



Effectiveness of situational leadership (SL) in managing risk within an organisation in the UK retail sector

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Abstract

Situational leadership (SL) is considered effective practice that helps in risk management and consideration of same assist to ensure regarding the UK retail sector growth. The aim of this study was inclined towards investigating effectiveness of SL in managing risk within an organisation in the UK retail sector. The rationale was to address gap between leadership theory and real-world risk management so the present research is significant in terms of learning more on topic.

In research, 100 employees of the UK retail industry were selected. After distribution of questionnaire, the required data was collected within UK. Moreover, to learn on the topic, the researcher has also conducted descriptive statistical data analysis. In respect to same, mean, mode and median was also calculated to carry out detailed analysis. It was identified that SL is actually helping the managers to seek different solutions to a given problem, so that effectiveness could be improved. One of the ways in which SL drives risk management into the retail sector is workforce heterogeneity. This means that due to the wide range of employees, there is diversity in the level of skills, which makes a one-size-fits-all approach

Empirical data was presented to understand link with situational leadership and retail risk management. Survey was conducted for learning how SL affects the efficacy of risk management in UK retail businesses. The research implications were that it will assist in defining the ways in which better adoption of SL can be done. The limitation of the finding was that it presented only descriptive and analytical answers to the research question rather than qualitative ones.



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Chapter 1: Introduction

Situational leadership is considered effective practice that helps in risk management and consideration of same assist to ensure regarding the UK retail sector growth. Situational leadership is considered as type of leadership that facilitate managers in terms of modifying approach in accordance with the skill and dedication.

Team members working process is also being improved in businesses with a focus towards SL. It is a leadership that helps to have focus on the flexibility and reactivity (Kapotwe and Bamata, 2024). Focus towards the changes in the market, organisational difficulties, and employee demands can also be improved significantly by referring SL (Kunle and Joel, 2025). As per past literature, it can be said that SL helps in improving risk management but clear facts are not presented in context to UK retail industry. Quick changes in customer behaviour and supply chain can be promoted effectively by businesses considering SL (Alo *et.al* 2022). Present research tries to address the knowledge gap and showcase how SL can support businesses in terms of navigating uncertainty. It may also help in work engagement and betterment of operational effectiveness.

SL is leadership that helps in flexible working and ensure about controlling risk reduction and organisational performance. According to Mulyana *et.al* (2022), situational leadership assist to improve team performance and ensure regarding leadership behaviour. It can help to lower mistakes and promote decision-making. Woodard, (2022) said that SL allows focusing on four essential styles that are classified as telling, selling, participating, and delegating. Employee confidence teamwork and productivity assist to have leadership outcomes in effective manner. Flexibility is promoted due to SL and it is specifically helpful in risk management.

Risk in businesses are common in areas like supply chain interruptions, employee turnover, customer complaints, health and safety. Past studies are presenting facts in respect to retail setting. Effective leadership is significant for businesses in order to address risk because it helps to ensure regarding focus on protocols and promoting accountable culture. Past studies are presenting facts on the improper leadership that may cause employees growth as it may not able to manage risk properly (Manyuchi and Sukdeo, 2021). Based on the past studies, SL is significant in terms of improving team



performance by considering the leader's approach. Skill and dedication towards workforce can be promoted referring the SL. Research practices also indicate that SL may boost decision-making, teamwork, and worker engagement.

Present research is significant in terms of exploring more on the SL effectiveness in terms of managing risk in retail sector of UK. Findings may help to access clear understanding regarding uncertainties and operational challenges. Also, examination of SL impact in context to employee performance, decision-making, and risk mitigation may also be addressed from the findings of research (Skopak and Hadzaihmetovic, 2022). The study may be useful to access valuable insights that may boost practical application in context to SL in UK retail. Key beneficiaries of research are retail managers and organisational leaders. Learning may be attained from results in context to SL adaptation and way it help in addressing errors and boost teamwork. Practical knowledge in context to risk management using SL may be promoted.

Moreover, from research findings employees may be able to gain insights on way SL is useful for effective support and dealing with uncertain circumstances. Research is also focused on addressing the knowledge gap in respect to way SL is linked with risk management, specifically in retail settings. Findings may be used by policymakers and training providers in terms of designing diverse leadership development programs that are aiming to boost organisational resilience and enhance responsive capability towards risks.

Research is strategically significant because it will help to learn on the way situational leadership (SL) assist improving risk management skills. Specifically in context to UK retail sector the research is strategically significant because sector operates in highly competitive and uncertain environment (Ramanathan *et.al* 2022). Study is significant as it present practical insights regarding improvement in operational resilience by learning on way SL affects worker performance, decision-making, teamwork, and risk reduction. The results of research may assist to understand way adaptable leadership styles can improve responsiveness to risk and decrease errors. Initiatives for policy and leadership development may be also are improved by having insights regarding the topic specifically in context to the retail businesses.



Key purpose of the research is to learn on the way SL may assist in improving risk management in the UK retail industry. The Key focus of the research is towards learning on how well SL helps in managing workforce performance, operational difficulties, and uncertainty. Along with this, research is focused on examining how decision-making, teamwork, and error reduction can be enhanced by modifying leadership styles according to employee talent and commitment. Additionally, the study is also inclined towards identification of common risks that UK retailers face and how SL can be strategically applied to reduce control risks.

1.1 Rationale of study

The retail industry in the UK faces a number of issues, including altering consumer behaviour, supply chain disruptions, economic changes, and high rivalry. Organisations face serious risks as a result of these uncertainties, including operational inefficiencies, employee turnover, disgruntled customers, and monetary losses (Alam *et al* 2024). In order to overcome these obstacles and keep staff members motivated, engaged, and equipped to handle risky situations, effective leadership is crucial.

It has been identified that SL is a flexible technique that enables leaders to modify their style according to employee commitment and competency. Although, SL impact on team performance and employee development have been researched, but little is known about how well it manages organisational risks, especially in the context of UK retail. Moreover, SL can help managers avoid errors, foster trust, and offer appropriate counsel, frequent changes in leadership style can also cause uncertainty and inconsistency among staff members (Merritt and Zhao, 2022). In context to same, key rationale of research is to explore more on the SL and its effectiveness in terms of managing risk in UK retail sector.

Another rationale of the research is to address gap between leadership theory and real-world risk management so the present research is significant in terms of learning more on topic. The study may benefit managers by offering useful information regarding examination of how SL might be used to reduce typical risks in UK retail businesses. The results of the research may strengthen organisational resilience in a complicated and uncertain market.



1.2 Problem statement

Present research key focus is towards understanding the difficulty in use of SL to effectively manage organisational risks in the UK retail industry. Although SL is meant to be adaptable and change in leadership philosophies based on the skill and dedication of employees. SL application may lead to misunderstandings among staff members (Ramanathan *et.al* 2022). Uncertainty about expectations, obligations, and decision-making authority may result from frequent changes between practices and delegating methods. In addition to lowering employee engagement and confidence, such kind of inconsistency may lead to more mistakes or inefficiencies, which are especially troublesome when risk management is involved. Present research tried to explore more on SL and learn on ways to deal with such issues and use SL for risk management.

Supply chain interruptions, employee turnover, theft, health and safety issues, and customer conflicts are common issues that UK based retail businesses face (Cassell *et.al* 2022). SL can be useful to deal with the same but further knowledge is required so the present research tries to learn more on the same. SL have diverse benefits but it may also boost uncertainty if leaders are not able to properly align practices with workforce readiness.

Study key focus is towards learning on the way SL influences risk management effectiveness. Learning on SL may help to design better practices related to risk management and address research problem. Further assessment of best strategies to manage risk is considered in order to explore more on methods to address problem.

1.3 Aim

Analysing effectiveness of situational leadership (SL) in managing risk within an organisation in the UK retail sector

1.4 Objectives

- To evaluate ways in which Situational Leadership (SL) style is driving risk management within the UK retail sector.
- To understand the common risks those are faced within the retail context of the UK



- To assess the role of SL style in risk management within the retail context of the UK
- To recommend best strategies to better manage risks within retail context by using SL style

1.5 Research questions

1. Which operational and workplace are most affected by situational leadership behaviours in UK retail stores?
2. How do different situational leadership behaviours influence team actions and the effectiveness of risk management in UK retail stores?

1.6 Structure of study

In the present research, structured format of conducting study is taken into account significantly. First chapter of research is introduction that covers detailed information in respect to the research problem, aim and objectives. The next chapter of research is literature review and here critical review of past studies results is done to gain information over the topic.

Methodology chapter is third chapter that present facts in context to tools and methods that are considered for conducting research. The next chapter is results that showcase findings based on collected data and this is followed by the discussion chapter that is covering facts based evaluation. Last chapter of the research is conclusion and recommendations. It covers conclusive statements, recommendations and limitations of the research.



Chapter 2: Literature Review

Situational leadership (SL) style in the retail sector emphasises on the adaptation of leadership behaviour to match competence, motivation and experience of employees (Bhasin, 2025). In the fast-paced and customer-centric retail environment, managers are required to shift between directing, supporting, coaching, and styles of delegating. This flexible approach helps to improve performance and engagement of employees and overall quality of services (Del Pino-Marchito *et al* 2025). This chapter will critically discuss the factors promoting the adoption of SL within the UK retail sector and the associated risks faced during adoption. The impact of SL on the practices of risk management in UK retail will be analysed along with the application of theories and models of leadership.

2.1 Factors promoting the adoption of Situational Leadership (SL) style within the UK Retail Sector

Situational Leadership (SL) has grown rapidly across the retail sector of the UK as organisations seek responsible and flexible approaches to management to cope with the conditions of a dynamic market and the needs of a diverse workforce. As per the view of Kapotwe and Bamata, (2024) the core premise of SL that effective leaders adapt their style based on competence and commitment of employees strongly resonates with varied work environments of the retail sector. Several factors lead to drive its adoption and each factor has both enabling and challenging implications on the overall performance of the organisation. Mulyana *et al* (2022) argued that workforce heterogeneity is identified as one of the primary factor that promotes the SL adoption within UK retail. The retail sector employs a wide range of staff, from part-time seasonal workers and graduates to experienced supervisors.

This diversity in levels of skills and motivation makes a one-size-fits-all approach to leadership ineffective. Woodard, (2022) mentioned that SL encourages leaders to diagnose the developmental needs of individuals and adjust their intervention accordingly. Moreover, SL allows leader to support novices with structured guidance along with the granting autonomy to experienced staff. For example, at John Lewis Partnership, department managers reportedly adopt a coaching style of leadership with new recruits in customer service but delegate significant decision-making to seasoned



floor supervisors. This leads to promote the overall engagement of employees and enhances job satisfaction that is emerged as critical issue within UK retail (Alam *et.al* 2024).

However, Manyuchi and Sukdeo, (2021) critically argued that SL style assumes that leaders can accurately access the levels of readiness in practice due to which managers can misjudge employee motivation or overestimate their competence. This leads to create mismatch in the style of leadership that can undermine the organisational performance. On the other hand, the factor of intensity of customer service demand is further closely linked with workforce diversity. UK retailers operate in highly competitive environments where expectations of consumers continuously increase that are influenced by convenience of e-commerce and omnichannel experiences (Merritt and Zhao, 2022). Effective leaders can flex across supportive coaching and assertive management of tasks that ensures about delivery of consistent service standards by frontline staff.

Also, flexibility of SL enables the managers to respond in a swift manner towards performance issues or fluctuation in demand, primarily during peak periods such as the festive season or Black Friday.

Ramanathan *et.al* (2022) stated that this will result in improving responsiveness and experience of customers. In addition to that, the rapid pace of change within retail emerged as another crucial factor that promotes the adoption of SL style. Digital transformation, shift in consumer needs, current trends, and competitive pressures from established international players compel the retailers of the UK to enhance their agility. For example, during Click & Collect rollouts at Boots UK, managers combine the directive leadership to enforce new process standards along with supportive behaviours to minimise the stress and anxiety of staff (Boots, 2025). This situational blend offers vital support to both morale and strategic compliance by employees.

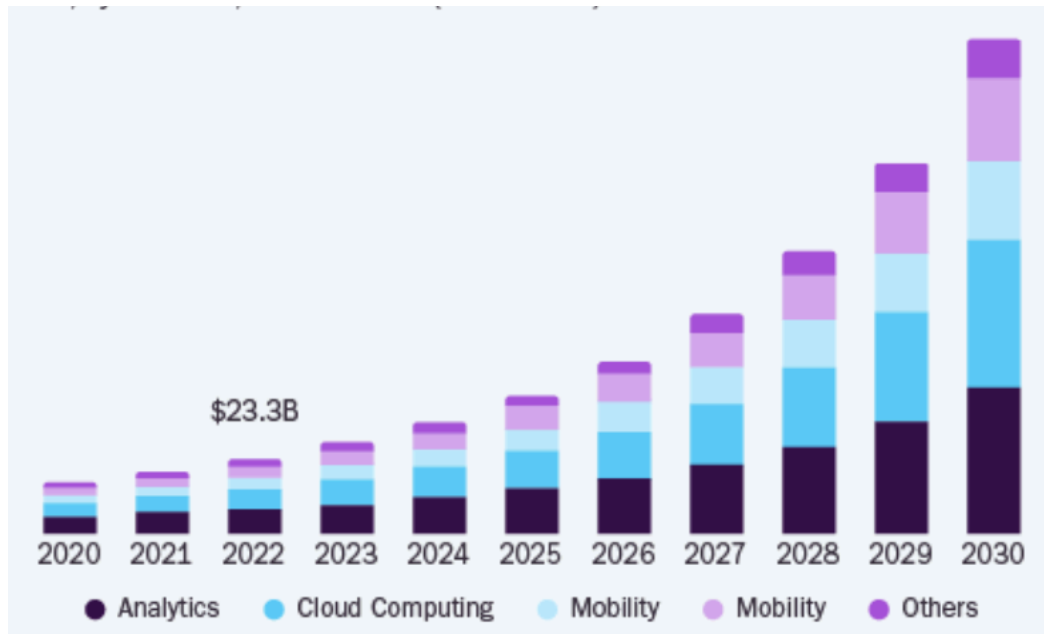


Figure 1: Digitalisation within the UK retail sector

(Source: Grand View Research, 2025)

The above figure reflects about the digital transformation within the UK retail industry, valued at USD 23.3 billion in 2022 and is expected to grow at a CAGR of 27.7% from 2023 to 2030 (Grand View Research, 2025).

However, implementation of SL under operational pressure leads to consume cognitive resources and time. Cassell *et.al* (2022) critically argued that these issues further results in facing problems related to shortage of staff or non-achievement of performance targets by leaders that may default to their directive behaviour. This leads to a decline in the adaptive advantage of SL style. Also, Choi, (2021) argued that frequent switching between styles can confuse staff unless effective communication. Besides that, factor of HR practices and organisational culture also promotes the SL within UK retail.

Progressive retailers heavily emphasises on the development, continuous learning and empowerment of principles that align with situational leadership. Training programmes often embed the concepts of SL to equip managers with the skills to assess readiness of performance and application of the appropriate style of leadership. However, Bhasin, (2025) argued that resource intensity of SL emerged as critical challenge that complicates the seamless adoption of SL within the context of UK retail. Effective



application of SL requires huge investment in manager training, application of performance assessment tools and time for one-to-one engagement (Del Pino-Marchito *et al.* 2025). In reference to smaller retail outlets or budget-constrained operations, leaders may lack the capacity to adapt and diagnose SL in a consistent manner, and their default leads to undermining the principles of SL.

