Different leadership styles can provide different benefits which can depend on the business structure and nature of the objective that want to achieve. Transformation leadership is also a leadership style that includes the approach that inspires, encourages, and motivates employees which can enable them to contribute to innovating and creating change to shape the organisation accordingly. It enables the business organisation to operate different activities and operations effectively and contribute to managing the business in a more effective way to provide higher employee productivity as well as improved organisational performance. In the retail sector, the business organisation needs to provide better and more effective responses that are associated with providing higher productivity and improving operations to improve organisational performance (Alsayed et al., 2020). It is also essential for leaders of the business to use an effective strategy that can guide their staff members to improve their productivity and contribute to improving organisational performance. The transformational leadership style allows business organisations to adopt not any single leadership style but to make changes in adopting a leadership style according to the situation that can contribute to enhancing organisational outcomes. Transformational leadership facilitates an effective work environment that can support in implementation of effective change and provide high support in communication, adaptability, and support. It includes different elements such as individualised consideration, inspirational influence, and intellectual stimulation (Pirayesh and Pourrezay, 2020). Transformation leaders have some specific traits that allow them to perform well and deliver high-quality services to improve business performance. It includes their strength and weaknesses which can allow them to focus on guiding employees and perform well towards achieving goals. They also remain open-minded which can include having new ideas and fresh perspectives that can lead to provide better outcomes. They also gather regular feedback and improve accordingly.

Transformational leaders are proactive which enables them to take initiative and make changes in the process which can yield expected outcomes. Transformational leaders play an effective role in empowering others which can help to improve employee motivation and support in reducing employee turnover (Alrowwad et al., 2020). It also enables employee retention and to effectively achieve their goals. This leadership style provides a positive impact on the groups that allows improved performance through empowering their team. It also allows leaders to

focus on empowering their employees which can help to perform well and give their best. Therefore, transformational leadership allows business to improve their overall performance and supports employee to improve their productivity.

Problem statement

Different business organisations adopt different leadership styles which allow them to perform well in managing different operations that contribute to improving overall organisational performance. However, some businesses require some specific type of leadership according to business structure (Katou et al., 2022). Therefore, the business organisation needs to adopt an effective leadership style that can allow it to perform well and manage different business activities or operations in a proper way to provide expected outcomes. A leader should always determine the leadership style considering the current situation of the team to get better outcomes (Lattimer, 2019). Businesses may face difficulty in improving organisational performance and improving employee productivity. Therefore, businesses should focus on applying an effective leadership style that can be suitable for their business structure.

Company Background

ALDI stands for Albrecht-Discount (Rahma and Aldi, 2020). ALDI is a chain of supermarkets that operates in most parts of the European Union. It also operates in the United Kingdom, Australia, and the United States. It runs about 4,212 stores in Germany and about 8,620 worldwide. Aldi has approximately 203,600 employees worldwide (Alonso, 2022). It is a food retailer company but it also deals in non-food at a time. It covers the grocery industry which earns customer through providing discount prices and better shopping experiences in comparison to their competitors. It provides high financial benefits to customers through helping in save money and provides a weekly and generous return policy. Most recently in the insurance sector, Aldi Australia has started offering services under the name Aldi Insurance (Chadwick, 2024). The company provides home and contents insurance, car insurance, etc.

Research rationale

Every business is required to run its business operations effectively which can be operated through performing effective leadership. Effective leaders act as a bridge to an organisation's current and future success, and this is why organisations should invest in leadership development programs (Vliet, 2022). Therefore, it is essential to identify the correct leadership style to perform business operations to improve organisational performance. This research is conducted to understand the influence of leadership style in any organisation that can influence

its performance. It is also required to understand the effectiveness of implementing a leadership style that can influence employee productivity. There are different leadership styles used by different organisations according to their structure and objectives. Therefore, this research allows us to understand transformational leadership and how it can influence organisational performance including employee productivity (Day et al., 2020). This research can also be necessary to understand the effectiveness of implementing transformational leadership in a specific company that can support improving organisational performance and provides proper guidance to enhance employee productivity. It can also enable to improvement of knowledge and learning about leadership style and its influence on the organisation.

Research aims & objectives.

Aim

To analyse the influence of transformational leadership styles on organisational performance and employee productivity within the UK retail industry. A study on ALDI

Objectives

- To study the concept of transformational leadership in retail business.
- To examine the impact of transformational leadership style on organisational performance and employee productivity in Aldi.
- To evaluate challenges faced by Aldi while implementing a transformational leadership style within a business.

Research questions

- What is the concept of transformational leadership style?
- Why transformational leadership style the best approach for the retail industry?
- How do transformational leadership styles affect businesses?
- What challenges did Aldi face while implementing a transformational leadership style within business?
- Why transformational leadership style is important for organisational growth/development of Aldi.
- How transformational leadership style improve the productivity of employees at Aldi?

Significance of research

The purpose of research is to gather evidence for theory, inform the progress of work, and contribute to the development of knowledge in the study of work with that evidence (Zarah, 2024). Research plays an effective role in collecting different data sets which can help to improve knowledge and understanding about specific phenomena. It also allows to gathering of

evidence-based data that is reliable and valid to learn and improve knowledge. It also provides a better understanding of the research topic and support to implement in improving quality of life. Moreover, it also enables to utilise of different applications through using scientific findings to provide a better understanding to the public (Mohajeri et al., 2020). Research can allow researchers and other individuals to learn and improve knowledge regarding the research topic and use this to improve quality of life to benefit from applying it effectively.

Structure of Dissertation

The intended structure of the dissertation is highlighted below-

Chapter 1 Introduction: This chapter focuses on the research objective and research question to set a path toward the research study. It also covers the rationale and key significance.

Chapter 2 Literature review: This chapter helps to evaluate credible sources to collect information for the research study.

Chapter 3 Research Methodologies: This chapter uses the primary quantitative method that can allow to collection most relevant information to achieve the research objectives.

Chapter 4 Data analysis and findings: It allows to analyse of the collected data using the primary questionnaire (survey) method.

Chapter 5 Discussion: It covers key findings using collected data and gain valuable data.

Chapter 6 Conclusion, Limitations, and Recommendation: It allows summarised information and provides a description related to research limitations, and key recommendations.

Chapter 7 Reflection: The reflection chapter presents all my experiences and challenges that I have encountered in this dissertation

LITERATURE REVIEW

A literature review is an academic document that describes the topic with the help of points of view and suggestions of various authors and scholars. In a simple word, a literature review is an assessment that is essentially a report of academic sources on a specific topic (McCombes, 2023). A critical evaluation of the topic is done in the systematic literature review by taking references from different scholars from past studies. A literature review can be part of the dissertation, thesis, research reports, and many other research studies.

To study the concept of transformational leadership in retail business.

As per the author Evina et al. (2024), transformational leadership has emerged as a critical framework for understanding how leaders can inspire and motivate teams to adapt to changes, embrace innovation and drive organisational success. The retail sector is characterised by its dynamic nature that involves rapid changes in consumer preferences, technological advancements, and evolving market trends. Through cultivating relationships, fostering collaboration, and promoting continuous learning, transformational leaders can navigate the complexities of the retail landscape and lead their organisations to sustainable growth. Transformational leadership is a kind of leadership style which generally transforms the work of the employees towards the direction of accomplishing the goals and objectives of the organisation by driving the motivation and inspiration of the employees. The transformational philosophy helps encourage the employees by motivating them and boosting their morale to work in a new and innovative way so that they can contribute towards the success of the company's success in the future. With the help of transformational leadership, leaders can motivate their employees by including their decisions in the decision-making process and by handling certain authorities and responsibilities. Transformational leadership supports the leaders in maintaining a clear mission and vision of the company by which the company can make strategies and implement plans to attain success. The missionary and visionary goals provided by the leaders are very considerate for the employees in understanding the method of working with new techniques and higher efficiency to achieve success in terms of growth and productivity.

