The Impact of Training and Development on Employee Retention in the Retail Sector, an Examination of the Role of Coaching in a Leading Retailer in Dublin, Republic of Ireland. A Case Study of Mark and Spencer's Store Dublin.

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Abstract

This study investigates the impact of training and development on employee retention in the retail sector, an examination of the role of coaching in Mark and Spencer, Dublin. Training and coaching is a strategic approach to advance and develop individuals in their roles and it enhance work effectively. Retention of an employee is a major problem in the organisations especially in the retail sector. With the rapid increment in global business and competiveness in the retail sector especially in Mark and Spencer, has call for the use of different strategies to minimise turnover in the organisations. Many organisations are facing the challenges of retaining some well skilled employees in their organisation, since employee's retention has become a major issue in the organisations especially in the retail sector. This study investigated the impact of training and coaching on employee retention in Mark and Spencer. The analysis conducted in study indicated training and coaching, it was observed that training and coaching has no significant impact on employee retention in Mark and Spencer. However, other significant factors were indicated in the literature review, which was financial and non-financial reward, good payment, conducive working environment, effective communication between workers and managers and the development of employee's skills. Lack of appropriate management of these mention factors can contribute to employee leaving the organisation to seek for better offer from the competitors, this can lead to unsuccessful business. The primary and secondary data created was through the questionnaires and analysis, using Statistical Package for Social Sciences (SPSS). Data collected was through questionnaires, open-ended and close-ended questions. Investigating the relationships between variables using scale descriptive, case processing, scatter plots, Pearson correlation and multiple regression to analysed the differences between the independent and dependent variables. Using these analyses was convenience, sampling technique in order to get response from the participants and to know if the findings was true or not. However, the analysis revealed that training and coaching has no significant impact on employee retention in Mark and Spencer. However, other factors were shown was through the open-ended questionnaires and the literature review in the study. These factors might inspire employees to stay and mitigate employee turnover in Mark and Spencer, Dublin. Therefore, it suggested that the organisation should invest on other factors, to investigate other area mention in the study, in order for the organisation to achieve its strategic goals and be ahead of its competitor in the industry.

Declaration

Research Student Declaration Form (Thesis/Author Declaration Form)

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Contents

Chapter One-Introduction

1.0 Introduction

Normally, the ultimate aim of every organisation is to attain comparative achievement through the triumph of organisational aspiration and its objectives to be ahead of its competitors to achieve competitive advantage. The vibrant nature of the business and its environment at the recent times is such that any organisation that will continue to exist and flourish amidst this ever-changing world of business must move with the trends of time. Organisations must also move with the advancement in technology to reach their prospective clients and ensure that the names of their products continue to be uppermost in their customers' mind. There is no doubt that any organisation that does not move with these changes will find it difficult to survive in the present world of business. Garavan, Hogan and Cahir-O'Donnell (2003) outline that for organisations to develop and accomplish the earlier stated goals; it is necessary to have learnable employees who will fit in the ever-changing world of business. Training and development direct the concert level and satisfaction of an employee. Aruna and Anitha (2015) supported that the type of training an employee gets from the organisation have impact on employee's decision to leave or stay within the organisation.

Saks and Burke (2012) outlines that the employees are happier when their performance are recognised by the managers; this made them to be more active in their roles. Any organisation that consider its employee first and appreciates any little input contributed are always in the front line and always ahead of its competitors in the industry, it reduces employee turnover. According to Ali and Ahmed (2009), argued that in order for an organisation to be successful in retaining its employees, good payment and other benefit packages are factors to considered, due to the competitiveness in the retail sector.

Therefore, this research seeks to investigate the impact of training and development on employee retention in the retail sector in Dublin, Republic of Ireland, and an examination of the role of coaching on employee retention in a leading retail sector in Dublin. This research will focus on frontline employees in the chosen retail sector. Marks and Spencer selected for the purpose of this research study. The research question for this study is a

method, using the quantitative methodology. Questionnaires would be the data collection instrument to gather information for this research study.

1.1 Research

The impact of training and development on employee retention in the retail sector, an examination of the role of coaching on employee retention in a leading retail sector in Dublin, Republic of Ireland. A case study of Mark and Spencer's Store Dublin.

1.2 Research Objectives

The objectives of this research are as follows:

1. To deliberate on the impact of employee retention in the retail sector, identifying specific practices that needs to be implement, in order to retain the employees.

2. To investigate the overall impact training and development in enhancing employee retention in the retail sector.

3. To identify the role of coaching in employee retention.

1.3 The Purpose of the Research

The major reason for this thesis is to investigate the impact of training and development on employee retention in retail sector Dublin. This research will focus on the quality service and how coaching inspire retention in retail sector. This will further identify the tools to retain valued employees and the effect coaching has on employee retention and the organisational goal as a whole.

The increment on high turnover in the retail sector has made this research of great importance, the need of using coaching as a tool to investigate retention and the cause of employee turnover as well as how to retain valuable employee in the retail sector is the focus of this research.

1.4 Research structure

The research study divided into seven sections. The first chapter is the introduction, which outlines the aims of the research study. This followed by the literature review, this focussed on previous literatures on training and development, coaching and employee retention. The literature reviews further highlight the impact and importance of coaching in the organisation, the benefit and the purpose of using coaching in developing employee skills. It also highlights the importance and impact of employee retention as well as what causes turnover in the retail sector. Chapter 3 outlines the research questions and research hypotheses. Chapter 4 talk about methodology and the collecting of data for the research study, including the justification, why the method was suitable for the study, which includes ethical considerations. Chapter 5 is the analyses and the result of the study, which analyse and display the result of the data that collected through the questionnaires by using SPSS to investigate the research study. Chapter 6 examine the finding and discussion, which links to previous literature research. Chapter 7 is the conclusion and recommendation, personal experience, including suggestion for further study.

1. 5 Background of Mark and Spencer Plc (M &S)

This study seeks to examine the impact of training and development on employee retention in the retail sector, an examination of coaching on retention in Mark and Spencer Henry Street, Dublin. However, there are many competitors in the retail sector; therefore, companies are using different strategies to attract the competent employees in order to retain them in their organisations.

Marks and Spencer is a British Multinational retailer. Headquarter is located in the City of Westminster, London. Michael Mark and Thoas Spencer in Leeds founded the company in 1884. Marks and Spencer have 959 stores throughout the UK as well as many international stores in Indian, Turkey, France, Poland, Hungary, Finland, Spain, Greece and Ireland. Marks and Spencer have 17 branches in Ireland and they are one of the best retailers in Ireland who deals on clothing and groceries items (Mark and Spencer, 2017). In 1980 Marks and Spencer in Henry Street was founded, it is located in a strategic area where majority of people visit daily for their shopping. The company specializes in selling of accessories, clothing, home products and food products. Their products and services is one of the top

quality products in Ireland, their shops are located in strategic areas, and customers can easily have access to their shops (Mark and Spencer, 2015).

Marks and Spencer is one of the leading retailer in the Irish retail sector with good customer service. The employees trained is by coaching methods; they are coach on how to deal with customers in a friendly manner and to be active in their different roles within the organization as well as internet access. Staff found learning materials that enable them to develop their technical skills and business competencies. Other resources for training opportunities provided for the employees to develop their skills and feedback from other staff (Mark and Spencer, 2015).

Mark and Spencer's aim is to provide their customers with good products, services that are both attractive and sustainable. The company adopts a responsible approach to depict social and ethnic diversity (Mark and Spencer, 2015). The company uses coaching appraisal on their newly and existing employees, coaching is one of the strategies they used in training their employees. The top managers are send on coaching training every six months in their headquarters, coaching is everyday training before their daily business. The employees are coach every morning on how to deal with customers in friendly manners. Therefore, coaching has an impact on the employees, this enable them to be more active in their role (Mark and Spencer, 2015).

Chapter Two-Literature Review

2.0 Introduction

This section of the research discussed the factors relating to the impact of training and development on employee retention in the retail sector, an examining of the role of coaching and impact it has on employee retention. This analyse the academic literatures that link to the research question and the impact and other factors in the retail sector. The reason is to gain understanding of existing literature, bringing out the gap and filling it for future research, the impact and importance of coaching on employee retention.

The researcher will review some literature from the previous studies in relation to coaching, training and development on employee retention in Irish retail sector. Becker and Huselid

4

(2006) outlines that some organisation desisted from using coaching, training and Development schemes due to the recession in the economic. However, the development of technology in the present world of business has called for the need of coaching, training and development of employees. Tharenou, Sake and Moore (2007) outlines that the private and public organisations are now awakening to the urgent need to invest in the coaching scheme to ensure good performance and increase in productivities. According to Hennestad (2000), coaching has an impact on retention, which influence organisational management; it reduces the cost of recruitment and selection of new employees. Retaining trained employees link to having qualified employees; this helps in achieving the organisational goals.

Noe (2008) outlines that organisation cannot do without employees, the retention of some experienced employees will reduce high turnover. In any business, high turnover has a negative result on the sustainable development, due to the high competition in the organisations especially in the retail sector. The competitors are willing to offer better payment and other attractive rewards for experienced and well-skilled employees. Based on this, the employers should ensure different strategies and reward packages to encourage the employees to remain after undergoing the coaching programmes (Noe, 2008).

Therefore, this research will focus on the impact of coaching on employee retention in retail sector; coaching enable the employees acquire knowledge to perform well in their roles, the reason why the employees leave after undergoing the coaching training, will be discuss, the previous literature will be review and identify the issues.

The review of the literature will explore facts that have to do with coaching on employee retention. The review based on training, coaching, and retention, to identify other factors that influence retention. The chapter will focus mainly on the following:

Training and Development

Coaching

Employee Retention

Turnover

The aim of this research is to investigate the impact of training and development on employee retention in retail sector, an examination of the role of coaching and the impact it

has on employee retention, identifying other factors. Discussing this through the research investigation in the study

2.1.1 Training and Development

In any organisation especially the retail sector, training and development of employees play a significant role in achieving the organisational goals. The qualities of these trained employees will determine how far an organisation will go among its counterparts. Rosti and Shipper (1998) outlines that training and development of the employees ensure good performance and this enables the organisation to achieve its objectives, to attract, train and develop talent employee that will exploit all the obtainable resources to bring about expansion in the company.

Armstrong (2003) summarize training as an appropriate and orderly modification of behaviour through learning, development, which happen as result of teaching, coaching, development and designed experience. He sees training as a process to equip the employee's with the necessary skills, knowledge to handle their professional tasks. According to Armstrong (2003), employee's development helps to enhance staff ability for future requirements and adaptability prospect. Beardwell and Hidden (1997) consider training and development as an intended process to modify the attitude, knowledge through coaching experience to achieve effective performance in their roles. Many organisations offer different training programmes to improve the employee's skills especially in the area of technology development and business practice, such as supervisor training, exclusive development and interpersonal skills (Beardwell and Hidden, 1997).

Lorette (2006) recommended training and development as an ability to designed and encourage both new and old employees to improve and enhance the performance of qualified employees and managers, as well as to be more effective in performing their tasks in the workplace. This highlights needs for more systematic approach to assess the training needs of individual. Such as reviewing individual capability in the workforce. Training is an instrument to enhance performance and it is one of the possible solutions to progress in business (Lorette, 2006).

Hise, Gable, Kelly and McDonald (1983) outlines training and development as a framework, which an organisation act. As well as the organisational culture and any structure, that

support the skilled development of the managers and the employees within the organisation structures. Therefore, empowering the employees to undergo some training will definitely improve the employees' prospective and skills for the career role, which can lead to increment in the business output. Nabi (2003) outlines that for the managers to seek for strategic transformations in the workplace; the management was advice to invest its capital on training, as to enable the organisation to achieve its strategic goals. Therefore, Bashir and Khattak (2008) presumed and suggested that employee involvement influenced by perspective of the human resource professional. They added that the more an employee become optimistic about the organisation, the more they are committed to work perfectly and want to remain within the organisation. They suggested that any organisation seeking competitiveness has to map out different strategies and appreciate employee's effectiveness and satisfied their needs, as to encourage them to remain in the organisation after the training program.

2.1.2 The Importance of Training and Development

Lorette (2006) suggested training and development as an ability designed to encourage both new and old employees to improve and enhance the performance of qualified employees and the managers. As well as to be more effective in performing their tasks in the workplace, this highlights needs for more systematic approach to assess the training needs of individual employees, such as reviewing individual capability in the workforce. Training is an instrument to enhance the performance and it is one of the possible solutions to progress in business (Lorette, 2006).

In today's business, training and development does not only link with work-related development, but it linked to influence option, sentiment and performance. Therefore, it is a pathway for employees to learn new skills and creating an advancement towards employee satisfaction (Armstrong, 2009). Training strengthens employees to be more active towards their career development, which leads to retention. Choo and Bowley (2007) supported that training have impact on career development, improving employer brand and employee's retention. Jehanzeb and Bashir (2013) suggested that training and development aims is to improve employee's skills and helping them to understand the organisational culture. In addition, understanding the necessary level of career choice.

7

However, Costen and Salazar (2011) suggest that employees trained by organisation; are inspired to perform better, more competent, be devoted to the organisation than those employees who are not trained in their roles. However, no organisation want to lose well-skilled employees to its competitors. Therefore, Booth and Hamer (2007) highlights on training and development as a solid foundation for effective and continuous goal achievement especially at this time of technology development. While Garg and Rastongi (2006) argued the above review, that training and development cannot determine if an employee will remain in the organisation or not. They suggested it is better to invest in other area like reward benefit, both financial and nor financial in order to retain the trained employees. Some employees can decide to leave the organisation if other competitors give better offer. They also argued that, despite the development, organisation could not sustain growth without applying other vital aspect of rewards and better payment. They suggested that any organisation seeking competitiveness in the retail sector should map out different strategies to appreciate employee's effectiveness and satisfied their needs. This motivate employees to be active and remain in the organisation after training Garg and Rastongi, 2006).

