



"A COMPARATIVE REVIEW OF TRAINING AND DEVELOPMENT PRACTICES IN INDIAN AND FOREIGN MSMEs"

Arogyaswamy A Karadi*

B. Shambhu Lingappa**

**Research Scholar, Department of Management Studies, VTU's Centre for PG Studies, Gulbarga.*

***Associate Professor, Department of Management Studies, VTU's Centre for PG Studies, Gulbarga.*

Abstract

This paper presents a comparative analysis of Training and Development (T&D) practices in Micro, Small, and Medium Enterprises (MSMEs) in India and foreign countries. The study seeks to explore the predominant T&D practices adopted by MSMEs in both regions, identifying common trends and differences. By evaluating the impact of cultural, economic, and regulatory factors, this paper examines how these elements influence the effectiveness and implementation of T&D programs. The research also investigates the specific challenges faced by Indian MSMEs in implementing effective T&D programs, contrasting them with those encountered by foreign MSMEs. Additionally, the paper identifies best practices from foreign MSMEs that can be adapted to enhance T&D initiatives in Indian MSMEs. The findings highlight the role of technological advancements, limited resources, and employee involvement in shaping T&D strategies. Based on these insights, the paper offers recommendations for designing context-specific T&D programs that address the unique needs and constraints of Indian MSMEs, drawing inspiration from successful practices in foreign MSMEs. This study provides valuable recommendations for improving workforce training and development, with the aim of fostering sustainable growth and competitiveness in the MSME sector globally.

Keywords: *T&D programs, MSMEs, and Comparative Analysis.*

Introduction

Training and development programs are fundamental components of an organization's success and sustainability. These programs not only enhance the skills and knowledge of employees but also contribute to overall organizational growth, innovation, and competitiveness.

From a global perspective, Aguinis and Kraiger highlight that effective training and development programs can lead to improved job performance, increased job satisfaction, and higher employee retention rates. Kenneth G. Brown underscores the psychological benefits of training, stating that well-designed programs can enhance employees' confidence, motivation, and overall well-being. Jie Shen further explores the gap between theoretical frameworks and practical implementation of training programs in international contexts, stressing the importance of cultural sensitivity and adaptability in global training initiatives.

By integrating insights from both Indian and foreign authors, it is evident that training and development are not just organizational tools but crucial elements that foster innovation, employee growth, and sustainable business practices across different cultural and economic landscapes.

When undertaking a review of literature on Training and Development (T&D) practices in Micro, Small, and Medium Enterprises (MSMEs), a comparative study between Indian and foreign MSMEs presents a unique opportunity to delve into the diverse methodologies, challenges, and successes experienced by these businesses across different cultural and economic environments.



Training and Development have become integral to the growth and sustainability of MSMEs, fostering employee competencies, enhancing productivity, and driving innovation. While MSMEs across the globe share common goals of upskilling their workforce, the strategies and practices they employ are often influenced by local economic conditions, regulatory frameworks, and cultural norms. This comparison aims to shed light on the variances and commonalities between Indian MSMEs and their foreign counterparts, providing valuable insights for policymakers, business owners, and academicians.

The following research questions guide this comparative study:

- 1 What are the predominant Training and Development practices adopted by MSMEs in India, and how do these compare with those in foreign countries?.
- 2 How do cultural, economic, and regulatory differences impact the effectiveness of T&D practices in Indian MSMEs compared to those in foreign MSMEs?.
- 3 What challenges do Indian MSMEs face in implementing T&D programs, and how do these challenges differ from those encountered by foreign MSMEs?.
- 4 What best practices from foreign MSMEs can be adapted to enhance T&D initiatives in Indian MSMEs?.

These questions aim to explore the multidimensional aspects of T&D practices, focusing on the operational, strategic, and contextual elements that define the training landscape in MSMEs. By comparing Indian and foreign practices, this study seeks to uncover opportunities for cross-cultural learning and to identify potential areas for improvement and innovation in the T&D sector. Through this comparative lens, we can better understand the global dynamics of MSME development and contribute to the broader discourse on workforce training and enterprise growth. Training and Development (T&D) is a continuous process aimed at enhancing the skills, knowledge, and competencies of employees to improve their performance and productivity. It involves structured and planned educational activities that help individuals and organizations achieve their goals.

