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The Impact of Employee Training and Development on Organisational Performance of Bentley Motors.

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1.0. Introduction

All companies are established businesses to achieve sustainable growth in the long-term. All companies are rendering all sorts of efforts to improve the organisational performance. In the current business environment, organisational performance is highly linked with the skills and abilities of employees. As a result, in improved employee performance, an organisation cannot achieve expected growth and business performance. Therefore, training and development is an important concern for all organisations. Different training and development techniques are used by companies to improve the performance of employees. Dana (2016) argued that companies set up training and development facilities considering the job requirements and business objectives. The essence of training and development cannot be ignored by organisations to improve organisational performance. In the modern business world, companies are not assigned employees in multiple work stations. Bridge (2017) claimed that when an employee is involved in different types of works, the performance is not got as expected. As a result, companies are involved in specific training and development for improving employee skills for specific work. Bentley Motors is the UK based reputed automobile brand where training and development of employees is one of the core concerns. Therefore, this research will be conducted to understand how the business performance of Bentley Motors is impacted by employee training and development.

2.0. Literature Review

The competition in the domestic and global environment has increased in the last couple of decades. Companies are taking many initiatives to achieve a competitive advantage to create a strong position in the market. Companies are also giving more focus on employee performance to achieve competency. Eberl (2015) argued the focus on employee performance is increased by the companies because employees are a vital asset for the companies. Managers are realised that good training and development can share the skills and knowledge of an employee so that the given tasks to the workers can be done properly. As a result, training and development are incorporated with the business objectives of organisations.

Training and development concept

All employees need specific knowledge and appropriate skill to complete specific tasks in an organisation. Armstrong (2017) argued that every organisation has specific job requirements and performance expectations from the workers. In a similar industry, there has variation in task requirements so that when a worker is switching the job to another company, they need to adjust their skills according to the new job. Dayal (2016) said that training and development is the process of shaping the skills and knowledge of an individual according to the needs of the organisation. Aswathappa (2015) argued the training needs of an employee does not mean that the/she is unskilled rather training and development are given to the employee for adjusting their skills to complete particular tasks. A skilled worker may need training and development because the nature of jobs is changing over time. For better performance and productivity of workers need to be adjusted to changing situations. Training and development are essential for all workers to adopt new skills or upgrade current skills. Condrey (2016) expressed that training and development is the effort of overcoming the limitations of an individual in the work. Also, employees need training and development to update their knowledge and skills in new situations. Skill development is a continuous process that is used to improve the adaptability or employees with new behaviour and situations. Dale (2018) argued that pre-plan actions about training and development are necessary to achieve expected behaviour and performance from the employees that allow employees to perform the given job effectively. Dessler (2017) expressed that training supports employees to enhance the essential knowledge and skills to perform the job responsibilities and development supports employees to improve their attitude and behaviour to the works. All organisations have specific job requirements so they set a training and development programme regarding the job requirements. Improve organisational performance is one of the core objectives of all organisations. Farnham (2018) claimed that training and development are linked with the organisational performance because the productivity of workers is directly affecting the performance of organisations. Hume (2015) argued that an organisation may have sufficient tangible and intangible resources but the organisation needs a skilled workforce to utilise the resources effectively. The skills and knowledge of workers are improved by training and

development. Thus, the performance of an organisation is impacted by the training and development efforts of Bentley Motors.

Importance of training and development to organisational performance

Training and development are important for achieving expected organisational performance for different reasons:

- **Improvement of employee performance**: All organisations want specific outcomes from workers that fulfill the job requirements. Lasater (2018) said that the commitment, workability, and obligations towards the job of workers can be achieved training and development efforts of an organisation. These initiatives increase the confidence and motivation of workers to get the job done effectively.

- **Identify weaknesses and potentials**: Every worker has specific potentials and weaknesses. Hashim (2017) argued that training and development are effectively worked when the potentials and weaknesses of workers can be addressed properly. All workers do not need the same training and development activities. Some employees need training for overcoming weaknesses and some employees need training to improving potential skills. Training and development need assessment assists organisations to identify essential weaknesses and potentials of workers.

- **Motivation and job satisfaction**: Motivation and job satisfaction of workers is increased through training and development. Ketchen (2018) claimed that when workers are given proper training, they can feel the confidence that motivates them to complete the work successfully. When workers get proper training and development opportunities in and organisation, it increases job satisfaction. Eventually, the overall organisational performance is increased.