2.2 Common risks faced within the retail context of the UK

According to Kapotwe and Bamata, (2024) the UK retail sector operates in a highly volatile and competitive environment that exposes organisations to a range of common risks that can negatively affect sustainability, performance and long-term growth. One major risk faced by UK retailers is identified as economic uncertainty. Factors such as increasing rates of interest, inflation and fluctuations in confidence of consumer have direct influence on the discretionary spending of consumers. When household incomes are squeezed, consumers prioritise for only essential goods that minimises the demand for non-essential retail products. This leads to creates pressure on profit margins and overall sales volume. The below graph indicates about the rise in rate of inflation in the UK by 2.2% in July, 2024 (Thomas and Peachey, 2025).

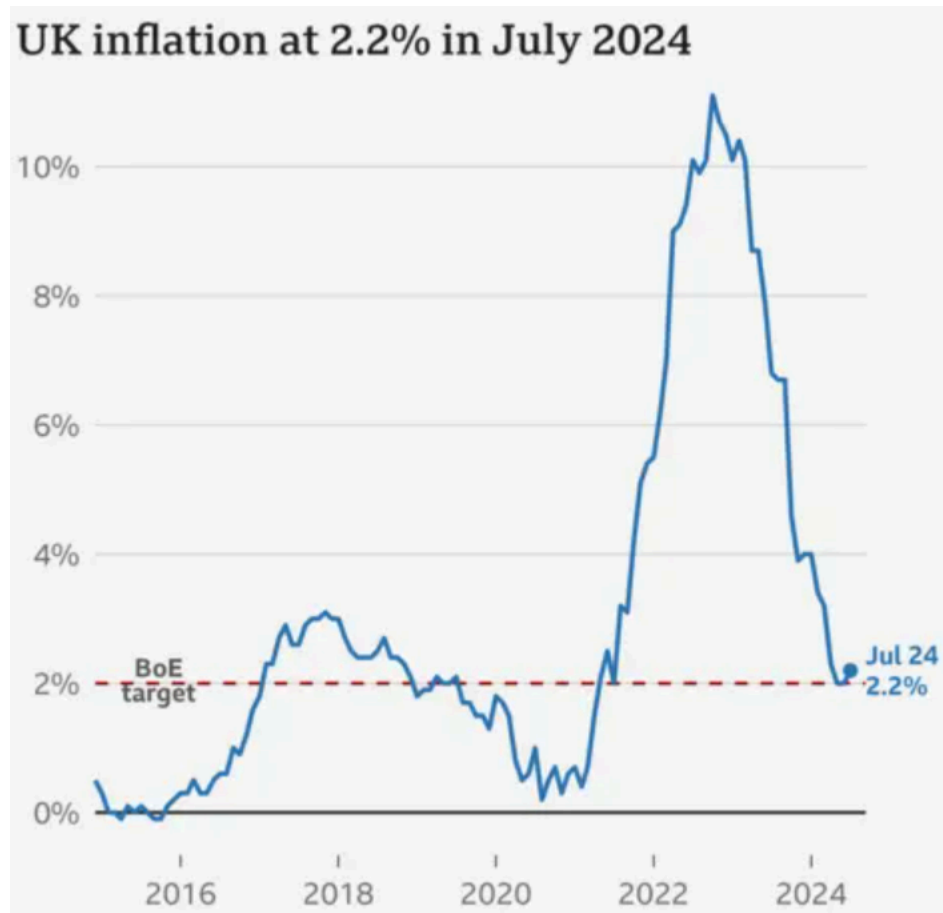


Figure 2: Rate of Inflation in the UK in 2024

(Source: Thomas and Peachey, 2024)

However, Mulyana *et.al* (2022) critically contended that some large retailers mitigate this risk through application of effective strategies of pricing and private-label offerings whereas smaller retailers often lack the financial resilience to absorb the prolonged economic downturn that results in increasing the closure risk.

For example, Marks and Spencer faced a severe decline in sales of clothing during the period of high inflation that forces the organisation to re-evaluate its pricing strategies and structures of cost. In addition to that, smaller independent retailers face even higher risk exposure as they lack financial buffers to absorb the prolonged economic downturns. Woodard, (2022) evaluated that another significant risk is identified as intense market competition, particularly from international retailers and e-commerce.

Online platforms offer high convenience, a wider range of products, and competitive pricing that draw customers away from traditional brick-and-mortar stores. Alam *et.al*

(2024) analysed that UK retailers that fail to adapt to advanced models of omnichannel possesses high risk of losing market relevance. Although digital transformation offers various opportunities, it can also introduce issues related to cost and complexity due to poor execution of online strategies. This can exacerbate the financial and reputational risks within the organisation instead of reducing them. Along with that, supply chain disruption emerged as another vital issue that can represent as a future risk. Manyuchi and Sukdeo, (2021) argued that the UK retailers remain vulnerable to high dependency on suppliers, delays and increased cost of transportation that have been amplified by post-Brexit trading arrangements and geopolitical tensions.

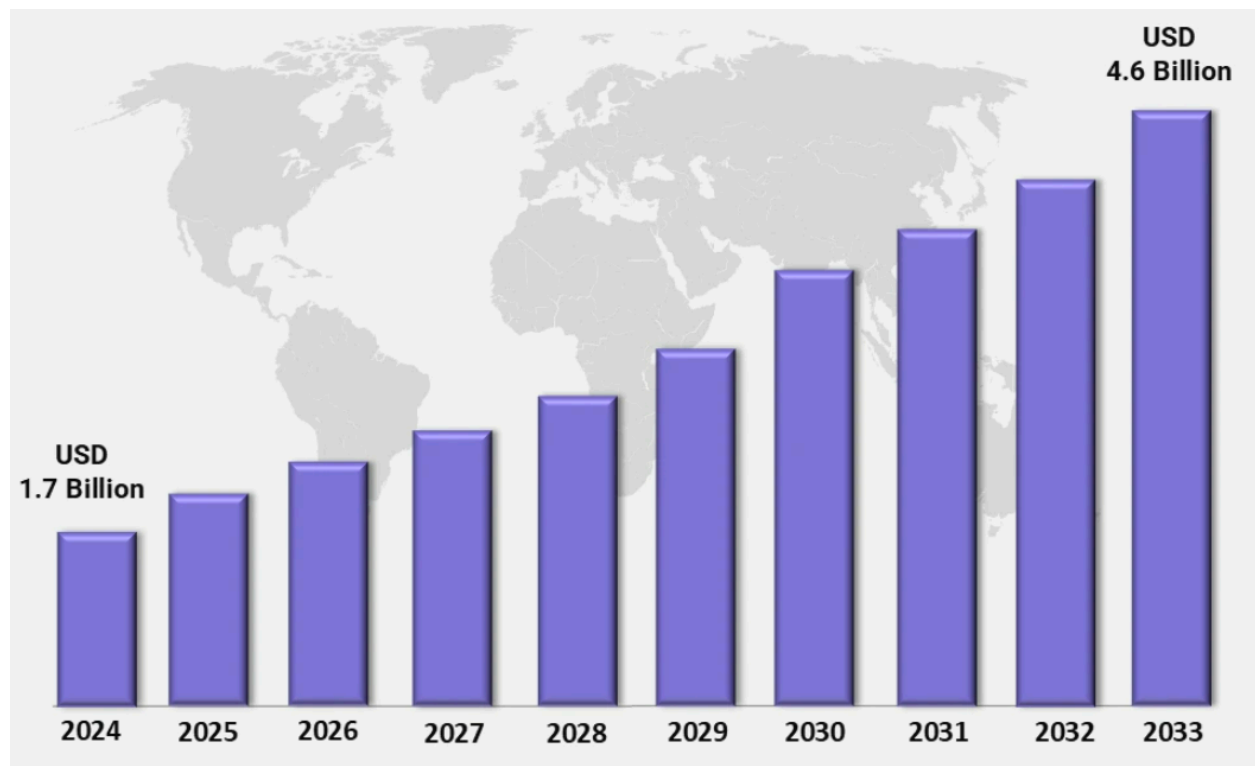


Figure 3: Supply chain management market in the UK

(Source: IMARC, 2025)

Disruptions within the supply chain can lead to storage of excess or a shortage of inventory, which both have a negative impact on cash flow and customer satisfaction. Merritt and Zhao, (2022) critically contradicted that while diversification of suppliers can minimise dependency, it can also impose risk related to operational complexity and costs that forces the retailers to balance organisational resilience against efficiency. The above graph reflects about the market statistics of the UK supply chain



management, measured at USD 1.7 billion in 2024 and is expected to reach at USD 4.6 billion by 2033 with a CAGR of 11.90% from 2025 to 2033 (IMARC, 2025). For example, Sainsbury's has experienced with the issue of product shortage due to shortage of labour in logistic and customer delays due to Brexit. Large retailers can mitigate risk through diversification of suppliers and buffering of stock; however, smaller organisations struggle to mitigate risk in an effective manner. As per the view of Ramanathan *et.al* (2022), this highlights a critical imbalance as supply chain risk is termed as common across the sector; the capacity to manage it is uneven that leads to potential increase in market concentration.

Moreover, labour-related risks are considered as prominent within the context of UK retail. High turnover of employees, shortages in skills and increasing wage pressures driven due to minimum wage regulations leads to create issue of operational instability. As per the view of Choi, (2021) poor staff retention can result in inconsistent quality of services and increased cost of recruitment and training. However, investment in leadership development and employee engagement can minimise turnover as many retailers struggle to prioritise these initiatives due to constraints of short-term cost that reinforces a cycle of workforce instability. Furthermore, retailers also face a growing risk of technological and cybersecurity issues. The increased use of customer data platforms, digital payment systems and online channels of sales heightens to the exposure of system failures and data breaches.

Cassell *et.al* (2022) argued that cyber incidents can result in regulatory penalties and financial loss under UK data protection laws and significant reputational damage that erodes trust and loyalty of customers. Kapotwe and Bamata, (2024) said that common risks in UK retail include shrinkage, health and safety incidents, customer complaints, and staff turnover. Evidence shows that adopting situational leadership styles directive, coaching, supporting, or delegating. These shape team behaviours such as adherence to procedures, anomaly reporting, and problem-solving. Another study of Mulyana *et.al* (2022), focuses on reduced errors and improved risk outcomes, some sectors report mixed effects of delegating styles. Understanding these differences is critical for tailoring SL approaches to retail operations.

2.3 Impact of SL on the risk management practices in the retail sector of the UK

According to Wuryania *et.al* (2021) situational leadership (SL) is a leadership style which allows leaders to choose the diverse styles of leadership on the basis of unique situations. This allows leaders to meet the needs and preferences of the team members to accomplish goals within the UK retail sector. This style allows leaders to develop as well as practice the situational awareness. This enables them to respond and react efficiently to the risk (Xuecheng *et.al* 2022). Also, risk management facilitates firms within the particular sector to analyse risks and mitigate them with an SL strategy. This offers leaders a dynamic style to handle complicated risks and analyse uncertainties (Bhasin, 2025). This helps leaders to implement the culture of innovation, learning and experimentation. By demonstrating agility in risk management strategies allow leaders to respond to changing conditions.

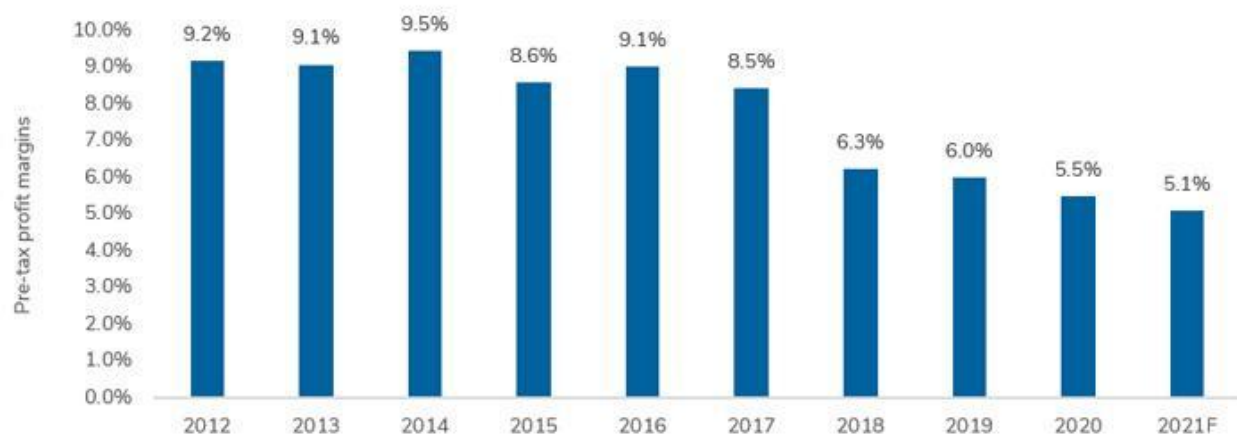


Figure 4: Pre-tax profits have fallen markedly over the last five years across UK retail

(Source: Retail Economics, 2025)

On the critical note, Nabella *et.al* (2022) argued that constraints in the work environment prevent the leaders from adapting SL. This style only emphasises short-term objectives and avoids long-term goals, which might lead to serious consequences in the chosen sector. In the view of Mendenhall, (2025), SL empowers employees to promote creativity, innovation, as well as enhance the quality of work. These leaders include team members in the decision-making process, which boosts their morale and



enhances productivity within the selected industry. This also fosters a sense of belonging and trust among employees, which motivates them to attain goals with efficiency. By promoting the culture of transparency, collaboration and open communication leads to preventing risk. This allows the workforce at each level to identify the significance of risk management within an organisation (Del Pino-Marchito *et.al* 2025). In the case of Tesco, leaders emphasise of SL style, which helps in boosting team morale in changing situations and mitigating risks. By proactively mitigating as well as analysing risks, companies within the particular industry can prevent financial loss; mitigate disruptions as well as operational delays.

However, Wuryania *et.al* (2021) argued that the lack of skills and competencies among employees leads to a skill gap and increases risk. The lack of training and development leads to reduced employee performance and prevents growth in productivity and efficiency. SL with poor leadership results in aggressive communication and is unable to handle concerns. This style might also lead to reduced employee morale, stifle creativity as well as enhance turnover by limiting the involvement in decision making. Leaders changing styles in risk management lead to fatigue.

Xuecheng *et.al* (2022) said that inventory control plays a vital role in preventing and monitoring the retail theft among employees. SL focuses on analysing employees' ability to work under the particular situation. This offers adaptability and flexibility, which is vital in the time of continuous change. These leaders, by developing a proactive risk culture, lead to recognising, assessing as well as reducing major risks. This assists the team in working to attain sustainable growth and gain efficiency in business operations. Nabella *et.al* (2022) argued that the lack of training affects morale of employees to develop new skills that affects their productivity in mitigating risks. Furthermore, Kapotwe and Bamata, (2024) analysed that situational leadership offers immense support to operational risk management through enabling managers to adjust control mechanisms as per the capacity of staff and risk exposure.

In context of high-risk situations such as shrinkage in inventory, cyber fraud or compliance with health and safety standards, leaders can adopt a more directive style to ensure adherence to procedures. On the contrary, in stable environments, a supportive or delegative approach of leadership encourages vigilance and



accountability among employees (Mulyana *et.al* 2022). This flexibility leads to strengthens early identification of risk and minimises the likelihood of escalated losses that has positive impact on profitability and effectiveness of the UK retail organisations. However, Woodard, (2022) critically argued that the effectiveness of SL in risk management is contingent upon competence of leadership and organisational support. Without structured frameworks of risk management, leaders can apply leadership styles in inconsistent manner that can result in confusion and issues related to weak accountability. Frequent shifts in behaviour of leadership may also dilute standard risk controls, primarily in large retail chains with dispersed teams. Alam *et.al* (2024) evaluated that this undermines the consistency in reporting and compliance of risk that will enhance exposure to diverse operational and reputational risks. Moreover, while SL promotes adaptability it may also struggle with the challenge of strategic and systemic risks. These are identified as long-term financial decline or disruption within retail market if a leader excessively focuses on immediate situational demands. To maximise its effectiveness, SL can be integrated with formal systems of risk management, training programmes, and performance monitoring tools.