Choo and Bowley (2007) outline that it is necessary to train and develop employees on their desirable skills, to ensure the training has a significant impact on the employees and makes them to be enthusiastic in their role. Terera and Ngirande (2014) disagree that training and development in workplace is vary, because the employers focus on interest of the development of their business rather than the needs of the employees. Nel (2006) disclose that high percentage of employees needs training in order to perform well in their role, organisations uses training and development as a strategic tool to improve their employee's skills. Pouslston (2008) highlights the importance of training as the capability of employees to communicate effectively with one another in the working environment. Getting to know and to be familiar with the organisational culture. Making the employees to feel more confident, and this have impact on the organisational growth. Saks and Burke (2012) highlights on a well-equipped and conducive working place as unique source that can give encouragement to employees to work and remain within the organisation, which can lead the organisation to be ahead of its competitors. However, Govaerts, Kyndt, Dochy and Baert (2011) agreed and supported with the above explanation of satisfying employees and providing good workplace are more likely to encourage employees to remain within organisation. While Karthikeyan, Karthi and Gaf (2010) suggested that human resource

management are very important in assisting the organisational structure and helps in organising training programmes to help the employees to be more effective, self-dependent, and being satisfied in their roles. This achieved through competent Human resource management, by designing different strategies to meet employee's needs and the organisational structures and goals. To sustain the organisational goals, it requires trained talented and effective employee with the right skills to match task roles (Karthikeyan et al., 2010).

Therefore, training and development is use as a pathway for employees to learn new skills and creating an advancement towards employee satisfaction (Armstrong, 2009). Training strengthens employees to be more active towards their career development, which might lead to employee retention. Choo and Bowley (2007) supported that training have an impact on career development, which result to improve organisational brand and to satisfied customer's needs, to improve employee's skills. Jehanzeb and Bashir (2013) suggested that training and development aims is to improve employee's skills and helping them understand the culture and understanding the necessary level of career choice.

However, training and development inspire employees to remain loyal, employees are happier when their efforts are appreciated by the organisation. Their career development links to increment in production, including higher wages and benefits that will encourage them to stay and work loyally in the organisation. (Heathfield, 2008). Ramlall, (2004) also suggested an internal and external seminars training and development to reduces turnover, as to avoid losing the employees and the knowledge they hold.

2.1.3 The Impact of Training and Development

Kraimer, Seibert Wayne, Liden and Bravo (2011) highlight that many employers in the past was not investing in training of employees due to cost, the recent development in technology has increase job opportunities, that has led to the needs of training and development in the workplace. Yates (2006) outlines the benefit of training and development as way of developing the employees to be active in their roles. Although training of employees is quite expenses which involves money. MacLeod and Clarke (2009) highlights that many organisations especially the leading retailers are investing on training their skilled employees. The well skilled employees are like an asset to the organisation, training enable

9

employees to display positively in their roles. Jehanzeb and Bashir (2013) also suggested training as way of improving the skills and products, and reduce turnover.

Saigon, Salleh, Balakrishnan, Helmray and Seadon (2012) highlights training and development as an instrument to improve employee self-reliance, which can lead to competitive advantage in the organisation. While Patel (2010) recommended that, the employers needs to invest on training and development in order to build a workforce that will enable the employees to carry out the daily active. Khalid, Ashraf, Azeem, Ahmed and Ahmad (2012) outlines that to improve an employee skill, they suggested that the employees have to go through training and development, in order to improve their capability of performance. This make them work effectively towards the achievement of the organisational goals. James and Matthew (2012) agreed with the above review, that training and development is an important instrument to achieve organisational goals, to improve the capability and improving the performance to ensure effective management within the organisation. However, this subdivision discusses theoretical viewpoint, describing the impact of training and development on employee retention in the retail sector. It helps to acclimatize the building of self-confidence in role task by using coaching scheme to improve employee skill (James and Mathew, 2012).

2.2.1 Coaching

Besson (2012) defined coaching as a way of collaborating with employees in a stimulating and innovative development that will motivate the employees to exploit in their personal and professional prospective. Any organisation that invest on coaching increases their outputs; it strengthens the success to develop working relationships, work gratification and teamwork, which can be used to develop employee's inspiration. Coaching can enhance the talent and shape the capabilities of the employees (Besson, 2012). However, coaching is considered as a vigorous appraisal, used in developing the employees to be more successful in their career and improve their performance as a leader. Some organisation coaches some of its employees who are with high potential for advancement, because coaching has a significant impact on employee's job performance. It adds value to the organisation, to maximise their own potential to create an opportunity for change in employee's career, which increases organisational competence to retain its employees (Besson, 2012). Coaching can add value to organisational development; it retains and motivate employees

to perform well in their roles. It improves executive learning, performance and leadership efficiency with working relationship with supervisors and customers; it reduces conflict among the employees (Besson, 2012).

Many organisations are accepting coaching method and they see it as important approach that add better value for the development of the employee's career and bringing out their potential skills (Nelson et al., 2006). While Cushion, Armour and Jones (2003) investigated on coaching system as a structure mentoring programs, as significant factor in the development of employees within the organisation. Woodman (1993) review that the basic development of coaching is within coach instruction and progress, as a continuous and professional development for the employees. This has to be through formal coaching programmes that take place within a period. He suggested that this can offer little opportunity of learning for a new employees and he believe it is ineffective. Although employers recognise the importance of coaching literature, because it adds value and identified the skills and brings out the potential of employees (Cushion et al., 2003).

Coaching is use to inspire an employee to face any challenges that may occur during working period, and this would in turn elevate their motivation to attain individual's goals as well as the organisational objectives (Feldman, 2001). Coaching is a necessary tool for the development of career for the improvement of the skills and performance of employees. Coaching relate to individual improvement, growth and to accomplish a higher performance rank by providing positive feedback and support (Rayner, 2008).

2.2.2 The Impact of Coaching

Eggers and Clark (2000) define coaching as the most effective instrument for inducing positive change, ensuring a better chance for achieving good management, and stick to long-term goal in the retail store. Coaching is a clearance instrument for the managers to develop the activities by the core specialists or the HR executives in the coaching role, as to manage the employees, in order for the employee to be active in their role. However, Franckeiss (2010) describes two types of customers served by coaches, which is the individual and organisations. The two approaches suggest permission of individual or group of employees to find its own solution. The other group of employees need the coach to shove them towards

action. However, finding the right approach and balance in a retail store, coaching has an impact on employee's retention as well as to adapt to the changing needs of the customers.

Eggers et al., (2000) suggested that the impact of coaching is to highlights the inappropriate rank of the employees and provide practical solutions to business and the employees query. Therefore, coaching the employees in an organisation will contribute to the increment of sales in the products and enable the company to achieve its objectives. Feldman and Lankau (2005) outlines that to encourage employee, retention can be re-enforce through coaching conduct and in a formal performance assessment of the employees. Therefore, coaching enhance the performance and brings out the right potentials of the employees, it also helps the individuals and the organisations in making decisions about designing, implementing and measuring the effectiveness of the job role in the organisation (Landy and Farr, 1983).

2.2.3 The Importance of Coaching

Coaching help to discover solutions for the growth of business, coaching is use as a means of correcting some issues within the organisations. In many organisations, it perceives to be a positive instrument to help employees to explore and achieve their professional development (Whitmore, 2010). However, coaching is for the advantage of the individual down to the focus of organisational growth, there might be individual feature whereby results assessed with the performance requirements of the organisation for the person being coach. Coaching is incessant rehearsal used in the organisations to institute and maintain professional relations on employee's recital level. Coaching identified the growth of an employee, and help in planning and developing their effectual skill, with the help of their coach to measure the needs for development (Whitmore, 2010).

Whitmore (2010) review that companies believe that when their value and ethics are falling in some cases, it weakening the assessment of their employees as well as their customers. The use of coaching is extremely effectual for revealing true values, to create position for the employees. Without this, business performance cannot function. Coaching is to keep up with the psychological development, it is an important viaduct in measuring from hierarchy to self-responsibility by creating condition for learning and growing (Whitmore, 2010).

However, the result of coaching is not reliant on how old; it depends on more experienced, whereby a person is passing down his knowledge to another person, which requires an

expertise person. Coaching is to get the best from the employees and to get the best out of their hidden potentials; some of the potentials can be accesses by coaching and performance that can be sustainable. The employees need to be support or coach to do their task perfectly in their different roles (Whitmore, 2010). To be successful in coaching we have to be more positive to view the dominant ability of the employees, acting as if we are optimistic. It is inadequate because our real belief is express in many delicate means, of which we are not conscious. Coaching is use to motivate staff, delegating, problem solving, team building, staff development, assessments, team working, planning and reviewing. These opportunities can be tackle by using highly structured approach, while the manager can easily choose to retain a degree of structure (Whitmore, 2010).

Therefore, in organisations especially in the retail sector, coaching is an important instrument in developing the employee's career, refining the skills and performance, as it is on one to one progression. It is to improve the growth and to achieve advance performance level, by providing positive support and consciousness to the employees, in order to be active in their various role. This will encourage the employees to remain in the organisation, and it will lead to less expense in training new employees.

2.2.4 The Benefit of Coaching in the Retail Sector

Coaching has an important role in the development of the employee's skills; it is a way of raising an awareness of the imbalance achievement of employee's skills, identifying personal challenges of the employees on the top level and the front-line employees within the organisation. Coaching can have an impressive impact on employee's performance, which many managements have found to be important to enhance the employees in the workplace (Eloiuise Leonard-Cross, 2010).

In the business environment, coaching is to enhance retention, reducing high turnover, it enhances competency and strengthen the performance of employees and the organisational goals. Coaching have an impact on job related skills and it influence the organisational goals; it is to enhance the employee's competency base on their intelligent capacity and the outstanding performance at the workplace (Goleman, 1998). This enable the supervisor to conduct an effective coaching within the working environment, which links with personal competency, self-awareness, confidence, and assessment. Which are key elements of employee's intelligence (Goleman, 1998). Managing talent employees determine from the

13

organisational investigation on how to implement new way of developing and retaining existing talent; this is by implementing a continuous development for the future assignment in a more skilled, effective and challenging technique (Michaels, Handfied-Jories and Axelrod, 2001). However, training and development which was survey in April 2004, it remarks the trends in training and development practice in UK, coaching was the leading usage in the last few years when compare with other form of tuition (CIPD, 2004). Therefore, learning become a solution on how to coach and keep the talent employees in order to reduce turnover in the organisations (Bacon and Spear 2003). Many businesses are using coaching as a way of developing their existing managers and employees, as well as to retain the well skilled employees in order to reduce turnover.

However, coaching ensure increment on productivities, it is used to established goals and identified interpersonal training, motivating individual employee to be effective in their roles. (Allan 1998) outlines that it is good for an organisation to use coaching strategy in order to maintain employee retention, including reward and communication, which can improve organisational performance and productivities that can influence retention. Kotler (2011) outlines that coaching has a vital role in the organisations especially in the retail sector, coaching helps to improve employee's performance, achieving the organisational goals. It helps in providing good service and increases production with high quality. To achieve effective service in the organisation, there is needs to coach the employees in their area of specialisation, to relate with the internal and external customers, which influence retention, to attract the trained qualified employees within the organisation and to progress in the business (Hennestad, 2000). Therefore, it is important to engage the existing employees in coaching rather than recruiting new employees. This enable the organisation to have well experience employees, to avoid the stress of recruiting and selecting wrong employees into the organisation. It will be better and be of more benefit to the organisation if the existing employees is train, especially in the retail store (Altmann, 2015).

2.2.5 The Purpose of Using Coaching in Developing Employee Skills

Brown, (2002) outlines that it is important to develop employee's skill in the organisations especially in the retail store. It is a way of providing opportunities for potential employees and the newly employed workers, this is to improve their capability and their skill level, which gives them the basic job opportunities and help in performing effectively in their job

role. When employees notice that there is career development offer in an organisation, it makes them to be more excited to apply for a job in such organisation, it encourages the existing employees to stay within the organisation (Brown, 2002). Therefore, it is important to implement coaching opportunities in an organisation. This can lead to increment in retaining valued employees; it can also develop the organisational brand name and image that can attract competent employees to work within the organisation. Kraimer, Seibert, Wayne, Liden and Bravo (2011) embrace the above review, by emphasising on the development of employee's skills. This can lead to increment of quality products, to help employees perform effectively in their role. It increases organisations competitiveness and be ahead its competitors in the industry. This influence employee retention in the organisation. MacLeod and Clarke, (2009) emphasis on investing on the employee skill, many employers are already investing on employee's skill. Experienced well skilled employees have a great role in an organisation. They contribute to the growth and empower the organisation to compete in the marketplace. A well skilled and experience employee is an asset and have an important role to play in the organisation. Some competent employees can easily quite if organisation does not provide career development, which can lead to high turnover in the organisation (Clarke, 2009).

Ulrich and Smallwood (2003) identified the binding existing talent as a key success to any organisation, whereby they outlined some 'binding' for talented employees. It is important for an organisation to find out the reason why the employees are leaving, by conducting formal and informal exit interviews, to offer financial inducement for the employees, make available intrinsic reward, identifying employee's goals by giving them demanding work, as this will make the employees feel valued in the organisation. This enable the organisation to benefits from having an employee who cares about their job role, which might be an important project. They highlight ways to guarantee retention, which was similar to Bryant and Allen (2013). Therefore, Ulrich and Smallwood (2003) proposes to employ both financial and no financial rewards to ensure the well skilled employees remain within the organisation. Mobley (1982) cited in Mobrman (2007) stated that it requires to glance through the past satisfaction-turnover relationship toward research and behavioural development that may arise between satisfaction and real turnover.