- **Employee retention**: Skilled and experienced workers are valuable assets for all companies. Liff (2017) expressed that all organisations give preference to skilled and experienced employees in the company and try to retain them for a longer time. All workers have the intention to improve their career in the organisation in which training and development facilities attract talents. Therefore, the employee

retention rate of an organisation is increased that reduces the cost of hiring new workers and the cost of training.

Different types of training and development programme

Organisations e.g. Bentley Motors set training and development activities considering the job needs of workers. Lewis (2016) argued that provide training to the workers about different jobs does not provide an effective result to the organisations. If a worker is involved in multiple jobs at the same time, he/she does not provide a hundred percent effort in either job. Different types of training and development programmes are used by organisations:

Technical training: The purpose of technical training is used to improve the technical and mechanical skills of workers. Technical training increases specialised knowledge and skills of workers to complete sophisticated tasks (Kulhan, 2017). For example, this training programme is used by Bentley Motors for the workers who are worked in the production lines.

Sales training: This training is given by an organisation to the salespeople who are communicating with target customers and encourage customers to purchase the product or service of a company.

Career development: Development of a sustainable career is challenging work for employees. Career development training assists workers to understand personal potential and weaknesses and engage in self-development (Lockwood, 2019). All workers are allowed for this training in Bentley Motors.

Management development: Managers and leaders are the core persons who are utilising the all resources of an organisation to achieve the organisational objectives. An organisation is operating in different situations so that managers and leaders are needed to make different plans and strategies for achieving organisational objectives (McQuaid, 2013). As a result, a managerial development training programme is used by many companies including Bentley Motors.

Training and development methods

Every organisation is providing training and development for the workers to adapt to job responsibilities and workplace. () argued that companies provide structured and non-structured training to the workers. Some training methods are:

On-the-job training: A very common and universally practice training method is on-the-job training. Miller (2018) expressed that on-the-job training is very effective for workers to adapt to current work requirements. In this method, workers have improved their skills by doing the job practically in the workplace. Naylor (2018) claimed that on-the-job training is useful to make familiar the workers with the current job position and organisations can understand the training needs of workers. For example, Bentley Motors uses on-the-job training for workers through planned progression, team-building exercise, coaching, job rotation and others process.

Off-the-job training: Another training method is off-the-job which is conducted by sending workers outside the workplace to improve skills and knowledge. Moore (2017) argued that all workers are not allowed off-the-job training of an organisation and specific people are given the training opportunity. Off-the-job training is a costly method and generally, senior workers are allowed for this training to achieve knowledge and skills about new things in the external environment. Norman (2017) claimed that the key benefit of off-the-job training is increased the skills and qualification of workers on a wider scale so that workers can adjust quickly with the organisational change. For example, Bentley Motors uses different off-the-job programme such as further education, sensitivity exercises, send workers to seminars and conferences, advanced training, and others.

Training and development models

ADDIE model: This model has explained five steps of training and development programme to improve workers' performance through training (Rau, 2014).

- **Analysis:** The job is analysed in this stage to determine the skills requirements to complete each job of the organisation.

- **Design**: In this stage, the learning goal of each training and development activity is established.
- **Development:** The arrangement of resources is conducted in this stage to accomplish learning goals. The resources are included trainers, coach, course plan, training materials and others.
- **Implementation:** In the stage, the situations or circumstances are determined to provide training and characterise the direction of learning outcome through an appropriate plan.
- **Evaluation:** Finally, the effectiveness of taken training plan is assessed and measures whether the training programme can achieve organisational expectations or not. If the assessment provides a positive result, the training plan is going to be executed.
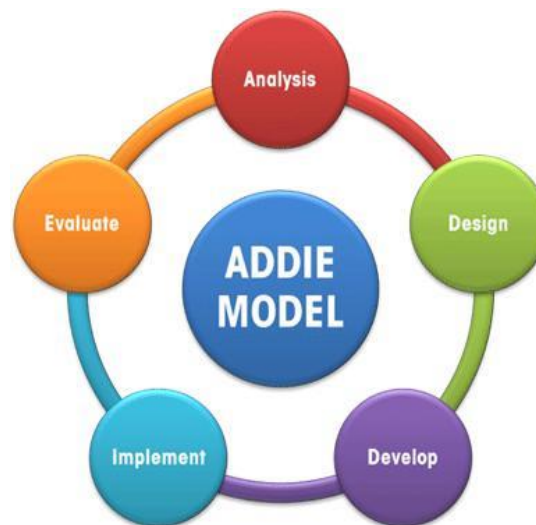