However, in the perspective of Adigwe (2024), transformational leadership refers to the more complex and innovative universal techniques which help the organisation in achieving the targets goals, and objectives by fostering the smooth functioning of the business activities. Transformational leadership helps in developing efficiency and productivity in the organisation to enhance the quality of the operational efficiency of the employees. The leaders fostering transformational leadership help in standing confidently within the organisation and help the

employees by gaining job satisfaction by aligning the individual goals of the employees to the common goals of the organisation. The role of transformational leaders is to build and create a clear and good mission and vision for the organisation so that the organisation's workforce can work accordingly and can attain success in their efforts. Transformational leadership is a good example of a leadership style in which the motivation level of one other can be increased to work with higher potential and fuller efficiency. Transformational leaders help the workers stay motivated by giving them confidence and boosting their morale timely to help the company grow in terms of success.

Moreover, as stated by Esteves et al. (2024), transformational leadership plays a significant role in the success of every organisation in which the transformational leadership style is followed. There are many benefits of following and executing the transformational leadership style. Transformational leaders can help employees gain their self-worth and self-recognition by inviting their constructive suggestions and opinions in the decision-making. Transformational leaders can also provide job satisfaction to employees by giving them rewards and recognition regularly. The programs of rewards and recognition are the best practices of transformational leadership which can help enhance the competency in the organisation and can enhance the efficiency of the employees by acknowledging their work and efforts in their respective job roles. Therefore it can be said that organisation that are using transformational leadership as their strategy to foster their functions and operations of business will gain a competitive advantage in the market and will also stay competitive in terms of productivity and efficiency. The organisations which enable transformational leadership help the organisation to make their workforce work according to the new and innovative techniques by making them confident and inspiring them to work towards their job roles so that they contribute highly to the targeted goals and objectives of the company. Transformational leadership is critical to driving success and innovation in the rapidly changing retail industry. Transformational leaders can lead their organisations to thrive in a constantly changing environment by inspiring vision, empowering teams, and cultivating a culture of continuous improvement.

To examine the impact of transformational leadership style on organisational performance and employee productivity in Aldi

According to the author Rachman et al. (2024), transformational leadership had impacted in a very positive manner to the organisation. Transformational leadership proved to be very helpful for the company in enhancing efficiency and developing a good organisational culture within the organisation. This kind of leadership style has a good effect on the employee's efficiency and productivity towards their work. Transformational leaders in the organisation have helped the

employees to enhance their level of commitment among the employee towards their work and organisational goals. The organisational performance has increased by many times with the help of transformational leadership as this leadership develops a sense of belongingness among the employees towards the organisational aim and helps them to work with more seriousness to help the company achieve its targets within time. While executing transformational leadership, the company has inspired its workforce, motivated them, and achieved a much higher productivity than before. This kind of leadership help in enhancing the work culture of the organisation which makes it easy for the workforce to work accordingly with higher productivity in a flexible manner. Transformational leadership has helped the organisation to improve its working conditions and also helped in fostering a healthy and positive environment at the workplace. The offering of a better environment helped the company to upgrade the working of the employees.

Moreover, as per Presilawati et al. (2023), the effectiveness of the organisations depends directly upon the kind of leadership style a company is following. Aldi is following transformational leadership which is helping the company in increasing its efficiency and productivity. The company is now performing well by following a transformational leadership style. The leaders within the organisation are helping the company to encourage the confidence of the employees. By various methods such as training and development programs the leaders of the organisation are helping the employees understand and learn new skills. These new innovative skills are helping the employees to perform their activities with new innovative strategies which in turn is enhancing the performance of the company and making it much more competitive in the market.

Following Dira et al. (2024), The success rate of the company has increased in the retail sector, and with the help of transformational leadership, the company can make their employee satisfied with their job roles. Employee engagement has increased with good practices implemented by transformational leadership such as training and development programs, rewards and recognition programs which provide self-recognition and self-confidence to employees and helped the company in increasing the rate of employee engagement. The employee turnover of the company has also decreased with the transformational leadership style as the leaders of the company time to time motivate the employees to increase and enhance their performance to contribute towards the productivity of the employees. Therefore, transformational leadership is very effective and efficient for the company as the overall performance of the company in terms of success and profitability has been enhanced by following the transformational leadership within the company. The key competencies and skills

of effective transformational leadership involve visionary leadership as an effective transformational leader possesses a clear and compelling vision for the company's future by inspiring and motivating employees to show a shared purpose and direction. In the context of ALDI transformational leaders can communicate the company mission to offer high-quality products at affordable prices and foster a sense of purpose among employees. In the context of ALDI, transformational leaders influence charisma to build trust, credibility, and rapport with employees. It encourages employees to embrace changes and strive for excellence as charismatic leaders engage with employees effectively to foster a positive organisational culture and drive performance. Effective transformational leaders stimulate innovation and creativity by encouraging critical thinking and problem-solving among employees. The transformational leaders in Aldi foster a culture of learning and development, providing opportunities for employees to grow and excel in their roles through continuous training and mentorship.

To evaluate challenges faced by Aldi while implementing a transformational leadership style within the business

According to the authors Greimel, Kanbach, and Chelaru (2023), several challenges are faced by Aldi during the implementation of transformational leadership. The major challenge in front of the organisation is to adopt a clear mission and vision for the organisation. It was very difficult for the organisation to attain and target a clear mission that could be shared with the employees so that they could also understand the mission of the company clearly and can contribute to the performance of the company. The organisation needs to update and revise the strategies of leadership as per the changing business environment. So it gets very difficult for the organisation to manage, transformational leadership while pacing the changes in the business environment.

Additionally- according to Samy, Pierre, and Jérôme (2024), the organisation also faces problems while motivating the employees as transformational leadership helps the organisation in motivating the employees for their internal personal goals and external organisational goals. While implementing transformational leadership sometimes the employees are motivated highly for their own goals which makes them overworked and overburdened. This factor helps in demotivating the employees which proves to be a negative factor for the organisation. After giving the authority and responsibilities to the employees the misuse of the powers also takes place sometimes in the organisation which has affected the operations and functions of the organisation. The productivity and authenticity of the operations had declined which influenced the success rate of the organisation in the retail sector. In context with ALDI, its traditional organisational structure, and processes may face resistance when implementing

transformational leadership initiatives. Employees who have grown familiar with a directive leadership style may resist the transition to a more collaborative and empowering approach. Overcoming resistance to change necessitates effective communication, stakeholder engagement, and change management strategies tailored to Aldi's specific organisational context.

However, Sanders and Wood (2024), stated that favoritism also occurs during the transformational leadership style in the organisation. As the leaders are familiar with the staff of the organisation, certain employees are their personal favorites. Discrimination and partiality had also taken place among the employees while implementing the transformational leadership in the organisation which leads to dissatisfaction among the employees and spoils the healthy organisational atmosphere by fostering petty clashes and fights among the employees of the organisation. This has affected the organisational peace and healthy environment. So, all these mentioned problems are the issues that were majorly followed by the organisation in the way of implementing transformational leadership among the employees. Thus the organisation needs to take corrective measures or make strategies to execute transformational leadership and to enhance the productivity and efficiency of the overall organisation. So, the organisation needs to focus on building perfect and efficient strategies and plans so that the organisation can mitigate its challenges and can take the help of transformation leadership to maintain credibility in the market and gain a competitive advantage in the market. In the implementation process of transformational leadership, various challenges are faced by a company such as overemphasis on charisma as it is considered a key component of transformational leadership that solely relies on charismatic leadership which leads to potential pitfalls. Aldi's hierarchical and efficiency-focused culture may present difficulties in balancing charisma with the need for clear direction and accountability. Transformational leaders must strike a balance between inspiration and practicality to keep employees focused on achieving organisational goals while feeling motivated and empowered.