Therefore, it is important for the retailers to invest on employee skills, by using coaching scheme in developing the employee's skills, in order to retain qualified employees in the organisation. However, the retail store needs skill employees because most of the retail

15

stores deals with different customers in their daily businesses. For this reason, the employers need to develop their employee's skills in order for the employees to be active in their roles when dealing with internal and external customers. These make customers to be satisfied and willing to come again to do business with the organisation.

2.2.6 Why Organisations Uses Coaching Scheme

This study will assess the Irish retail store, in order to be aware of what is happening in the sector. Other researcher has review recently in relation to the impact of training and development by adopting coaching scheme, as strategic approach toward the enhancement and efficiency of employee's retention (Nel, 2006). According to Blume, Ford, Baldwin and Huang (2010) they have the same opinion and emphasis on the important of coaching as a key for an organisation that want to achieve a competitive advantage in the marketplace. While, Ballot, Fakhfakh and Taymaz (2006) advice organisations to invest more on the coaching programme, in order for the employees to be effective in their roles. The recent development in technology and the global development in business especially in the Irish retail sector. Many Irish retailers have experienced financial difficulty for the past years because of the economic downturn, which leads to less response to coaching of employees by many employers in sector. However, for tan organisation to benefit from the increment of productions and good performance, focusing on the coaching of the competent employees and investing in other area like; rewards and developing skilled employees can enhance advancement in the organisations (Hart, Stachow, Farrell and Reed 2007).

However, Costen and Salazar (2011) argue that coaching have an impact on employee retention, in order to reduce turnover. The implement of reward scheme to develop employee's skill has an impact on employee satisfaction and the organisational performance, which can lead to the growth of an organisation. McGinley, et al. (2014) describe human capital as a key to maintain and sustain organisational goals. However, the used of coaching scheme has been associated with training and development with reward strategies, in order to motivate employee to perform well in their role, which can lead to effective retention. Georgellis and Lange (2007) disagreed with what other researcher have review and said there was no adequate research done in the field to allow individuals to realize the true impact. Mustapha (2013) highlight that the outcome of coaching will not influence employee if they are not content with the culture of the organisation. Lack of effective

16

communication and rewards have an impact on retention. The retail sector is now investing on coaching scheme; it is important to use the human resource management in order to retain the best employees. By using rewards, developing employee's skills to improve retention and this enable the organisation to achieve its strategic goals (Mustapha (2013).

Costen and Salaza (2011) highlights on the importance of using different strategies to support the coaching scheme. This is through good management and with the help of Human resource management as to improve in the area of innovation of products and serves in the sector. While Leonard (2013) description was on the economic situation that has an impact on coaching especially on the retail sector. The twenty percent of the organisations reported that there was a drop of good services training, coaching of employees due to the past recessions, which leads to high turnover and unemployment. Shamash and Sims (2011) review that the drop in using coaching as a method to develop the potential and competent employees in the business environment has increase turnover and unemployment which has also affected the economic, that leads to high rate in social welfare.

Wolf (2011) review that the way and manner organisations operates have change because most employers have known the importance of career development, they began to use different type of training strategies for the attainment of the organisation, because there are huge challenges to retain competent employees. The human resource manager's uses different strategies of training, in order for the organisation to attain and retain qualified employees. Emphases were on the awareness of a continuous training by using coaching appraisal to improve performances, bringing out the right potential of the employees. This can increase retention in the organisations especially in the retail sector (Wolf, 2011).

However, organisations can develop employee's competence through numerous ways, which comprise coaching, rewards, developing employee skills and good organisational culture strategies. Using coaching method is an investment for the future progress of the organisation, because the company growth depends on the success of the workforce. Whereby training and development, coaching scheme, developing employee skills are very useful for employees and the attainment of the organisational goals (Tracey and Hinkin, 2008). Therefore, with the above research, the significant way to increase skills is performance, coaching through the line manager by reviewing the employee's performances and giving feedback on their strengths and progress, by identifying the opportunities to

prove the expertise in their own jobs. Coaching is to give trainee self-assurance and it is an effective structure for training programme (Tracey and Hinkin, 2008).

2.3.0 Employee Retention

Due to different definitions of the literature review conducted by researchers, the organisations naturally make some efforts to retain employees who enhance the status of the organisation. kavittha, Geetha and Arunachala (2011) outlines that the employee's retention is a responsive. It is an effort to keep qualified employees in an organisation. Aruna and Anitha (2015) view employee retention as procedure whereby an employee has undergone some training and coaching and become talented in the area of specialisation and be committed in the work within the establishment, this add to the advantage of the organisation.

Any successful organisation who are in search to lessen the misuse of business income is to enhance the reduction of the employee turnover. While Ratna and Chawla (2012) suggested that it is better for an organisation to retain a qualify employee rather than hiring, because employee retention signified taking a proper process of encouraging the employees to dwell in the organisation as long as they desire. According to the research that was conducted by kavittha, Geetha and Arunachala (2011), it was discover that to retain a well skills employees has become a grave subject and a lot of organisations are facing challenges to retain their trained employees, and some organisations loses their employees due to lack of management. It is a great lost when a trained and talent employee leave the organisation, this will create a weak loyalty guide in the organisation. Masbigiri and Nienabar (2011) outline that the inability to retain employees can lead to more expenditures, losing well skilled employees can be a great loss; the recruitment of new employees will involve spending more money and have an adverse consequence on the proceeds of continuous reality. Therefore, retaining trained employees reduces the cost of recruiting new employees into the organisation.

Kavitha and Geetha (2011) also review that most companies are not capable to retain their trained employees, as cost of inability to manage and provide them with the necessary facility after training makes organisation to loss the employees. The competitors are ready to offer an attractive offer, as to attract the qualified employees.

18

2.3.1 The Importance of Employee Retention

With the rapid increment in globalisation and the competiveness in the retail sector. Many organisations are facing the challenges of retaining some well skilled employees. These talent employees are helpful in developing organisational goals (Mobrman, 2007). Therefore, retaining the skilled employees has an impact in the development of organisational goals, by connecting the employees into decision-making process, giving them an opportunity to develop their skills, providing work-life balance, adequate payment, and introducing different training programs in the workplace (Carmeli, 2005). However, many researchers have specified that a continuous training in the working environment does not only reduces the turnover, but it increases employee's performance and their commitment towards organisational development (Grawitch, Gottschalk and Munz, 2006). Previous researchers identified that younger employees are more sensitive to external status of the organisation; they are more likely to demonstrate progression in organisational commitment and lower turnover intention, rather than older employees, due to the fast development in retail sector (Grawitch et al., 2006). However, there is a huge demand for well skilled employees in most organisations especially in the retail sector, because employee can easily change, due to the availability of various job opportunities and different payment offer by the competitors in the retail sector (Guerrero and Harrbach, 2009).

Carmeli (2005) outline that the present fiction identified how organisation influence employee's emotional affection, they argue on how organisation with good image might have a competitive advantage in attracting and retaining employees in their organisation. Research have shown that employees tend to connect to the organisation that improves its self-esteem. The impressive and greater potential of employees is identified through training and coaching (Mael and Ashforth, 1995).

However, retaining competent employees enable the organisation to compete in a competitive world, and this will empower the organisation to be ahead of its competitors in the industry. Therefore, an appropriate coaching should be in place, in order to retain some skilled employees. When an organisation have some competent employees, it increases the productivities (Eddy, D'Abate, Tannenbaum, Ginens-Skeaton and Robinson, 2006). Retaining a well skilled employees mirror on the achievement of the organisations through an adequate coaching, because talent employee reflects on organisational attainment. The organisations must provide an appropriate training and coaching for the employees (Medina, 2006).

19

However, the increment in employment in retail sector has led to huge challenges and the employers is finding it difficult to retail some qualified employees. This has become a major challenge for the employers, the high rate of employee's turnover in the retail sector has made the employers to be struggling and trying to apply different strategies. This enable their company to be in a competitive advantage in the industry (Asra-ul-Hag and Kuchinke, 2016). Masbigiri and Nienabar (2011) outline that retaining employees is very important for the development of business; it reduces the costs of recruiting new employees.

2.3.2 How to Improve Retention in the Organisation

The best approach to manage employee retention is for managers to know the reason. What is causing problems, why they employees are leaving the organisation (Taylor, 2002). The organisation can use the best practices to evaluate various aspect of its competitor. It is very important to know and have the ability to understand the issues of what is happening internally within the members and the managers, work-life balance and career development is significant. Once the management recognise these specific issues, it can easily reduce the turnover, and increase the retention (Taylor, 2002).

Gunnigle, Morley, Clifford, Turner Heraty and Crowley (2011) outlines that employee retention is often related with a boundless package; high pay and benefits, which many researchers have tried to review, to know what aspect does retention embrace; solution is yet to be discover, which will be appropriate to all organisations. It is unpredictable from sector, culture, groups etc. However, higher pay and attractive benefit normally encourage employees not to leave the organisation. Although when an employee develops its career, it will definitely lead to higher payment. Based on this, career development, opportunities recognition and responsibilities are hidden factors behind the idea of higher payment. It is very necessary for organisation to recognise the issues that causes turnover (Taylor, 2002). However, many mangers and human resource managers have been challenge on the issues of retention, which have affected organisations until the present days. Therefore, losing well skilled employees in any specific area within the business environment will be an issue for the organisation (McCarthy, Tyrrell and Lehan, 2003).

20

2.3.3 Impact of Employee Retention

Employee retention relate to impact of training on the tendency for workers to stay, it is important to invest on the coaching appraisal to encourage employees to remain within the organisation. Lack of training and coaching of employees can leads employee seeking for an alternative employer who will be willing to provide training (Taylor, 2014). However, he argued that training and coaching of the employees could give room for other competitor or employers to start attracting them with better offer that might lead to their leaving (Taylor, 2014).

Greenhalgh and Mavrontas (1996) cited in Taylor (2014) recommended from the research conducted, that younger men had a higher tendency to quit than women after receiving training which was observe in public sector, where mobility remain low regardless of the high-level of training. High turnover found in smaller organisations than in big organisations. Research conducted based on the effect of training, higher percentage response that training was more likely to make them look for another job. While less percentage of the employee's response that training make no difference to their interest if they decided to leave the organisation. 'The key findings was that the training pays by employer appear to reduce the desire to quit, training paid for by government or the employees themselves tends to raise job mobility, Firm-specific training is associated with relatively low of turnover' (Taylor 2014, p.302). Allen and Bryan cited in Taylor (2014) highlights on most recent research that it is important to provide training and development opportunities and career development.

As discussed earlier in this study, employee retention is one of the major challenges in the organisations especially in the retail sector in the last decades. It has been difficult for the organisations to manage employee retention (Philips and Connell, 2003). Employee retention is one of the main concern of the human resource, for all businesses especially in the retail sector. One of the major challenge in retail sector is on how to retain and recruit some experience employees, because of the demand for well skilled employees and the nature of the labour in the retail sector (Hughes and Rog, 2008).

2.4.0 Employee Turnover

In many organisation employee turnover have become one of the main issues, which is one of the key topic in this research on how to economically control and expect reduction in turnover. Armstrong (2012) describe employee turnover as the rate in which employees leave the organisation for one reasons or the other, which can be costly and disruptive to the organisation. However, it will be important for management to understand that turnover will happen at any time, whereby they have to use different strategies to prevent it from happening frequently (Armstrong et al., 2012). Once the organisations known the reasons why they are leaving or wanting to quit, it can be easily prevented (Hongvichit, 2015). This could be that an employee felt undervalue, not being challenged enough, no effective communication flow between managers and the employees etc. These are some of the reasons to be consider by management when investigating employee's turnover (Bryant et al., 2013). Employee turnover generate a major problem for businesses, it influences the value of goods and services, which can increase the cost of replacing and recruiting new employees into the roles of the exit employees. However, the replacement may or not increase productivity and competent employees for the organisation (Louden, 2012). Carbery, Garavan, O'Brien and McDonnell (2003) outlines that many researchers have reviewed the frequency of employee turnover, which resulted to loss of money and competent employees in the organisation.

2.4.1 Cause of Turnover

In the organisations, employee's turnover is unavoidable, because employees get old and retire, they can get sick and decide to quit the job, they can get better offer by competitors, and they can be dismissed. Lack of compensation, dissatisfaction, appreciation, growth opportunities (Ramya, Ramya and Md (2016). Employees can decide to leave the organisation when they are not satisfied with their job, which may create a negative impact and other employees might be influence to leave the organisation too (Louden, 2012).

While Boselie (2010) argued that low turnover in the organisation could limit the growth of the organisation, because high turnover would allow flexibility in the organisation. Most

tine turnover is not very bad, because new employees come with new ideas that may improve the services. (Meudell and Rodham, 1998) suggested that when organisations are lack of some of the following factors; good relationships between managers and employees, when employees are not sure of job security, good working environment, competitive salary and other rewards packages might lead to high turnover.

CIPD (2016) highlights that employees may leave an organisation with the attraction of a new job and good pay by competitors. The employees can leave because of job dissatisfaction; this could be due to a lack of communication between the employees and the line managers, lack of job security. The employees are happy when they are in good relationship with the managers and job satisfaction. Srivastava and Rastogi (2008) outlines that employees may leave due to personal issues, but job dissatisfaction is a major issue for an employee to leave the organisation. Such characteristic links to the set of skills that employees has, which are the levels of experience, effectiveness and contributions. Therefore, the aim of the human resource management is to not only recruit and engage employees, but to retain those who are talented and well skilled. This enable the organisation to achieve its strategic goals (Nappa, Farshid and Foster, 2014). Consequently, in such a large organisations like the retail sectors, which has enormous workforce in different sectors, the competitiveness' will be high, competitors are ready to offer a better offer to attract the competent employees and to retain them in their own organisation.

