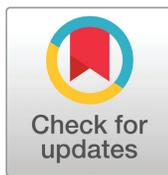


ORIGINAL ARTICLE

## THE ROLE OF TRAINING IN FOSTERING A SATISFIED AND COMMITTED WORKFORCE

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### ABSTRACT

This study examines the impact of training programs on employee satisfaction within Bajaj Allianz, Punjab a leading organization in the insurance sector. Utilizing a mixed-method approach that combines quantitative data collected through structured questionnaires and qualitative insights from employee interviews, the study aims to assess how training initiatives influence workforce morale, skill development, and overall job satisfaction. The findings indicate that training plays a crucial role in enhancing employees' work efficiency, boosting their confidence, and providing opportunities for career growth, which collectively contribute to higher levels of job satisfaction. Most employees expressed positive perceptions regarding the relevance, content, and delivery of training programs, recognizing their importance in improving performance and motivation. However, the study also identified areas for improvement, notably in the recognition and reward systems, which are vital for maintaining motivation and fostering a

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culture of appreciation. The research highlights that continuous evaluation and tailored training strategies aligned with employee needs and organizational goals are essential for maximizing the benefits of training programs. Based on these insights, the paper recommends that Bajaj Allianz focus on integrating effective recognition mechanisms, updating training content to reflect evolving industry requirements, and offering flexible learning options to accommodate diverse learning preferences. Implementing these strategies can lead to a more satisfied and committed workforce, thereby enhancing organizational performance, reducing turnover, and maintaining a competitive edge in the insurance industry. Overall, the study underscores the strategic significance of investing in comprehensive training and development initiatives to foster employee engagement and organizational success.

**Keywords:** Employee Satisfaction; Training and Development; Job Satisfaction; Human Resource Management; and Organizational Performance

### INTRODUCTION

In an increasingly competitive and dynamic corporate landscape, organizations depend heavily on their human capital to drive sustainable growth and innovation. Recognizing this, organizations worldwide invest

substantially in employee training and development to enhance skills, improve productivity, and elevate job satisfaction. Bajaj Allianz, one of India's leading insurance players, exemplifies this strategic focus through comprehensive training initiatives designed to equip its workforce with the requisite knowledge and competencies. The role of training in shaping employee perceptions, motivation, and job satisfaction has been well-documented in organizational literature. An effective training program can not only improve individual performance but also foster a sense of belonging, loyalty, and engagement. When employees perceive training as relevant, supportive of their career aspirations, and accompanied by proper recognition, their commitment and satisfaction levels tend to increase significantly. Despite this understanding, organizations often face challenges in designing and implementing training initiatives that meet diverse employee needs. Issues such as insufficient recognition, inflexible learning schedules, and content misalignment can hamper the overall effectiveness of training programs. As a result, organizations must continually evaluate and refine their training strategies to maximize benefits. The present study aims to evaluate the effectiveness of training programs at Bajaj Allianz in enhancing employee satisfaction. By examining employees' perceptions and identifying gaps, the research provides actionable insights into optimizing training practices to foster a motivated and high-performing workforce (Bhalla, Sidhu, & Kaur, 2017).