Summary of the literature review

From the above literature review, the importance of transformational leadership has been acknowledged with the help of different references of the author and the scholars. The concept and role of transformational leadership is being explained in the literature review. Transformational leadership is a leadership style that is now becoming popular in the business market to attain success and gain profitability (Ilic, 2023). Transformational leadership refers to the process of giving guidance and encouraging the confidence and morale of the employees by making them learn new skills and techniques which can be used by them to improve their

performance so that they can contribute highly towards the organisational goals. The impact of transformational leadership on the selected organisation is also highlighted in how transformational leadership impacted the performance of the organisation. Transformational leadership is a very efficient leadership style and has impacted positive aspects of the company. According to Orabi (2016), transformational leadership has a positive impact on an organisation's overall performance. In 2016, a survey was conducted in 3 banks in Jordan through the implementation of transformational leadership style and this positive result came from the survey. Furthermore, the challenges which are faced by the organisation while implementing transformational leadership. The challenges are also being focused on in the literature review which showcases all the problems which are being focussed by the organisation in the way of implementing transformational leadership. For transformational leadership, various skills are needed such as visionary thinking, inspirational communication, change management, and more. The company must invest in a leadership development program to equip managers and executives with the skills and competencies that are needed for effective transformational leadership.

RESEARCH METHODOLOGY

Introduction

The research methodology is a structured and scientific approach toward data collection, analysis, and interpretation to answer research questions. This refers to the process by which researchers design their studies using research instruments, techniques, and methods. The methodology is important because it provides a framework and guidelines for researchers to clearly define their research questions, hypotheses, and objectives. In the current study, the investigator employs the Saunders onion framework, which depicts the stages involved in the development of research work and highlights critical sections when writing a dissertation. The model was developed by Professor Mark Saunders, Philip Lewis, and Adrian Thornhill in 2007 and guides researchers in designing their research projects and understanding the complexity of research methods. The onion framework comprises four main layers that are research philosophy, research approach, research strategy, and research methods (Melnikovas, 2018).

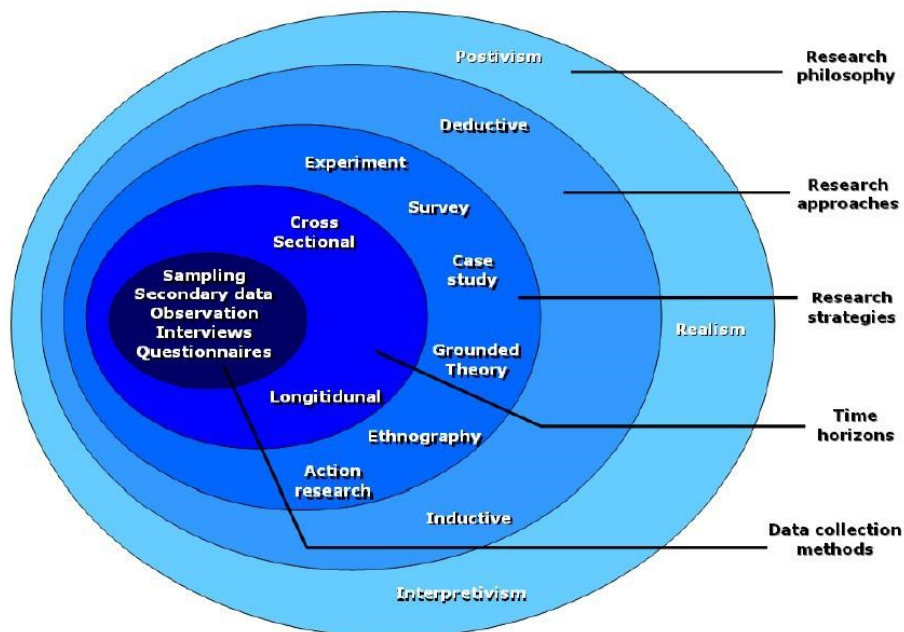


Figure 1: Saunders onion framework

Research philosophy- It is considered as a set of beliefs that are related to the nature of reality to be investigated and creates assumptions to offer justification for how research is undertaken. There are two types of philosophies involved such as interpretivism and positivism. Within the present investigation researcher has chosen to use positivism which assistances in assembling and examining numeric data based on facts and figures related to the topic. The

positivist philosophy assumes that reality exists independently of the things being studied which involves the use of research questions that can be tested by collecting data of an objective nature based on a quantitative method (Pandey and Pandey, 2021).

Research approach- It is related to the process and plan, which includes stages ranging from broad assumptions to the specific method of data collection, analysis, and interpretation. In research methodology, research approaches are classified into two types: inductive and deductive. Within the current investigation, the researcher has chosen a deductive approach that aids in the development and testing of hypotheses based on pre-existing theory. This approach provides the observation required for developing views for results to address research objectives. It also aids in quantitatively conducting the entire research to evaluate data and research findings to determine patterns & relationships between variables (Leavy, 2022). About the Saunders onion framework, the deductive approach is flexible and helps in attaining the aims & objectives of the study by testing the predictions based on existing theories. It contributes to the accumulation of scientific knowledge by building upon the existing theories and empirical evidence.

Research strategy- It is defined as a plan that guides the research activities for attaining research goals by setting a general direction of research and providing direction to the researcher's thought process. There are various research strategies involved such as surveys, action research, case studies, grounded theory, and more. The researcher in the investigation has chosen to use a survey strategy that helps in collecting large amounts of data from several respondents to draw valid conclusions for the research. It is a data collection tool that involves lists of structured questions in which respondents offer answers depending on knowledge and experience. It is a cost & time-effective method (Snyder, 2019).

Research choice- In Onion, it supports knowing whether to combine both quantitative and qualitative methods or use one. The researcher in the present study will use the quantitative method to gather data in numbers and figures related to the topic. Quantitative research is considered more objective and reliable because it relies on numerical data and statistical analysis. This method is good for reaching a large number of people in a short amount of time along with helping in testing the causal relationship among variables, making predictions as well as generalise results to wide populations. The advantage of quantitative research is that it provides objectivity and reliable data for precise measurement and replication of findings to increase validity. It is efficient in reaching a large sample size. The disadvantage is that it provides limited insights into participant's subjective experiences and perspectives. It reduces

complex phenomena into quantifiable variables. Quantitative research is best to answer the research questions as it aligns with the need for objective and reliable data collection that involves numerical and statistical data. The data is collected through a survey strategy in which participants are provided with multiple-choice questions to select the most relevant answer (Elsden, 2022).

Time horizon- It is a timeframe within which the project work is intended for competition that involves cross-sectional and longitudinal time horizons. In the present investigation, the researcher selected to use cross-sectional which is the one already established and used when the investigation is related to the study of a specific phenomenon at a specific time. It studies the characteristics of the population at a certain time and there is no repetition of gathered data from samples (Patel and Patel, 2019).

Data collection- It is the process of collecting and analysing information on relevant variables in a predetermined, methodical way to respond to research questions, test hypotheses, and assess results. There are two types of data collection methods primary and secondary. In the present study, the primary method is used which provides first-hand information on the topic as the researcher gathers responses directly from participants through a questionnaire that comprises close-ended questions and is used for gathering quantitative data (Bairagi and Munot, 2019). In context to Saunder's onion framework data collection highlights the need to collect and analyse information on the relevant variable in a systematic manner. Before embarking on primary data collection, it is important to conduct secondary research that provides insights about existing & previous literature reviews as well as helps the researcher in identifying gaps in knowledge and relevant theories. The primary data collection method provides fresh insights and tailored questionnaires in response to research objectives. The questionnaire is distributed electronically through email to ensure accessibility and convenience for the participants.

Data analysis- In the research methodology it is a process that the researcher uses to reduce large chunks of data into smaller fragments that can be meaningful. It involves various types of data analysis techniques such as thematic analysis, grounded theory, time series analysis, frequency distribution, and more. The researcher within the present study selected frequency distribution that helps in understanding the frequency of data. It is used to interpret gathered data in the format of graphical and tabular which displays the number of observations within a given interval (Bloomfield and Fisher, 2019).