Review of Literature

Meaning and Definition of Training and Development (T&D)

Training and Development (T&D) is a systematic and continuous process aimed at enhancing the skills, knowledge, and competencies of employees to improve their performance and productivity. According to MBA Skool, T&D involves "improving skills, gaining knowledge, clarifying concepts, and changing attitudes through structured and planned education by which the productivity and performance of the employees can be enhanced"¹. This process is essential for organizations to remain competitive by continually educating their workforce and aligning their training programs with organizational goals. Training focuses on the current job-related skills, while development prepares employees for future roles and responsibilities². Effective T&D programs lead to a highly skilled, motivated, and enthusiastic workforce, ultimately contributing to the overall growth and success of the organization.

Training and development (T&D) is a continuous process aimed at enhancing employees' skills, knowledge, attitudes, and performance. According to MBA Skool, it involves structured education designed to improve productivity and effectiveness. Darwinbox defines it as an organizational process that improves employees' knowledge, skills, and capabilities, with training focusing on specific job-related competencies, while development takes a broader, long-term approach to fostering overall growth. Oxford Bibliographies highlights that T&D is a multidisciplinary field that incorporates



insights from industrial and organizational psychology, educational psychology, and human resource development, among others. Eduardo Salas et al. emphasize that T&D activities are critical for organizations to adapt, innovate, and remain competitive, helping them excel in various aspects such as productivity, safety, and service. Together, these perspectives underscore the importance of T&D in developing a skilled, adaptable workforce that drives organizational success.

The Key Components of T&D

The key components of Training and Development (T&D) include needs assessment, program design, implementation, and evaluation. Needs assessment involves identifying the gaps in skills and knowledge within the organization to tailor the training programs effectively. Program design encompasses the creation of structured content and activities aimed at addressing the identified needs, considering adult learning principles and instructional design theories. Implementation refers to the actual delivery of the training programs, utilizing various methods such as on-the-job training, workshops, e-learning, and simulations. Finally, evaluation involves measuring the effectiveness of the training programs in terms of learning outcomes, behavioral changes, and impact on organizational performance. These components work synergistically to ensure that T&D initiatives are aligned with organizational goals and contribute to continuous improvement and competitiveness.

Training and Development (T&D) Methods

Training and Development (T&D) methods can be broadly categorized into two main types: **on-the-job** and **off-the-job** methods. **On-the-job methods** involve training employees while they are performing their regular work tasks. This includes techniques such as **job instruction training**, where employees are taught how to perform their jobs through step-by-step instructions and demonstrations. **Coaching** is another on-the-job method, where a supervisor or experienced employee provides guidance and feedback to the trainee. **Mentoring** involves a more experienced employee taking a trainee under their wing to provide support and advice. **Job rotation** allows employees to work in different departments or roles to gain a broader understanding of the organization. **Special projects** and **committee assignments** also fall under this category, providing employees with opportunities to work on specific tasks or projects that enhance their skills.

Off-the-job methods involve training employees outside of their regular work environment. This includes **special courses and lectures** designed to improve specific skills or knowledge. **Workshops** and **seminars** are also common off-the-job methods, where employees can learn from experts in a particular field. **Simulation training** uses technology to create realistic scenarios for employees to practice their skills. **Role-playing** is another method where employees act out scenarios to develop their interpersonal and problem-solving skills.

Each of these methods has its own advantages and can be chosen based on the specific needs and goals of the organization and its employees.

Objectives of the study

1. To analyze the current state of training and development practices within MSMEs in India and abroad, identifying common trends and differences.
2. To evaluate the impact of cultural, economic, and technological factors on the implementation and effectiveness of training and development programs in Indian and foreign MSMEs.
3. To identify the challenges and barriers faced by MSMEs in both regions in adopting and integrating advanced training technologies and methods.



4. To provide recommendations for designing effective training and development programs tailored to the specific needs and contexts of MSMEs in India, drawing insights from successful practices observed in foreign MSMEs.

These objectives should provide a comprehensive framework for your literature review, ensuring that you cover various aspects of training and development practices in MSMEs both in India and abroad.