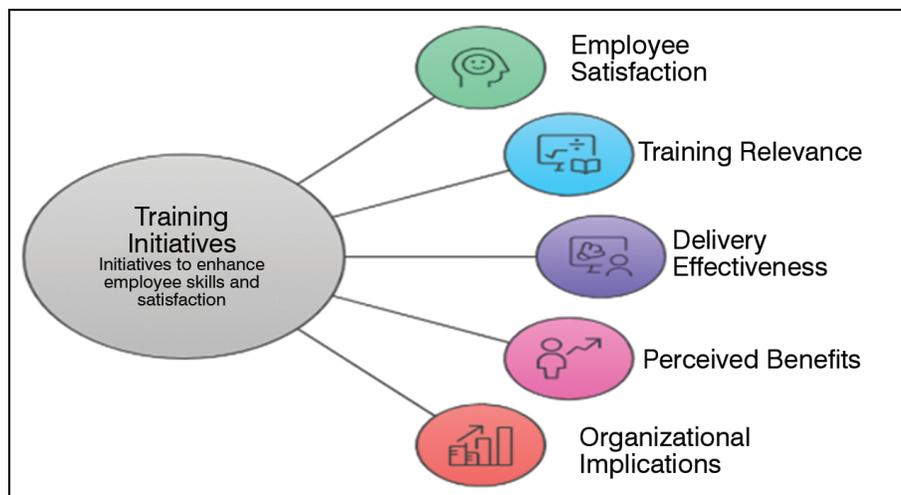


Figure 1: Unveiling the Impact of Training Initiatives

As depicted in figure 1, this study aims to explore the impact of various training initiatives implemented at Bajaj Allianz on employee satisfaction levels. By analyzing employee perceptions regarding training relevance, delivery effectiveness, and perceived benefits, the research seeks to identify key factors that enhance or hinder satisfaction (T6). The study also considers the broader organizational implications, including its contribution to employee motivation, workplace culture, and overall performance. Ultimately, understanding the dynamics of training and job satisfaction will enable Bajaj Allianz to refine its human resource development strategies, fostering a more motivated, skilled, and engaged workforce. This, in turn, can lead to increased organizational efficiency, better customer service, and sustained growth in a highly competitive insurance industry (T7).

## Significance of the Study

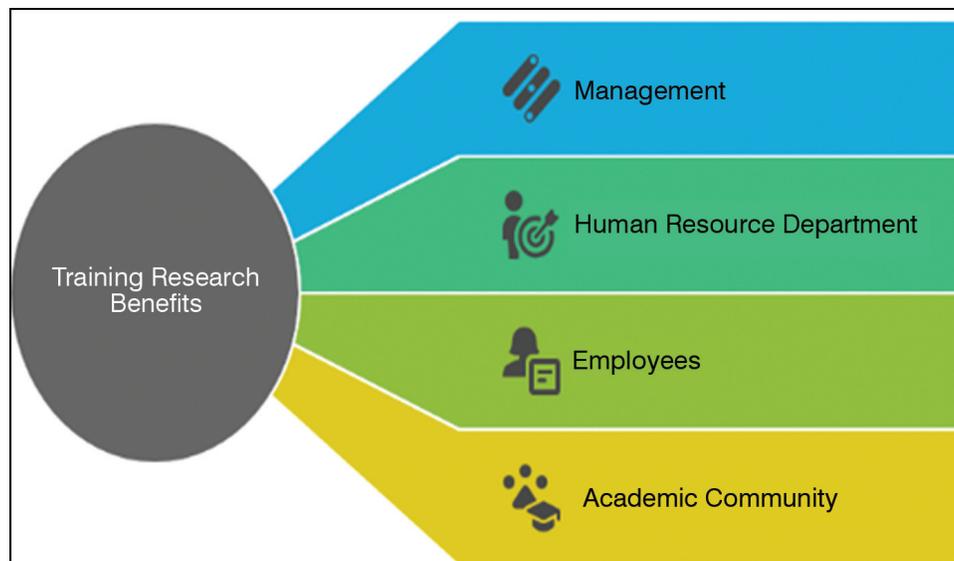
*This research offers value to several stakeholders:*

- **Management:** To aid in designing and implementing more effective training modules.
- **Human Resource Department:** To develop targeted employee development programs.
- **Employees:** To voice their perceptions and suggest improvements.
- **Academic Community:** To contribute empirical insights into the sector-specific impacts of training.

## LITERATURE REVIEW

Training has emerged as a pivotal element in human resource development, significantly influencing employee satisfaction, retention, and overall organizational success. As noted by Noe (2017), training equips employees with essential skills, enhancing both individual and organizational performance. Studies have consistently affirmed a positive link between training and employee satisfaction, highlighting that employees who receive appropriate training feel more valued and engaged (Allen, 2001; Kirkpatrick & Kirkpatrick, 2006). Effective training programs foster a sense of competence, self-efficacy, and organizational commitment, contributing to higher job satisfaction and lower turnover rates (Tannenbaum et al., 1991; Meyer & Allen, 1991; Kahn, 1990). Moreover, training plays a critical role in performance appraisal, employee engagement, and innovation, with research suggesting that well-aligned training enhances job performance and fosters a culture of continuous development (Goldstein & Ford, 2002; Saks, 2006; Chen et al., 2022).