Figure: ADDIE model
Source: (Stahi, 2014)

Relationship between organisational performance and training and development

The fundamental purpose of training and development is shaping and improving the current skills of workers according to the job needs. When employee performance is increased, it directly affects the organisational performance. Lookwood (2019) argued an organisation may have sufficient resources but if the workers are not skilled that

organisation cannot utilise resources to achieve the business objectives. Training and development improve employee knowledge and skills so that organisational resources are properly used. As a result, the cost of business is within the control of the organisations and the productivity and business performance are increased. Liff (2017) claimed effective training and development activities can satisfy the customer through quality products and services. Also, the employee retention rate is increased that declines the human resource cost of an organisation. Thus, there has a positive relationship between organisational performance and training and development.

3.0. Research aim and objectives

Aim: A clear determination of the research aim is a fundamental step of a study. The research aim clearly states the core purpose of conducting work. In other words, what a researcher wants to achieve after the completion of a study is expressed by the research aim (Ketchen, 2018). This research aims to investigate how Bentley Motors organisational performance is influenced by employee training and development.

Objectives: Besides the core purpose, research work is also exploring some additional issues. Research objectives sort out the list of additional intentions that a researcher wants to know from the study. Eberl (2015) expressed that research objectives are supportive of the aim of research work and there should be a relationship. This research includes the following objectives:

- To gather knowledge about the concept and importance of training and development for Bentley Motors.
- To learn about various methods of training and development programme are used by Bentley Motors.
- To explore the relationship between organisational performance and training and development.
- To gather an understanding of how Bentley Motors' performance is affected by employee training and development efforts.

Research questions and hypothesis

Research questions: It refers to the answerable inquiry by research to particular issues or concerns. Bridge (2017) clarified that research questions are shown in the direction of the researcher about the primary aim and objectives of a study. The research questions are developed to find out the answers to specific issues related to the research topic. This research will be answered the following questions:

- What the various training and development methods are available for organisations?
- How employee training needs are determined by an organisation?
- How Bentley Motors gets benefitted from its employee training and development initiatives?

Hypothesis:

H1: Bentley Motor's performance is improved by employee training and development.

H0: Bentley Motor's performance is not improved by employee training and development.

4.0. Research Methodology

Research methodology is an important part of all kinds of research work. Research methodology provides a systematic direction to a researcher about the study to confirm reliable and valid outcomes that meet the research objectives and aims. Dayal (2016) explained that research methodology is justified the techniques and methods of research to achieve research purposes. An appropriate research methodology for a study gives scientifically sound findings and ensures the reliability of the findings to others. :

Research philosophy: It refers to the way of gathering data, analyse, and interpret data for conducting a study by a researcher. Aswathappa (2015) clarified that research philosophy deals with the data of a phenomenon and nature, source, and knowledge development through data collection, analysis, and use. According to Condrey (2016),

epistemology and ontology are two philosophical dimensions that are related to knowledge nature and development. Epistemology describes the belief of researchers on the manner of making, understanding, and using the knowledge that is seemed to valid and acceptable. Dale (2018) argued that epistemology is useful for the research that is concerned with the nature of knowledge and various ways of achieving knowledge. In contrast, ontology describes the presence of reality in the independent and external social actors and assumes that social actors are contributed to the social phenomena. Kulhan (2017) argued that ontology is used for the research that is concerned about the nature of reality and objective and external social actors.

Positivism and interpretivism are two dimensions of ontology. Interpretivism is used by a researcher when the research issue is used subjective and non-statistical judgment for the real analysis. McQuaid (2013) said that observation, theories, case study, experience, interview, etc. are used is interpretivism because this philosophy does not follow a structured process. In contrast, positivism is used by a researcher when the research issue is used objective and statistical judgment for the real analysis. Moore (2017) said that positivism is structured, facilitate replication, quantifiable, and allows statistical facts and figure to test the hypothesis. So, positivism will be taken for this research to test the hypothesis that Bentley Motors' performance is affected by employee training and development.