Sampling- It is defined as a statistical process that allows the researcher to obtain suitable, valid, and reliable outcomes regarding the research. It involves two types of sampling such as probability and non-probability sampling. In the present investigation, the probability sampling method is selected to make strong statistical inference about the whole group. This method of sampling offers an equal chance for the selection of respondents to maintain accuracy within the data collection. The participants are selected through a random probability method with a sample size of 30 leaders of ALDI within the UK. The target group comprises both the strategic and operational leaders in ALDI who possess valuable insights into internal operations and customer experiences. Through engaging with the leaders directly in store operations helps in a comprehensive understanding of factors influencing customer satisfaction & loyalty. The access can be gained by collaborating with senior management or the HR department of ALDI. In a contingency plan, online surveys or interviews with operational staff can be conducted to collect data.

Ethical consideration- Ethical consideration involves the use of ethical principles in which researchers ensure that respondents' data is being collected voluntarily and without coercion. The current investigation collects data following the Data Protection Act guidelines. In addition, other ethical principles researchers follow such as confidentiality, anonymity, data protection, the potential for harm, and more to maintain scientific integrity and dignity of research (Chilisa, 2019). The researcher handles sensitive information with confidentiality and ensures informed consent from the participants. In addition, researchers implement secure data storage to protect the participant's data from any unauthorised access or breaches.

Summary of Research Methodology

From the above data it can be concluded that the present research methodology adheres to the Saunders onion framework supports the researcher in conducting the study systematically. In the present investigation, the researcher has gathered data from the quantitative methodology to attain research aims & objectives. In the Saunders onion framework, various layers are involved in which data is gathered by the use of positivism philosophy, deductive approach, and survey strategy. In addition, the data is gathered through the primary data collection method along it is analysed through frequency distribution. Moreover, to complete research within a short time cross-sectional time horizon is selected in the present study. The access to the information will be collaborated with ALDI management and HR departments and in case it is restricted the alternative sources will be publicly available reports and industry publications. The survey is structured to address the research objectives related to transformational leadership style its impact, challenges, and importance for organisational development. The research questions about transformational leadership styles will explore their relevance and impact on

organisational growth, employee productivity, and challenges faced by Aldi. These questions aim to address literature gaps and contribute to a deep understanding of the research topic. In addition, comparisons between transformational and transactional leadership styles are explored which helps in understanding their respective roles and effectiveness in driving organisational success.

DATA ANALYSIS AND FINDINGS

Frequency distribution analysis

According to Disman, Ali, and Barliana (2017), the review of data collected from various sources is called data analysis and all the results that come out of that review are findings.

Q1) What do you understand by the concept of transformational leadership style?	Frequency
a) It motivates the employees for new innovation ideas	12
b) It emphasis on improving efficiency and productivity through transformational exercises	8
c) It improves workplace environment by increasing employee's creativity	10
Q2) Do you think, transformational leadership style is best approach within retail industry?	Frequency
a) Yes	18
b) No	4
c) Not sure	8
Q3) In your opinion, what key elements of transformational leadership style makes it best approach for retail industry?	Frequency
a) Enhanced performance	12
b) Increased motivation	8
c) Improve work culture	6
d) Talent development	4

Q4) In your view, what are impact of implementing transformational leadership in retail industry?	Frequency
a) Increase commitment	4
b) Empower stakeholders	11
c) Motivate employees	8
d) Increase job satisfaction in employees	7
Q5) According to you, what are the challenges of implementing transformational leadership style in ALDI?	Frequency
a) Maintaining a clear and compelling vision	12
b) Balancing individual and collective needs	10
c) Developing and sustaining innovation	8
Q6) In your opinion, what are strategies to overcome challenges of implementing transformational leadership style in retail?	Frequency
a) Building strong relationship	10
b) Developing clear vision and strategy	8
c) Facilitation cross-functional collaboration	12
Q7) In your experience, what will be the impact of suggested leadership strategies on organisational performance and employee productivity?	Frequency
a) Increase employee productivity	8
b) Improve organisational performance	10

c) Increase business reputation in industry	7
d) Support in competitive advantage	5
Q8) In your opinion, does transformational leadership can contributes in organisational growth?	Frequency
a) Yes	17
b) No	6
c) Not sure	7
Q9) Why do you think transformational leadership style is important for the growth and development of ALDI?	Frequency
a) Enables rapid adaptation to market changes	12
b) Fosters a culture of continuous improvement	8
c) Attracts and retains top talent	10
Q10) According to you, how transformational leadership style can contribute in ALDI development?	Frequency
a) Encourage individual to lead values	7
b) Provides safe and comfortable work environment	11
c) Opportunity to involve in decision making	8
d) Promoting creativity	4
Q11) In your experience, how transformational leadership style improve the productivity of employees in ALDI ?	Frequency
a) Increase employee motivation	8
b) Provide better workplace culture	10

c) Increase self-awareness credibility of employees	7
d) Support employees in difficult situations	5

Data Interpretation

Table 1: The concept of transformational leadership

Q1) What do you understand by the concept of transformational leadership style?	Frequency
a) It motivates the employees for new innovation ideas	12
b) It emphasis on improving efficiency and productivity through transformational exercises	8
c) It improves workplace environment by increasing employee's creativity	10

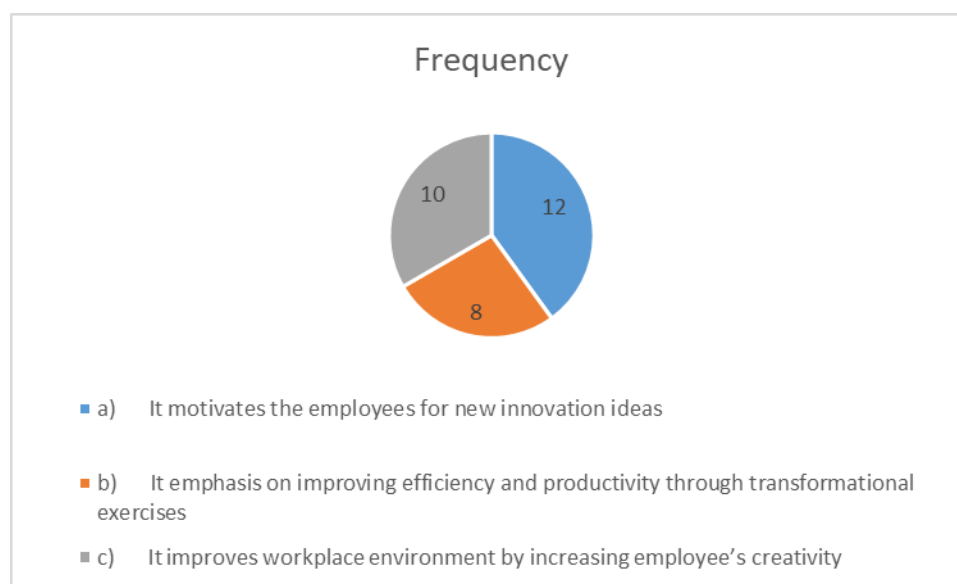


Figure 2: Concept of transformational leadership

Interpretation- From the above graph it can be interpreted that 12 respondents think that the transformational leadership style motivates employees to innovate ideas. 8 respondents think that the transformational leadership style emphasises improving efficiency and productivity through transformational exercises, while 10 respondents think that it improves workplace environment by increasing employee's creativity. It is defined as the ability of an individual to foster significant change that encourages and inspires employees to innovate and develop new

ways to grow and improve the path to a company's future success. Transformational leaders inspire employees to strive beyond required expectations to work towards a shared vision.