Woodard, (2022) said that by influencing how teams react to risks including shrinkage, safety issues, and customer complaints, situational leadership has an impact on UK retail risk management. While supportive and delegating styles encourage employee participation and reporting, directive and coaching styles improve adherence to protocols and proactive problem-solving. Manyuchi and Sukdeo, (2021) stated that delegating may lessen oversight in high-risk tasks, although evidence from a variety of industries generally reveals favourable results. Retailers may maximise leadership for successful risk mitigation by comprehending these dynamics.

2.4 Theoretical framework

In the UK retail industry, leadership remains a key consideration when it comes to organisational efficiency, flexibility and longevity. Retail industries are highly competitive, consumer tastes and preferences shift, technological upheavals, and operational forces, among others, render it a necessity to have good leadership. Various theories on leadership can give us an idea of how leaders can influence the performance, the process of decision-making, as well as risk management. As viewed by Asghar, (2025),

a situation-based leadership style is based on the notion of flexibility, meaning that leaders are supposed to vary their leadership style, depending on the competence and motivation of the employees. The combination of new and experienced staff can be very common in the UK retail setting.

Directive styles can be used by situational leaders with the less experienced employees and delegation of responsibilities to capable team workers. Such flexibility ensures proper risk management as it provides leaders with the opportunity to react to the operational vagaries, including staffing shortages, inventory or customer service problems. According to Kunle and Joel, (2025), Operational continuity, the reduction of errors and immediate risk management can be minimised by situational leaders as they get the leadership to match the context of the specific situation.

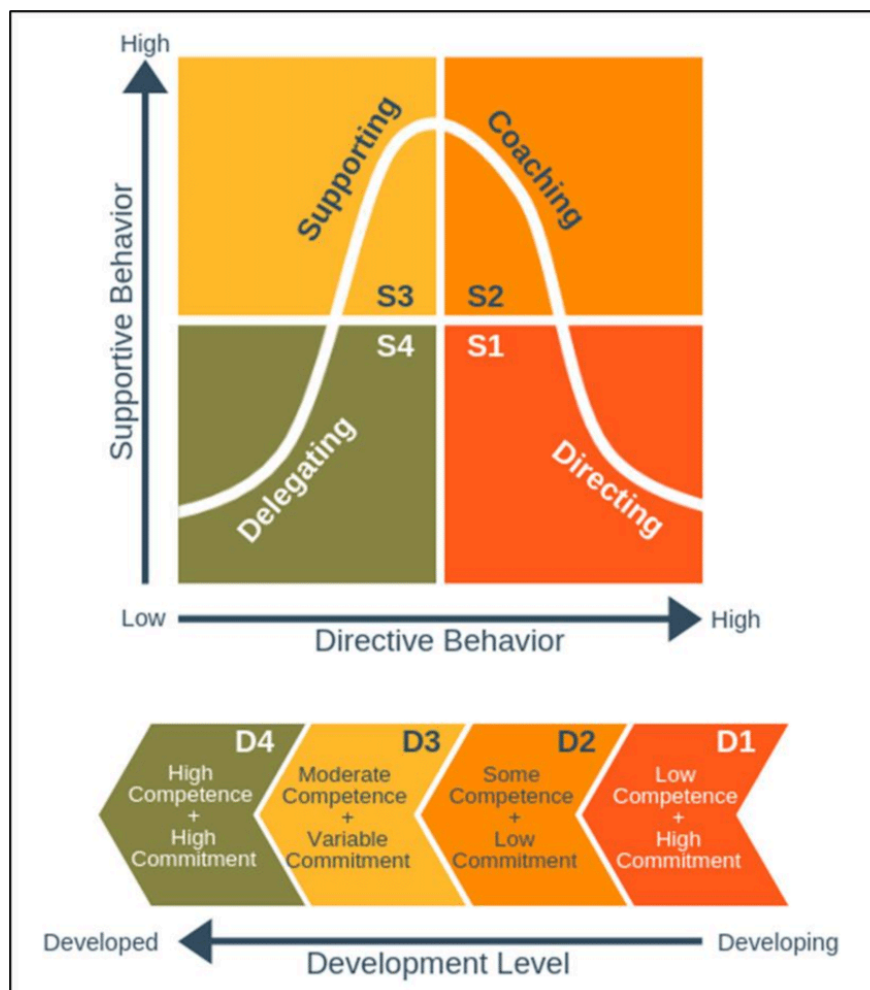


Figure 5: Situational Leadership

(Source: Sbeih and Jones, 2021)

Transformational Leadership emphasises inspiring and motivating employees in order to accomplish the organisation's goals based on the vision that is shared. In the UK retail chains, transformational leaders are known to encourage innovation, promote proactive problem-solving, and foster a culture of customer focus.

As stated by Alo *et.al* (2022), transformational leaders can find employees who are more interested and eager to find possible threats, like disruptions in the supply chain, threats to e-commerce security, or even reputational issues. Transformational leaders incorporate the aspect of risk awareness in the strategic plans, such that operational and strategic threats are foreseen and avoided. Transformational leadership has long-term goals, shared responsibility and a culture of vision as opposed to situational leadership, which focuses on the short-term and immediate adaptability.

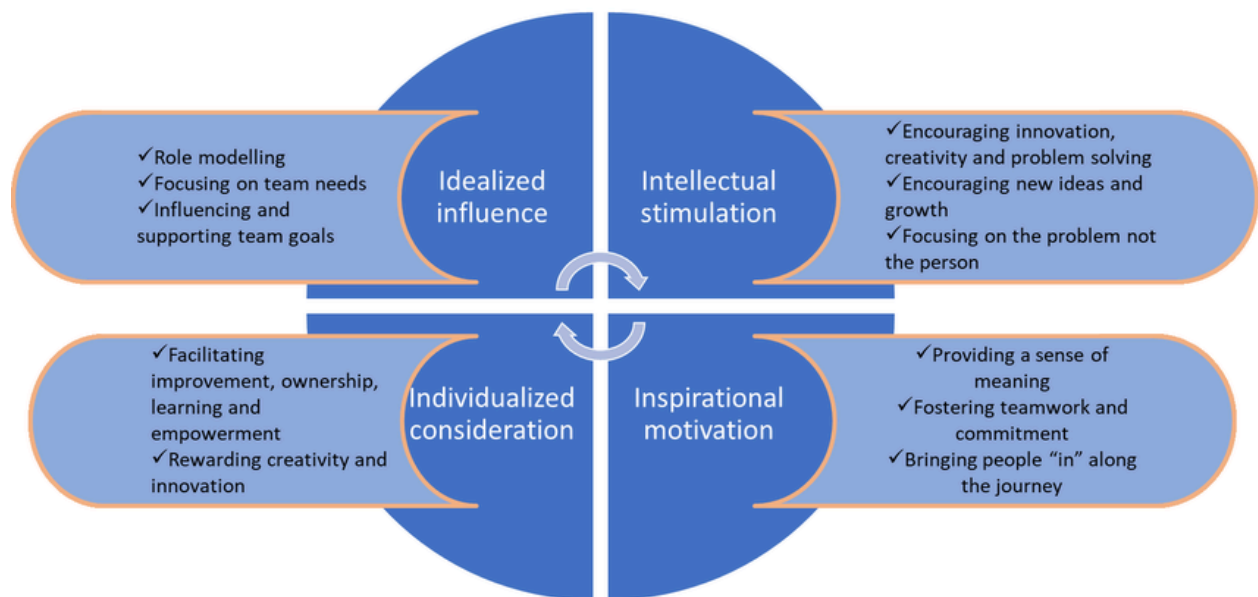


Figure 6: Transformational Leadership

(Source: Bhatti *et.al* 2024)

Transactional Leadership is based on well-organised systems of rewards and punishment in reaching performance goals. Transactional leaders in retail operations establish policies, standards of compliance, and operational procedures and enforce them. This is because this will enhance the management of risk since accountability and control will be emphasised, and hence processes like stock management, workplace safety and cash handling are adhered to consistently. The risks associated with

operational errors, regulatory violations or performance failures are addressed by monitoring, corrective action and well-defined expectations (Woodard, 2022). Transactional leadership focuses on stability and predictability, unlike the situational and transformational approaches that offer a controlled environment where risk may be minimised systematically.

As discussed by Skopak and Hadzaihmetovic, (2022), situational leadership is very adaptable and reactive to urgent problems and however, transformational leadership is designed around visions and innovations, and transactional leadership is organised and adheres to the rules. All of the models contribute to risk management in different ways: situational leadership in terms of operational risks helps an organisation to be flexible, transformational leadership helps an organisation to be proactive in risk identification and its strategic management, and the transactional leadership approach helps an organisation manage risks through control, monitoring, and accountability.

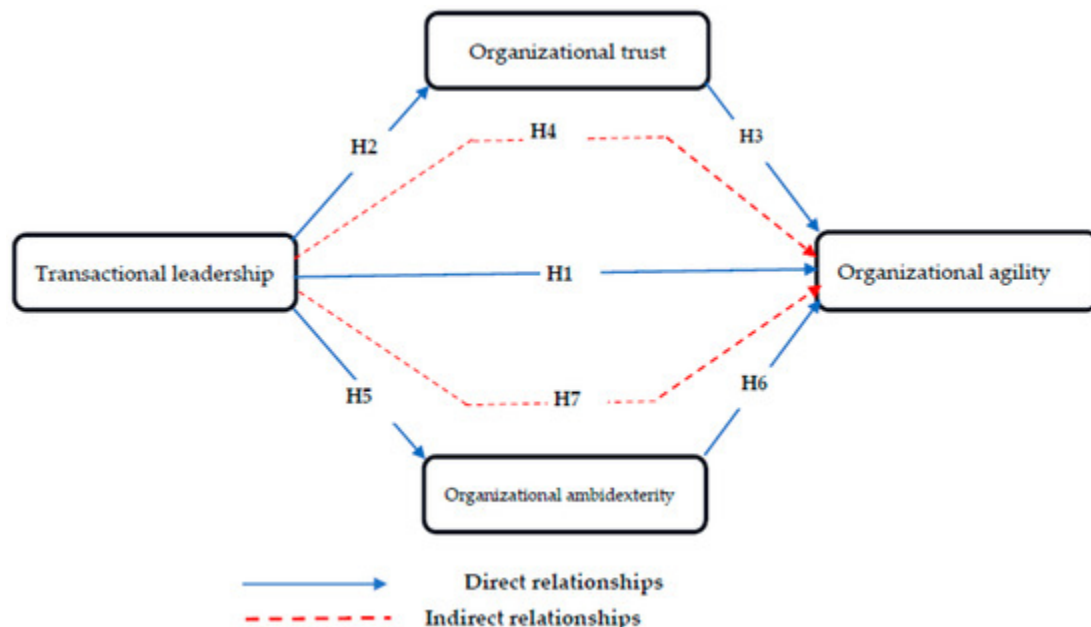


Figure 7: Transactional Leadership

(Source: Khairy *et.al* 2024)

In addition to that, Fiedler's Contingency Model of leadership emphasises on the interaction between style of leadership and situational favourableness. Merritt and Zhao, (2022) argued that leaders are either relationship-oriented or task-oriented and effectiveness depends on how well their style matches diverse situational factors that



includes relations between leader and member, structure of tasks and position power. This model is termed as significant as it acknowledges about the contextual complexity of the retail sector of the UK and explains about why the same leader can succeed in one situation and fail in another. However, Manyuchi and Sukdeo, (2021) criticised that this leadership model is fixed and difficult to change that leads to minimise flexibility and limits developmental potential.

In contrast, Ramanathan *et.al* (2022) mentioned that behavioural theory emphasises actions of leaders rather than inherent traits that stated about the effectiveness of leadership depends on observable behaviours such as people orientation and task orientation. This approach is termed as valuable as it implies skills of leadership can be learned and developed through training. Furthermore, models such as the Ohio State and Michigan studies highlight about the balancing consideration for employees with initiating structure that can enhance overall performance and motivation of employees. However, Choi, (2021) argued that behavioural theory is criticised for oversimplifying leadership through assuming about the universal effectiveness of certain behaviours and neglecting of certain situational variables such as complexity of task, organisational context and readiness of followers.

2.5 Research Gap

Based on the past literature, it can be said that SL is identified and past researchers focused on SL impact on the employee performance, motivation, job satisfaction, and leadership effectiveness. Many past studies are presenting facts related to the SL adaptation in respect to the employee competence and commitment improvement. Along with this, facts are presented in general manner regarding way SL helps in engagement, decision-making, and productivity (Choi, 2021). However, past research studies have not examined SL link with the risk management specifically in context to UK retail sector. It reflects that past studies include knowledge gap that are necessary to be addressed.

Also, limited studies are presenting facts in context to frequent shifts in leadership style and way it impacts on the employees' and how it lead to risks. Knowledge in context to consistency in decision-making during uncertain situations and link with SL is also not being explored significantly (Bhasin, 2025). It means further research is required to

assess knowledge on the way SL influences workers and way of responding towards risks. Present research tried to addressing gap by considering the examination of SL role and effectiveness in context to managing organizational risks. Present research try addressing generalise knowledge gap by exploring more specifically on the topic.

2.6 Conceptual



Conceptual framework clearly indicates that situational leadership styles assists in directive, coaching, supporting, and delegating understanding. It also supports in shaping team behaviours that are classified as problem-solving, collaboration, proactive risk identification, and compliance (Alam *et.al* 2024). Behaviour patterns and risk management outcomes assist to have growth in business if mitigation effectiveness, error reduction, and operational resilience are maintained. It also promotes leadership application that enhances organisational risk performance.



2.7Summary

This chapter summarise about diverse factors that played a significant role in the application of situational style of leadership within the UK retail sector. These factors were identified as workforce heterogeneity, rapid pace of change, intensity of customer service demand and HR practices. In addition, economic uncertainty, intense competition within the retail sector, disruption in the supply chain, and labour-related risks were analysed as common risks faced by the retail sector in the UK. At last, theories of leadership, such as transactional, transformational, and behavioural theory, were summarised that have a vital influence on the organisational and leadership effectiveness of the retail sector.



Chapter 3: Methodology

Methodology approach and techniques consideration is significant in terms of collection and analysis (Bell *et.al* 2022). The chapter is presenting facts in respect to the research tools and techniques that are used to conduct study. Clear information on the guaranteeing validity, reliability, and repeatability of the findings is presented in the research. Design, sampling, collection and analysis related facts are also presented in the research.

3.1 Research methodology

The methodical process used to gather and examine data in order to address research issues is referred to as research methodology (Gamage, 2025). Positivist philosophy allows focusing on quantifiable and observable facts. An online survey with a structured questionnaire is used to gather data from 100 retail employees. Closed-ended questions are incorporated into the survey to ensure impartiality and uniformity. Instead of focusing on cause-and-effect, the study uses a correlational research methodology to look at correlations between variables. Reliability and validity is ensured by statistically analysing the data to find patterns and relationships. This approach makes it possible to measure staff attitudes and actions in the retail industry.