2.4.2 Conclusion

The literature review uncovered the need for training and coaching in the organisations cope with the increment in technological development in the organisations has call for career development. This modify the development of prospective employee as well as to upgrade those previously employed as to develop the organisational image. The literature review has identified some gaps and the challenges facing organisations to retain competent employees, while indicating the needs for continuous development in the sector. Using training, coaching, and good human resource management to structure the strategy and using other factors that will encourage retention in the organisations especially in the retail sector.

In summary, the researcher has learned about lots of information to show the impact of training and coaching on employee retention. The researcher is going to discuss about the

23

role of training and coaching and focus more on how important it is to use training and coaching in developing the employees in their different roles. However, there is obvious gap of knowledge around how coaching helps in retention. Based on the review conducted by the researcher, the retail sector has the highest employee turnover rate; this was due to some characteristics of competitiveness in the sector. The next section will underline the aims and objectives of the study.

Chapter Three-Research Question and Hypothesis

3.0 Introduction

The research study goals are to answer five research questions. The research question will provide information on how training and coaching will influence employee retention in the Irish retail sector (Mark and Spencer). Previous literatures outlined coaching as a vital role, which adds value to employee retention. This research question will help to examine the level to which training and coaching affects employee retention in the Irish retail sector. The subsequent research questions drawn from the above literature review.

3.1 Research Question 1

What is the impact of coaching on the intention of an employee to remain or leave the organisation?

This research question seeks to understand the relationship between coaching training method and the impact it has on the intention of the employee leaving or remaining in the organisation. The responses from the participants using the questionnaire will help to determine the extent to which coaching impacts on employee retention, whether it is just one of the various factors affecting retention.

3.2 Research Question 2

What proportion of staff receive training and development generally, and what proportion receive coaching?

The research is to identify the numbers of employee who benefited from the training and development and coaching programmes within a period and how it enhances the employee's performance in their different roles. The proportional figure will be reveal through the responses on the research questionnaire from Mark and Spencer employees.

3.3 Research Question 3

What proportion of leavers in the last year have received coaching?

This is to identify the reason why the employees leave and to know the numbers of employee who leave within a period after undergoing the coaching programme in Mark and Spencer. This will enable the employers to know the area they are lacking through the formal and informal interview of the existing employees and those who have left the organisation.

3.4 Research Question 4

What other factors impacts on an employee's intention to leave or remain in Marks and Spencer?

This research question seeks to understand other factors that impacts on the employee's intent to leave the organisation. The author seeks to know the mindful and deliberate intention of employees leaving the organisation, finding out the other factors aside coaching to ensure retention. Information will be from the answers given by the participants in Mark and Spencer.

3.5 Research Question 5

Is lack of effective training and development, or coaching cited as reason for leaving by leavers from Marks and Spencer?

This research question seeks to find out whether a lack or ineffectiveness of training and coaching has in anyway contributed to the past employees reasons for leaving the organisation. This information will be gather through the response gotten from the HR and Managers in Mark and Spencer through an interview section.

3.2 Research Hypotheses

In relation to past literatures on training and development with emphasis on coaching, the following hypotheses will help to determine whether the literature relating to coaching having an impact on employee retention to reduce employee turnover supports the literature or not. This will be gather from the answers collected from the participants and this will be show in the analysis.

The hypothesis below will be either Null (H0), which supports the previous literature, or Alternative Hypothesis (Ha) which means that the hypothesis does not support or is not the same as reported in the previous literature.

H1: Coaching has a significant impact on employee retention to reduce turnover.

H2: Coaching has no significant impact on employee retention in reducing turnover

H3: Coaching is for the benefit of the organisation and so no impact on employee retention.

H4: Employees are happy to remain in organisation with coaching and training schemes.

3.2.1 Research Design

Quantitative and cross-sectional research design will be use in this study. The option of the design is associated with the research questions that intend to investigate the cause of using coaching and the impact it has on employee retention among other variables of the study. This is in accordance with the recommended design for cause and result studies suggested by (Creswell, 2014).

3.2.2 Quantitative Research

Creswell (2013) outlines quantitative research as a study that describe a phenomenon by collecting statistical data that investigated accurately on method. Harvey (2002) outline that data sorted, classified, measure in a strictly objective, which are competent and precisely explained by a set of rules. The approach use in this study is a survey for data collection using analysis and verification of experimental or null hypothesis through scientific dimension, while the quantitative research design seeks to evaluate the connection and explore relationships.

3.2.3 Cross-section Design

This examines the relationship between variables of interest in a description of population at a single point in short period about year, which can be either descriptive or in analytical form. This is to measure the impact of one variable on another within a specific period, for example, exploring an associate between an independent variable and employee retention Phast (2011). This was to gather in-depth information about what is happening within the organisation. The option of the method is mainly on the effectiveness on how to explore and measure the relationship between variables, analysing data and testing hypothesis, to aid and suggest possible limitation and implication of the study, also to facilitate the research for relevant information, which relate to other possible factors that power retention. The cross-sectional design was use due to the specific schedule time.

3. 2.4 Designed Framework for the analysis of variables

Independent Variables

Training & Development

Coaching

Dependent Variable

Employee Retention
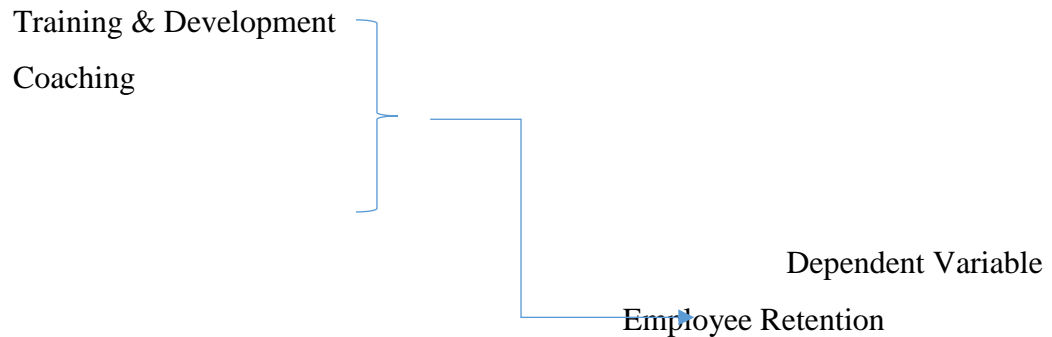
These are the variable to be investigate and the implications will be analysed base on the data collected from the respondents.

3.2.5 Ethical Consideration

Dich, McKee and Porter (2013) describe ethical considerations as a discussion about the standards conducts of a research that distinguish satisfactory from harmful behaviours and the aims is to protect participants, preventing the untruth and false data, to promote and hunt for knowledge and truth which is the primary objective of the research. It gives confidence, trust, liability and mutual esteem to both participants; it enhances collaborative work in maintaining confidentiality and copyright directive. However, the study commences by locating and observing all ethical process as requested by National College of Ireland Ethical Board. This includes issuing consent forms to prospective participants and explaining what the study involves and assuring them of their privacy, as well as the consent form guaranteed the participants that no deceptive information will be use, having the right to withdraw before the start of the study and while it has started, and the information can be destroyed. While the information sheet explains the purpose and nature of the study and why the participant was chosen for the study and attached to the questionnaire in line with the ethical directive of the college.

3.3 Pilot Testing

3.3.1 Introduction

The pilot testing was design to ensure reliability and check for achievable underperformance and form of viability study for the research. Two weeks' pilot study conducted, to make sure there was no barrier to the actual research, and to ensure that any unpredicted obstruction taken care of before the real study. Furthermore, it helps reliability of the methods, design and option of data collection, which was important. Sekaran and Bougie (2011) outlines pre-knowledge of how a particular aim or process works and limits deficit to enhance the study consistency. This reduce the probability of getting non-reliable outcome and at the same time to reduce the discrimination that may occur due to doubts while escalating the value of the data.

As pilot study was conducted before proceeding to the final review which was directed to participants. The pilot questionnaire administered to eight participants previously, and then few sample of questionnaire was distributed. The respond received from the participant has led to slight change in the research questions. Saunder, Lewis and Thornhill, (2016) outlines that pilot test give awareness to the researcher to assess the validity and reliability of data to be collected from participants. This give the researcher an idea on how to structure the questionnaire, as well as to rearrange questions in order for the participants to understand. However, conducting a pilot test enable the researcher to readjust the questions answered as not expected by researcher. This has led to inclusion of some open-ended questions to assist the participants to give their views on how they understand the research project. The researcher included two more open ended question to ensure that the participants contributed their own view and explain their understanding of the impact training and coaching on retention. This given to the participants to know the idea of what the study is all about, this was tried among the employees in Mark and Spencer on 18th of June 2017.

3.3.2 Method of pilot testing

Data created from eight participants of which six were female and two were male. The age range was 25 to 51. All the workers involved were one time coached on their role within the organisation. A quantitative and cross-sectional design utilized as probability and random sampling method.

29

3.3.3 Random Sampling

The random sampling used is to ensure each employee working in the organisation have an interest and equal opportunity probability to selected. This confines the data collection to the inhabitants of interest, not the overall population, has mirror the physiognomies of the populations selected, example were employees from Mark and Spencer in Dublin.

3.3.4 Pilot Procedure

The procedure started with completion and approval of the ethic form in agreement with the National College of Ireland Ethical Board. The motive of this study was to illustrated to the prospective participants, the authorization and information form was given to 10 prospective participants in different sections in the organisation which was completed followed by completion of questionnaires, and 7 was collected for the pilot study due to time limit which was collected within 3 working days. The demographic information and the questionnaire were fill and it takes approximately 10 to 15 minutes.

3.3.5 Pilot Design

The questionnaires completed by using quantitative and cross-sectional design method and data analysis by using the SPSS as the analytic utensil for quantitative study to find out the relationship between training and coaching on employee retention. The key variables measured were on training and development, coaching, and retention.

3.3.6 Conclusion

The pilot study was to sketch out and identified the obstruction of the study, to deal with it before going on the main study. The pilot study increases the author's thought of what a quantitative research requires as an alternative of carrying on with convenience sampling method, the sampling method changed to probability and random sampling. The aim was to make sure the entire employees have an equal chance of been selected. The research design methodology discovered through pilot study in a suitable research questions because of its effectiveness and the findings led the author to go on with the method in the key study. The pilot study accomplished because it led to some change of intelligence in the choice, sampling method and from using retailers and employees from different sectors to generate

30

data. The change was needed because it was difficult to generation enough data for pilot testing within the organisation.

Chapter Four-Methodology

4.0 Introduction

This section discusses the research questions in relation to the aims and objectives of the study. In general, the study examines the impact of coaching, training and development on employee retention in retail sector (Mark and Spencer), through the investigation and literature review.

Kothari (2004) defined research as an exploration for knowledge and systematic search for relevant information on a particular topic and the technique for future investigation. The effectiveness of research is to describe the situation as it happens. However, individual involved cannot rheostat the variables, but they can provide report of what is happening. Ghauriv and Grohaug (2005) also outline research method as a structured and focused way to gather information and to answer a definite research question or problem, which can be through quantitative or qualitative research or both method.

This chapter discussed the theoretical approach of the appropriate methodology process to identify and look at the preferred technique of data collection. This section discusses the methodological approach adopted. Justification of the study, research philosophy, methodology, data collection method, method of data analysis, research population and sample population, sample size.

4.1 Proposed Methodology/Alternative Consideration

The chapter discusses the practical and proper methodological approach behavior in the research to ensure smooth progress of knowledge attainment and to enhance the reliability of the findings and answers to the unidentified inquiry, which the study seeks to find. This proposed methodology and alternative considerations discussed in this section. Discussing

31

the research and methodology, justification for the selected approach like sampling methods, sample size and population of interest and data collection procedures discussed. Therefore, the study proposes to use quantitative research methods with the sample size of 150 participants in order to have comprehensive knowledge of the impact of training and coaching on employee retention within the Irish retail sector using Mark and Spencer as case study. However, Tashakkori and Teddlie cited in Saunders, Lewis and Thornhill (2012) suggested that using multiple analysis are to explore perceptions of the theories opposing concept to determine the most appropriate methodological choice and it increases the probability of generating more reliable and valued data. However, due to time restriction and difficulties in evaluating some sets of individual in some department, the quantitative method alone adopted for the study.

4.1.1 Justification for Methodology

The reason behind the chosen method is explained above and also reinforced by Saunders, et al., (2012) which outlines the quantitative research as a method associated with an example as well as experimentation and review where quantitative data is standard, the researcher is concerned with gaining of knowledge and better understanding of the research methodology.

Ghauri and Gronhaug (2005) argue that research method is more appropriate to ensure an effective quantitative research that will be suitable for measuring/survey review, to conduct the aim of the research. The justification for choosing this research method is on pragmatic paradigm; this does not implement only philosophy method. Moreover, pragmatist do not view the world as one integration. Saunders et al., (2012) outlines that there are variety methods to be used when conducting a research; it was argued that no specific point of view provide depiction, that there might be various facts. This does not mean pragmatists generally use different methods, as an alternative use of method, which are reliable to enable appropriate data collection for the research (Saunders et al., 2012). lowhorn (2007) recommend that some researchers contemplate that the quantitative research is better than the qualitative research, because it helps to establish causality. The quantitative research method measures the relationship between the variables calculation, this has to do with what the study seeks to accomplish. This method measured the relationship between training and development, coaching and employee retention. This measurement identified how training

and coaching impacts on employee retention and how it inspires employee to stay within the organization after the coaching program.