Table 2: Is transformational leadership style is best approach within the retail industry

Q2) Do you think, transformational leadership style is best approach within retail industry?	Frequency
a) Yes	18
b) No	4
c) Not sure	8

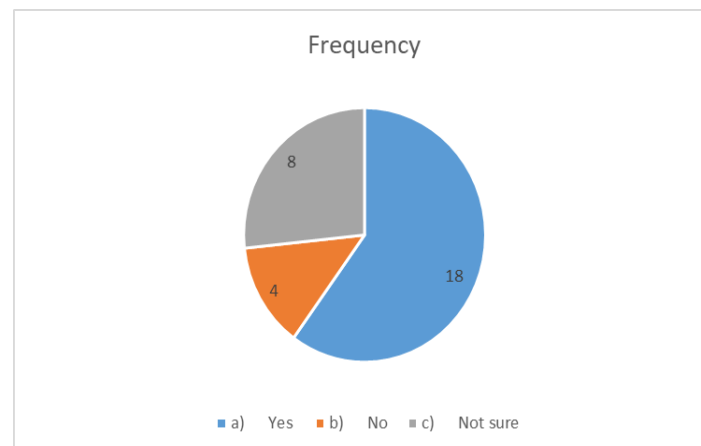


Figure 3: Is transformational leadership style the best approach within the retail industry

Interpretation: According to the presentation, it is analysed that 18 out of 30 respondents accept that the transformational leadership style is the best approach in the retail industry. However, 4 respondents disagreed with the statement. Moreover, 8 respondents were not sure that transformational leadership style can be the best approach within the retail industry. Through this, it is analysed that the majority of the participants agreed that the transformational leadership style can be used as the best approach in the retail industry. Transformational leadership allows one to meet the required expectations which allows one to work towards the shared vision. It helps in improving organisational growth and supports in developing

organisational work culture.

Table 3: Why transformational leadership style is the best approach for the retail industry

Q3) In your opinion, what key elements of transformational leadership style makes it best approach for retail industry?	Frequency
a) Enhanced performance	12
b) Increased motivation	8
c) Improve work culture	6
d) Talent development	4

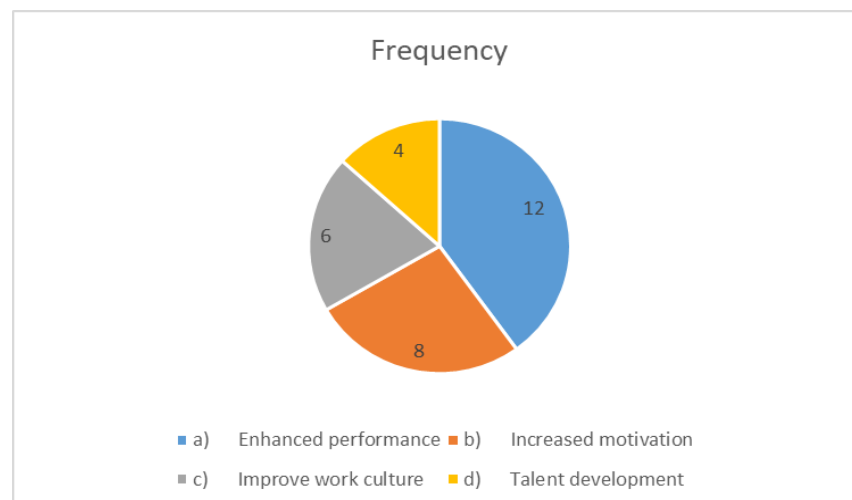


Figure 4: Why is transformational leadership style the best approach for the retail industry

Interpretation: According to the presentation, it is analysed 12 out of 30 respondents responded that transformational leadership can enhance performance in the retail industry. Another 8 respondents replied that increased motivation is one of the benefits of implementing transformational leadership in retail. Furthermore, 6 respondents argue that transformational leadership helps to improve the work culture within the retail industry. Additionally, 4 respondents presented the argument that talent development is a key benefit of transformational

leadership in the retail industry. Different benefits of the transformational leadership style create its usability as the best approach for the retail industry. The frequency interprets that it can allow providing high benefits to the business organization in terms of improving overall operations and outcomes.

Table 4: Impact of implementing transformational leadership in retail industry

Q4) In your view, what are impact of implementing transformational leadership in retail industry?	Frequency
a) Increase commitment	4
b) Empower stakeholders	11
c) Motivate employees	8
d) Increase job satisfaction in employees	7

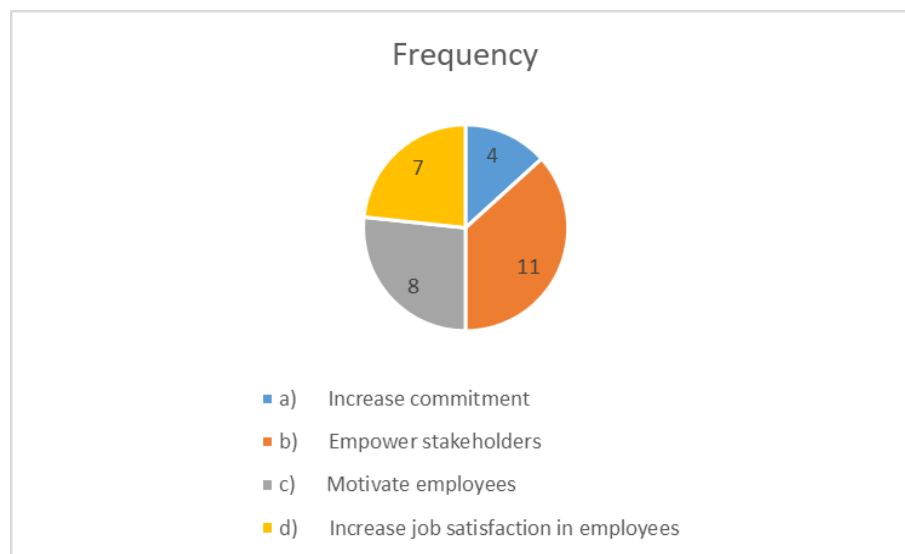


Figure 5: Impact of implementing transformational leadership in the retail industry

Interpretation: From the above presentation, it is analysed that 4 out of 30 respondents argue that commitment is one of the main impacts of implementing transformational leadership in retail. However, 11 responded that empowerment is an impact of implementing transformational

leadership in the retail industry. Furthermore, 8 respondents believed that motivation is an impact of implementing transformational leadership in the retail industry. Another 7 respondents replied that job satisfaction is a key impact of transformational leadership implementation within the retail industry. Different impacts of implementing transformational leadership can allow the business organisation to foster better leadership to improve organisational outcomes. It also allows leaders to make changes in their leadership according to the situation and business demand. This can help to provide better outcomes in terms of improving organisational productivity and outcomes.

Table 5: Challenges of implementing transformational leadership style in ALDI

Q5) According to you, what are the challenges of implementing transformational leadership style in ALDI?	Frequency
a) Maintaining a clear and compelling vision	12
b) Balancing individual and collective needs	10
c) Developing and sustaining innovation	8

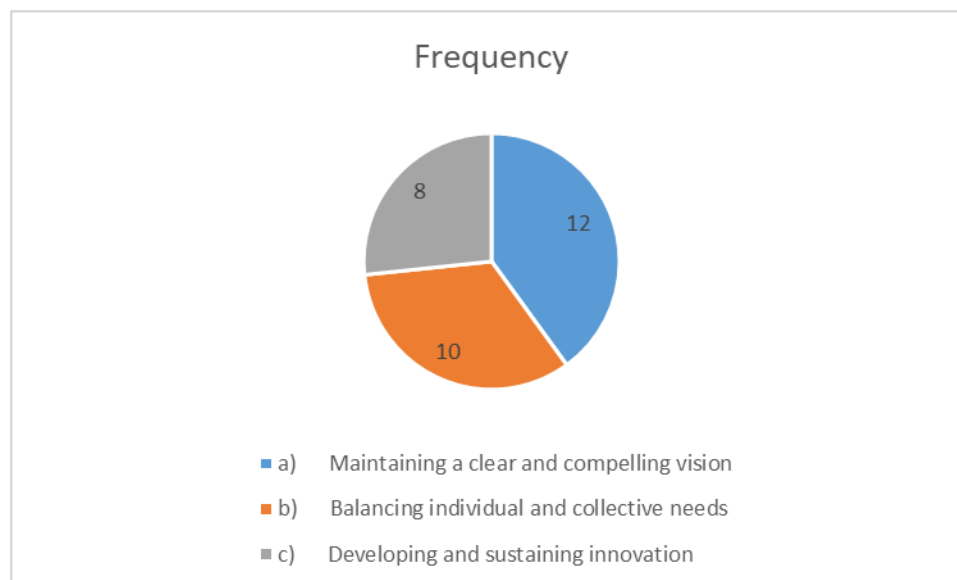


Figure 6: Challenges of implementing transformational leadership style in ALDI

Interpretation- It is analysed from the above graphical presentation that 12 respondents out of 30 argue that maintaining a clear and compelling vision can be challenging during the implementation of a transformational leadership style in ALDI. Whereas, 10 respondents responded that balancing individual and collective needs can be a key challenge during implementing transformational leadership style in ALDI. However, 8 respondents have the opinion that developing and sustaining innovation can be key challenges for the ALDI during the implantation of a transformational leadership style.