3.2 Research philosophy

Positivism, critical realism, postmodernism, interpretivism, and pragmatism are different categories of research philosophies (RPs). Positivism RP is better than other RPs as its core belief is on ontology (reality); on the other hand, critical realism focuses on the objective reality that exists (Bell *et.al* 2022). As compared to the above two research philosophies, interpretivism is quite effective and differs as it believes that multiple, subjective realities and facts are shaped by social context, individual, and experiences. Postmodernism is also different from others as it focuses on fragmented reality, while pragmatism reflects that the reality related to a topic is practical.

Abduction, induction, and deduction are preferred research approaches that researchers select and use to obtain expected results (Saunders *et.al* 2019). Based on the comparative analysis of research philosophies and the nature of the study, the researcher has made the choice of the positivism RP for specific reasons. The main



reason to select the positivism over the remaining four research philosophies is its suitability as it is suitable for conducting the quantitative study.

It is ideal for quantitative research because the chosen methodology seeks objective, truthful knowledge through empirical observation, experiments that utilize statistics, and aligns appropriately with quantitative methodologies and techniques like surveys. Positivism is useful as it emphasizes objectivity, and value-added investigation to discover the efficiency or usefulness of SL in managing risk within UK-based retail organizations that benefit the researcher and readers.

In addition, it can be said that quantitative research approach selection is accurate in terms of analyzing the effectiveness of situational leadership (SL), specifically in context to UK retail sector when it comes to managing risk within organizations. It helps to measure the relationships between leadership behaviours and outcomes related to risk management. Approach selected helps to have adequate data analysis that may facilitate in collecting data from a larger sample size and it helps boosting objectivity, reliability, and generalisability of findings. Quantitative methods selection also supports the statistical analysis that facilitate in evaluating SL impact related to variables like employee performance, decision-making effectiveness, and risk mitigation.

The ontology of positivism assumes an objective values that exists apart from human awareness. The epistemology emphasises that empirical evidence and observable, quantifiable facts are the sources of knowledge. Researcher maintained objectivity while employing systematic techniques to identify universal trends. It allows ensuring conclusion derived are trustworthy, measurable, and broadly applicable.

3.3 Research approach

Inductive and deductive are two types of research approaches. Each approach is different, as the inductive approach starts with particular analysis and observations to create meaningful and useful theories, better suited for exploring new topics (Gamage, 2025). However, deductive reasoning starts with a common theory that enables researchers to test with particular data, which is common in quantitative studies. The nature of the study is quantitative; therefore, the deductive research approach is chosen. The researcher utilized this selected approach as it is highly effective in the quantitative study. For example, it permits the researcher to test existing concepts and



obtain the advantage of generalizable, structured, and precise results through the survey.

The qualitative perspective has issues with generalizability and reliability due to its focus on deep, context-specific comprehension, but it excels in validity by capturing authentic, rich insights (Bell *et.al* 2022). On the other hand, the quantitative approach possesses strong generalizability and reliability, but it has low ecological validity as quantitative studies are high on reliability for different reasons, including standardized tools, controlled environment, and objectivity.

Clarity and precision are the main strengths of the selected approach, as it clearly presents facts that allow focusing on collecting the right data that helps to draw measurable findings or outcomes at the end of the current investigation. The deductive research approach is recognized as highly generalizable, which also becomes the main reason to select it over the remaining ones. The present research is focused on learning more on leadership and risk management theories that are present specifically, situational leadership theory and organisational risk frameworks. For explore more on topic deductive research approach is accurate. It also reflects the fact related to leadership practices affect employee performance, decision-making, and risk mitigation. By looking into theoretical concepts integration into quantifiable variables the research tool like deductive methodology helps in consistent manner. Method helps in improving analytical rigour and makes it possible to objectively assess the link between situational leadership and the efficacy of risk management.

3.4 Research design

Quantitative, qualitative, and mixed methods are different categories of research designs. The selection of quantitative design allows researchers to focus on collecting numerical data and developing cause and effect, while qualitative design allows for exploring in depth, comprehending experiences, and meaning (Saunders *et.al* 2019). The mixed methods contribute to enhancing the worth of a study as they combine both qualitative and quantitative approaches. In line with the positivism research philosophy and deductive research approach, the researcher has selected the quantitative research design because the researcher seeks focuses on statistical data.



Experimental design enables researchers to manipulate variables to identify their relationship and impact on each other. Cross-sectional design supports collecting data on a single point in time, longitudinal design strengthens gathering information on a topic multiple times, while, case study design drives the attention of researchers, selecting and analyzing different cases, and descriptive research design strengthens them by describing functions or characteristics of a phenomenon. As compared to experimental, longitudinal, case study and comparative research designs, the descriptive and cross-sectional research designs are useful as they comprise different benefits, therefore, the researcher made the choice of each design. For example, the descriptive research design is used as it helps in describing each risk faced by organizations in the retail sector.

The cross-sectional time horizon is also selected as it allows the researcher to rapidly gather insights by collecting data from selected respondents. It contributes to increasing the speed and effectiveness of gathering information (Bell *et.al* 2022). This study used a descriptive research design, which methodically outlines traits, actions, or viewpoints of the intended audience. It is chosen because it allows gathering in-depth information from retail workers, identify trends, and understanding patterns without changing any of the factors. The selection is appropriate for comprehending the relationships and perspectives that exist in the workplace today.

For this study cross-sectional research approach is suitable because it allows for the analysis of situational leadership's efficacy in risk management within the UK retail industry at a particular moment in time. By enabling the effective collection of data from a large sample, this design supports the quantitative and deductive approach and makes it easier to compare leadership behaviours and risk management outcomes. Without requiring long time periods, cross-sectional research is used to find patterns and correlations between variables. As a result, this approach provides useful benefits while supporting methodological rigour.

3.5 Research methods

Primary and secondary are two crucial methods of data collection that researchers utilize for many reasons, with specific justification behind the selection of the right one or both (Gamage, 2025). To analyze the role and effectiveness of SL in managing risks



in the chosen section, the researcher has also made the choice of the primary method for data collection over the secondary method.

Referring to research methods texts, the researcher decided to utilize the primary methodology that drives their attention toward conducting significant activities associated with the present investigation on the selected topic. For example, by using the primary method, the researcher plans to conduct the data collection activity, according to which the researcher has taken an approach to design a questionnaire with open and closed-ended questions. The best thing about this method is that it allows conducting an online survey by using a questionnaire. The primary method is the most appropriate methodology of the present research as it saves a lot of time and effort of the researcher for collecting valid and reliable data on the area of interest.

The main advantages of the primary data collection method are higher relevance, accuracy, and control as information is gathered directly for achieving the aim and objectives of the study, ensuring its relevance, up-to-date, and tailored to the investigation's needs. The researcher had overall control on the entire process of data collection, including quality checks, sampling, and data analysis as well as has the change to reduce bias. In order to collect primary data, context-specific information on the efficacy of situational leadership in risk management within the UK retail industry the survey is selected in this study. Primary data collection allows the research to address the gap. Empirical data is presented directly link with situational leadership and retail risk management. Leadership behaviours, employee perceptions, and risk-related outcomes are being examined using a structured research instrument when primary research is used. Primary research helped improve data relevance, dependability, and alignment with the study's objectives.

Questionnaire is a sort of structured tool for collection, because it saves time and captures more details on the topic (Saunders *et.al* 2019). Protecting respondents through informed consent, confidentiality, privacy, and addressing other ethical issues are related to using a questionnaire. The researcher has done a lot of things to tackle each ethical issue.

For example, codes of ethics and ethical practices are used to overcome the negative impact and emergence of ethical issues. Multiple-choice questions presented nominal



data, which allowed the researcher to classify responses and carry out the necessary statistical analyses. Dichotomous (Close ended) questions (e.g., Yes/No) produced nominal data; and Likert scale items measured attitudes and perceptions, representing ordinal data. Understanding these levels ensures correct statistical techniques are applied, enhancing accuracy, validity, and interpretability of the research findings.

Using a survey-based methodology, this study examines how situational leadership (SL) affects the efficacy of risk management in UK retail businesses. The study focuses on gathering data directly from employees using structured questionnaires because no experimental intervention is carried out.

Convenience sampling is used with purpose of collecting data from 100 UK retail employees. It helped to ensure that knowledge is gained on diversity of roles, experience levels, and genders. Perception in respect to risk management techniques and leadership behaviours is being collected by having a focus towards structured questionnaire. During the research, strict adherence is considered in order to ensure about ethical principles. For example, informed permission, anonymity, secrecy, and the opportunity to withdraw at any moment from the survey are considered by researcher.

Also, descriptive statistics is used to present knowledge regarding data collected. Considering ethics researcher focused on attaining trustworthy and broadly applicable results. Convenience sampling is utilised to gather data from 100 retail employees in the UK, however the results' generalisability is limited by the absence of a well-defined organisational frame. Participants are chosen from a variety of retail professions, experience levels, and genders to capture a range of viewpoints on situational leadership and risk management in order to balance access and scope. This strategy allows having a balance between the necessity for relevant, morally sound data collection and practical limitations.

3.6 Sampling methods

Probability and non-probability are two types of sampling methods (Bianchi, 2021). The researcher has made the decision to utilize the non-probability sampling method over the remaining one as it enabled the researcher to select 100 respondents by using the simple convenience sampling with non-biased features or qualities. The selected participants are 100 employees of the UK retail industry. The researcher has selected



both male and female respondents to collect data from them, without making any mistakes. The simple convenience sampling method was employed as it needs minimal assets, making it quite affordable.

The size of the population or sample for the study is 100, with high confidence and a low margin of error. The researcher follows the selection procedure, according to which the researcher selects 100 respondents based on their effectiveness and ability to answer each research question. The main advantages of the simple convenience sampling methods are time effectiveness, simplicity, and ease. On the other hand, the chosen sampling technique comprised some disadvantages as it includes a high risk of sampling bias, limited generalizability, and poor representativeness. An envisaged confidence interval is range of values, calculated from sample data that is predicted to contain the real value of an unknown population or sample parameter.

3.7 Reliability and validity

Due to its single-method, survey-based quantitative design and emphasis on organised data collection for efficiency and clarity the present study did not use triangulation. Pre-tested, standardised questionnaire items are used to ensure about reliability, and internal consistency is evaluated. By creating questions that are in line with the objectives of the study and the body of knowledge already available on situational leadership and risk management. It helped to maintain content validity. Expert evaluation, pilot testing, and clear instructions all contributed to the validity and reliability of the data gathered. It also supported in attaining dependable and broadly applicable findings.

3.8 Ethical considerations

It is important for the researcher to respect the privacy, autonomy, and dignity of communities and individuals. To ensure valid consent, the researcher follows key procedures as the researcher discloses information related to the study, including its nature, benefits, purpose, and risks. Moreover, to ensure confidentiality, the researcher utilizes procedures like data anonymisation, strong access controls, and data encryption. The researcher also put another process in place for anonymity. For example, the researcher collects data without obtaining any personal details or identity data. The researcher also implements specific procedures to ensure fair treatment in



the study, usually concentrating on protecting respondents' autonomy and ensuring equitable selection of each respondent. The participation informs, and consent forms are also provided to 100 participants to ensure fair treatment, autonomy, and other things.

To ensure authentic research data, the researcher utilizes rigorous methods like informed consent, data validation, and detailed documentation. The research also supported and reflected respect for the integrity and dignity of companies and persons included in the investigation by providing fair treatment and maintaining confidentiality. The research contributed to the common good by specifying suggestions based on overall analysis. To avoid potential risks to personal values, invasion of privacy, and risk to the psychological well-being of your participants and organizations, the researcher did ethical things. For example, the researcher follows the terms of the Data Protection Act 2018. Research ethics checklists certified by the university and supervisor approval are used to proactively manage ethics.

A customized consent form and an online information sheet are provided to participants. Any personal data is not stored and secure storage locations and data retention durations are established. Using institutional means for recruitment allow openness, protect participants' rights, and comply with requirements.

3.9 Data analysis

For the research quantitative data analysis practice is employed. In addition to the same and interpret survey findings, a correlational analysis is carried out to investigate the connection between risk management efficacy in UK retail firms and SL characteristics. A structured questionnaire is used to gather data from 100 workers in various retail positions. Participants gave informed consent that help ensure regarding anonymity and confidentiality. Participants had right to withdraw at any time as ethical issues are carefully taken into account.

To protect privacy, no personally identifiable information is gathered. Descriptive statistics is taken into account by researcher with purpose of presenting data and statistical facts. Also, researcher tried to learn on link between risk management outcomes and leadership practices. Selected methodology helps to have conventional research and assist in presenting statistically significant relationships between SL and



the efficacy of risk management. Findings are also presenting insightful information in respect to the topic.

Researcher has considered survey for learning on situational leadership and measure about directing, coaching, supporting, and delegating behaviours. Diverse scale are represented that assist in showcasing store level procedure. For analysing the patterns the correlations and multiple regression is considered that facilitate in understanding the quantitative facts. It may assist to learn how leadership behaviours affect risk practices while accounting for role, tenure, and subsector. Selection of quantitative analysis method and use of excel as instrument assist to gain practical insights regarding way SL link with risk management in UK retail.

For data analysis, mean, mode, median, range along with standard deviation have been computed. Through mean average has been computed, with the help of mode common value has been identified, with the help of median center value has been determined.

Chapter 4: Results

The study findings are presented in the results chapter in an understandable, unbiased and methodical way. The chapter further summarises thematic results and draws attention to important trends. Results of this study analyse how well situational leadership manages organisational risk in a UK retail organisation. The results address risk reduction techniques, staff preparation levels, leadership styles used, and the connection between adaptive leadership approaches and better risk management results in the retail industry.

4.1 Graphical representations

4.1.1 Majority of respondents live in the UK

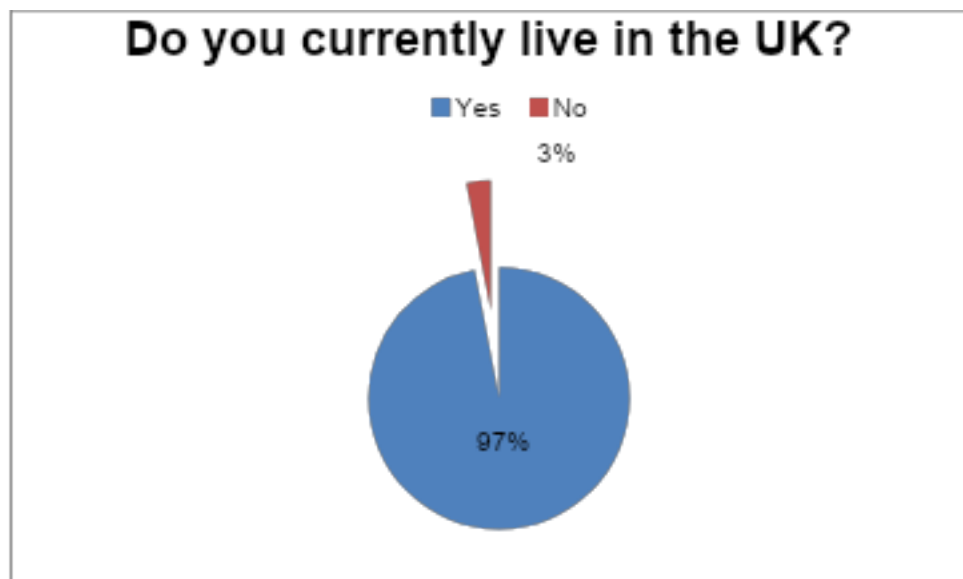


Figure 9: Majority of respondents live in the UK

The survey clearly makes it clear that 97% of respondents are living in the UK and only 3% are not living in the UK. It means the key focus of research is to understand the perception of individuals residing within the UK.

