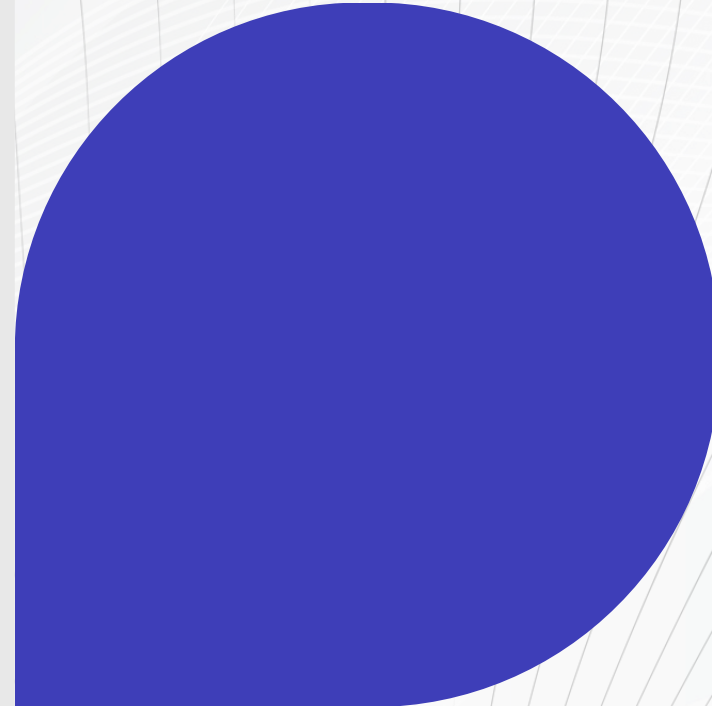




The Impact of
Training & Development
on Employee Performance in
UK Retail Organisations

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Module
BMSW5014

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Introduction

Background

The UK retail sector employs over 3 million people and faces intense competition. Organisations increasingly invest in employee training to sustain performance and competitive advantage. Human Capital Theory (Becker, 1993) frames training as a strategic investment that enhances skills, productivity, and organisational outcomes. Despite broad evidence of a positive link between training and performance, limited empirical research targets UK retail specifically.

Research Aim

To examine the impact of employee training and development on employee performance in UK retail organisations.

Research Question

To what extent does employee training and development influence employee performance in UK retail organisations ?

Research Methodology

Philosophy

Positivist

Reality can be objectively measured. Appropriate because we use numerical data and statistical testing (Saunders et al., 2023).

Approach

Deductive

Starts from Human Capital Theory and tests hypotheses. Theory → Hypothesis → Data → Results (Bryman and Bell, 2023).

Methodology

Quantitative

Numerical data collected via structured questionnaire with Likert scale items. Survey strategy (Creswell and Creswell, 2023).

Design

Cross-Sectional

Data collected at one point in time from a sample of UK retail employees. Efficient for undergraduate project timescale.



Data Collection, Sampling & Analysis



Data Collection

- Structured online questionnaire
- 5-point Likert scale (Strongly Disagree to Strongly Agree)
- 4 sections: demographics, training frequency, perceived effectiveness, performance
- Pilot study with 10 participants to test reliability

Sampling

Simple random sampling | $n = 150$ UK retail employees | Distributed via Microsoft Forms



Data Analysis — SPSS

Descriptive Statistics

Frequencies, means, standard deviations

Pearson's Correlation

Strength and direction of relationship between training and performance

Linear Regression

Does training predict performance? Tested at $p < 0.05$

Cronbach's Alpha

Internal consistency reliability – target > 0.70 (Pallant, 2020)

Reliability & Validity

How the Study Ensures Rigour

Reliability

Consistency of Measurement

Cronbach's Alpha tested – must exceed 0.70

Pilot study with 10 participants before full launch

Standardised closed questions – all participants answer identically

Validity

Measuring What Is Intended

Items adapted from previously validated academic scales

Content validity reviewed against research objectives

Positivist philosophy ensures objective, replicable measurement

Generalisability

Applying Findings More Broadly

Probability-based simple random sampling reduces bias

Sample size $n = 150$ ensures statistical power (Cochran, 1977)

Cross-sectional design allows comparison across retail contexts

Ethical Considerations

Informed Consent

All participants receive an information sheet. Written consent obtained before participation.

Confidentiality & Anonymity

No personal identifiers collected. Data stored in password-protected files. GDPR compliant.

Right to Withdraw

Participants may withdraw at any time with no penalty or consequence.

University Ethical Approval

Ethics application submitted to UWTSD ethics committee before data collection begins.

Data Protection

All data handled in line with UK GDPR requirements. Retained securely and deleted after the study.



Limitations & Recommendations for Future Research

Limitations

Cross-sectional design

Cannot establish causality –only associations between training and performance.

Self-reported data

Risk of social desirability bias –participants may overstate their training engagement.

Online recruitment

Non-probabilistic elements may reduce representativeness of the broader UK retail workforce.

Future Research Recommendations

Longitudinal design

Track training and performance over time to establish causal direction.

Broader sample

Extend beyond one retail context to increase generalisability across the UK sector.

Mixed methods

Combine survey data with qualitative interviews to explore why training succeeds or fails.

Conclusion

Summary of Key Points

01 Topic & Aim

This proposal examines the impact of employee training and development on performance in UK retail organisations.

02 Methodology

Positivist, deductive, quantitative.
Structured online questionnaire. n = 150. SPSS for correlation and regression analysis.

03 Ethics

Informed consent, anonymity, GDPR compliance, and UWTSD ethical approval all secured before data collection.

04 Limitations

Cross-sectional design limits causal inference. Future studies should use longitudinal designs and mixed methods.

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