According to Lowhorn (2007), the quantitative research method helps to establish causality. This study seeks to examine whether there is a relationship between training and development and employee retention as well as the relationship between coaching and employee retention. This research method is more appropriate for this study because it will help the researcher answer the research question of whether these two variables have an impact on the retention of employees. Whether training and development causes employee retention or whether coaching causes retention, this would be identify using the quantitative research methodology. According to Lowhorn (2007), the quantitative research is use to validate a theory. Previous literatures have shown that training and coaching has an impact on employee retention. This research method will help to validate whether the previous research was correct or not, which can be found in relation to the answers given by the participants Analyzing the answers of response in numerically.

4.2 Research Philosophy

Saunders et al., (2016) outlines research philosophy as a conviction and assumption about the progress of Knowledge, it is a belief behind the choice of research's process, and researcher can adopt collecting data analysis. However, choosing method of data collection and analysis is a positive motivator that comprises an individual's interest to obtain new knowledge and understanding the unidentified. The basic notion of research philosophy lies on the idea and hopes about development and acquiring knowledge (Saunders, et al., 2016). Dich, McKee and Porter (2013) outlines and argues that the choice of method is vigorous to attain reliable findings, reducing bias and avoidable preconception. Philosophy is about reliance on choice of method and three philosophical approaches, which are the Ontology, Epistemology and Axiology Approach.

4.2.1 The Ontology Philosophy

This approach is about the assumption on how the world functions and it describes the enthusiasm between business and management, researchers are likely to be acknowledge in creating valid knowledge by various researchers. Crotty cited in Saunders et al., (2016) highlights objectivism as a depict position that social entities exist in reality of external to

social actor's anxiety with their existence. While the subjectivism embraces the social phenomena that generate through the insights and result action of pretentious social performers.

4.2.2 Epistemology philosophy

Epistemology based on the desire, which institutes satisfactory knowledge in the field of study; this approach is often use in quantitative research, which relates to how case objects are considered factual. Epistemology is more subjective and the data construed based on the sentiment and outlook of the partakers in relations to the research questions. It is to progress, explore and understand the emotions of individual rather than the article; this involves appropriate quantitative research (Saunders et al., 2016).

4.2.3 Axiology Philosophy

This philosophy is associated with value and judgement in search of sympathetic role of ethics conducting studies (Saunders et al., 2009). However, Rescher (2004) discussed and emphasised on axiology by presenting the worth of certain element of human's ecosystem. The insight and action of employees are the external result and inducements experienced coupled with the natural expression of human which impacts on their feelings, behaviour and believes (Saunders et al., 2009).

However, this study adopts the ontological philosophy, which relates with the positivist approach of data collection and the method is chosen because the study strives to comprehend the association among variables and as well as the appropriate method of quantitative and cross sectional research which relates to the ontological and positive insight. This recommended the possibility of external influence on the subsidy of any investigation.

4.3 Research

Shashi, Gupta and Rangi (2012) defined research as a methodical struggle towards the attainment of knowledge, motivated by human interest to move from the recognized to the unidentified. This recommend research as an expedition of encounter and every human has

those significant instincts of curiosity especially when challenged by the unseen truth. It is a theoretical activity, which tries to outline and redefine difficulties, formulate hypotheses, suggest solution and collective, organise and analyse data. However, logical approach use in solving research impediments and proposes answers while making conclusions based on the research outcome (Shashi, Gupta and Rangi, 2012).

4.4 Methodology

VanAken (2005) defines methodology as an orderly approach to resolve problems by means of scientific assistance in reviewing how research supposed to be approve and completed. This is through techniques as well as the process of describing, clarifying and forecasting the proposed phenomena, which include justification and inspiration behind the chosen method. This underlines the importance of recognising suitable method for a particular research question and this tailored to assist in discovering reliable answers to the underlying questions. However, it is advantageous and a dynamic approach for collecting the information either using interviews or questionnaires which depends on the project of the research.

However, kumar and Phrommathed (2005) claim that the methical approach of conducting a research is the best and most dependable approach in quantitative research, which the researcher is using in the study. The study focused on the importance of training and coaching on employee retention in Mark and Spencer in Dublin. It further explores other variable of importance in relation to employee retention.

4.4.1 Data Collection

The study relates to previous studies on the impact of training and development on employee retention, an examination of the role of coaching on employee retention. The two source of data collection were the primary and secondary, which stands as a source for comparison as the primary data provide evidence of facts that may disagree or agree with the existing fiction.

35

4.4.2 Primary Data

This involved the pilot and initial work of the researcher, which is the foundation of the current study including the aim of creating data through the sentiments of the participants in relation to employee retention among other independent variable of the study. In view of this, questionnaires adopted as the primary source of data collection.

4.4.3 Secondary Data

This is to assess the literature and to understand what done previously in relation to the present study. The secondary data collection method gathered and using the previous works of other researchers; Books, Google scholar, Journal article, management documents and other useful information from magazine and business bulletins were the secondary source used in collecting data.

4.5 Questionnaire Structure

Brace (2008) defined questionnaire as multiple-choice questions carefully designated for review and a target designed questions to create information from participants. Johnson and Turner (2003) outlines simple and open-ended questions to improve participation and to allow participants to express their sentiments. Therefore, the questionnaire was structure as both open-ended questions and close-ended questions.

The close-ended question will allow the participants choose from the options available while the open-ended questions allows the participants state their opinions and views of the questions asked (Sekaran, 2003). This will help to get a deeper knowledge of the participant's view towards answering the research question.

The questionnaire subdivided into five sections. Using Questionnaires will enable participants give feedback on the exact question that was ask. This will help to get a precise answer for the research work.

Section one of the questionnaire comprises of the demographic information of the respondents. This section seeks to acquire information about the Gender, Age, Marital

Status, Educational level, Years of experience and Position of Participants in Mark and Spencer.

Section 2 comprises of questions on Training and Development. This section contained eight questions on Training and Development, adopted from the study of (Saghir, 2014) on the impact of training, and development.

Section 3 comprises of questions on Coaching. This section contained nine items on Coaching that was adopt from previous studies to suit the present study. These adopted questions from the study of (Elouise, 2010) on evaluating the impact of peer coaching. The items were adapted from this study to fit into the present study.

Section 4 comprises of the question on Employee retention. This question sought to discover information on the intention of the employee to stay or leave the organisation. This would help to discover information about the retention level and intention of the employees. This section of the questionnaire contains 10 questions in relation to employee retention. These questions were adapted from kyndt, Dochy, Michielsen and Moeyaert (2009) questions on employee retention. The items which was used by Kyndt et al., (2009) was also based on previous research by Arnold 2005; Kassim 2006; Hytter 2007) on employee retention. Ten items were adapted from this these questionnaires and this will be used to measure employee retention in this study.

The last section contains the open-ended question, which sought to find respondents information and opinion about training and development, coaching and employee retention. The questions on Training and development, Coaching and employee retention will be rate using a structures 5-point Likert scale. The Likert scale represents 1 to 5 with answers that range from Strongly Disagree, Disagree, Don't Know, Agree, and Strongly Agree. The open-ended questions consisted of question that sought to find out other dependent variables that may impacts and help in retention of employees.

4.5.1 Questionnaire Administration

In the study, to maximise the response of the questionnaire. Some consideration taken, by getting permission from the management to hand over the questionnaire to the participants and give them time to complete the form. This was collected within few days, self-

administered and completed by participants who were also the employees of Mark and Spencer in Dublin, and they were from different department in the organisation. This enable the researcher to diversify data collection and upturn of reliability. However, certain advantage and disadvantage related with questionnaires administration.

4.5.2 Advantages of Questionnaire

Questionnaire inspires a large amount of data that is suitable in quantitative research mostly when they are large population of interest. Johnson and Turner (2003) outline that in a comprehensive research study; questionnaire has unimportant result on the dependability as the participants have their own opinion of answering the questions, to choose according to their perception. While Saunders et al., (2009) recommended that questionnaires are the favoured process of data collection in testing relationships between variables, as a supportive for testing hypothesis, to measure the outcome for informal analysis. Adelman as cited in Munn and Drever (1990) recommended and cogitated the advantage of questionnaires as having a tendency of saving time and outlines that the participants can complete the questionnaires at their convenient time and as well as it producing high response rate.

4.5.3 Disadvantage of Questionnaire

According to Samuel and Chipunza (2009), one of the disadvantages of questionnaire is the high rate of disinterest among participants; this is because most participants cheerfully and sometimes complete it when they are less committed in their activities. This recommended the chance of unreliable reply from the participants, which can also be expression of inflexible and can be biases especially if it is different from the expected result. Because the analysis is complete on data created from an undersized proportion of a large population, findings might be limited and unrealistic. Moor (2001) outline that the individuals might not create time and effect to return the questionnaires especially when the questionnaire are not straightforward. While Mitchell and Jolly (2012) suggested that the disadvantage of questionnaires cannot be edited because of lack of communication between researcher and participants, and they might not be focussed when filling the questionnaire.

38

However, the technical background intended to increase cross-sectional and quantitative investigation of the influence on training and coaching as independent variables on employee retention, and how it influence organisational growth in Mark and Spencer. The questionnaire was suitable and sample and targeted the right spectators. It was customized to suggest suitable questions. That answer the underlying questions, to ensure consistent result, while facilitating participation.

4.6 The Methods of Data Analysis

Data will be analysed using SPSS software. Data generated from participants coded and classified, put into tables and run on SPSS software.

4.6.1 Research Population and Sample Population

It is to describe total population of all the respondents who fall into specific requirement of represented chosen participants and the population of interest. However, population sample is a small fraction of the research that form the illustrative sample of the overall population. The population of interest in the study are the employees from Mark and Spencer as a representative sample in Dublin.

4.6.2 Sample Technique

A non-probability sampling technique was use for this study. According to Saunders et al (2009), a non-probability technique permits subjective judgement. This based on the opinions, feelings and views of the participants of the study, the subjective judgement of the participants will help in answering the research question. The non-probability technique involved the use of a Purposive, Snowball, self-selection and Convenience Sampling (Saunder et al., 2012).

The purposive sampling was select because of the group of people; the researcher seeks to find information from the employees. The purposive sampling technique was use because the research seeks to find information from the Marks and Spencer Staff members. The

purposive sampling technique is limited to a specific people who have the information the researcher needs (Sekeran, 2003).

In addition, the Snowball sampling will be use; this involved the use of voluntary participants. The snowball sampling is use because it allows voluntary participation; the coercion of participants could result in them giving a false information. The questionnaires will be share to the participants voluntarily and no one would be force to participate. This sampling will allow for a true judgement from the respondents as forceful selection can lead to false judgement (Saunder et al., 2016).

Lastly, this study also adopted the Convenience Sampling technique. According to Saunder et al (p. 291, 2012), the convenience sampling involves the selection of participants that are "easily available". In view of this, Questionnaires given to participants who are easily accessible at the time of administration. The technique adopted is due to the constraint in time and the difficulty in getting other participants that could be involved in the research at the time the questionnaire distributed to individual.

4.6.3 Sample Size and details

The sample of this study are employees of Marks and Spencer Dublin, Republic of Ireland. The total sample size is 150 full time and part time male and female employees; the age is between 25 years or under to 51 years and above, working in Mark and Spencer, Dublin 1 and 2. The two Mark and Spencer stores selected because it would help acquire the required sample size needed.

 A probability simple random sampling technique used to ensure that all employees of Mark and Spencer have a chance to participate. This is because every employee in Mark and Spencer would have in one way or another get the chance to be involved in training and coaching. This technique would help to achieve the research aim. Participants will randomly select, and every participant given an opportunity to participate voluntarily in line with the ethical circumstances. The questionnaire printed and hand administered to the participants. In conclusion, the chapter proposed to address the practical and proper methodological approach, the justification for excellent and sample sizes, data collection method and other significant area mention above.

Chapter Five-Analysis and Findings

5.0 Introduction

This chapter analyses and discusses the results of the systematic approaches in the direction of answering the research questions, which are

Q1: What is the impact of coaching on the intention of an employee to remain or leave the organization?

Q2: What proportion of staff receive training and development generally, and what proportion receive coaching.

Q3: What proportion of leavers in the last year have received coaching?

Q4: What other factors impacts on an employee's intention to leave or remain in Marks and Spencer?

Q5: Is lack of effective training and development, or coaching cited as reason for leaving by leavers from Marks and Spencer?

A numerical analysis conducted using SPSS on some of the questions; some will be answer through the information gather from Mark and Spencer employees. The outcome of the statistical analysis assists in the investigation, this underline and categorize the results and the implications of the findings. These presented in tables and figures, which labelled for simple identification. This section presents the results of the data collected in the study, divided into five categories. The first category shows scale reliability results. This includes the reliability test result of Training and development, Coaching and Retention. The second category shown the Scale descriptive characteristics and statistical test results; this measures the relationship between genders and the three scales. This identifies the demographic of the employees who received training and development, coaching and the effect it has on

their retention level. The third category shows the scatter plots used to answer the research questions. How training and development and coaching influence retention in the organisation. The fourth category shows the correlation test result between Coaching, Training and Development on Employee retention. The fifth category shows the multiple regression analysis; this measure the independent variable (training/development and coaching) on the dependent variable (employee retention) to identify if training/development and coaching influence retention in the organisation.

The results of the statistical test and characteristics of each variable presented in each of the categories review the different group in retention in relation to training and coaching. The analysis focus on the influence of training and development and coaching on employee retention in Mark and Spencer.

5.1 Scale Reliability Result

This section represents the reliability test result of the three scales used in this study. The three scales under consideration in this study includes Training and development, Coaching and Retention. The reliability test results for the scales shown below.

5.1.1 Training and Development Reliability Test Result

This shows reliability result of training and development scale. Table 1 and 2 below, shows the result of the reliability test for training and development scale. The table indicates that there were 97 valid responses across 8 items that contributed to the training and development scale score. A Cronbach's Alpha reliability statistic value of '.868'as shown signifies that a high level of internal consistency for the scale.