Research method: It is essential to select an appropriate research method to get valid findings from a study. Qualitative and quantitative are two methods of research that are used commonly in all researches. Qualitative method refers to the non-statistical research that uses subjective judgment based on data analysis and interpretation. Naylor (2018) expressed that the qualitative method is used theories, interviews, experience, observation, case study, and others to data collection, analysis, and explanation. Qualitative method is appropriate from generating ideas and theories through observation and interpretation. Qualitative method is unstructured and findings are subjective.

Quantitative method refers to the statistical research that allows objective judgment based on data analysis and interpretation. Ormrod (2016) argued when research is

conducted to get answers to research questions or hypothesis testing, quantitative method is appropriate. In the quantitative method, population and sample survey is used for data collection and interpretation. This research will conduct a hypothesis test to get the answer to research questions. So, the quantitative method will be used in this study.

Research approach: It refers to the sequence of collection of data, analyse, and interpret the findings. Deductive and inductive are the most used research approach. Miller (2018) said that the inductive approach is used qualitative methods and is subjective judgment in nature. This research approach is permitted themes, theories, models, ideas, and concepts for achieving research objectives.

Ketchen (2018) said that the deductive approach is used as a quantitative method and is an objective judgment in nature. Deductive approach is useful for hypothesis tests using the primary data collected for the research and develops findings. So, this research will be used deductive approach for valid outcomes.

Time horizon: Longitude time horizon refers to collect data for a long-time period using the observation method. Hashim (2017) argued that longitude data is appropriate for the experimental purpose to understand the behavioural attitude of the research subjects. In contrast, cross-section data is gathered for a specific time frame using surveys, interviews, and other techniques. Liff (2017) argued that cross-sectional is appropriate for the study that intends to test the hypothesis. The allotted time for this research is 10 weeks which is specific and this research will test hypotheses about organisational performance impacts through training and development. So, cross-sectional will be used in this research.

Sampling: Every research needs data for analysis and interprets the findings of the research. Population and sample are two forms of data. Population refers to all entities e.g. individual, material and non-material within the research area (Moore, 2017). Population is useful for large scale research, non–academic purposes, costly and long-time period. For example, this stud population covers all workers, management, shareholders, customers and competitors of Bentley Motors.

Sample is the subset of population that means all sample is collected from the population. For academic research, the sample is useful and relevant for a researcher. Sample is less costly and easy to collect, analyse, and interpret. Farnham (2018) claimed that avoid bias in sample collection is a vital consideration for a researcher to ensure the validity of data and reliability of findings. Thus, Random sampling is the ideal sampling techniques for this research because it includes samples from all groups and characteristics included in the population. Random sampling represents different entities or social actors from all groups.

This research work is performed on a small scale so the sample will be gathered through a random sampling process. 100 samples will be collected for this study. The sample will be represented employees, customers and management of Bentley Motors.

Primary and secondary two processes are used for data collection. Secondary data will be collected for this study for developing the literature review. Secondary data include journals, newspapers, books etc. Primary data refers to the raw data that needs to be processed and interpreted. For this study, primary data will be collected from sample through the questionnaire survey method.

5.0. Accessibility

Accessibility indicates the method of interacting with people, companies and documents in psychological, social and physical circumstances (Lewis, 2016). Accessibility is performed in two techniques e.g. tradition access and internet access. Traditional access is included in interacting face-to-face with people. And, internet access is performed through interacting over virtual networks e.g. email, apps etc. Traditional and internet accessibility is jointly created hybrid access. This study will use a hybrid accessibility for better accessibility. To collect data for this study will be required accessibility. Accessibility for this study will be needed for company access e.g. visit Bentley Motors office, interact with employees and customers, and management for data collection. Internet accessibility will be needed to whom traditional access is not possible to conduct. Email and communication apps will be used for internet access.

6.0. Ethical issues

Ethics in research is an elementary part because different stakeholders are included in the research. Ethics is essential for pragmatic, instrumental, and moral reasons in research work (Norman, 2017). Moral reasons ensure that the personal and confidential data of the Bentley Motors and survey participants will not be shared or disclosed to the third party. Instrumental reasons ensure that this research will be maintained proper risks management e.g. data protection risk, social legal and economic risks. Pragmatic reasons ensure that this research will be properly followed the BPP University ethical guidelines e.g. avoid plagiarism and conduct a unique piece of research work.