4.1.2 Age

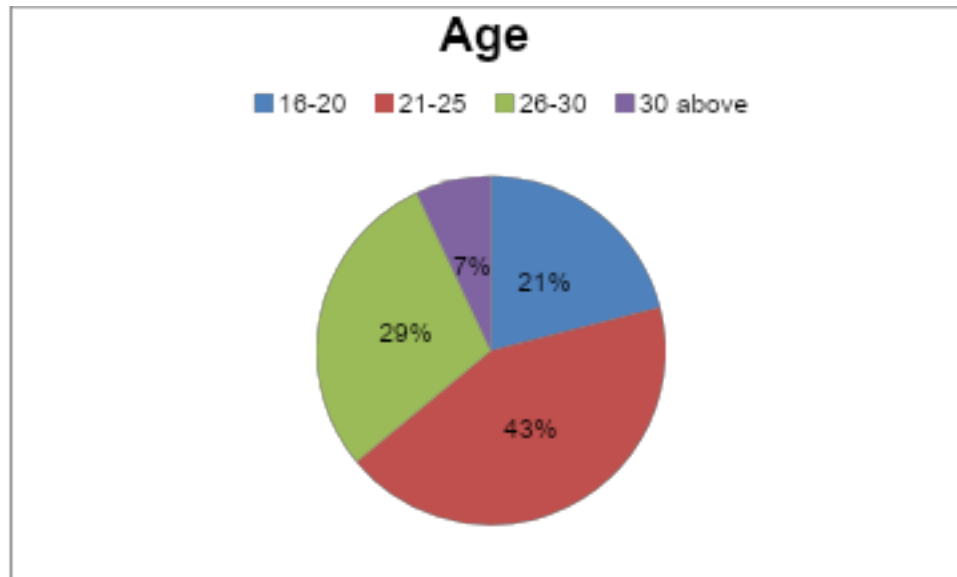


Figure 10: Age

In the survey, respondents who have taken part are from different age groups, such as 43% are from 21–25, 29% are from 26–30, and 21% are from 16–20, while only 7% are aged 30 and above. It reflects a selection of young samples in the survey.

4.1.3 Gender

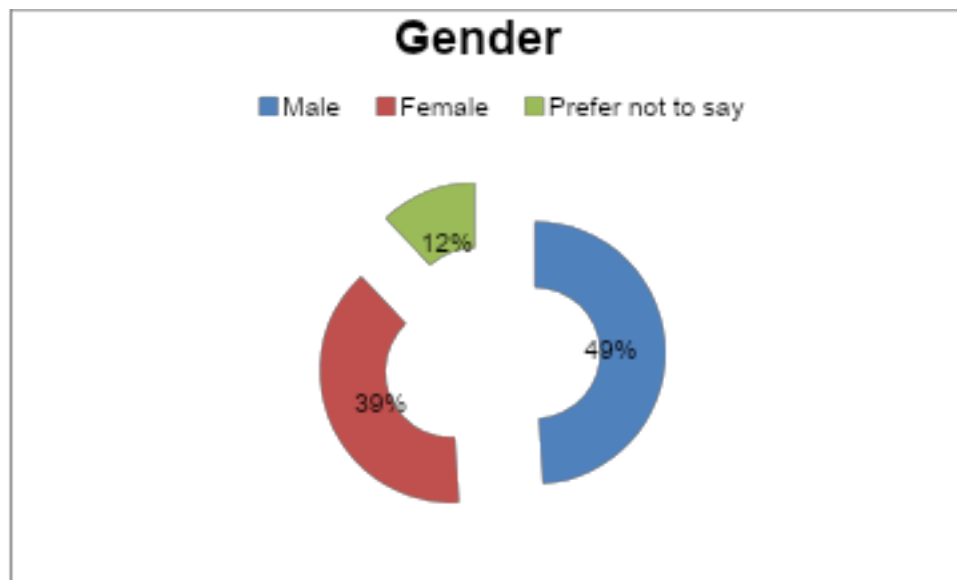


Figure 11: Gender

The survey also includes responses from different genders, and around 49% are male and 39% are female, while 12% preferred not to share information on their gender. This

clearly reflects that there is a balance in sample selection, but male representation is higher, and the researcher considers inclusive response options.

4.1.4 Majority of respondents live in the UK



Figure 12: Store associates actively participated in the study

Survey results make it clear that the majority of respondents in the study are store associates, with 52%. Other than this, 28% are supervisors, and 20% are managers. It indicates that employees' diversity is considered in order to learn more effectively on the topic and gain practical insights into leadership effectiveness.

4.1.5 Employees are mainly associated with the sector for less than 1 year

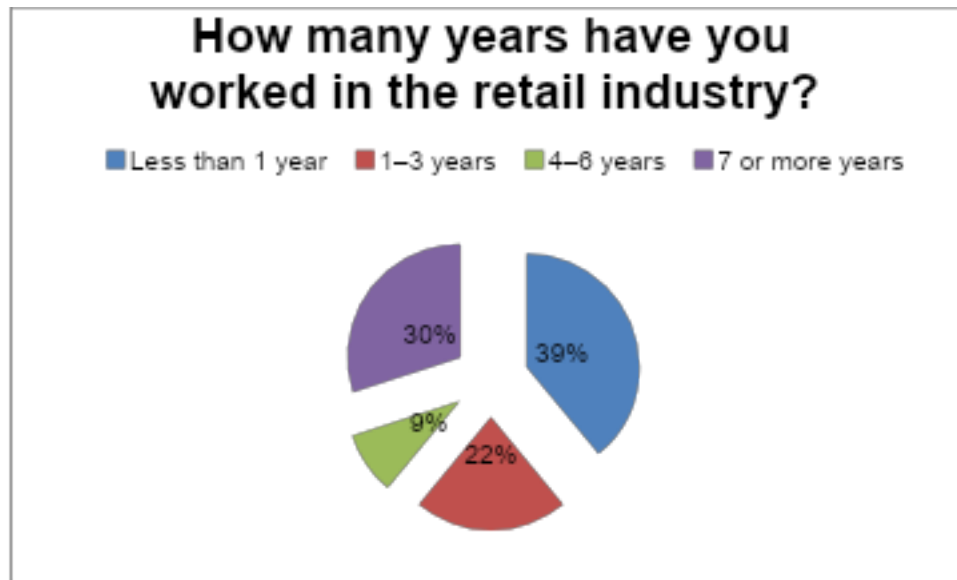


Figure 13: Associated in the sector for less than 1 year

Findings of the survey reflect that around 39% of respondents have been working in retail for less than one year, 22% are working for 1–3 years, 9% from 4–6 years, and 30% for 7 or more years. It reflects that each participant has a different experience level.

4.1.6 The majority of participants work in a supermarket

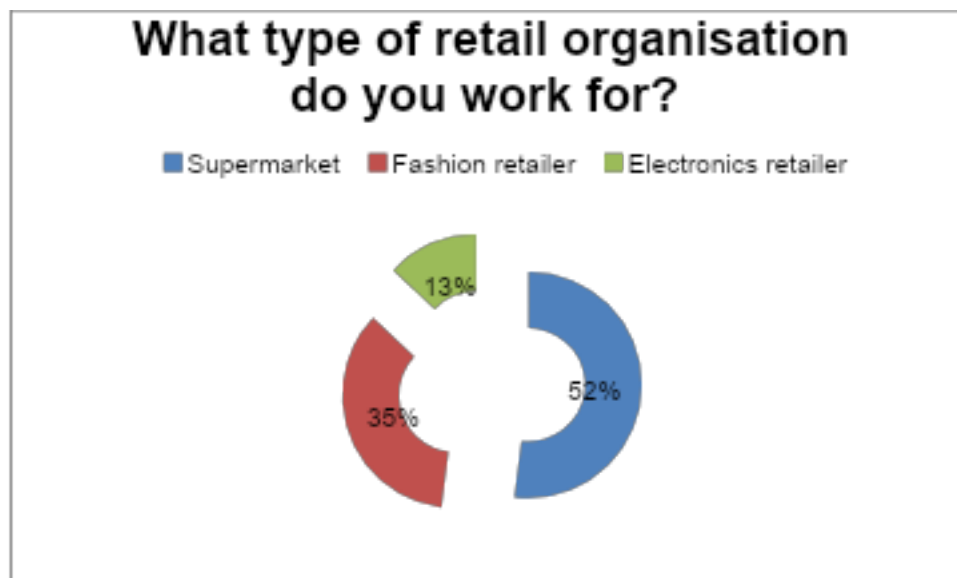


Figure 14: The majority of participants work in a supermarket

Survey results make it clear that around 52% of respondents work in supermarkets, 35% in fashion retail, and 13% in electronics retail. It means the participants were selected from different areas of the retail sector, and it helps to have an understanding of the topic, considering different perspectives.

4.1.7 The manager behaves as per the situation



Figure 15: Managers behave as per the situation

The survey makes it clear that the majority of respondents think that managers are behaving in accordance with the situation they face at work. Around 39% said that they strongly agree, and 46% said they agree with the statement. It is clearly reflecting that there is a high focus on adaptive leadership practice. Other than this, 11% are in favour of neutral, and only 2% disagree, and the other 2% strongly disagree, which means such employees are dissatisfied. High employee recognition in terms of flexible managerial behaviour is present. Leadership consideration is accurate in the retail sector. Focus on adaptive leadership boosts the team performance, employee engagement and risk management effectively (Samosir, 2025).

4.1.8 Manager responds quickly



Figure 16: Manager responds quickly

Findings of the survey indicate that 37% of respondents strongly agree and 36% are agreed with the statement that the manager responds quickly to unexpected situations. It means a positive perception of employees, indicating effective managerial responsiveness.

However, 19% remain neutral, which means there is a need to address uncertainty about consistency, and only 7% are disagreed, and 1% strongly disagrees, which means such staff have dissatisfaction on a limited scale. Findings reflect that managers demonstrate proper decision-making in challenging circumstances. With a focus on effective risk management and operational stability, the retail environment can be improved (Pahlevi *et.al* 2025).

4.1.9 Manager provides an innovative solution

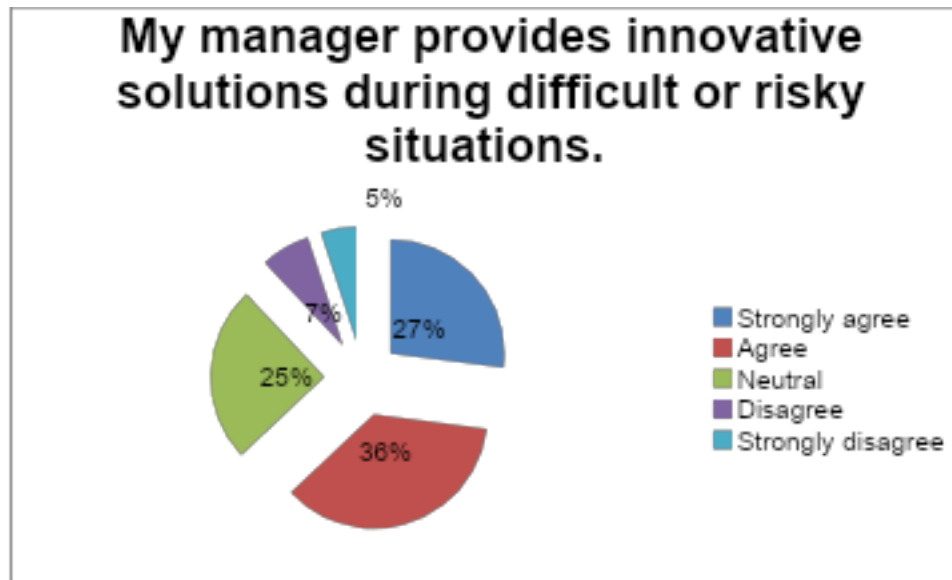


Figure 17: Manager provides an innovative solution

The results show that 27% of respondents strongly agree and 36% agreed that management offers creative solutions in challenging or dangerous circumstances, indicating generally favourable opinions on creative problem-solving. Moreover, 25% have no opinion, which indicates a lack of confidence in steady innovation. Furthermore, 7% disagreed, and 5% strongly disagreed with the statement.

It suggests some reservations about managerial inventiveness under difficult situations. Overall, the findings indicate that although many managers exhibit creative thinking. It means there is a need for regularly using new methods in risk management within the retail sector. With a focus towards the risk management practices, businesses can effectively identify issues and help to identify innovative solutions (Pomaza-Ponomarenko *et.al* 2023).

4.1.10 Manager offers assistance

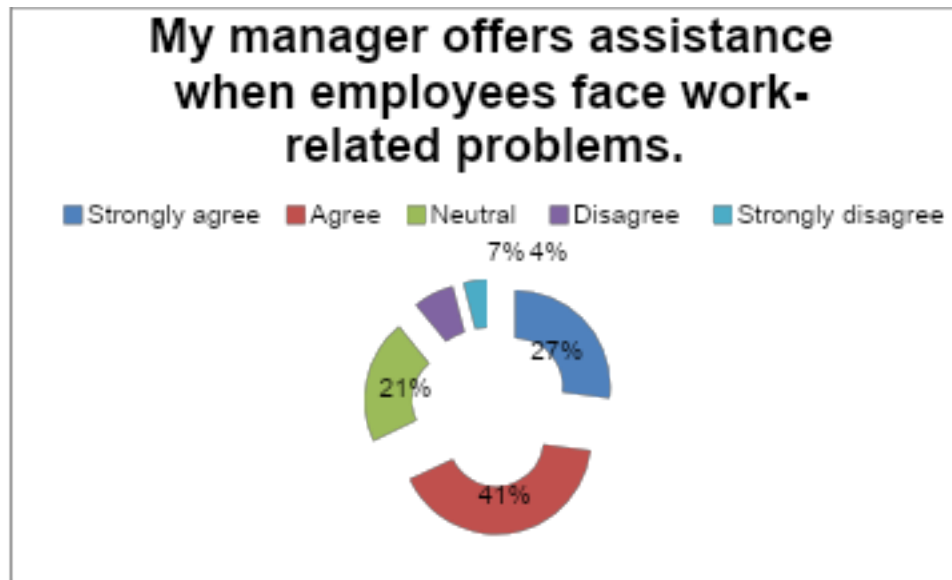


Figure 18: Manager offers assistance

Based on the survey findings, 27% of respondents strongly agree, and 41% are agree that managers are offering assistance in situations where employees face difficulties at the workplace. It means there is substantial management support in the sector. On the other hand, 21% said they are in favour of neutral, and it is showcasing ambiguity. Other 7% disagreed, and 4% strongly disagreed, which means there is little discontent. Findings of the research reflect that managers are offering guidance and support to staff. Leadership assist to boost the worker confidence, problem-solving abilities, and overall organisational performance (UDO, 2025). With a focus on leadership, the risk-related aspects can be addressed in the retail sector.

4.1.11 The manager provides clear instructions



Figure 19: The manager provides clear instructions

The survey makes it clear that 46% of respondents agreed and 25% are strongly agreed with the statement that the manager is offering clear instructions when tasks include risk, indicating successful communication in risk-related situations. It is noticed that 7% are disagreed and 7% are strongly disagree, which clearly demonstrates that some staff experienced unclear guidance.

Moreover, 15% remain neutral, which reflects that such professionals have some confusion. Overall, findings reflect that managers convey risk-related instructions, and this helps to achieve accurate outcomes. It is noticed that businesses require adequate focus on leadership, which assists in controlling errors (Oliveira *et.al* 2023). With a focus on leadership, there may be high employee confidence and improvement in the risk management efficacy. It also supports the growth of the UK retail industry.