Table.1   Table.2

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded [a]	0	.0
	Total	97	100.0

a. List wise deletion based on all variables in the procedure.

Table.1: Training and Development Scale, Case Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.868	8

Table.2: Training and Development Scale for Reliability Results.

5.1.2 The Reliability Test Result for Coaching

Table 3 and 4 below, shows the results of reliability analysis for Coaching with 97 valid replies on 9 items with general composite score. A Cronbach's Alpha reliability value of '.915'as shown signifies that a high level of internal consistency for the scale.

Table.3   Table.4

Case Processing Summary

		N	%
Cases	Valid	97	100.0
	Excluded [a]	0	.0
	Total	97	100.0

a. List wise deletion based on all variables in the procedure.

Table.3: Coaching Scale, Case Summary

Reliability Statistics

Cronbach's Alpha	N of Items
.915	9

Table.4: Coaching Scale for Reliability Results.

5.1.3 The Reliability for Retention Result

This table 5 and 6 below shown the result of the reliability analysis for combined employee retention scale. There were valid 97 responses across 10 items that contributed to the employee retention scale of composite score. A Cronbach Alpha reliability value of '.414'as shown signifies that a low level of internal consistency for the scale.

Table.5   Table.6

43

Case Processing Summary		N	%
Cases	Valid	97	100.0
	Excluded [a]	0	.0
	Total	97	100.0

a. List wise deletion based on all variables in the procedure.

Table.5: Retention Scale, Case Summary

Reliability Statistics	
Cronbach's Alpha	N of Items
.414	10

Table.6: Retention Scale for reliability Results.

5.2 Descriptive mean Score

The below table 7, shown the compare mean score results for the overall composite score for Training and development, Coaching and Retention. It shown the average score 97 participants for Training and Development, M=4.1250, SD 0.63942. The average score of participants for Coaching, M=4.0527; SD 0.77315, the average score of participants for Retention, M=3.7557; SD 0.77217, the descriptive mean statistic has identified Training and Development as the highest average score in the overall composite score.

Table 7

Statistics

		Training and Development Composite	Coaching Composite	Retention Composite
N	Valid	97	97	97
	Missing	0	0	0
Mean		4.1250	4.0527	3.7557
Std. Deviation		.63942	.77315	.77217
Minimum		2.25	1.00	1.90
Maximum		5.00	5.00	8.30

5.2.1 Descriptive Mean Score for the Demographics

The table 8 below, shown the compare mean score results for overall composite score for Gender, Age, Marital-status, and Educational-level, Length of service and Full-time/Part-time. The statistics shown the average score of 97 participants for gender, M=1.63. The average score 97 participants for age M=2.36, the average score of 97 participants for marital-status, M=1.62, the average score of 97 participants for educational level, M=3.74, the average score of 97participants for length of service M=2.48, and the average score of

97 participants for full-time/part-time, M=1.43. The descriptive mean statistic has identified educational-level as the highest average score in the demographics overall composite score.

Table 8

Statistics

	What is your gender	What is your age	What is your marital status	What is your educational level	What is your length of service	Are you full time or part time
N Valid	97	97	97	97	97	97
Missing	0	0	0	0	0	0
Mean	1.63	2.36	1.62	3.74	2.48	1.43
Minimum	1	1	1	1	1	1
Maximum	2	4	5	7	6	5

5.3 Scale Descriptive Characteristics

Saunder et al., (2012) outlines descriptive studies as an explanatory research to have a clear depiction of the fact, on the data collection that describe the overall population of the participants. The figure1 below, shown the descriptive characteristics for all the employees who received training and development in the organisation. This suggests training and development is statistically significant, indicating that more people received training and development; this might influence retention in the organisation.

5.3.1 Training and Development Scale Descriptive distribution

Histogram

For Gender-Male- Female

Figure.1
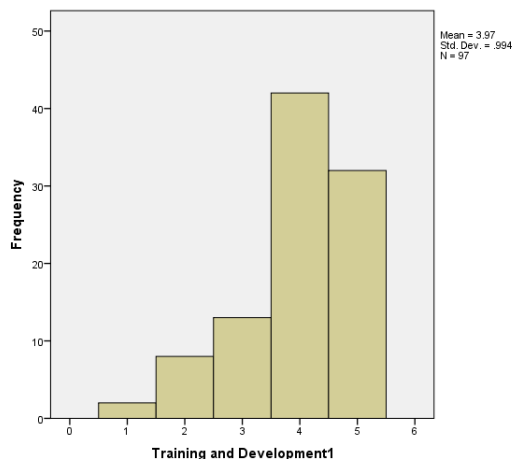
5.3.2 Coaching Scale Descriptive Distribution

Figure 2 below, shown the high number of employees have received Coaching. This suggests coaching is statistically significant, indicating more employees have received coaching in the organisation. Which might affect retention.

Histogram

 For Gender-Male- Female

Figure.2
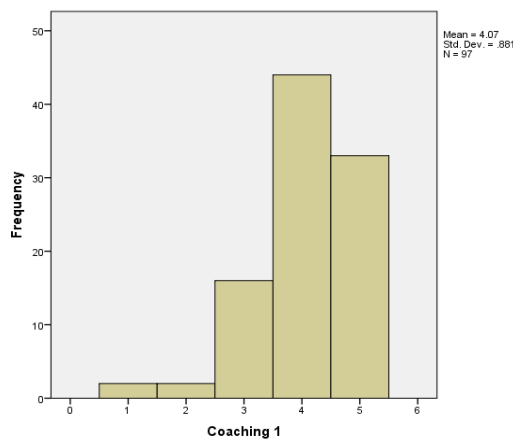
5.3.3 Retention Scale Descriptive Distribution

Figure 3 below, shows statistically significant. Indicating how the training and coaching improve retention in the organisation, the analysis has shown that the Training and coaching employees receive has an impact on retention. This means coaching of employee has impact on retention, there is tendency that training and coaching will encourage employees to remain in the organisation.

46

Histogram

For Gender-Male- Female

Figure.3

5.4 Scatter plots Scale

Scatter plot is use on a continuous variable that is under control of the dependent variable, when both continuous variables are independent. If the independent variable exists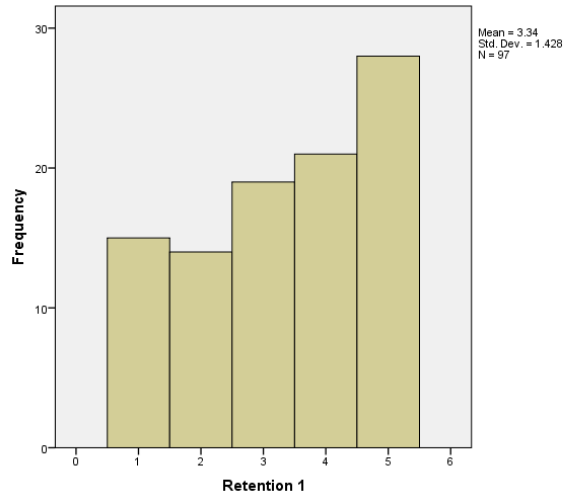, that is systematically incremented or decremented by the other called the control limit, it usually plotted along the horizontal axis. The dependent variable is usually along on either axis. The scatter plot shows the degree between the two variables.

5. 4.1 Scale on Scatter Plots-Coaching Composite

Figure 4 below shown how Coaching composite effects on retention composite, this measure the relationship between coaching and retention. The figure shown how coaching impact on retention in the organisation. The figure indicates moderate of coaching. This suggested the coaching influence retention and there is tendency that coaching systematically increase retention in the organisation.

Figure 4
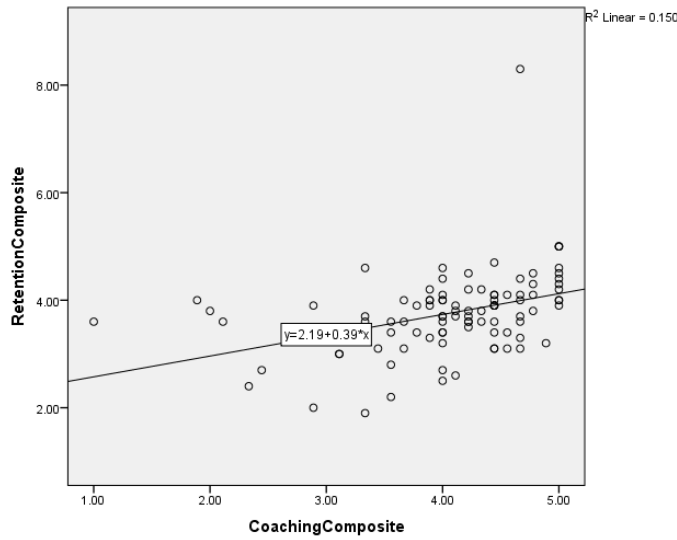
5.4.2 Scale on Scatter Plots-Training and development Composite

Figure 5 below shown how Training and development impact on employee retention. This measure the relationship between training and development in relation to employee retention in the organisation. This indicate how training and development impact on retention composite. It indicates moderate rate on the retention composite there is tendency that the employees will be encourage to remain in the organisation.

Figure 5
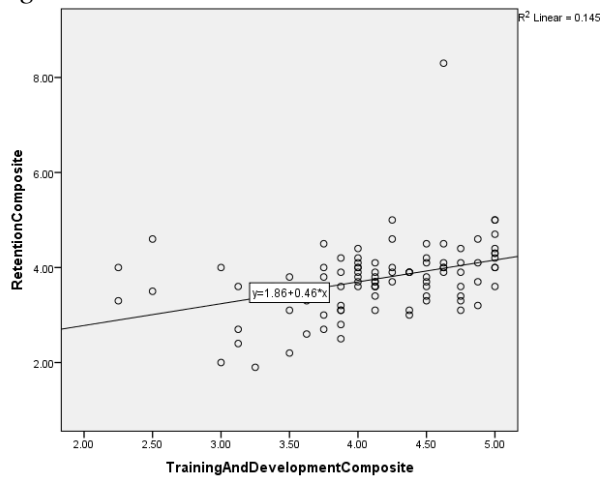
5.5 The Pearson Correlation Test Results

Swetnam and Swetnam (2009) describe correlation as an analyses used for the variables for the possible relationships without any manipulation, the mathematical correlations employed, it verified the amount of association between the two or more variables.

5.5.1 Correlation Result for Training and Development, Coaching and Retention.

Table 9 below represents the correlation result between Training, Coaching and Retention. This shows the relationship between Training, Coaching and the dependent variable Retention. In order to interpret this result, the cell in the table where training and development variable and coaching variable intersects with Retention composite identified the values. The first value is '.380** indicates the strength of association between Training and development and Retention and the second value: '.000' indicates the significance of the result. The third value is '.387**' indicates the strength of relationship between Coaching and employee retention. The value '.000' indicates the significance of the result. The result in the figure shown moderate association.

Table 9 Correlation Result for Training and Development, Coaching and Retention Composite

Correlations

		Training and Development Composite	Coaching Composite	Retention Composite
Training and Development Composite	Pearson Correlation	1	.456**	.380**
	Sig. (2-tailed)		.000	.000
	N	97	97	97
Coaching Composite	Pearson Correlation	.456**	1	.387**
	Sig. (2-tailed)	.000		.000
	N	97	97	97
Retention Composite	Pearson Correlation	.380**	.387**	1
	Sig. (2-tailed)	.000	.000	
	N	97	97	97

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

The result shown in table 9 above, indicates that there exists a moderate strength of association between Training and development and Employee Retention, '.380**' and the second value indicates that the result is statistically significant '.000 which means that it is unlikely that the results are due to chances. It also shown that a moderate strength of association exists between Coaching and Employee retention, '.387**, and the result is statistically significant '.000' meaning that it is unlikely that these results are due to chance.

Table: 10 Correlation Result for Male and Female

Correlations

Table: 10 Correlation Result for Male and Female
Correlations

What is your gender			Training and development 8	Coaching 1	Retention 1
Male	Training and development 8	Pearson Correlation	1	.715**	-.221
		Sig. (2-tailed)		.000	.195
		N	36	36	36
	Coaching 1	Pearson Correlation	.715**	1	-.139
		Sig. (2-tailed)	.000		.420
		N	36	36	36
	Retention 1	Pearson Correlation	-.221	-.139	1
		Sig. (2-tailed)	.195	.420	
		N	36	36	36
Female	Training and development 8	Pearson Correlation	1	.339**	-.080
		Sig. (2-tailed)		.007	.540
		N	61	61	61
	Coaching 1	Pearson Correlation	.339**	1	.035
		Sig. (2-tailed)	.007		.787
		N	61	61	61
	Retention 1	Pearson Correlation	-.080	.035	1
		Sig. (2-tailed)	.540	.787	
		N	61	61	61

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

5.5.2 Correlation Result for Male and Female

Table 10 above, depicts the result of the correlation test. This shows the correlation test result between male and female in relation to Coaching and Retention. There were 97 participants in all, 36 Male participants and 61 Female participants. To interpret these result, it shown the cells in the table where 'Male' variable intersects with the 'Coaching and Retention' variable. The correlation analysis for coaching to male is '.715**', and '-.221' for Retention. For the 'Female' variable, the correlation analysis for coaching to female is '.339**' and '-080' for Retention variable. It indicates that the result is moderate association.

The result shown in table 10 indicates that there exists a very strong association between Male who received Coaching to Employee Retention. This is indicated in the values of '.715**'and the result is statistically significant '.000' meaning that it is unlikely that these results are due to chance. The table also shows that there exists a moderate association between employees who received Coaching to their Retention level. This is indicated in the values of '.339**' and the result is statistically significant '.007' meaning that it is unlikely that these results are due to chance.

50

This result shows that the Male gender who received coaching have the tendency to remain in the organisation than the female counterparts as shown in the table above.