Methodology

The research methodology for conducting a comprehensive literature review on Training and Development (T&D) practices in MSMEs in India and abroad involves several systematic steps to ensure a robust analysis. The process began with an extensive literature search across academic journals, books, conference papers, and online databases such as Google Scholar, JSTOR, and ResearchGate. Key search terms such as "Training and Development in MSMEs," "T&D practices in India," and "T&D practices in foreign MSMEs" were used to gather relevant studies. In terms of inclusion and exclusion criteria, only peer-reviewed articles, empirical studies, and comprehensive reviews published within the last 10-15 years were considered, excluding outdated studies, non-peer-reviewed sources, or articles not directly related to T&D in MSMEs. Data extraction followed a structured approach where key elements such as objectives, methodologies, findings, and conclusions from the selected studies were systematically recorded using a customized data extraction form. A thematic analysis was then conducted to identify recurring themes, patterns, and trends in the literature. This analysis categorized findings by geographical region, differentiating between Indian and foreign MSMEs, and examined the various types of T&D practices, challenges faced, and best practices identified. A comparative analysis was further performed to highlight the similarities and differences between T&D practices in Indian and foreign MSMEs, considering factors such as cultural, economic, and regulatory influences. The synthesized findings provided a holistic view of the current landscape of T&D practices in MSMEs, offering actionable insights for policymakers, business owners, and academicians. Finally, the review concluded by summarizing the key insights and making recommendations for future research and improvements in T&D practices for MSMEs, particularly areas where further exploration and development are needed. This comprehensive methodology allows for a thorough understanding of the nuances of T&D practices across different regions, offering valuable insights to improve workforce training and development globally.

Comparing Training and Development Practices in Indian and Foreign MSMEs: An in-Depth Analysis

Micro, Small, and Medium Enterprises (MSMEs) are critical drivers of economic growth across the globe, contributing significantly to employment, innovation, and GDP. Effective training and development (T&D) practices in these organizations are vital for enhancing employee skills, improving productivity, and fostering long-term organizational success. However, the approaches to T&D in Indian and foreign MSMEs often differ significantly due to varied economic conditions, resources, organizational priorities, and cultural influences. This extensive comparison draws on various management and commerce research papers to analyze the differences in T&D practices between Indian and foreign MSMEs.

1. Introduction to MSMEs and Their Role in Economic Growth

In India, MSMEs contribute around 30% to the GDP and employ over 100 million people. While these enterprises are considered the backbone of the economy, especially in terms of employment generation and innovation, Indian MSMEs often face several challenges related to the implementation of effective



T&D programs. The foreign MSMEs, especially in developed economies, contribute significantly to global supply chains, innovation, and market competition. These companies often benefit from a more structured and strategic approach to T&D, investing in not only operational skills but also leadership, innovation, and advanced technical capabilities. In countries like the U.S. and Germany, MSMEs have access to better resources, funding, and technology to develop comprehensive T&D frameworks that cater to both immediate and future organizational needs.

2. Training and Development Objectives

In Indian MSMEs, the primary focus of T&D is generally on improving operational efficiency and technical skills, which are seen as necessary to address immediate gaps in the workforce. Leadership training and soft skills development receive limited attention, as financial constraints prevent these organizations from expanding training beyond technical functions.

On the other hand, foreign MSMEs tend to adopt a more comprehensive approach to T&D, aligning training efforts with broader organizational goals such as long-term growth, employee retention, and fostering innovation. Research by Armstrong suggests that in many foreign MSMEs, the objective of training is not only to meet immediate operational needs but also to equip employees with skills that drive organizational competitiveness in global markets. T&D programs in these organizations are often designed to improve leadership, innovation, and strategic decision-making skills, which are crucial for sustainability.

The Key Characteristics of foreign MSMEs are Holistic Development in which the Programs are designed to enhance both technical and leadership skills, Long-Term Focus where there is a greater emphasis on preparing employees for future roles within the organization and lastly they are Strategically Alignment where the T&D is more integrated with the company's overall business strategy..

3. Training Delivery Methods

Training in Indian MSMEs is generally delivered through traditional methods, such as in-house workshops, on-the-job training, and mentoring by senior staff. Due to financial limitations and lack of access to modern technological tools, many MSMEs still depend on informal, face-to-face methods. Its Key Characteristics include Traditional Methods which is predominantly face-to-face, on-the-job training, In-House Trainers where senior employees often act as trainers, leading to informal knowledge transfer and Limited Technology Integration in which Most MSMEs do not use online learning platforms or other e-learning tools.