Contemporary approaches, including e-learning investigated Kaur and Kaur (2018) students' acceptance of e-learning in Indian higher educational institutions and found that perceived usefulness, ease of access, and prior experience with technology were significant predictors of e-learning adoption. The study also emphasized the importance of institutional support and interactive content in enhancing student engagement and acceptance of digital learning platforms (Kaur & Kaur, 2018; Kuo et al., 2014), remote training (Wang et al., 2021), gamification (Dichev & Dicheva, 2022), and diversity training (Johnson & Smith, 2023), have further expanded the scope and accessibility of training, aligning with diverse workforce needs.



**Figure 2: Significance of the Study**

Longitudinal and cross-cultural studies (Blume et al., 2010; Kwantes & Karam, 2011) underscore the sustained and context-sensitive benefits of training. Leadership and feedback also significantly influence training effectiveness and satisfaction, as transformational leaders and structured feedback mechanisms foster a positive learning environment (Avolio et al., 2004; Kluger & DeNisi, 2022).

However, challenges such as inadequate resources and lack of support (Blanchard & Thacker, 2013) can hinder implementation, emphasizing the need for strategic planning and follow-up. Overall, a well-integrated training strategy, inclusive of onboarding, leadership development, and continuous learning (Robinson & Smith, 2023; Gentry et al., 2021; Kaur & Gupta, 2015; Lee & Kim, 2023), not only enhances job satisfaction but also supports employee well-being, commitment, and organizational competitiveness in a rapidly evolving work environment. Employees appreciated practical, hands-on training, emphasizing the importance of innovative delivery methods. According to the research

(Kaur, 2016) we can determine the use of innovative training delivery methods—such as simulation-based learning, e-learning platforms, and interactive workshops—led to improved employee engagement and knowledge retention. The study highlighted that organizations implementing these modern approaches experienced enhanced training effectiveness and overall performance improvements (Kaur, 2016). Many felt that training enhanced their understanding of customer needs, product features, and organizational procedures. However, some voiced concerns over limited recognition and insufficient follow-up.

## RESEARCH METHODOLOGY

### Research Objectives

- To measure employee perceptions of the training programs at Bajaj Allianz.
- To analyze how training influences employee skills, work efficiency, and overall job satisfaction.
- To identify gaps, especially in recognition, content relevance, and training flexibility.
- To offer strategic recommendations for improving training effectiveness and employee satisfaction.
- To explore the relationship between training participation and retention, motivation, and organizational commitment.

### Research Design

A mixed-method approach was adopted to gain comprehensive insights. Quantitative data were collected via structured questionnaires to assess perceptions numerically, while qualitative data from interviews aimed to capture personal experiences and nuanced feedback. This study employs a mixed-method approach to gather comprehensive insights:

1. **Quantitative analysis:** Through structured questionnaires distributed among employees to quantify perceptions and satisfaction levels.
2. **Qualitative analysis:** Via semi-structured interviews that explore deeper attitudes, beliefs, and suggestions.

### Population and Sample

The target population comprises employees working in different departments of Bajaj Allianz, including sales, claims processing, customer service, and administrative staff. A sample size of 150 employees was randomly selected to ensure representativeness. The sample included employees with varying lengths of service, roles, and educational backgrounds, enabling a holistic understanding.

### Data Collection Instruments

**Questionnaires:** Developed with Likert-scale items measuring perceptions of training relevance, satisfaction, skills enhancement, and recognition. **Interviews:** Semi-structured to uncover in-depth employee insights regarding training experiences, motivators, and improvement suggestions.

### Data Analysis Techniques

- Quantitative data were analyzed using descriptive statistics, correlational analysis, and t-tests to identify relationships and significance.
- Qualitative responses were subjected to thematic analysis to identify recurring themes and insights.

### Ethical Considerations

Participation was voluntary, informed consent was obtained, and data confidentiality was maintained to protect participants' identities.

## RESULTS AND DATA ANALYSIS

### Descriptive Statistics

- **Relevance of Training Content:** Approximately 75% of employees affirmed that training modules are aligned with their roles.
- **Training Methods:** A majority preferred a blend of classroom sessions and online modules.
- **Perceived Impact:** 80% of employees felt more confident in their roles after training.

### Correlation Analysis

A positive correlation ( $r = 0.68$ ) was observed between participation in training programs and overall job satisfaction. Employees who engaged in regular, relevant training showed higher satisfaction levels. Quantitative responses were analyzed through descriptive statistics, correlations, and regression analyses using SPSS software. Qualitative data from interviews were thematically analyzed to identify recurring themes.