Table 6: Strategies to overcome challenges of transformational leadership style in retail

Q6) In your opinion, what are strategies to overcome challenges of implementing transformational leadership	Frequency
a) Building strong relationship	10
b) Developing clear vision and strategy	8
c) Facilitation cross-functional collaboration	12

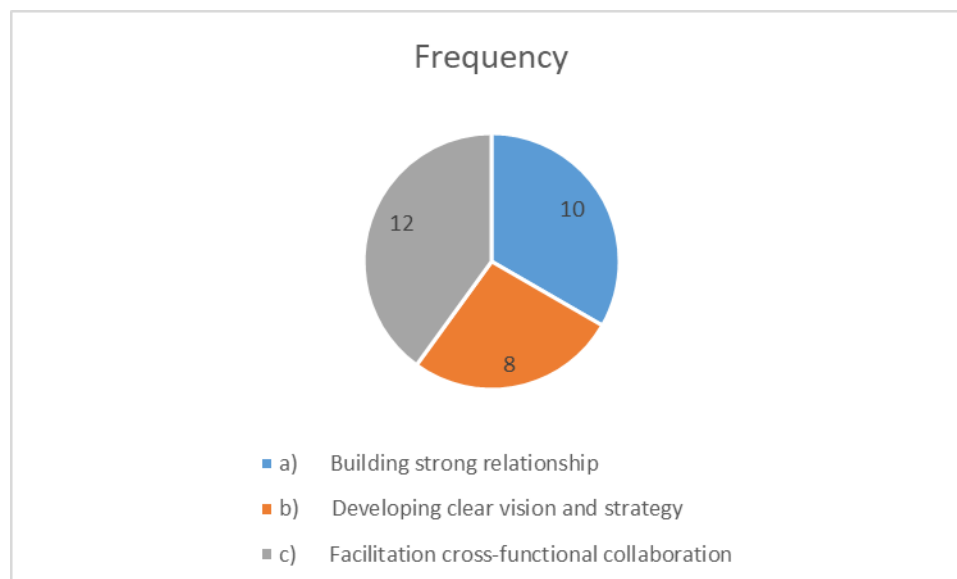


Figure 7: Strategies to overcome challenges of transformational leadership style in retail

Interpretation: The above graphical presentation helps to analyse that 10 out of 30 respondents argue that building strong relationships can be an effective strategy to overcome the challenges of implementing a transformational leadership style in retail. Whereas, 8 respondents included that developing a clear vision and strategy can be an effective strategy to overcome the challenges of implementing a transformational leadership style in retail. Moreover, 12 respondents have the opinion that facilitation of cross-function collaboration can help to overcome challenges.

Table 7: Impact of suggested leadership strategies on organisational performance and employee productivity

Q7) In your experience, what will be the impact of suggested leadership strategies on organisational performance and employee productivity?	Frequency
a) Increase employee productivity	8
b) Improve organisational performance	10
c) Increase business reputation in industry	7
d) Support in competitive advantage	5

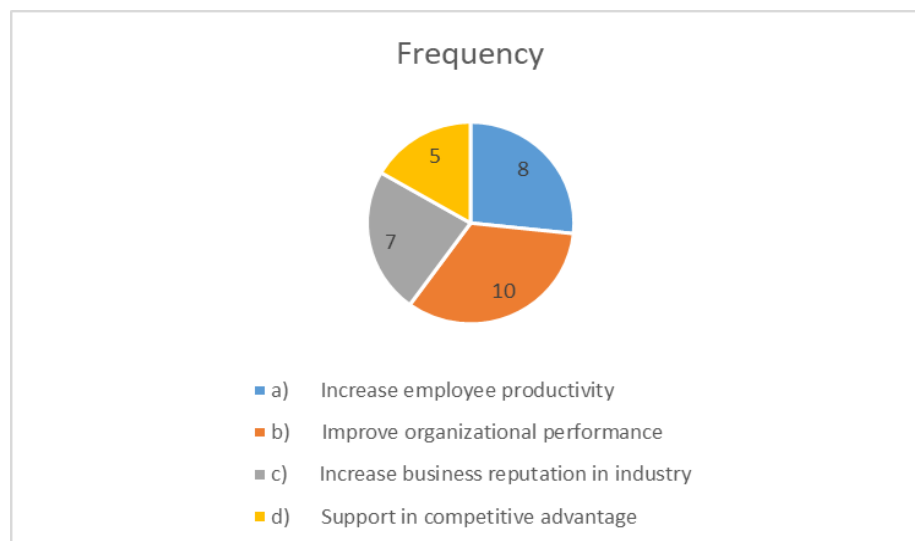


Figure 8: Impact of suggested leadership strategies on organisational performance and employee productivity

Data Interpretation: From the above data, it is interpreted that strong transformational leadership strategies will create a positive influence on organisational performance and increase employee productivity. Out of the 30 respondents, 8 respondents think that it will help in increasing the employee productivity. While the 10 respondents think that it will create a positive impact on organisational performance. On the other hand, 7 respondents think that it will increase business reputation in the industry and 5 respondents think that it will support in competitive advantage.

Table 8: Does transformational leadership can contribute to organisational growth

Q8) In your opinion, does transformational leadership can contributes in organisational growth?	Frequency
a) Yes	17
b) No	6
c) Not sure	7

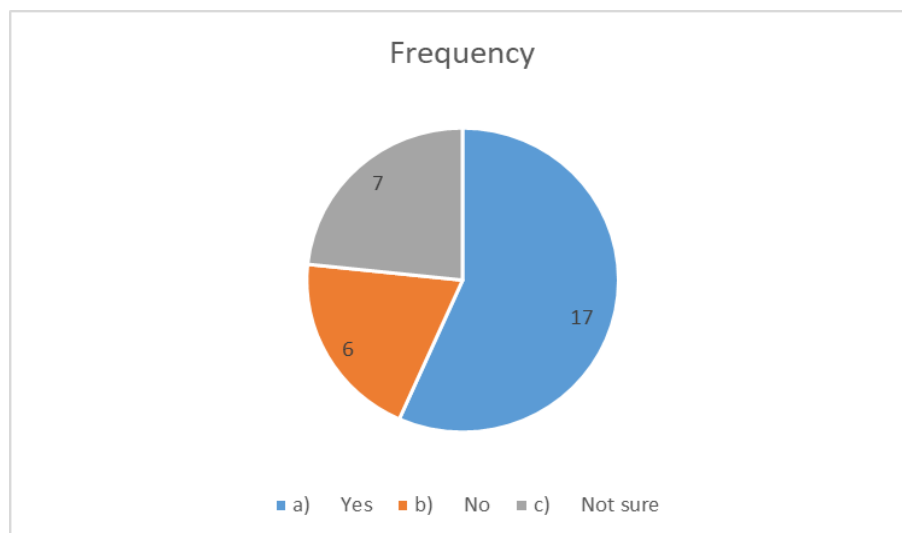


Figure 9: Does transformational leadership can contribute to organisational growth

Interpretation: The above presentation helps to analyse that 17 out of 30 respondents agreed that transformational leadership contributes to organisational growth. Whereas, 6 respondents did not agree with the statement. Moreover, 7 respondents were not sure about it. Therefore, the majority of the respondents agreed that transformational leadership can contribute to organisational growth. Transformational leadership fosters a better work culture that allows to sharing of ideas and creativity which has a high contribution in increasing organisational growth. Transformational leadership allows for improving organisational performance through fostering innovation and learning. Thus, it allows the implementation of different strategies that have high benefits in the business organisation and contributes to overall organisational growth and development.