In contrast, foreign MSMEs leverage modern T&D delivery methods, utilizing a mix of traditional, digital, and blended learning formats. According to Rothwell (2015), these organizations frequently use e-learning platforms, mobile applications, and virtual training modules to facilitate continuous learning. Blended learning, which combines online resources with classroom training, allows for greater flexibility and broader participation across geographic locations, especially for globally operating MSMEs.

Key features of the foreign T&D are Blended Learning which is a combination of online, face-to-face, and virtual learning methods, Technological Tools which Extensively use of e-learning platforms, mobile learning, and virtual training and Global Reach including raining methods are designed to cater to a global workforce, using tools that allow employees to learn at their own pace.



4. Training Content and Quality

The training content in Indian MSMEs is largely focused on immediate, technical tasks necessary to run daily operations. Training modules are often generic, with limited customization to the specific roles or departmental needs.

In Indian MSMEs, training content is often generic and not tailored to specific employee or organizational needs. It tends to remain static, with limited updates to keep up with evolving technologies or market demands. Additionally, post-training evaluations and feedback mechanisms are rarely implemented, which reduces the overall effectiveness and impact of the training programs.

Foreign MSMEs typically have a more structured approach to creating and updating training content, ensuring it aligns with both organizational objectives and current industry standards.

In foreign MSMEs, training content is customized to address the specific needs of both employees and the organization. The content is regularly updated to incorporate technological advancements and industry changes. Additionally, external consultants and trainers are often engaged to ensure high-quality standards in both the content and delivery of training programs.

5. Employee Involvement and Motivation

In Indian MSMEs, employee involvement in the training process is typically limited. According to Mishra (2015), training decisions are often made by top management, and employees have little input into their development. The motivation to participate in training programs is often driven by external factors, such as job security or promotions, rather than by intrinsic interest in personal growth. This lack of employee engagement often reduces the effectiveness of training programs in Indian MSMEs.

Training is often viewed as a means to secure promotions or job security rather than as an opportunity for personal growth, reflecting an extrinsically motivated workforce. Furthermore, the high employee turnover common in these organizations hampers long-term investment in employee development, as the constant flux of staff reduces the incentives to invest in comprehensive training programs.

Foreign MSMEs, in contrast, foster a culture of employee involvement and intrinsic motivation. Employees are often consulted about their career goals and development needs, leading to more personalized and engaged training programs.

In foreign MSMEs, employees are highly involved in the decision-making process related to their development, ensuring that training aligns with their career goals. Motivation is driven by intrinsic factors, such as opportunities for skill development, career growth, and leadership roles (Rothwell, 2015).

6. Budget and Resource Allocation

Budget constraints are one of the biggest challenges faced by Indian MSMEs when it comes to investing in T&D programs.

Indian MSMEs often face limited budgets for training, prioritizing other operational expenses over employee development. Many rely on government schemes for funding T&D programs. Additionally,



financial constraints restrict access to modern training methods and technologies, hindering the effectiveness of development initiatives.

In foreign MSMEs, budgets for T&D are generally higher, and the investment in employee development is often considered a critical factor for long-term success. The training budget is often allocated strategically, with a clear focus on achieving organizational goals.

Foreign MSMEs allocate substantial budgets to training and development to boost employee performance and competitiveness (Rothwell, 2015). Training is viewed as a strategic long-term investment that supports employee growth, retention, and organizational success.

Findings from the Comparison of Training and Development (T&D) Practices in Indian and Foreign MSMEs:

The comparison of Training and Development (T&D) practices in Indian and foreign Micro, Small, and Medium Enterprises (MSMEs) highlight significant differences in their approach to workforce development. While both play a crucial role in driving economic growth, the resources, strategies, and methods they employ for employee skill enhancement vary widely. Indian MSMEs, often constrained by financial and infrastructural limitations, tend to focus on short-term, operational training, whereas foreign MSMEs typically adopt more holistic and strategic T&D practices, aligning them with long-term business goals. Understanding these differences offers valuable insights into how Indian MSMEs can enhance their T&D practices to foster employee growth, improve productivity, and achieve sustainable success.