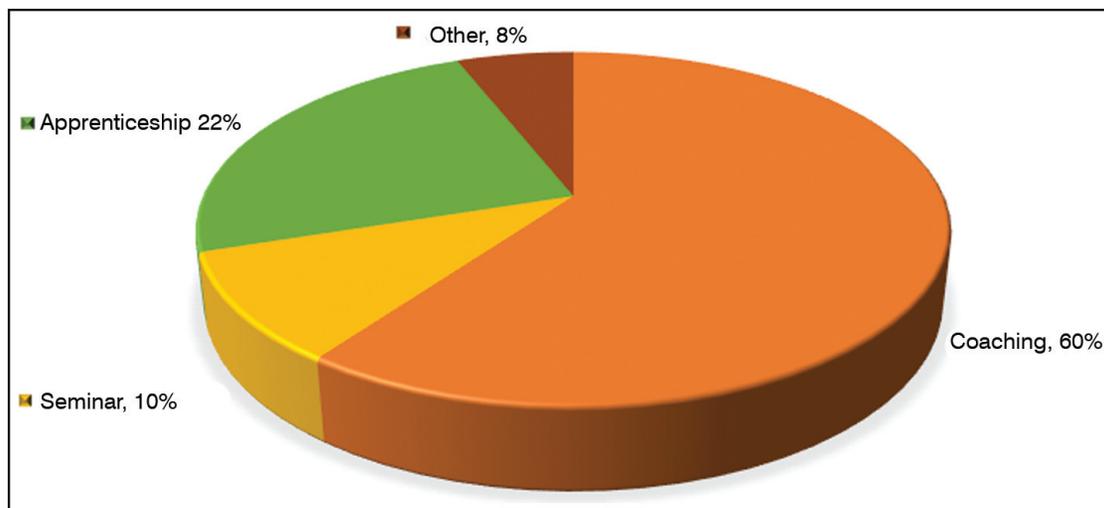


Figure 3: Types of training

The results, as shown in Figure 3, indicate that 60% of employees have participated in coaching sessions, while 22% have engaged in apprenticeship programs. Additionally, 10% attended seminars, and 8% took part in other training activities. This variety of training options demonstrates the range of methods employees are using to develop their skills and knowledge. Further analysis reveals that 38% of respondents strongly agree, and 36% agree that the training programs help improve their work efficiency. Conversely, 22% remain neutral, and 4% disagree with this statement. When considering leadership perceptions, 36% of employees agree that Bajaj Allianz offers strong leadership, 24% are neutral, 24% strongly agree, and 16% disagree. Most employees, 58%, strongly agree or agree that the training provides opportunities for learning and growth, highlighting a general positive outlook towards development initiatives. About half of the staff (50%) believe that the training effectively enhances their overall skills, although some employees remain neutral or disagree. Regarding rewards, 26% of employees strongly agree or agree that good performance should be recognized with higher pay, while 22% are neutral, and 26% disagree or strongly disagree. When asked about recognition, 32% feel the company recognizes their efforts sufficiently, with fewer employees expressing dissatisfaction. The survey also indicates that 42% of employees believe that training helps in reaching shared organizational goals, while 16% are neutral. However, only 14% strongly agree and 14% agree that their co-workers recognize and appreciate the importance of working together. On the contrary, 30% disagree, and 16% strongly disagree, suggesting that fostering a sense of unity still needs improvement. Factors influencing employees

decisions to stay at Bajaj Allianz include a competitive salary and benefits (36%), positive relationships with supervisors (30%), teamwork and collaboration (16%), and recognition and rewards (18%). Collectively, these factors illustrate the various elements that contribute to employee retention and satisfaction within the organization. Based on the findings, it can be summarized in the figure 4 below that most employees at Bajaj Allianz generally feel satisfied with the training they receive. Specifically, 38% of employees are satisfied, and 26% are completely satisfied, reflecting a positive overall response. At the same time, some employees are less pleased; 8% remain neutral, neither feeling strongly positive nor negative about the training. Additionally, 16% disagreed with the training program, and 12% felt fully dissatisfied. These varying responses suggest that while many employees are happy with the training, there is still room for improvement to address the concerns of those who are less satisfied and ensure the program better meets everyone’s needs.