4.1.12 The manager considers different perspectives



Figure 20: The manager considers different perspectives

Survey results clearly reflect that around 24% are strongly agree and 48% are agreed with the statement that the manager considers different perspectives when solving workplace problems. It is clearly reflecting that there is a focus on a collaborative and inclusive approach. Around 17% said neutral, which suggests the inclusion of uncertainty and the other 5% are disagreed, and 6% are strongly disagreed.

It clearly reflects there is concern about managerial consideration of diverse viewpoints. It is noticed that managers are clearly valuing multiple perspectives at the time of decision-making. Focusing on leadership alignment is necessary in terms of adopting inclusive problem-solving aspects and improving team engagement, innovation, and effective risk management in organisational settings (Ahmed and Malik, 2025).

4.1.13 The manager provides clear task instructions

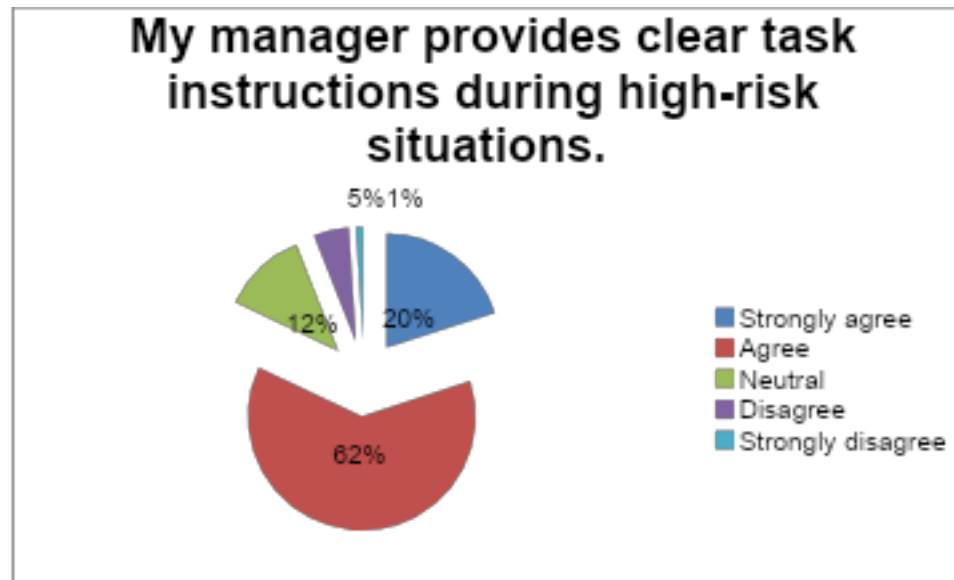


Figure 21: The manager provides clear task instructions during risk

According to the findings, 20% of respondents strongly agreed, and 62% are agreed. It means managers provide clear task instructions in high-risk scenarios. It means managers are clearly exhibiting effective leadership and communication in order to address risk. Only 5% disagreed, and 1% strongly disagreed, which means some employees feel there is not enough clarity.

Other 12% are neutral, and such participants are confused. Moreover, findings reflect that managers effectively communicate in critical situations that reflect the leadership values. It is noticed that leadership allow boosting employee confidence, control of errors, and enhancing organisational risk management, especially in crises and risky situations (Dahmen, 2023).

4.1.14 Organisation provides training



Figure 22: Organisation provides training

Findings of the survey make it clear that 41% are strongly agree and 45% are agreed with the statement that business offers sufficient training in terms of managing workplace risks. It means the firm is focused on boosting confidence levels by offering training programs. 7% said neutral, which indicates uncertainty, and the other 6% disagreed.

1 % of the participants have strongly disagreed, which means training may be inadequate in the perception of some employees. Findings reflect that employees perceive risk management training as effective, but further improvement is required. It means that focus on comprehensive training is significant as it allows staff to have identification and mitigation of risks (Hussain and Mackie, 2024). It might assist in boosting organisational safety and resilience.

4.1.15 Risk management control errors



Figure 23: Risk management practices reduce errors and incidents

The results show that 36% of respondents strongly agree and 43% agreed that risk management procedures lower workplace errors and occurrences. It indicates a favourable opinion of these measures' efficacy. While 2% disagreed and 2% are strongly disagreed, this indicates that some are not satisfied with risk management. 17% are neutral, which indicates some ambiguity.

Overall, the findings indicate that the majority of workers understand the importance of risk management in enhancing workplace safety and lowering errors. It is noticed that there is an importance of good risk management techniques for organisational effectiveness and worker wellbeing, particularly in fast-paced industries like retail (Mujtaba, 2025).

4.1.16 Health and safety risk is the most common

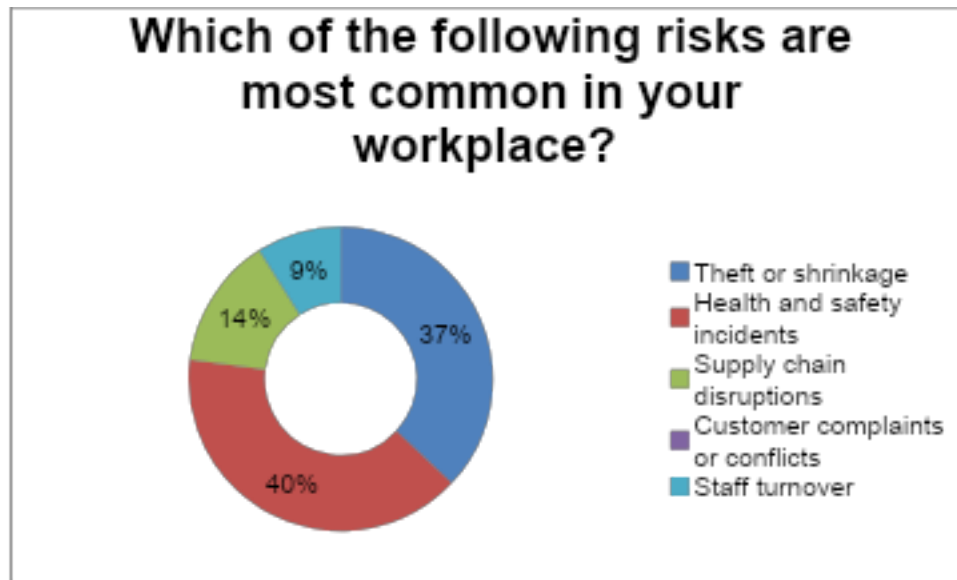


Figure 24: Health and safety risk is the most common

Survey findings make it clear that majorly 40% have said that health and safety incidents are a key risk. Other 37% said that theft or shrinkage is a key concern that needs to be addressed, and it impacts the operations in the retail sector. Supply chain disruptions impact the workplace, as 14% stated the same. 9% said that staff turnover is a concern that needs to be addressed. It is identified that risk areas in retail need to be understood, and targeted risk management strategies are significant to control the risk of safety and loss prevention (Samosir, 2025).

4.1.17 Leadership supports the job effectively

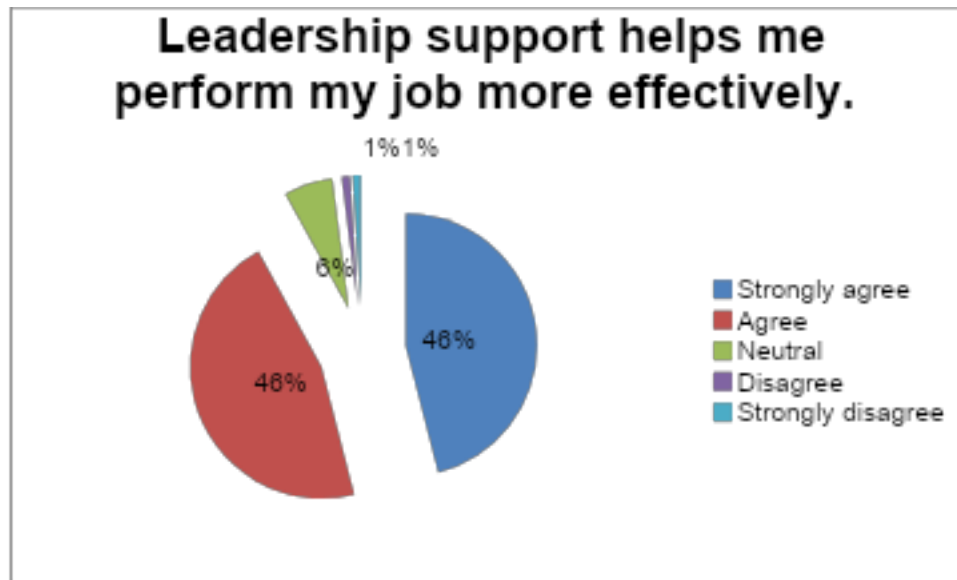


Figure 25: Leadership supports the job effectively

Survey reflects that 46% are strongly agreed and the other 46% are agreed that leadership support assists in performing the job more effectively. It means there is a strong positive impact of leadership on employee performance. 6% are neutral, reflecting uncertainty, while only 1% each is disagreed and strongly disagreed. It is noticed that the consideration of supportive leadership aspects assists in improving employee productivity and job satisfaction (Pahlevi *et.al* 2025). Such aspects of consideration are necessary for promoting the use of leadership theories.

4.1.18 Employees have autonomy to manage tasks

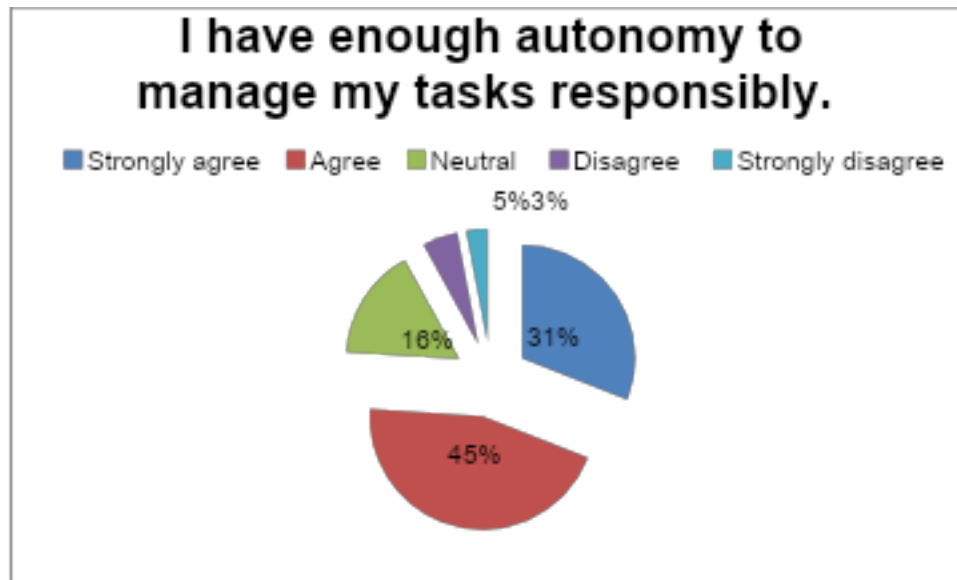


Figure 26: Employees have autonomy to manage tasks

The findings of the survey demonstrate a favourable opinion of workplace independence, as 31% of respondents strongly agree and 45% agreed that they have enough autonomy to perform their jobs appropriately. While 5% disagreed and 3% strongly disagreed, that means some employees are experiencing limited autonomy. Other 16% are neutral, which means they are not used to autonomy. Businesses must promote adequate autonomy. Focusing on autonomy in the retail sector leads to higher motivation and job satisfaction (Pomaza-Ponomarenko *et.al* 2023).

4.1.19 Leadership support reduced work stress

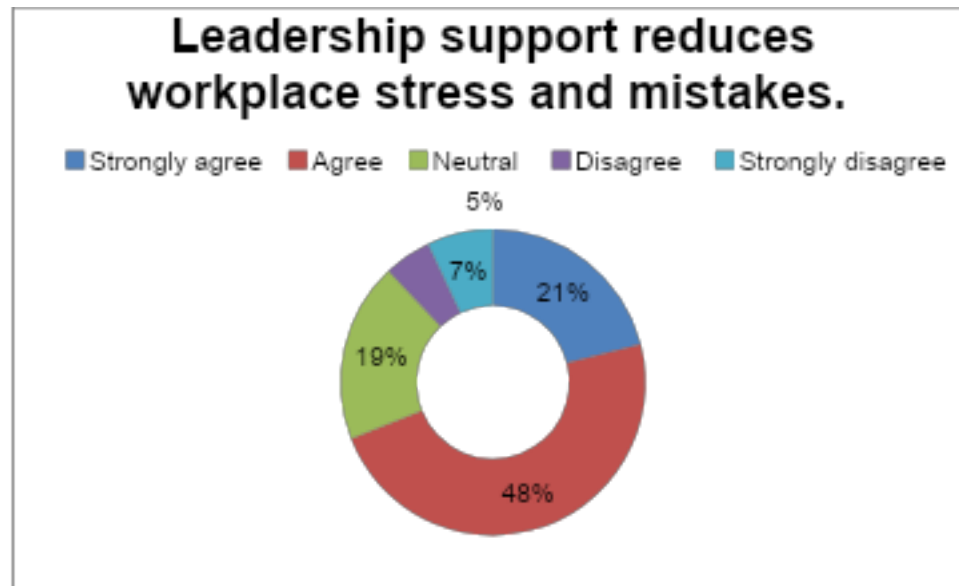


Figure 27: Leadership support controls stress and mistakes

According to the results, 21% are strongly agreed, and 48% agree with the statement that leadership support helps control workplace stress and errors. It means leadership aspects have an impact on performance and well-being. While 5% disagreed and 7% strongly disagreed, some employees do not have access to supportive leadership. Other 19% said neutral because they were not sure. Leadership is significant for creating a workplace that is less stressful and more error-resistant (UDO, 2025).

4.1.20 Trust in leadership boosts engagement and performance

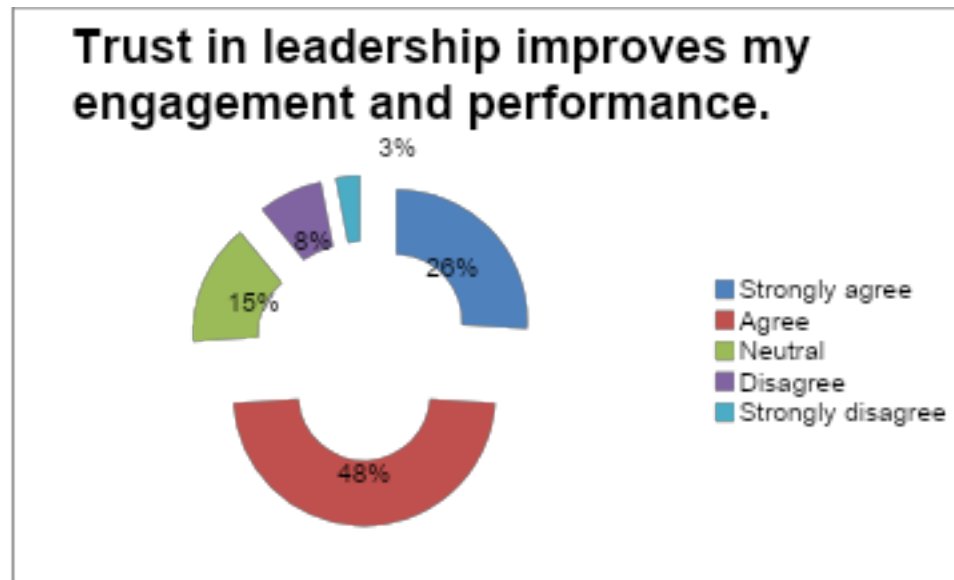


Figure 28: Trust in leadership boosts engagement and performance

Survey findings reflect that around 26% are strongly agreed and 48% are agreed with the statement that trusts in leadership allows for better engagement and performance. Other 15% said neutral, which showcases the uncertainty, and 8% disagreed. Other 3% are strongly disagreeing, which means some staff lack trust. Leadership is significant in terms of boosting employee motivation and productivity within a retail business (Oliveira *et.al* 2023).