Table 9: Why transformational leadership style is important for the growth and development of ALDI

Q9) Why do you think transformational leadership style is important for the growth and development of ALDI?	Frequency
a) Enables rapid adaptation to market changes	12
b) Fosters a culture of continuous improvement	8
c) Attracts and retains top talent	10

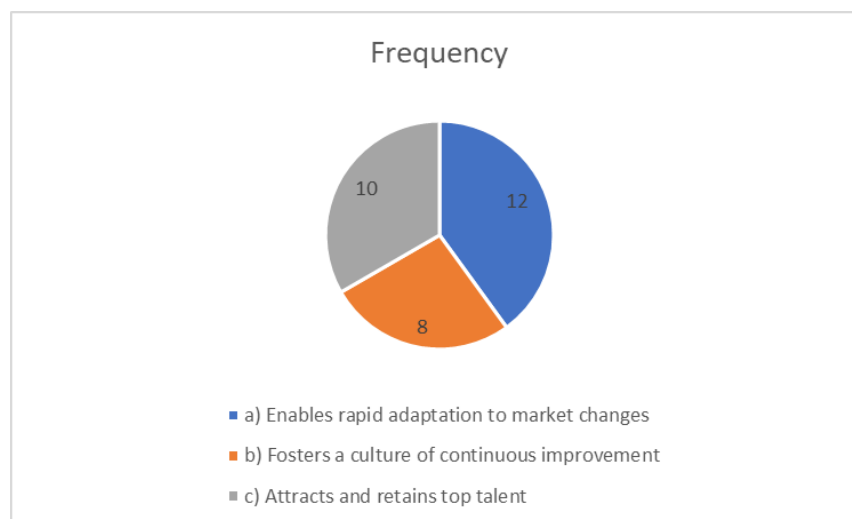


Figure 10: Why transformational leadership style is important for the growth and development of ALDI

Interpretation- Based on the above data it is interpreted that transformational leadership is considered important in Aldi for its growth and development by enabling rapid adaptation towards market changes as per the opinion of 12 respondents. The leaders inspire their team to embrace changes and adapt quickly to market shifts which allow Aldi to stay ahead of competitors and capitalise on emerging opportunities. 8 respondents consider transformational leadership important to foster a culture of continuous improvement as transformational leaders encourage innovation and creativity within teams that help the company enhance its products, services, and processes to maintain a competitive edge. The 10 respondents said transformational leadership is important in attracting and retaining top talent by motivating teams. Transformational leadership invests in the development of employees fosters loyalty and reduces turnover.

Table 10: How transformational leadership style can contribute to ALDI development

Q10) According to you, how transformational leadership style can contribute in ALDI development?	Frequency
a) Encourage individual to lead values	7
b) Provides safe and comfortable work environment	11
c) Opportunity to involve in decision making	8
d) Promoting creativity	4

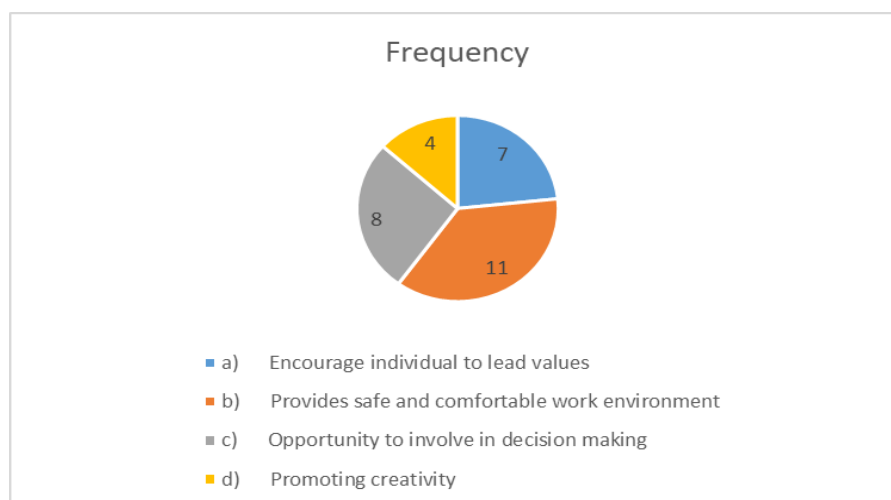


Figure 11: How transformational leadership style can contribute to ALDI development

Interpretation: From the graphical presentation, it is analysed that 7 out of 30 respondents argue that transformational leadership style can contribute to organisational development by encouraging individuals to lead values. Whereas, 11 respondents have the opinion that the transformational leadership style provides a safe and comfortable work environment which helps to improve work performance and overall development of the ALDI. Another 8 respondents have their statement that the transformational leadership style provides an opportunity to be involved in decision-making in the business organisation which provides better development opportunities for the business. However, 4 respondents agreed that promoting creativity is another way that can help ALDI to use a transformational leadership style for organisational development.

Table 11: How transformational leadership style improves the productivity of employees in ALDI

Q11) In your experience, how transformational leadership style improve the productivity of employees in ALDI ?	Frequency
a) Increase employee motivation	8
b) Provide better workplace culture	10
c) Increase self-awareness credibility of employees	7
d) Support employees in difficult situations	5

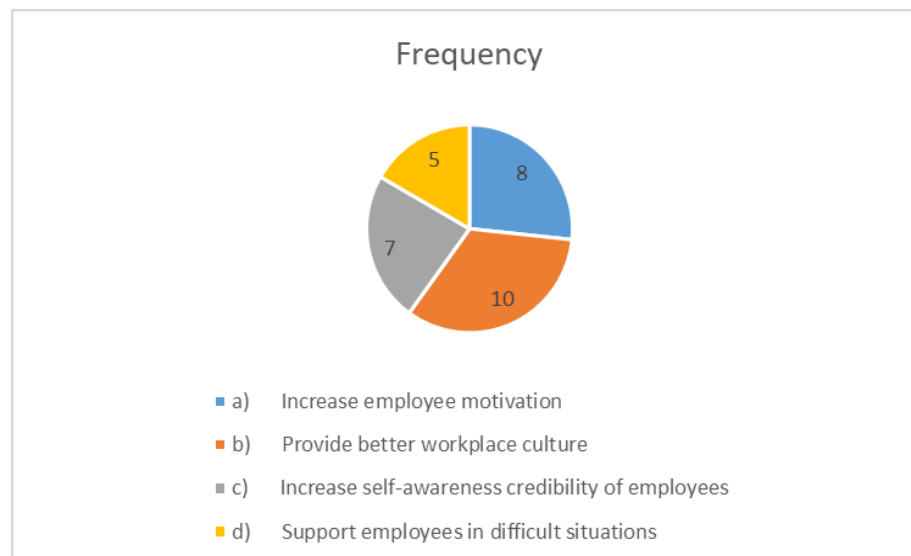


Figure 12: how transformational leadership style improves the productivity of employees in ALDI

Data Interpretation: From the above data, it is interpreted that the transformational leadership style has various benefits that improve the productivity of employees in ALDI. The 8 respondents voted that it supports increasing employee motivation. 10 respondents think that it provides a better workplace culture. 7 respondents think that it increases the self-awareness credibility of employees. The 5 respondents identified that the transformational leadership style supports employees in difficult situations and will help in improving the productivity of employees in ALDI.

DISCUSSION

The questionnaire findings interpret the importance of leadership and analysed the impact of transformational leadership styles on organisational performance and employee productivity within the UK retail industry. The research participants outlined their perception of the leadership styles followed in the UK retail business ALDI. The survey outlined various key factors associated with transformational leadership and its influence on retail businesses and their growth. The questionnaire discussed the concept of transformational leadership and highlighted that transformational leadership is one of the most suitable leadership styles for retail businesses. The survey respondents highlighted that the transformational leadership style enables rapid adaptation to market changes and fosters a culture of continuous improvement that attracts and retains top talent within organisations.