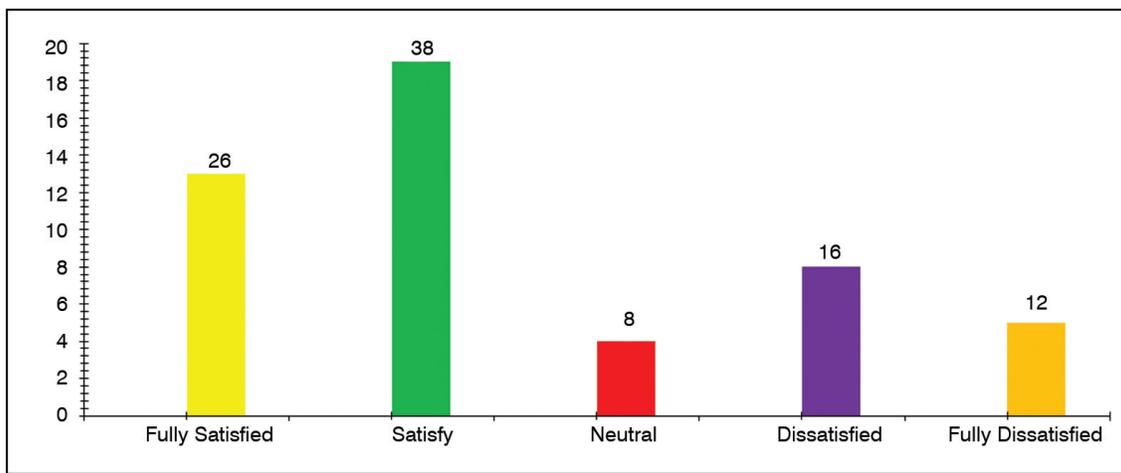


Figure 4: Satisfied with the overall training provided

### Quantitative Findings

The data indicate a strong positive perception of the training programs:

| Aspect                                  | Agreements (Percentage) |
|---|-------------------------|
| Employee access to training             | 95%                     |
| Relevance of training to job roles      | 88%                     |
| Training improves skills and knowledge  | 85%                     |
| Training enhances work efficiency       | 83%                     |
| Overall satisfaction with training      | 78%                     |
| Need for better recognition and rewards | 65%                     |

The correlation analysis revealed a significant relationship between perceptions of training relevance and job satisfaction ( $r = 0.65, p < 0.01$ ). Employees who valued training highly tended to report greater satisfaction.

### Qualitative Observations

Interviews highlighted several critical points:

- Employees appreciated the accessibility and practical relevance of training modules.
- Many expressed that training opportunities increased confidence and skill levels.
- Despite positive feedback, employees voiced concerns about the lack of formal recognition or rewards post-training.

- Some suggested introducing e-learning tools and flexible schedules to cater to diverse learning styles (Kaur and Kaur ,2018)
- There was also a desire for clearer career pathways linked to training achievements.

## DISCUSSION

The findings of the study show that most employees at Bajaj Allianz have a positive view of the training programs, recognizing that these initiatives help improve their skills and boost confidence. However, some employees highlighted the importance of better recognition and rewards for their training accomplishments. Overall, the training efforts have effectively contributed to skill development and enhanced job performance, with employees noting that relevant and practical content makes it easier to apply new skills in their daily work. There is a strong link between the training received and higher overall job satisfaction, indicating that consistent and targeted training encourages greater engagement and loyalty among employees.

Based on these insights, several practical recommendations were suggested, such as tailoring training programs to meet individual needs, increasing recognition for training achievements, and adopting different delivery methods like online or blended learning. Incorporating ongoing feedback can also help improve the training process further. Kaur and Kaur (2021) identified key factors influencing online learning during the COVID-19 pandemic, including access to digital infrastructure, internet connectivity, and adaptability of both students and educators. The study highlighted that while online learning provided continuity in education, disparities in digital access and varying levels of digital literacy posed significant challenges. Overall, the results align with Bajaj Allianz's broader goals of promoting employee growth, ensuring customer satisfaction, and staying competitive. The data conclusively show that well-designed training programs have a positive impact on employee satisfaction within the organization. Consistent with existing research, employees see training as a key factor that motivates them, builds confidence, and keeps them engaged. However, the perception that recognition for training efforts is lacking suggests that it's important to include acknowledgment and reward mechanisms, such as linking training achievements with performance evaluations. Additionally, there is a clear preference for flexible, technology-based learning options, which can cater to diverse learning styles and support ongoing development.