5.6 Multiple Regression Analysis

The descriptive analysis on the dataset done, it can be perceived that the dataset is statistically significant for this study. However, the descriptive analysis cannot be use to check the influence/impact of training/development and coaching on employee retention, hence, multiple regression was implemented in discovery these influence.

The multiple regression is a statistical method used for predicting the impact of 2 or more variables (independent variable) on another variable (dependent variable). The multiple regression is also used in checking the impact or variance of the independent variables on the dependent variable, that is checking which of the independent variable has more/less impact on the dependent variable.

To confirm if the multiple regression is valid for a particular analysis, there are several assumptions that must be fulfil by the dataset, which includes:

Assumption1

The dependent variable is measure in a continuous scale.

Assumption 2

The independent variables must be in a continuous scale also.

Assumption 3

There should be independence of observation

Assumption 4

A linear relationship should exist between the dependent variable and each of the independent variable, and the dependent variable and the independent variables collectively.

Assumption 5

51

The data must show homoscedasticity

Assumption 6

The data must not show multicollinearity

Assumption 7

No significant outliers, high leverage points or highly influential points in the dataset

Assumption 8

Finally, a check to confirm if the residuals (errors) are approximately normal distributed done.

All these assumptions were fully satisfied by the dataset, as the dependent and independent variable are both continuous data types, independent of observation, linearly correlated etc. Hence, the results of the analysis can be trusted, as these assumptions have been satisfied.

5.6.1 Result Interpretation Determining How Well the Model Fits

Table 11

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450[a]	.202	.185	.69689

a. Predictors: (Constant), Coaching Composite, Training and Development Composite

The model summary above provides the values of R, R^2, adjusted R^2 and standard error of the estimate, which states how well the regression model fits the data. The R (multiple correlation coefficient) value represents the measure of the quality of the dependent variable. However, a value of .450 indicates a low level of prediction. The R^2 value (coefficient of determination) is the proportion of variance accounted for by the regression model beyond the mean model. The R^2 value of .202 explains 20.2% of the dependent variable (Retention Composite).

5.6.2 Statistical Significance

The F-ratio in the Anova table 12 below shows results that tells whether the overall regression model is a good fit for the data, as seen from the table the P value is .000 which indicates the independent variable significantly predicts the dependent variable, $F(2, 94) = 11.931$, $p < 0.0005$.

Table 12

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.588	2	5.794	11.931	.000[b]
	Residual	45.651	94	.486		
	Total	57.239	96			

a. Dependent Variable: Retention Composite

b. Predictors: (Constant), Coaching Composite, Training and Development Composite

5.6.3 Statistical Significance of the Independent Variable

The Coefficient table below, shows if the independent variables are statistically significant to zero, that is, if p<.05, it can be concluded that the coefficients are statistically significant to zero, however, looking at the sig column, p>.05. Therefore, the independent variables (training and coaching) are not statistically significant to zero.

Table 13

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.381	.499		2.766	.007	.390	2.373
	Training and Development Composite	.310	.125	.257	2.484	.015	.062	.559
	Coaching Composite	.270	.103	.270	2.611	.011	.065	.475

a. Dependent Variable: RetentionComposite

53

5.6.4 Final Report

A multiple regression run on SPSS statistics to predict employee retention from training and coaching. The model was a good fit for the data, $F_{(2.94)} = 11.931$, $p < 0.0005$, $R^2 = .202$. Both independent variable did not successfully engage in the prediction, $p < .05$

5.7 Answering Research Questions

5.7.1 Research Question1

What is the impact of coaching on the intention to remain or leave the organisation?

Figures and tables above shown the relationship, the multiple regress analysis has reveal the data related to the independent and dependent variables which shown training and coaching on the dependent variable. This does not have significant impact on employee retention in Mark and Spencer. The results on other analysis conducted on coaching have shown low to moderate rate. The high value shows the tendency of employees staying within the organization, while a low value would mean that the employees have the tendency to leave. The analysis conduct signifies a low level of internal consistency for the scales. This means coaching might improve retention and there is no tendency for an employee who have been coach on a role to remain or not to remain in the organisation. Based on the analysis conducted on the multiple regression and other analysis has shown that coaching does not have significant impact on retention. Therefore, it suggested that coaching does not have impact on employee's decision to leave or stay in the organisation. Eggers and Clark (2000) recommend coaching as an effective tool for retention; it ensures positive success and good management in developing employee's skills, motivating employees to be active in their roles. Feldman and Lankau (2005) outlines coaching as tools to enhance performance and bringing out the right potentials, helping in measuring the effectiveness of the job role in the organisation. Coaching is way of improving employee's capability based on their intelligences, it is a way of improving organisational goals (Goleman, 1998) recommended that for an employee to remain with an organisation, the organisation has to add boundless of package with high pay and benefits. Gunnigle, et al., (2011) review that many researchers have tried to identify what aspect does retention embrace? Solution are yet to discover; therefore, retention is unpredictable. Higher pay and attractive benefit normally encourage the employees to stay with an organisation. This means coaching does

54

not determine the intention of employee leaving or staying in the organisation without adding other factors shown in the literature review.

5.7.2 Research Question 2

What proportion of staff receive training and development generally, and what proportion receive coaching?

Based on the analysis conduct on the scale descriptive characteristics, scatter plots, and pearson correlations in the study. It indicates high percentage of staff who received training and development and coaching in the organisation as a high rate, which impact moderate rate retention. The pearson correlation in table 10 above, shown a high numbers of staff received Coaching, this indicate '0.715**' The proportion of staff who received training and development in the organisation indicate '0.339** which was moderate association. The analyses shown male received coaching than female in the organisation. '.715**', and '-.221' for Retention variable, the correlation analysis for coaching to female is '.339**' and '-080' for Retention variable. The proportion of staff both male and female who receive training and development and coaching in Mark and Spencer was high. There is tendency of high numbers or all employees has received training and coaching which reflect in the analysis. According to (Lorette et al 2006), training and development is to encourage both new and old employees to improve and be effective in their performance and for the development of the organisation. While Goleman (1998) review that in the business environment, coaching is to enhance retention, reducing high turnover, it enhances competency and strengthen the performance of employees and the organizational goals. Based on the analysis conducted on the study high proportion of male and female have received training and development including coaching in the organisation.

5.7.3 Research Question 3

What proportion of leavers in the last year have received coaching?

Based on analyses and information gather in the study, high proportion of leaver might have received coaching in the organisation. Mark and Spencer uses coaching as daily assessment to enhance the employees in their different roles (Mark and Spencer, 2015). Eloiuise Leonard-Cross (2010) review the important of coaching as method used in developing

55

employee's skills right from the front-line to top employees in the organisation. Therefore, almost all leaver in the organisation must have received coaching, because coaching is a daily activity in Mark and Spencer. The company uses coaching appraisal on their newly and existing employees, employees are coached every morning on how to deal with customers in a friendly manner. Their top managers are send to headquarters on coaching training every six months, coaching is one of the strategies used in training employees in the organisation (Mark and Spencer, 2015).

5.7.4 Answering Research Question 4

What other factors influence employee's intention leave or remain?

The above analyses on figure 1and 5 indicates a high value in training and coaching improve retention in the organisation. That means training and coaching improve retention, which might encourage an employee to remain in the organisation. The multiple regression has indicated training and coaching and indicated that training and coaching have no significant impact on employee retention in Mark and Spencer. However, other factors shown in the study through the literature review, which was financial and non-financial rewards, good payment, a conducive working environment and good communication, can influence the employees to remain in the organisation. Therefore, factors that may influence employee to leave or stay in the organisation will be lack of management and if these mention factors not implemented, this may lead to employee's leaving the organisation especially if they get a better offer from the competitors. Ulrich and Smallwood (2003) recommend financial inducement and intrinsic rewards and to identify employee's goals, by giving them demanding work. This will make the employees feel valued in the organisation and encourage them to stay rather than leaving the organisation. Bashir and Khattak (2008) suggested different strategies to appreciate employee's effectiveness, improving their skills and satisfying their needs would motivate them to remain within the organisation rather than to leave. When employee is happy it reflects in the output, which enable the organisation to achieve its strategic goals.

5.7.5 Research Question 5

Is lack of effective training and development? Alternatively, coaching cited as reason for leaving by leavers from Marks and Spencer.

Based on the analysis and literature review conducted in the study, it shown in the analysis conduct on the multiple regression that training and coaching does not have significant impact on employee retention in the organisation. That means training and coaching does not determine if employee will leave or stay in the organisation. Choo and Bowley (2007); Jehanzeb and Bashir (2013) recommend that training and coaching is not only in relation to work-related development. It relates to inspiration of decision, feeling and performance, which is a pathway for the employees to obtain new skills and creating an advancement towards their attainment in the organisation. Garg and Rastongi (2006) argued that training and coaching cannot determine if the employees will remain in the organisation or not and suggested other factors like, both financial and non-financial rewards, good payment and conducive working environment. Lack of these mention factors can cause employees to leave the organisation. Based on the investigation gather in the study, lack of effective training, development, and coaching including other factors shown in study can cause employee to leave the organisation.

Chapter Six-The Findings and Discussion

6.0 Introduction

This section outlines the overall view of the dissertation structures, discussing the finding base on the literature review and the outcome of the survey. Analysing and discussing the research questions. The findings and recommendations are for future improvement on training and coaching on employee retention in Mark and Spencer. However, the data and findings gather in the study indicates training and coaching as one of the factors that has no significant impact on employee retention in Mark and Spencer.

6.1 Research Framework

Based on the above study, the designed study was to investigate the impact of training and development, an examination of the role of coaching on employee retention in Mark and Spencer, Dublin. It was to analysis the importance of training and coaching. How it influences and improves retention in the organisation. During the findings, other factors that may encourage the employees to remain within the organization was reveal in the study.

6.2 Research Findings

Based on the above study, the findings illustrate the effect of training and coaching on employee retention. The scale reliability conducted on training and coaching reflected negatively on the reliability statistics of retention, which shown 0.414 on the items of 10 responses. This signify that it is not only training and coaching that inspires employees to remain in the organisation. Which means there is needs to implement other factors in order to encourage and improve retention in the organisation. The scale descriptive shown the whole employees, indicating as more people receive training and coaching, it leads to an increment on retention. This suggested training and coaching impact on retention, therefore, there is tendency for the employees to remain or leave the organisation. The scatter plots shown and identified the importance of training and coaching of employees in their role. It reflected that, as more employees were train and coach. The more they are motivated to remain within the organisation, which reflected in the analyses. The pearson correlation values shown that training and coaching has moderate association of. '.715**', and '-.221' for Retention variable, the correlation analysis for coaching to female is '.339**' and '-080' for Retention variable. The proportion of staff both male and female who receive training and development and coaching in Mark and Spencer was high. There is tendency that the training and coaching will improve retention in the organisation, which reflect in the analysis. Which means training and coaching shown as one of factor. This suggested that employees might like to stay and work within the organisation. The multiple regression conducted gives a result of the training and coaching. This indicate that training and coaching cannot decide retention. A multiple regression conducted to predict employee retention from training and coaching. The model was a good fit for the data, $F_{(2.94)} = 11.931$, $p < 0.0005$), $R^2 = .202$, both independent variable did not successfully engage in the

prediction, p < .05. The result shown was not fit for the data. It indicates in the analysis that training and coaching have no significant impact on employee retention in Mark and Spencer. However, based on the analysis and the literature review conducted on the study, its outcome related to some of the hypothesis questions that was previously ask in the study. Which was H2: Coaching has no significant impact on employee retention in an organisation.

6.3 Findings Related to Coaching, Training and Development and Other Factors

Based on the analysis conducted in the study. Training and coaching revealed as moderate strength as association between Training and development on Employee Retention. '380**' and the second value indicates that result is statistically significant '.000 which means it is unlikely that the results are due to chances; the moderate strength association between Coaching and employee retention was '387**' the result was statistically significant '.000' meaning it was unlikely and result was due by chance. Suggesting other factors in order to encourage the employees to remain within the organisation. From the literature review, it indicates that training and coaching, is one of the factors used by organisations to encourage employees and it has an impact on retention. However, Garg et al., (2006) argued that training and coaching alone cannot inspires employee to remain within the organisation without other factors like; different rewards strategies, good payment, conducive working environment and effective communication between the employees and managers. The employees can leave if they get better offer from a competitor who can offer the above mention factors. Any organisation that appreciates the effectiveness and meeting up with the needs of the employees will definitely inspire the employees to stay in such organisation.

However, this study has revealed the impact of training and coaching on employee retention in Mark and Spencer. Majority of the employees have received training and coaching, these seems to be a way of inspiring employees to remain in the organisation. The open-ended sought to answer and shown other factors that will motivate the employees in Mark and Spencer. This is to encourage them to remain within the organisation after undergoing the training and coaching program. Saks et al., (2012), Govaets et al., (2011) indicates in the review that other factors that may affect retention. A conducive working environment and reward packages, appreciating the effectiveness of employees and good pay, this might encourage employees to stay and work in the organisation after undergoing the training and

coaching programs. Some of the answers given by the participants in the open-end questions were as follow; communication between workers and managers, Flexibility and work life balance, career development, good environment, Future Job security and Good pay, was some of the factors indicated by the participants.