4.1.21 CCTV and surveillance systems used to manage risk



Figure 29: CCTV and surveillance systems used to manage risk

Survey indicates that risk management solutions are significant for retail businesses. Around 39% said CCTV and surveillance systems were a key tool, and 33% said incident reporting software was useful to manage risk. Other 21% said that staff training programs are important, but rest 7% said that communication platforms or apps are necessary for managing risk, and the business firm is focused on the same. Focus on monitoring and reporting systems integration with training might help retail businesses to have effective workplace risk management.

4.1.22 Situational leadership improvement for effective risk management in the retail sector

Based on the survey, by considering the employee involvement and proactive aspects, the risk management can be improved. Also, risk-aware culture and situational leadership consideration may assist in boosting performance and facilitate addressing risk. Adequate focus on leadership aspects, like team skills, may assist in dealing with issues.

Focusing on targeted training may also boost clear communication, which could help ensure proper risk management. Along with this, focus on customised responses as per the situation might facilitate effective risk resilience. It also helps control errors and



might facilitate improving accountability. Situational leadership improvement can be done by referring to leadership coordination with team preparedness (Dahmen, 2023).

4.2 Descriptive statistics

4.2.1 Mean, median, mode

Table 1: Mean, median and mode

	Mean	Median	Mode
Q7. My manager behaves according to the situation faced at work.	2.69	2.50	2
Q8. My manager responds quickly when unexpected situations arise.	2.45	2.00	2
Q9. My manager provides innovative solutions during difficult or risky situations.	2.87	3.00	1
Q10. My manager offers assistance when employees face work-related problems.	2.89	3.00	2
Q11. My manager provides clear instructions when tasks involve risk.	3.12	3.00	5

Note- For computation of median, mode, mean, standard deviation and range for the likert scales responses received in the form of text have been converted to numeric values

1 strongly agree

2 agree

3 neutral

4 disagree

5 strongly disagree



The descriptive statistics presented in the table provide insights into employees' perceptions of their managers' situational leadership behaviours in managing workplace situations and risks within the UK retail sector. The measures of central tendency, including mean, median, and mode help identify the general pattern of responses for each statement.

For Q7, which states that the manager behaves according to the situation faced at work, the mean value is 2.69, with a median of 2.50 and a mode of 2. This indicates that respondents generally lean towards agreement that their managers adapt their behaviour based on situational demands. The relatively close values of mean and median suggest a fairly consistent distribution of responses, reflecting moderate support for the presence of situational leadership behaviour among manager.

In Q8, the mean score is 2.45, the median is 2.00, and the mode is 2 when it comes to identification of how swiftly managers react to unforeseen circumstances. These numbers show that most respondents perceive that their managers are supporting in the situation of unexpected circumstances. The comparatively lower mean score suggests that responsiveness is perceived slightly more positively than several other leadership behaviours evaluated in the survey.

The mean is 2.87, the median is 3.00, and the mode is 1 for Q9, which evaluates whether managers offer creative solutions in challenging or dangerous circumstances. This range indicates that many respondents firmly believe that managers offer creative solutions, but at the same time many other have neutral or marginally different opinions. It is a reason that there slightly higher mean and median. In context to the Q10, it can be said that mean is 2.89, a median is 3.00, and a mode is 2. It is also reflecting that most respondents think their managers help employees with work-related issues. This indicates that there is a fair amount of supportive leadership behaviour in the organisational setting. Lastly, Q11 has the highest mean value of 3.12, a median of 3.00, and a mode of 5, indicating a greater range of answers on whether supervisors give clear instructions when activities include risk. Overall, the findings show that situational leadership components like flexibility, support, and direction are somewhat present in the retail industry's workplace risk management.

4.2.2 Std deviation and range

Table 2: Std deviation and range

	Std. Deviation	Range
Q7. My manager behaves according to the situation faced at work.	1.187	4
Q8. My manager responds quickly when unexpected situations arise.	1.058	4
Q9. My manager provides innovative solutions during difficult or risky situations.	1.482	4
Q10. My manager offers assistance when employees face work-related problems.	1.399	4
Q11. My manager provides clear instructions when tasks involve risk.	1.458	4

The table's standard deviation and range values provide insight on how respondents' perceptions is vary towards managers' situational leadership actions in the UK retail industry The standard deviation statistical facts show how much replies different from the mean, even if the range for all items is 4. It is suggesting that responses covered the whole scale of potential alternatives. The standard deviation for Q7, which looks at whether the manager acts in accordance with the circumstances at work, is 1.187. This suggests that respondents' perceptions vary to a moderate degree. Despite the fact that many participants have similar opinions, there are some disparities in how well managers modify their behaviour to fit various work environments.

Standard deviation for Q8 is clearly reflecting the way manager's deal with unforeseen circumstances and reacts towards the situations and here SD is 1.058. It is lowest of SD and clearly reflecting that responders' opinions are comparatively more constant. Along with this, workers consider to have consistent opinion of managers' capacity in respect to deal with issues in quick manner. SD for Q9 is 1.482 and it is clearly suggesting the differences in perception towards creative solutions in risky or difficult circumstances. Along with this, it is clearly present the workers perception towards the managerial methods to problem-solving



Similarly, Q10 and Q11 show relatively higher standard deviations of 1.399 and 1.458, respectively. It is suggesting differences in respondents' views about managerial support and the clarity of instructions when dealing with work-related problems and risk-related tasks.



Chapter 5: Discussion

The research findings are interpreted and explained in the discussion chapter, which also provides an understanding of the link between the findings and the goals, literature, and theoretical framework. By evaluating patterns, deriving conclusions, and investigating the findings, the chapter focuses on offering facts. The usefulness of situational leadership in controlling organisational risks in the UK retail industry is the main topic of discussion in the study. The chapter aims to understand the effects of managerial support, autonomy, and training on operational safety. Also, facts on the effect of adaptive leadership styles on worker performance are presented. Also, the chapter clearly presents facts on how situational leadership techniques can improve risk management in real-world contexts.

5.1 Findings discussion

5.1.1 Discussion

In the UK retail industry, SL is important in terms of boosting the focus on adaptable management strategies. These practices are accurate in dealing with changes and ensuring the management of diverse workforces. SL is considered a style that allows for effective employee competency and commitment by bringing changes as per retail situations. SL consideration is impacted by workforce heterogeneity, which includes seasonal, part-time, and experienced employees (Kapotwe and Bamata, 2024). For better management, the focus on consistent service standards is necessary. Also, assertive task management values are necessary in the firm.

SL has been increasingly popular in the UK retail industry as businesses look for accountable and adaptable management strategies to deal with the demands of a diverse workforce and a changing market. Fundamental idea of SL is that effective leaders modify their approach according to the skill and dedication of their workforce. Its adoption is driven by a number of factors, each of which has both positive and negative effects on the organization's overall performance (Woodard, 2022).

SL style makes the assumption that leaders can accurately assess the levels of preparation in practice, which might lead managers to overestimate their competence or misinterpret employee motivation. This results in a leadership style mismatch that may compromise the effectiveness of the organization. However, there is a stronger



correlation between staff diversity and the intensity of customer service demand. UK retailers work in very competitive markets where customer expectations are always rising due to the ease of e-commerce and omnichannel experiences. In order to guarantee that frontline employees provide constant service standards, effective leaders might switch between assertive task control and supportive coaching (Manyuchi and Sukdeo, 2021).

It is identified that managers are currently considering adaptive leadership in order to manage workplace situations. Figure 18, reflects that 27% of respondents strongly agree and 41% agree that managers are offering support and acting as per the situation at work. Along with it, it is identified that SL assist leaders in adopting the style effectively in terms of employee competence and commitment. With an adequate focus towards the situation leadership, the operational flexibility and decision-making in UK retail can be improved significantly (Mulyana *et.al* 2022). Research question 1 is also addressed significantly in the study, and it is noticed that supermarkets are mostly affected by situational leadership behaviours in the UK retail sector.

SL has a high impact on operational areas that include high-risk jobs, such as inventory management, health and safety compliance, and customer service. It is noticed from figure 19 that 46% of workers agree and 25% strongly agree that supervisors give clear instructions when performing risky duties. However, it is noticed that problem-solving and staff assistance are impacted by coaching and supportive behaviours. Moreover, SL has a crucial impact on frontline retail operations, including task execution, compliance, and staff engagement. The research indicates that supermarkets are the retail segment most affected by situational leadership behaviours in the UK. High-risk operations such as inventory management, health and safety compliance, and customer service rely heavily on managers adapting their style (Xuecheng *et.al* 2022). Directive, coaching, and supportive behaviours ensure efficiency, engagement, and proactive risk management in these settings.

Based on the findings, health and safety incidents can be considered a key risk that needs to be addressed. Based on figure 16, around 40% said that health and safety incidents have an impact on the retail performance. Other than this risk related to theft, supply chain disruptions and staff turnover need to be addressed. It also makes it clear



that operational, financial, and compliance-related risks are present in the UK retail sector. It is also identified that organisational risk management practices, such as training and reporting systems, help to deal with errors. SL is significant in terms of effective outcomes and managing risk management (Woodard, 2022).

Manyuchi and Sukdeo, (2021) stated that SL helps leaders to have a focus on diverse approaches in accordance with the particular circumstances. Based on the same, the team's demands and objectives may be accomplished effectively. Such a strategy assists in boosting the culture of creativity, learning, and experimentation. These are necessary in terms of offering a better response to risk. SL also assists workers in terms of improving creativity, teamwork, and trust.

In the study, research question 2 is also clearly addressed as different situational leadership behaviours influence team actions, and the effectiveness of risk management is identified. Different situational leadership behaviours that retail managers consider are directive, coaching, supporting, and delegating. These are impacting directly on the team actions and risk management effectiveness in UK retail stores. It is noticed that directive behaviour in leaders allows for better compliance with procedures and ensures high-risk task management (Merritt and Zhao, 2022). Coaching and supporting styles are significant for boosting problem-solving abilities and providing guidance. Figure 22 reflect that around 41% strongly agree and 45% agreeing that coaching and supporting styles are significant for employee engagement. Delegating empowers the staff to act properly and foster accountability and proactive risk detection. Such behavioural measures assist in improving the safety standards and help control errors. SL principles alignment also assists in having effective risk management practices (Ramanathan *et.al* 2022).

SL enables leaders to select from a variety of leadership philosophies based on particular circumstances. This enables team members' needs and preferences to be met by leaders in order to achieve objectives in the UK retail industry. This approach enables leaders to practise and develop situational awareness. This makes it possible for them to effectively address the danger. Additionally, risk management makes it easier for businesses in that industry to assess risks and use an SL strategy to reduce them. This gives leaders a flexible approach to manage complex risks and assess



uncertainties (Merritt and Zhao, 2022). This supports leaders in fostering an innovative, learning, and experimental culture.

SL gives workers the ability to foster innovation and creativity while also improving the calibre of their work. By including team members in the decision-making process, these leaders raise team morale and increase productivity in the chosen sector. Additionally, this helps employees feel trusted and like they belong, which encourages them to work efficiently to achieve goals. Risk can be avoided by encouraging an environment of open communication, cooperation, and transparency (Ramanathan *et.al* 2022). This enables employees at all levels to recognise the importance of risk management in an organization.

The retail industry in the UK operates in a highly aggressive and dynamic environment that exposes businesses to a number of common threats that can have a detrimental impact on future development, efficiency, and sustainability. Economic unpredictability is one of the main risks that UK retailers must deal with. As per the views of Cassell *et.al* (2022), Consumers' the discretionary spending is directly impacted by variables including rising interest rates, inflation, and shifts in consumer confidence. Consumers focus only necessities when incomes for households are tight, which reduces demand for unnecessary retail goods. The margins of profit and total sales volume are put under pressure as a result.

5.1.2 Theory discussion

Based on the research, effective leadership consideration is significant in terms of ensuring organisational efficiency, adaptability, and long-term success. In this respect, situational leadership theory application is useful to assist in bringing changes as per consumer preferences, technological changes, and competitive pressures. SL allows making sure regarding employee competence and motivation. Del Pino-Marchito *et.al* (2025) said that SL assists in having positive outcomes and helps in directive guidance. It assists in supporting staff and guiding them in accordance with the situation. Focusing on adaptive approaches in SL theory is significant, and it assists leaders in the retail sector in managing operational challenges. It might facilitate ensuring continuity, controlled errors and support proactive risk management.



Transformational leadership theory's inclusion in situational leadership is useful, and it assists the UK retail sector in having a focus on a proactive and risk-aware culture. SL allows for better adaptability, and it might assist in ensuring the delivery of immediate responses. Moreover, transformational leaders assist in bringing innovation and consider problem-solving actions to deal with risk (Alo *et.al* 2022). Integration of risk awareness into long-term planning facilitates growth and the management of the retail environment. Findings reflect that 36% strongly agree and 43% agree that risk management procedures helps in controlling workplace errors. With a focus towards SL, the changes in risk management procedures might assist in addressing issues, and they might facilitate improving the measures in the UK retail workplace.

Behavioural theory allow to have more focus on leader's actions than on innate qualities, claiming that observable behaviours like task and people orientation determine a leader's effectiveness. This method is considered beneficial because it suggests that leadership abilities can be acquired and enhanced via instruction (Asghar, 2025). Additionally, models like the Ohio State and Michigan studies emphasise the need to strike a balance between taking into account employees' needs and establishing structures that might improve workers' motivation and overall performance.



Chapter 6: Conclusion, Recommendations, and Limitations

Conclusion is the chapter that discusses the conclusion drawn from the whole study conducted in a quantitative manner, so that the objectives can be achieved. This is the last chapter of the study that includes three sub-sections, which are conclusion, recommendation, and limitation. Thus, it helps to present a comprehensive and concise summary of the research findings in the end.

6.1 Conclusion

From the study conducted, it could be concluded that SL is very effective in terms of managing risk in retail sector organisations within the UK. This is due to the fact that SL allows managers to develop the skills and qualities that could be applied to any situation occurring within the workplace. Learning on SL helps in designing better practices related to risk management and addresses the research problem as well. So the best practices must also be selected that are effective in managing risk, which is considered to explore more methods for addressing the problem. Therefore, the first objective of the study was to evaluate the way SL style is driving risk management within the UK retail sector, and it was achieved.

It was analysed from the data collected, and the review conducted that SL is actually helping the managers to seek different solutions to a given problem, so that effectiveness could be improved. One of the ways in which SL drives risk management into the retail sector is workforce heterogeneity. This means that due to the wide range of employees, there is diversity in the level of skills, which makes a one-size-fits-all approach. Then there is also the factor of customer service demand that is linked to workforce diversity in the sector. In this manner, the second objective of the study was also achieved, which explained the common risks that are faced within the retail context of the UK.

One of the risks stated within the data collection and review section was economic uncertainty. This means that companies are not certain about the economic conditions of the market or sector, which might affect their business. The factors like inflation, rate of interest, and fluctuations in the confidence of the customers will have different influences on discretionary spending. When household income is limited, customers will only prioritise essential goods, which minimises their demand for non-essential ones.