After understanding the basic concept of transformational leadership and its major influence over retail businesses, the investigation led to identifying the challenges in implementing the transformational leadership style in ALDI. The respondents identified that the businesses faced challenges in maintaining a clear and compelling vision for the business and balancing individual and collective needs. The absence of transformational leadership creates a challenge in developing and sustaining innovation in the business for long-term growth.

To mitigate the identified challenges, the respondents suggested that leaders motivate employees to build strong relationships with the employees. The respondents also suggested developing a clear vision and organisational strategy that directs them toward a strategic path. On the other hand, some respondents suggested facilitating cross-functional collaboration that could improve the coordination among business stakeholders. In the context of the retail business of ALDI, the respondents suggested initiating transformational leadership that could encourage individuals to lead business objectives and gain competitive advantage. While other respondents in the primary investigation suggested providing a safe and comfortable work environment. It is also highlighted that these strategies will increase employee productivity as it will allow them to be involved in the decision-making process which will enhance their creativity. In the overall evaluation of the primary investigation and literature data, it is outlined that transformational leadership style can majorly contribute to ALDI development. It is outlined that it encourages individuals to lead values and take the opportunities to be involved in decision-making while promoting creativity. ALDI business can also provide a safe and comfortable work environment. It is analyzed that it will create a better workplace culture by increasing the self-awareness and credibility of employees. The ALDI's transformational leaders can also support employees in difficult situations that increase the productivity of employees.

CONCLUSION, LIMITATIONS AND RECOMMENDATION

From the abovementioned research study, it has been concluded that it is essential for the business to make the consideration of the effective leadership style regarding motivating its employees which results in the development of their productivity and efficiency within the business. The study makes the consideration of the primary research methodologies which help in obtaining first-hand and numerical data on a research topic by conducting a survey method in which the researcher directly obtains information from the respondents as employees of Aldi company in the UK (Hai, Van, and Thi, 2021).

The study highlights that the transformational leadership style provides respect and value toward employees and makes them feel like the main part of common business objectives. Such leadership style brings out a sense of well-being among the employees towards their job roles and develops the organisational performance accurately. The study analysis part highlights that the employees of Aldi claimed that the transformational leadership style brings a positive impact on their productivity and efficiency within the business. This results in the accurate reaching of organisational goals and objectives within the retail sector. Therefore, the study indicates the significance of transformational leadership style within the business.

The study also indicates that the transformational leadership style brings out a positive impact by motivating employees to strive rather than needed expectations to function for a shared vision (Razzaq, Sami, and Hammad, 2020). However, there is also the presence of limitations such as the developed possibility for burnout, prioritises long-term objectives over short-term objectives, needing ongoing communication, slow down the decision-making procedure of business.

There is also the insight into the issues which are faced by the business during the implementation of the transformational leadership style which is stated as managing a clear and convincing vision, carrying out balance among the individual and collective requirements, enhancing and sustaining innovation, maintaining movements and confrontation within market, creating and managing trust, and various other issues which are faced by the Business. The study also offers an understanding of the significance of transformational leadership style within the organisational growth of the business. Transformational leadership is stated as a management philosophy that helps in motivating and inspiring employees towards creativity and developing new directions to expand and enhance the path regarding the future success of a company. Therefore, the study highlights that such a style of leadership plays an essential role

in developing the performance of employees and the higher performance of the business in the market.

The study also highlights the gaps and limitations that take place during the conducting of research. There is the consideration of primary research methodology which brings out numerical data or information on the research topic. Therefore, there is a lack of non-numerical data or information related to the research study. The study is limited to highlighting the benefits and advantages of transformational leadership style within the business. There is also a lack of obtaining perspectives and viewpoints of employees towards the effective consideration of transformational leadership styles in the business. Also, in this research paper, the researcher tried to get the response of 50 leaders but was able to get the maximum response of 30 leaders. This is also a significant limitation of this research.

RECOMMENDATIONS

The study highlights the importance of a transformational leadership style towards raising the employee's productivity and efficiency which results in higher business performance within the market. Therefore, some of the recommendations given for becoming a transformational leader within the market help in achieving success in a competitive environment.

- Building trust: A transformational leader is an individual who wants to follow their leader along with full trust that their leader brings them somewhere that will be advantageous for them. Provide a clear vision to the employees and motivate them to achieve it. Bring out the contribution of the employees towards the development of such a vision.
- Acting with integrity: Leaders bring out effective skills for advising or guiding their employees towards common business goals and objectives and their participation in the decision-making process of a business. Such efforts bring out a sense of respect and belonging among the employees within the business effectively and accurately.
- Motivating others: Motivation is considered one of the essential factors for transformational leaders. Therefore, the leaders provide support to their individuals by offering resources such as support to educate individuals, providing them with higher confidence, accurate and effective training, and development opportunities (Lauritzen, Grøn, and Kjeldsen, 2022). Such resources also help in motivating employees and developing their productivity and efficiency within the business which results in higher

business performance and increased competitive advantage.

- Innovation thinking: The leaders of a company must have innovation thinking skills within them which helps in thinking differently and challenging viewpoints which is essential regarding for the accurate and effective decision-making procedure of business.
- Coaching: It is required that leaders must train and develop other individuals and employees, supporting them to learn and expand within the business. Through the help of such suggestions, a business effectively makes the development within its transformational leadership style which is essential for developing employee productivity and efficiency within the business.
- Through making the implementation of strong relations and partnerships along with the business, and determining and identifying sources of resistance are essential for the transformational leader within the business (Maisyura, Aisyah, and Ilham, 2022).
- Highly prioritise the long-run objectives of transformation change, and also managing the sense of earnestness and acceptability regarding short-run outcomes is also important for transformational leaders within the business.
- Also, would like to recommend more researchers to do further large-scale study into the same area.

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Appendix
Questionnaire

Q1) What do you understand by the concept of transformational leadership style?	Frequency
a) It motivates the employees for new innovation ideas	12
b) It emphasis on improving efficiency and productivity through transformational exercises	8
c) It improves workplace environment by increasing employee's creativity	10
Q2) Do you think, transformational leadership style is best approach within retail industry?	Frequency
a) Yes	18
b) No	4
c) Not sure	8
Q3) In your opinion, what key elements of transformational leadership style makes it best approach for retail industry?	Frequency
a) Enhanced performance	12
b) Increased motivation	8
c) Improve work culture	6
d) Talent development	4
Q4) In you view, what are impact of implementing transformational leadership in retail industry?	Frequency
a) Increase commitment	4
b) Empower stakeholders	11
c) Motivate employees	8

d) Increase job satisfaction in employees	7
Q5) According to you, what are the challenges of implementing transformational leadership style in ALDI?	Frequency
a) Maintaining a clear and compelling vision	12
b) Balancing individual and collective needs	10
c) Developing and sustaining innovation	8
Q6) In your opinion, what are strategies to overcome challenges of implementing transformational leadership style in retail?	Frequency
a) Building strong relationship	10
b) Developing clear vision and strategy	8
c) Facilitation cross-functional collaboration	12
Q7) In your experience, what will be the impact of suggested leadership strategies on organizational performance and employee productivity?	Frequency
a) Increase employee productivity	8
b) Improve organizational performance	10
c) Increase business reputation in industry	7
d) Support in competitive advantage	5
Q8) In your opinion, does transformational leadership can contributes in organisational growth?	Frequency
a) Yes	17
b) No	6
c) Not sure	7

Q9) Why do you think transformational leadership style is important for the growth and development of ALDI?	Frequency
a) Enables rapid adaptation to market changes	12
b) Fosters a culture of continuous improvement	8
c) Attracts and retains top talent	10
Q10) According to you, how transformational leadership style can contribute in ALDI development?	Frequency
a) Encourage individual to lead values	7
b) Provides safe and comfortable work environment	11
c) Opportunity to involve in decision making	8
d) Promoting creativity	4
Q11) In your experience, how transformational leadership style improve the productivity of employees in ALDI ?	Frequency
a) Increase employee motivation	8
b) Provide better workplace culture	10
c) Increase self-awareness credibility of employees	7
d) Support employees in difficult situations	5