7.0. Significance

Employee is an essential asset for an organisation. An organisation may have adequate financial, material and logistic resources but these resources are needed to utilise appropriately for achieving the expected result. All organisations have specific skills needed for different types of jobs in the workplace (Miller, 2018). Also, the external environment is changing and companies need to adjust workforce skills to adapt to changes. So, training and development activities for employees are essential HR task for all companies. Training and development activities are used by companies to improve employee productivity for the intention of improving organisational performance. So, this research significance is to investigate the relationship between organisational performance and employee training and development.

8.0. Deliverables

This research issue is understood by how Bentley Motors' performance can be influenced by employee training and development. This study is useful for the different stakeholders such as it fulfills the academic requirement of the research. The management of business owners and investors can understand the impact of training and development activities to increase company performance. This research project is expected that managers and leaders can be realised the effectiveness of training and development of workers for the improvement of the organisational performance.

9.0. Required resources

This research will be required different types of resources for collection of data, processing and interpretation. Data collection needs an internet connection, smartphone, funds for data collection. Data analysis will need statistical software. Different statistical software is available for a researcher for primary data processing in which SPSS will be used in this study. Data interpretation and final report preparation will require MS Word software and laptop/desktop.

10.0. Time Table

This study will be conducted for a definite period. It is to be noted that the schedule is important for research work to complete the study without deficiency. This study is allotted 10 weeks and the following Gantt chart is explained the schedule of this study:

Week	1	2	3	4	5	6	7	8	9	10
Establish research background	■									
Develop aim and objectives		■								
Research hypothesis and questions			■							
Literature review				■						
Methodology development					■					
Data collection						■	■			
Analyse data and interpretation and findings								■		
Formulate final report									■	■

11.0. Evaluation of the research plan

The evaluation of this business research plan is justified in the following:

Positivism philosophy: Positivism philosophy is structured and allows statistical facts and figures to test the hypothesis. This research has intended to test hypotheses to understand how Bentley Motors' performance is impacted by training and development activities. So, the research will use a positivism philosophy for this study.

Quantitative method: It is essential to select an appropriate research method to get valid findings from this study. This research will test hypothesis so statistical facts and figures are needed. Thus, primary data is essential and will be gathered from workers, managers, and customers of Bentley Motors. So, quantitative method will be used in this study to get appropriate findings.

Deductive approach: When research is statistical data and objective judgment, deductive approach is suitable in this circumstance. Deductive approach is useful for hypothesis tests using the primary data collected for the research and develops findings. So, the selection of a deductive approach by the researcher for this study is appropriate.

Sampling: This study will be conducted for academic purposes and on a small scale. The time and cost of this study are limited. So, random sampling will be used for this study to collect data from the workers, management, and customers of Bentley Motors. Random sampling is useful to ensure fairness in data collection from every population group.

Data collection strategy: Data will be collected from the participants through a questionnaire survey. The questionnaire will be included ten questions with specific answering options. So, the researcher can collect exact data and avoid unnecessary data.

Validity and reliability: Consider the validity and reliability of this research plan is essential to achieve the purposes of this study. To ensure the validity of this research externally, the developed findings will not be implemented in different industries and

study circumstances. Also, for avoiding irrelevant data collection from the survey, specifically designed questions will be prepared that cannot harm the interest and confidentiality of survey participants and organisation.

Reliability issue is aroused when data collection will take place using a questionnaire survey. The survey will be conducted in the free or idle time of participants so that they will answer comfortably. Objective view will be used in this study so the interpretation will be used considering analysed data.

Quality sources: The quality of this research will be ensured in every phase of the study. Literature review will be developed using internationally published journals, reputed newspapers and business magazines, and books. Primary data will be gathered using samples and will be analysed using SPSS to ensure appropriate findings.

Research Limitations: All sorts of valid and reliable measurement will be used in this study but some risks in research cannot be avoided:

- Bentley Motors has a specific data policy so that the company will not be exposed or provided confidential information that may violate organisational policies.
- This research will be performed in a small time and small scale so the external users of this research may question findings.
- The participants' answers on the questionnaire survey cannot be possible to prove whether the given answer accurate or false.

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