6.4 Conclusion

This part discussed the overall finding in the research, through the process of analysis. The analysis conduct through questionnaires, data was analyzed by exploring the relationship between the variables through scatter plots, pearson correlation and testing difference between variables. Using multiple regression in testing the independent and dependent variable. The result shown on training and coaching have no significant impact on employee retention in Mark and Spencer. Therefore, the effectiveness of training and coaching based on how the organization is manage and attend to other significant factors. It not only training and coaching, other contributory factors taken into consideration. It suggested that Mark and Spencer should invest more on human capital because employees are resource toward the accomplishment of the organization growth. Other factors shown through the literature review was on how to encourage employees to remain in the organisation after the training and coaching programs and to strengthen the organisation to be ahead of its competitors. Saks and Burke (2012) recommended a conducive working place as a factor that can give encouragement to employees to work and remain in the organisation. Govaerts, et al., (2011) recommended employees satisfaction and job security with both financial and non-financial rewards as way of encouraging the employees to remain rather than leaving the organisation. Karthikeyan et al., (2011) recommended human resource management as an important way of managing employees and assisting the organisation structure an effective training and coaching structure, in order for the employees to be trained and coached appropriately. This is to encourage the employees to work effectively in their roles and remain within the organisation. It is very important to implement these mention factors to make the training and coaching more meaningful in the organisation.

6.5 The Implications and findings

The analysis may have shown a positive or negative relationship in relation to training and coaching on employee retention, it is significant to know that training and coaching is one

60

of the factor. Although analysis conduct by the researcher shown that the model was not fit for the data, which was observe. However, other factors like; rewards, good payment, a conducive working environment and good communication between the employees shown as some of the significance factors which was review in the literature review conducted by the researcher. The implication of the results suggested that Mark and Spencer should implement different strategies through the help of human resource management to train and coach employees in their different skills and implement both financial and non-financial reward to encourage employee retention in the organisation. Mustapha (2013) recommended that coaching would not encourage retention, if the employees were not satisfied with job security, organisational culture, good communication, rewards. An active human resource management needs to implement different strategies in developing the employee's skills with strategic structures. This will encourage the employees and empower the organisation to achieve its strategic goals and be ahead its competitors in the industry (Mustapha, 2013). However, the outcome of the research provides more detail on training and coaching and its impact on employee retention. In the literature review, most are relevant to the study objective while some are subjective. Some of the participants do not response properly; they just decide to fill the questionnaires with less concerned attitude, showing no interest to go through the questionnaires properly, which reflected in their answers.

6.6 Summary

This chapter investigate the overall framework of the study related to the results, which was successful through lots of literature review, measuring what is already in existence. The findings on this study shown training and coaching on employee retention in Mark and Spencer do not fit the data, it indicated that training and coaching have no significant impact on employee retention. However, the literature review in the study indicates training and coaching as one of the factors that motivate employees to remain in the organisation. It shown how coaching employees in their roles encourage them to stay within the organisation. Which seems to be good strategy to inspire employees to be active in their roles and motivate them to remain in the organisation. The analysis and other factors shown in literature review will strengthen the organisation to achieve its strategic goal and its competitive advantage in the industry.

Chapter Seven-Conclusions

7.0 Introduction

This chapter presents the recommendation and conclusion for the study. It provides details about the implication of the findings, including personal learning statement. The aim of the research study was to investigate the impact of training and development on employee retention, an examination of the role of coaching in Mark and Spencer. The findings and the implication has shown on the results of the analysis. The implication and suggestions are on how to improve on the gap and create awareness for future researchers in relation to the impact of training and coaching on employee retention in Mark and Spencer in the study.

7.1 Further Study

This study has identified numerous areas, which was not fully investigate due to time limit. Other factors indicated was reward, good payment, conducive working environment and effective communication between employees and managers. Investing on employee's skill was another area to encourage employee to stay in the organization. A well skilled and experience employees are like an asset to the organisation, it improves productivities and good service that will attract the customers to be more confident in doing business with the organisation. More investigation on the area of rewards and employee's skills in relation to employee's satisfaction, conducting internal and external review with the help of the human resource management. The use of qualitative analysis would have enable the researcher to assess the employees. Seeking their personal opinion and feelings about the topic. This will give the researcher an opportunity to interview individual separately and feel their feelings through their body language. Which could have authorized the researcher to known how the employees feel about the management of the organisation, how each department is managed, more information could have been gather rather than what they have responded to in the questionnaires.

7.2 Research Strengths/Limitations

This thesis has been successful with good discovery. However, not without limitations which was mention earlier in the study, by using quantitative analysis in gathering data from huge numbers of participant's employees from Mark and Spencer in addition with structured questions, which may not have given sufficient space for description.

7.3 Strengths

The study was well design for the findings of the research using the appropriate process to generate the questions for the target population in Mark and Spencer. There are documented facts about the content of the application for survey structure for the future researchers, which is easy to analyse, it can be reliable and accurate. Perhaps the study can be duplicate in different inhabitants to confirm the findings, which has given future researchers a good insight of how to improve what has previously completed.

7.4 Limitations

The researcher has used primary and secondary data literature relating to the topic, which may be difficult to assess and understand the context of the phenomenon. It may be tough to get the required participants for the study, which may affect the results of the study. However, the use of both qualitative and quantitative may create more chance for the researcher to obtain complete awareness of the participant, especially the use of qualitative method. This could have given the researcher an opportunity to interact with the employees and examine their feelings, which might have given the research more idea about the topic. Qualitative research gives that opportunity of communicating on one on one. Interacting with the employees and know how each of the department are been manage by the managers. Some of the variable of the study not tested due to time limit, which might affect the findings. This involved spending a lot of money in printing the questionnaires and transportation to meet with the participants. Some demonstrated unrestrained behaviour that may provoke the researcher. Nevertheless, the researcher has to be patient with them in order to get the accurate findings that will help in the research study.

7.5 Personal Learning Statement

The analysis conducted in this dissertation has given me an understanding and confidence to accomplish any task no matter how challenging it is. The study has made me to be more committed, focus and determined. The project was so challenging I almost give up. Hence, I was so dedicated and patience, focus has helped me to accomplish my goal. The beginning of the project was tough, but with the help of the staff and my supervisor, I was able to pick courage. At the start, I thought it was easy to write dissertation until the organisation I used started promising different date without giving me a concrete feedback for six weeks. I began to have fear until they respond to my request, that easy my stress. Some of the challenges I faced in writing this project was the used of SPSS it was so stressful for me to interpret and linked it together with the literature review. Most time I was confused and I wanted to defer the project because I became sick, just because of the stress and the fear. The analysis part was the major challenge in the process of completing the thesis. I have never used SPSS before. I proposed qualitative method, the organisation I choose refuse to grant me the opportunity to interview the employees. The human resource manager in charge only allowed questionnaires, I was really challenge in getting the data analysis, but I was able to overcome it through the help of the academic staff, textbooks and the YouTube video. However, I have learned many new things through the literature review; the SPSS analysis towards the completion was tougher. I have learned to understand the impact of training and coaching; it helps in developing the business and encouraging the employees to be more active in their roles. However, training and coaching alone cannot motivate employee to stay or leave in the organisation. The result of the research has given me different perception and made me more organise and increase my academic thinking.

7.6 Recommendation

Based on the research conducted in the study, the impact of training and coaching of employees on employee retention do not really have an impact on retention the way I think initially However, it was observed training and coaching have no significant impact on employee retention without adding other factors that was discover in the literature review. It will be important for the organisation to consider other factors in order to satisfy and encourage the employees to remain within the organization after undergoing the coaching

and training programs. Despite the fact, that many organizations are investing in coaching and training of their employees do not make employees to remain in the organisation or leave the organisation. However, it is advisable to give concern to other challenges that employees might be facing in their life, which might cause them to leave their job even though their employers or organisation have spent a lot of money in training and coaching them on their field. Many employees are facing challenging in life that might have an effect on their psychological and emotional breakdown, that will lead to their leaving and this might be a great lost to the organization. It is advisable for employers to consider and look into the area of employing psychologist and qualify human resource professional who can give support and help the employees talk about their uncertainties. However, this study has talk about investing on human capital and using different strategies to encourage employees to remain within the organisation. By creating a conducive working environment for the employees, financial and non-financial reward, good communication between employees and managers. Using these factors will definitely increase positive impact on employee retention. Based on these factors, the employees will be satisfied and this will lead to increment in output. This also attract employees that are more skilled and building up the brand image of the organization, which is in the direction of competitive advantage.

7.7 Summary

Based on the conducted research in the study, it indicated that training and coaching does not have significant impact on employee retention in the organisation. Therefore, there is needs to consider other factors that have be mention above. Employees are happier when their personal issues are being consider. This motivate the employees to be more active in their roles, they will be encouraging to remain in the organisation. Therefore, the organization should be strategic in integrating on coaching and other strategic factors, in order to achieve the organizational goals and satisfying the employees. However, it indicated that training and coaching have no significant impact on employee retention in Mark and Spencer through the analysis conducted. Therefore, the effectiveness of training and coaching is based on how the organization is manage, attending to other significant factors. Not only on training and on coaching, other contributory factors should be considered. It is suggested that Mark and Spencer should invest more on human capital, because employees are resource toward the accomplishment of the organizational development.

65

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Appendix A: Research Information

This letter is to communicate with the participants in an understandable language about the study and to assure them of maintaining their confidentiality. The nature outcome and any expected risk explained to them. It is mandatory for me to carry out a research study as part of the requirement for my masters in human resources management in the National College of Ireland. The study is to examine the impact of training and development on employee retention, an examination of role of coaching on employee retention in Mark and Spencer, which will involve the collecting of data from participants through questionnaires. The investigation will highlight possible association among the variables, whereby the questionnaires will take about 15 to 20 minutes and the answers will assist to identify the relationships and differences.

Taking part in this study will require information of group of people, nor of the participant is under any onus to participate but under voluntarily. Whereby a consent form given to you and you can choose to discontinue at any time. Privacy assured and your information and identity will not appear in this thesis but if any identity will appear, it will be unknown and all data collected kept for period of the study within six months and destroyed. The results of the research presented in the thesis and submitted to National College of Ireland. This might published in research journal.The conceivable risk in this study is the demonstrative stress, which respondent can experience in the course of completing the form. However, there are no negative consequences predicted. The National College of Ireland ethic committee has approved the study. Please if you have any query about the study don't fail to contact me on *julietizevbigie@yahoo.ie*

Appendix B: Consent Form

Please tick yes or no in the box

I agree to take part in the study having read and understood what the study is about Y/N

I am participating out of my free will Y/N

The researcher is given the permission to document, record and publish results from questionnaire if need be Y/N

I gave my consent to futures students to use the published outcome of the study Y/N

I understand that I can withdraw from the study at any time without any penalty Y/N

I can withdraw the data collected from me within two weeks Y/N

I know that anonymity be ensured and identity veiled Y/N

Appendix C: Questionnaires

Demographic Information

1. What is your gender?

Male

Female

2. What is your age?

25 or under

26-40 years

41-50 years

51years- above

3. What is your marital status?

Single

Married

4. What is your educational level?

Primary school

Secondary school

Vocational/technical school

College degree

Master's degree

Professional/doctorate degree

Others

5. What is your length of service?

1-2 years

2-5 Years

6-10 years

More than 10 years

6. Are you full-time or part-time?

Full-time

Part-time

Question on Training and Development

Have you been trained before? Y/N

Please rate how much you agree with the following statement:

1=strongly disagree; 2 =Disagree; 3 =Do not know; 4 = Agree; 5 = Strongly Agree

1. This organization conducts thorough/extensive training and development program for employee

1 2 3 4 5

2. Every year the company conducts training and development program for each employee 1 2 3 4 5

3. This organization identifies training needs through a formal appraisal mechanism and conducts training for employees based on that1 2 3 4 5

4. This organization provides training programs to teach employees skills needed   1 2 3 4 5

5. Effective training and development adopted in this organization help in retaining me in this company1 2 3 4 5

6. Training and development has an impact on my stay in this organization1 2 3 4 5

7. Training has helped me in performing better1 2 3 4 5

81

8. Training is important to me   1 2 3 4 5

Question on Coaching

Have you been coached before? Y/N

Please rate how much you agree with the following statement:

1=strongly disagree; 2 =Disagree; 3 = don't know; 4 = Agree; 5 = Strongly Agree

1. Coaching has had a positive impact on my stay in this company   1 2 3 4 5

2. Coaching in this organization has enhanced my skills and my reason for staying in this organization1 2 3 4 5

3. Coaching has given me a clearer direction of things   1 2 3 4 5

4. I am more confident in my work after being coached   1 2 3 4 5

5. Coaching is important to me   1 2 3 4 5

6. The coaching scheme of this company has influenced my stay in this company   1 2 3 4 5

7. I am satisfied to stay in this company as long as I get the right coaching   1 2 3 4 5

8. I am satisfied and will stay in this company so far I get the appropriate coaching   1 2 3 4 5

 9. Coaching is an important factor that has impacted my stay in this company   1 2 3 4 5

Question on Employee retention

Would you want to remain with the company? Y/N

Please rate how much you agree with the following statement:

82

1=strongly disagree; 2 =Disagree; 3 = Do not know; 4 = Agree; 5 = Strongly Agree

1. I am planning to work for another company within a period of two years1 2 3 4 5

2. I am satisfied with the work I do within this company   1 2 3 4 5

3. If I wanted to do another job or a change in career, I would first look for opportunity within this company   1 2 3 4 5

4. Working is all that matters to me, it does not matter if am in this company or not 1 2 3 4 5

5. I foresee myself in this company for a long time   1 2 3 4 5

6. I would always choose to work for this company if I were to start again1 2 3 4 5

7. I love to work for this company1 2 3 4 5

8. If I get an attractive job somewhere else, I would take the job1 2 3 4 5

9. I have previously checked out a job in another company1 2 3 4 5

10. My job is very important to me1 2 3 4 5

Appendix: D

1. What factor has influenced your stay in this company?

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……………………………………………………………………………………
……………………………………………………………………………………
……………………………………

2. Do you think coaching is an important factor that is responsible for your stay in this company? If yes, please explain

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3. What factors do you feel should be put in place by your company to ensure your retention?

What type of training method do you prefer?

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4. Do you think a lack or ineffective training is the reason for past employees leaving this organization? if Yes, please explain

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