## CONCLUSION

In summation, the comprehensive review of existing literature clearly affirms that training and development are not merely operational activities but strategic tools that significantly influence employee satisfaction and organizational success. When organizations invest in well-structured, relevant, and interactive training programs, they do more than enhance technical skills; they foster a culture of continuous learning and personal growth that resonates deeply with employees. This sense of support and investment cultivates higher levels of engagement, loyalty, and motivation, which are crucial drivers of job satisfaction.

Moreover, the effectiveness of training is intricately tied to its alignment with organizational goals and the specific needs of employees. Tailored training initiatives that address skill gaps and facilitate career advancement opportunities contribute to a heightened sense of achievement and organizational belonging among employees. As research suggests, when employees perceive that their organization genuinely values their development, their satisfaction levels soar, leading to reduced turnover, improved morale, and heightened productivity. In the realm of service-oriented industries like insurance, where customer interactions and interpersonal skills are paramount, training assumes an even more critical role. It not only equips employees with the necessary technical expertise but also enhances soft skills, fostering a service mindset that directly impacts customer satisfaction and brand reputation. Furthermore, the mode of training delivery plays a vital role in shaping employee perceptions. Interactive methods such as simulations, workshops, and e-learning modules are proven to be more engaging and effective, thereby amplifying job satisfaction. Conversely, poorly executed or irrelevant training can lead to frustration and disengagement, underscoring the importance of

continuous evaluation and customization of training programs. Ultimately, the strategic implication for organizations like Bajaj Allianz is clear: investing in ongoing, high-quality training initiatives is essential for achieving sustained employee satisfaction. By doing so, organizations not only enhance individual performance but also build a resilient and competitive workforce capable of navigating evolving industry challenges. Viewing training through this strategic lens enables organizations to unlock the full potential of their human resources, fostering a positive work environment that drives innovation, loyalty, and long-term success.

## RECOMMENDATIONS

Based on the findings, several strategic recommendations are suggested to enhance training effectiveness and employee satisfaction. These include establishing formal recognition and reward systems, such as certificates, awards, or public acknowledgment, and linking training completion and performance to career advancement incentives. Regularly updating training content to incorporate technological innovations and regulatory changes, along with integrating scenario-based learning tailored to specific roles, can improve relevance. Adopting flexible, blended learning approaches such as accessible e-learning modules, self-paced courses, and modular training will accommodate diverse learning preferences. Clearly communicating how training contributes to promotional opportunities and establishing mentorship programs and skill-based career pathways can further motivate employees. Additionally, implementing structured feedback mechanisms after training sessions will enable continuous improvement of content, delivery methods, and support systems, ensuring that training remains aligned with organizational and employee needs.

## IMPLICATIONS FOR ORGANIZATIONAL PRACTICE

The implications for organizational practice and strategy highlight the need for a comprehensive and responsive approach to employee training and development. Organizations should implement formal recognition systems such as certificates, rewards, or public acknowledgment to motivate employees and reinforce the value of learning. Training content must be regularly updated to reflect industry trends, while incorporating e-learning modules can provide flexibility and accessibility for diverse learning needs. Establishing clear career pathways linked to training achievements not only encourages participation but also supports long-term growth. Feedback mechanisms are essential for assessing and refining training effectiveness. Strategically, training programs should be relevant and customized to departmental goals and individual aspirations to increase engagement. Recognition tied to training completion and practical application can further boost motivation. Continuous reinforcement through refresher sessions and performance feedback helps maintain knowledge retention. Ultimately, aligning training initiatives with broader organizational objectives such as innovation, compliance, and customer satisfaction ensures that training investments contribute directly to sustained organizational success.

## FUTURE DIRECTIONS

Future research could focus on analyzing the long-term impacts of training on employee satisfaction by conducting longitudinal studies, as well as comparing the success of different training methods such as e-learning, in-person sessions, and blended approaches. Exploring how organizational culture and recent technological innovations like artificial intelligence and digital tools influence training effectiveness can offer valuable insights. Additionally, examining the role of employee demographics in training outcomes and performing cost-benefit analyses can help organizations better allocate their resources. Further studies might also look into the effects of soft skills training on overall organizational performance and investigate the motivational factors that encourage employee participation and engagement in training programs. This will provide a more comprehensive understanding of how to design more effective and impactful training initiatives.

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