Then there is also intense market competition, which is another risk that the retail sector faces. There are several local, international, and e-commerce. This means that due to these kinds of companies, there will be a higher level of competition that sells almost similar products.

Some of the other risks involve supply chain disruption, customer complaints, staff turnover, health and safety incidents, and theft or shrinkage. The first question of the study was to explain which operations and workplaces are the most affected by SL behaviours in the UK retail sector. Thus, it could be concluded that retail operations like customer services and management activities like training staff are mostly affected by SL behaviours in UK retail. The third objective of the study was to assess the role of SL style in risk management within the retail context of the UK, and was fulfilled.

It could be evaluated that leaders are meeting the needs and preferences of team members to accomplish the goals within the company. SL actually allows leaders to develop the skills that will be required in different situations so that they can respond in an effective manner. The second question of the study is analysing how different SL behaviours influence team actions and the effectiveness of risk management in the UK retail sector, and it was answered. However, there are constraints like emphasizing the short-term objectives, which actually avoid the long-term goals. This means that the company will be stuck with the short-term goals only and ignore those that are actually important, like expanding into the market.

Then, SL is also allowing creative and innovative thinking, which will place the identity of open communication of leaders within the workplace. Through proactively mitigating and analysing the risk, the companies within this sector will be able to prevent financial loss, operational delays, and disruptions as well. Then, inventory control is also playing an important role in monitoring theft among the employees, which is a common kind of risk.

6.2 Recommendations

There are certain strategies that will help in better managing risk in the UK retail sector by using SL style.

- One of the recommendations involves collaborating on a real-time risk mapping project, which will help the UK retail sector in managing risk. This means that the



consulting team works with retailers to audit and map out all potential operational risks by using actions like physical audits, inventory checks, and digital risk assessment (Fokina *et.al* 2023). The audit team will be conducting the physical audit by checking the map, photographs, and documents for hazards. These will involve blocked exits, faulty equipment, and poor lighting. In addition to this, there will also be inventory and security checks, like identifying high-theft areas and evaluating the current security cameras or tags within the warehouse. Then there will also be a digital risk assessment, which helps in reviewing POS systems, so that vulnerable data and checks can be done to ensure data compliance. The outcome of this will be a comprehensive risk register that categorizes threats by likelihood and impact.

- The second recommendation will be implementing loss prevention and safety training, which will be helpful for the UK retail sector in managing risk. The SL approach will be developing customised training workshops for staff that focuses on preventing loss, such as theft and error, so that safety can be enhanced (Bwalya, 2023). The action taken within this strategy will be training to spot red flags by providing them with the equipment to do so. The staff will be recognising suspicious behaviour and handling the customer without creating conflicts.
- Then it will also be recommended to use process improvement, which requires moderate to high maturity participation of the employees. This will include collaborating with staff so that they can identify and solve operational bottlenecks. Coaching can be used for boosting employee confidence in handling complex customer disputes (Jain *et.al* 2022). It will be very helpful to the company to improve employee confidence so that the SL style can be properly applied. Before this, there is a need to make sure that readiness is properly assessed to determine that staff is capable and confident for the specified task.
- It will also be recommended to have operational stability, which is high maturity for delegating the task in an effective manner within the UK retail sector. This will make sure that experienced employees are empowered to take ownership of safety audits so that they can delegate their tasks to others (Stone and



Patterson, 2023). This will be done by maintaining oversight, which will actually enable them to make decisions on inventory management.

6.3 Limitations

The current study was conducted using quantitative methods, which involve conducting a survey among the participants and then analysing their responses to draw conclusions. However, the limitations of the finding were that it presented only descriptive and analytical answers to the research question rather than qualitative ones. The focus was on analytical and descriptive representation of the findings, due to which an in-depth, comprehensive view was not included properly throughout the study. Then the limitation was also using only 100 participants, who could not generalize their perception to others. This means that the use of a limited number of participants hampers the quality of results.



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Appendix

Appendix 1: Ethical checklist



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Research Ethics Checklist

A checklist should be completed for every research project to identify if a full application for ethics approval must be submitted to your Faculty Ethics Committee.

1 Applicant details	
Name of Researcher (applicant):	Sristi Joshi
Module name and number:	BAM-7030 – DISSERTATION
Name of Module Leader:	Dr Yaser Shyyab
Course:	Professional Project

Project details
The rationale behind selection of this topic will be that SL style has been realised to be among one of most impactful form of leadership that have direct influence over the team work approach and management of the internal operations. This will be major rationale for selection of this topic will be to explore this topic in detail. However, there are not enough research evidences available that discusses its direct influence over the risk management practices within the retail industry of the United Kingdom and this is the main problem identified. Aim of research will be to analyse the influence of SL in management of the risk in the retail sector of the UK. Objectives for the study will be as follows: • To evaluate way Situational Leadership (SL) style is driving risk management within the UK retail sector. • To understand the common risks those are faced within the retail context of the UK



- To assess the role of SL style in risk management within the retail context of the UK
- To recommend best strategies to better manage risks within retail context by using SL style

The UK retail sector faces increasing operational, financial, and supply chain risks due to market volatility, technological disruption, and workforce challenges. However, limited research explores how situational leadership (SL) influences effective risk management practices and fosters resilience within retail organisations. Positivism will be selected philosophical perspective for the proposed research. It mainly involves relying on quantitative or numerical data for interpretation of the results. In proposed study, the selection of deductive reasoning method will be done. The cross-sectional study design will be selected for proposed research. The selection of primary data collection method will be done in the proposed research. The sample size of the proposed study will be 100 participants, and the sample group will be the retail employees in the UK. Simple convenience sampling method will be used for the purpose of selecting sample population.

Participants will be reached through professional networking platforms like LinkedIn, retail industry forums, and organisational contacts, using online surveys distributed via email invitations to ensure accessibility and voluntary participation. The quantitative data analysis method will be used for the proposed study, where the focus will be towards analysing statistical or numerical data. The use of MS Excel will be done for the purpose of numerical and graphical analysis of collected data. To manage time and costs effectively, online surveys will be used, reducing travel, printing, and administrative expenses while ensuring efficient data collection.

3 Research checklist (to check if more than minimal risk)

Please answer each question by ticking the appropriate box:



		YES	NO
1.	Does the study involve students within the University?	✓	
2.	Does the study involve employees of the University?		✓
3.	Does the study involve participants who are particularly vulnerable or unable to give informed consent: children, those with cognitive impairment?		✓
4.	Will the study require the co-operation of a gatekeeper for initial access to the groups or individuals to be recruited? (e.g. students at school, members of self-help group, residents of nursing home)		✓
5.	Will it be necessary for participants to take part in the study without their knowledge and consent at the time? (e.g. covert observation of people in non-public places)		✓
6.	Will the study involve discussion of sensitive topics or illegal activity (e.g. sexual activity, drug use)?		✓
7.	Are drugs, placebos or other substances (e.g. food substances, vitamins) to be administered to the study participants or will the study involves invasive, intrusive or potentially harmful procedures of any kind?		✓
8.	Will tissue samples (including blood) be obtained from participants?		✓
9.	Is pain or more than mild discomfort likely to result from the study?		✓
10.	Could the study induce psychological stress or anxiety or cause harm or negative consequences beyond the risks encountered in normal life?		✓
11.	Will the study involve prolonged or repetitive testing?		✓



12.	Will the research involve administrative or secure data that requires permission from the appropriate authorities before use?		✓
13.	Is there a possibility that the safety of the researcher may be in question (e.g. in international research: locally employed research assistants)?		✓
14.	Does the research involve members of the public in a research capacity (participant research)	✓	
15.	Will any of the research take place outside the UK?		✓
16.	Will the research involve respondents to the internet or other visual/vocal methods where respondents may be identified?		✓
17.	Will research involve the sharing of data or confidential information beyond the initial consent given?		✓
18.	Will financial inducements (other than reasonable expenses and compensation for time) be offered to participants?		✓

	Research that may need to be reviewed by NHS NRES Committee or an external Ethics Committee		
19.	Will the study involve recruitment of patients or staff through the NHS or the use of NHS data or premises and/or equipment?		✓
20.	Does the study involve participants age 16 or over who are unable to give informed consent? (e.g. people with learning disabilities: see Mental Capacity Act 2005).		✓

Instructions for all students

You must complete this form BEFORE you are entitled to commence your primary data collection

The form must be sent to your Course Tutor for approval

Your approved ethics form must be included in your final submission as part of your appendices. This is a University requirement and if the ethics form is not included your work may not be marked

If you have any questions or concerns regarding your research please contact your supervisor in the first instance.

Instructions for supervisors:

Please check the appropriate boxes. Even if the student has answered 'no' to all questions in Section 3, the study should not begin until all boxes have been checked and the form counter-signed.

The student has been made aware of the University's Code of Good Research Practice and relevant professional codes of conduct	✓
The topic merits further research	✓
The student has the skills to carry out the research	✓
The participant information sheet or leaflet is appropriate (where applicable)	✓
The procedures for recruitment and obtaining informed consent are appropriate (where applicable)	✓
Comments from Supervisor/Course Tutor: The ethical form is filled up correctly. No harm to the participants. I have also looked at the questionnaire attached. Approved	

Supervisor/Course Tutor:

I confirm that work as described will be carried out in full conformity to all ethical standards and any additional professional requirements.
Name (please print): Afraa Ali Al-Habori
Signed: Afraa Ali
Date: 25/11/2025



Appendix 2: Consent



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Questionnaire

You are being invited to participate in a research study titled [**Effectiveness of situational leadership (SL) in managing risk within an organisation in the UK retail sector**]. This study is led by [Sristi Joshi] from Buckinghamshire New University and has received ethical approval from my supervisor Afraa Ali Al-Habori.

The purpose of this research study is [**to gain insights on situational leadership and its impact on managing risk within UK retail sector**] and will take you approximately **(30)** minutes to complete. You may choose not to take the survey, to stop responding at any time, or to skip any questions that you do not want to answer.

The information provided by you in this questionnaire will be used for research purposes only. It will not be used in a manner which would allow identification of your individual responses.

Anonymised research data will be archived and made available to other researchers on request in line with current data sharing practices.

I consent to the processing of my personal information for this research study. I understand that such information will be treated as strictly confidential and handled by current UK Data Protection legislation. ✓

By completing this survey, you indicate that you understand its purpose and consent to the use of the data as indicated above. Should you decide not to complete the survey, the data you have entered up to that point may still be used but will remain anonymous.

Thank you so much for your time, and if you have any questions, please contact me using the contact details below:

(Sristi Joshi)

Buckinghamshire New University

Email: 22413005@bucks.ac.uk



Appendix 3: Questionnaire

Section A: Demographics

Name

Do you currently live in the UK?

Yes

No

Age

16-20

21-25

26-30

30 above

Gender

Male

Female

Prefer not to say

What is your current position in the organisation?

Store associate

Supervisor

Manager

How many years have you worked in the retail industry?

Less than 1 year

1–3 years

4–6 years

7 or more years

What type of retail organisation do you work for?

Supermarket

Fashion retailer

Electronics retailer

Section B: Situational Leadership Behaviour

My manager behaves according to the situation faced at work.

Strongly agree



Agree

Neutral

Disagree

Strongly disagree

My manager responds quickly when unexpected situations arise.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

My manager provides innovative solutions during difficult or risky situations.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

My manager offers assistance when employees face work-related problems.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

My manager provides clear instructions when tasks involve risk.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

My manager considers different perspectives when solving workplace problems.

Strongly agree

Agree



Neutral

Disagree

Strongly disagree

My manager provides clear task instructions during high-risk situations.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Section C: Risk Management in the Retail Workplace

The organisation provides sufficient training to manage workplace risks.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Risk management practices reduce errors and incidents at work.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Which of the following risks are most common in your workplace?

Theft or shrinkage

Health and safety incidents

Supply chain disruptions

Customer complaints or conflicts

Staff turnover

Section D: Employee Confidence, Performance and Risk Outcomes

Leadership support helps me perform my job more effectively.

Strongly agree



Agree

Neutral

Disagree

Strongly disagree

I have enough autonomy to manage my tasks responsibly.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Leadership support reduces workplace stress and mistakes.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Trust in leadership improves my engagement and performance.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Section E: Risk Management Tools

Which tools or systems does your organisation use to manage risks effectively?

Incident reporting software

CCTV and surveillance systems

Staff training programmes

Communication apps or platforms

Section F: Open-Ended Question

In your opinion, how can situational leadership further improve risk management in the retail sector?



.....
.....



Appendix 4: Google form link

https://docs.google.com/forms/d/e/1FAIpQLSfSUS9nN_dRcaHIJ9FxzRpKqPSHgbOp3GpLvZxlZsVN7NLAQ/viewform?usp=publish-editor



Appendix 5: Raw data

Do you currently live in the UK?	Response s
Yes	97
No	3
Age	
16-20	21
21-25	43
26-30	29
30 above	7
Gender	
Male	49
Female	39
Prefer not to say	12
What is your current position in the organisation?	
Store associate	52
Supervisor	28
Manager	20
How many years have you worked in the retail industry?	
Less than 1 year	39
1–3 years	22
4–6 years	9
7 or more years	30
What type of retail organisation do you work for?	
Supermarket	52
Fashion retailer	35
Electronics retailer	13
My manager behaves according to the situation faced at work.	
Strongly agree	39
Agree	46
Neutral	11
Disagree	2
Strongly disagree	2
My manager responds quickly when unexpected situations arise.	
Strongly agree	37
Agree	36
Neutral	19
Disagree	7
Strongly disagree	1



My manager provides innovative solutions during difficult or risky situations.	
Strongly agree	27
Agree	36
Neutral	25
Disagree	7
Strongly disagree	5
My manager offers assistance when employees face work-related problems.	
Strongly agree	27
Agree	41
Neutral	21
Disagree	7
Strongly disagree	4
My manager provides clear instructions when tasks involve risk.	
Strongly agree	25
Agree	46
Neutral	15
Disagree	7
Strongly disagree	7
My manager considers different perspectives when solving workplace problems.	
Strongly agree	24
Agree	48
Neutral	17
Disagree	5
Strongly disagree	6
My manager provides clear task instructions during high-risk situations.	
Strongly agree	20
Agree	62
Neutral	12
Disagree	5
Strongly disagree	1
The organisation provides sufficient training to manage workplace risks.	
Strongly agree	41
Agree	45
Neutral	7
Disagree	6



Strongly disagree	1
Risk management practices reduce errors and incidents at work.	
Strongly agree	36
Agree	43
Neutral	17
Disagree	2
Strongly disagree	2
Which of the following risks are most common in your workplace?	
Theft or shrinkage	37
Health and safety incidents	40
Supply chain disruptions	14
Customer complaints or conflicts	0
Staff turnover	9
Leadership support helps me perform my job more effectively.	
Strongly agree	46
Agree	46
Neutral	6
Disagree	1
Strongly disagree	1
I have enough autonomy to manage my tasks responsibly.	
Strongly agree	31
Agree	45
Neutral	16
Disagree	5
Strongly disagree	3
Leadership support reduces workplace stress and mistakes.	
Strongly agree	21
Agree	48
Neutral	19
Disagree	5
Strongly disagree	7
Trust in leadership improves my engagement and performance.	
Strongly agree	26
Agree	48
Neutral	15
Disagree	8
Strongly disagree	3



Which tools or systems does your organisation use to manage risks effectively?	
Incident reporting software	33
CCTV and surveillance systems	39
Staff training programmes	21
Communication apps or platforms	7