A. Findings in Indian MSMEs:

I. T&D Objectives

1. Indian MSMEs primarily focus on short-term operational efficiency and technical skill enhancement. Leadership training and soft skills are often overlooked due to financial constraints.
2. Foreign MSMEs adopt a holistic approach, balancing operational skills with leadership development, innovation, and long-term growth strategies.

II. Training Delivery Methods:

1. Indian MSMEs rely on traditional training methods such as in-house workshops, on-the-job training, and mentoring. There is limited integration of modern technologies and e-learning.
2. Foreign MSMEs utilize blended learning approaches, combining in-person sessions with digital platforms, mobile learning, and virtual training, making learning more accessible and scalable.

III. Training Content and Quality

1. Indian MSMEs tend to offer generic training content that is outdated or insufficient, with no formal feedback or evaluation systems in place.
2. Foreign MSMEs focus on continuously updating training materials, ensuring they align with industry standards and organizational goals. They also incorporate external experts to improve training quality.

IV. Employee Involvement and Motivation:

1. Indian MSMEs typically involve top management in T&D decisions, with limited input from employees. Training is seen more as a way to secure job promotions or security, driven by extrinsic motivation.
2. Foreign MSMEs involve employees in the decision-making process, allowing them to align training with personal career goals. This fosters intrinsic motivation, increasing engagement and retention.



V. Budget and Resource Allocation

1. Indian MSMEs face financial limitations, which restrict investment in T&D. They often rely on government initiatives but still struggle to allocate enough resources for comprehensive programs.
2. Foreign MSMEs prioritize T&D as an investment and allocate substantial budgets to employee development, recognizing it as a key factor in long-term success.

B. Suggestions for Indian MSMEs

I. Expand Focus Beyond Operational Skills:

Indian MSMEs should diversify their T&D objectives to include leadership, innovation, and strategic decision-making. This will prepare employees for future roles and help ensure the long-term competitiveness of the organization.

II. Leverage Technology in Training Delivery:

Investing in digital tools, such as e-learning platforms and virtual training, would make training more accessible and scalable across the workforce. Blended learning, combining digital and in-person sessions, can accommodate employees with different learning preferences.

III. Customize Training Content to Address Current Needs:

Training content should be regularly updated to keep pace with industry trends, technological advancements, and evolving market demands. Additionally, more personalized training programs should be created to cater to specific departmental and individual needs.

IV. Enhance Employee Engagement in T&D Programs:

Encouraging employee participation in the design and development of training programs can increase motivation and improve the effectiveness of training initiatives. Shifting from extrinsic to intrinsic motivation, by linking training with career development and personal growth, will improve employee retention and engagement.

V. Increase Investment in T&D:

Indian MSMEs should consider increasing their investment in training, even in small increments. Government schemes, such as Skill India, can be utilized more effectively, but MSMEs must also allocate internal budgets for training as a long-term investment in their workforce.

VI. Create Feedback and Evaluation Systems:

Implementing post-training evaluations and feedback mechanisms will allow organizations to assess the effectiveness of their programs and make necessary improvements. This will ensure that training leads to tangible results in employee performance.

VII. Foster a Culture of Continuous Learning:

Encouraging continuous learning through regular training sessions and development opportunities can help employees stay relevant in the rapidly changing market. This should be seen not as an expense but as an investment in employee potential and the company's growth.

By adopting these suggestions, Indian MSMEs can bridge the gap in their T&D practices, enhancing workforce skills and improving organizational performance.

Conclusion

The comparison of T&D practices in Indian and foreign MSMEs reveal significant differences driven by economic, cultural, and organizational factors. Indian MSMEs tend to focus on operational skills and technical training, often relying on informal methods with limited resources. Conversely, foreign MSMEs emphasize holistic employee development, integrating modern learning technologies, strategic alignment, and active employee involvement. While Indian MSMEs face challenges related to resource allocation and infrastructure, foreign MSMEs benefit from structured training programs that are both comprehensive and future-focused. To bridge this gap, Indian MSMEs must invest in



upgrading their T&D practices, leveraging technology, and aligning training with long-term business goals.

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