

Study on Employee Training & Development in Selected MSMEs in SPSR Nellore District

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ABSTRACT

Employee training and development play a crucial role in enhancing workforce skills, improving productivity, and ensuring business growth, particularly in Micro, Small, and Medium Enterprises (MSMEs). This study examines the training practices, challenges, and effectiveness of employee training programs in selected MSMEs in SPSR Nellore District, Andhra Pradesh. Despite the significant contribution of MSMEs to employment and economic development, many businesses struggle with training due to financial constraints, high employee turnover, time limitations, and lack of awareness. The research paper focuses on understanding the types, frequency, and methods of training provided in MSMEs while also analyzing employee perceptions regarding training effectiveness. The study identifies key barriers that hinder training implementation and explores potential strategies such as government-subsidized training, digital learning tools, in-house training programs, and industry collaborations to enhance training effectiveness. Findings indicate that while on-the-job training and technical skills training are widely used, there is a need for structured leadership, soft skills, and compliance training to create a well-rounded workforce. Many employees recognize the benefits of training in terms of skill enhancement, career growth, and job satisfaction, but gaps remain in linking training to tangible career advancement and salary benefits. Additionally, the study highlights that MSMEs require financial support, awareness programs, and flexible training models to overcome existing challenges.

This study provides valuable insights for MSME owners, policymakers, and training institutions to design effective training strategies that align with business needs and employee expectations. Strengthening the training ecosystem in MSMEs can contribute to higher productivity, employee retention, and long-term business sustainability, ultimately fostering economic growth in the region.

Keywords: MSMEs, Employee Training, Training Effectiveness, Skill Enhancement

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) play a crucial role in the economic development of India, contributing significantly to employment generation, industrial output, and exports. In SPSR Nellore District, Andhra Pradesh, MSMEs operate in various sectors, including manufacturing, services, trading, and agriculture-based industries. Despite their economic significance, many MSMEs face challenges in employee training and development, which directly impacts productivity, innovation, and

business growth.

IMPORTANCE OF EMPLOYEE TRAINING & DEVELOPMENT

Employee training and development are essential for enhancing workforce skills, improving efficiency, and increasing job satisfaction. Well-trained employees contribute to higher productivity, reduced operational errors, and better customer service, leading to overall business success. Training programs help employees adapt to technological advancements, regulatory changes, and industry trends, ensuring that businesses remain competitive.

CHALLENGES FACED BY MSMEs IN TRAINING & DEVELOPMENT

While large corporations invest heavily in employee training, MSMEs often struggle due to limited financial resources, high employee turnover, lack of structured training programs, and time constraints. Many small businesses in Nellore District do not prioritize training due to immediate operational demands and cost concerns, which results in skill gaps and reduced business efficiency.

OBJECTIVES OF THE STUDY

This paper aims to examine the current employee training practices, challenges, and effectiveness of training programs in selected MSMEs in SPSR Nellore District. The specific objectives include:

1. Analyzing the types and frequency of training provided to employees in MSMEs.
2. Identifying barriers that hinder MSMEs from implementing effective training programs.
3. Evaluating employee perceptions regarding training effectiveness and its impact on career growth and productivity.
4. Exploring strategies to improve training programs, including digital learning, government support, and industry collaborations.

RESEARCH METHODOLOGY

Study Area: SPSR Nellore District, Andhra Pradesh.

Sampling

A purposive sampling method will be used to select MSMEs from different sectors (Manufacturing, Services, and Trading).

Data Collection:

Primary Data was Surveys, structured interviews, and focus group discussions with MSME owners, managers, and employees. Secondary Data was Government reports, industry studies, and previous research.

SIGNIFICANCE OF THE STUDY

This study is valuable for MSME owners, policymakers, and training providers as it highlights key areas where improvements are needed. By understanding the training gaps and employee expectations, MSMEs can design more effective training strategies. Additionally, government agencies and skill development institutions can use the findings to create customized training programs and financial support initiatives to enhance workforce development in the MSME sector.

MSME SECTOR-WISE DISTRIBUTION OF EMPLOYEES

Table 1 presents the distribution of employees across various MSME sectors in the study area. The Manufacturing sector employs the highest proportion of workers, accounting for 40% (80 employees) of the total sample. This indicates that manufacturing MSMEs are a significant source of employment in the region, likely due to industrial and production-based businesses.

The Services sector follows with 30% (60 employees), highlighting the growing presence of service-based enterprises such as IT support, financial services, and hospitality. The Trading sector employs 20% (40 employees), reflecting the role of wholesale and retail businesses in local commerce.

Finally, 10% (20 employees) are engaged in other sectors, including agriculture-based MSMEs, indicating a smaller but noteworthy presence of enterprises involved in agribusiness, food processing, and rural entrepreneurship.

This distribution suggests that manufacturing and services dominate the MSME workforce in the region, while trading and other sectors play a supportive role in employment generation. The findings underscore the need for sector-specific training programs to enhance workforce skills and productivity in each category.

Table 1 Distribution of employees in different MSME sectors in the study area

MSME Sector	No. of Employees	Percentage (%)
Manufacturing	80	40%
Services	60	30%
Trading	40	20%
Others (Agri-based, etc.)	20	10%
Total	200	100%

Source: Data collected from 200 employees in the study area

TYPES OF TRAINING METHODS USED IN MSMES

Table 2 highlights the different training methods used for employees in the MSMEs of the study area. The most common method is On-the-Job Training (40%), which indicates that MSMEs rely heavily on hands-on, practical learning rather than formal training programs. This approach allows employees to learn while working, but it may lack structured skill development.

Classroom Training (15%) and Workshops & Seminars (12.5%) are also used, suggesting that some MSMEs invest in formal training sessions. E-Learning / Online Training (10%) has a relatively lower adoption, which could be due to a lack of digital infrastructure, internet access, or awareness among small businesses. Mentoring & Coaching (7.5%) is the least used method, indicating that few MSMEs have structured mentorship programs for employee development. Notably, 15% of employees receive no training at all, reflecting a significant gap in workforce skill development.

The findings suggest a need for more diversified and structured training programs to enhance employee skills. Encouraging digital learning and mentorship initiatives could improve workforce capabilities and business productivity in the MSME sector.

Table 2 Methods used for employee training in the study area

Training Method	No. of Employees	Percentage (%)
On-the-Job Training	80	40%

Classroom Training	30	15%
E-Learning / Online Training	20	10%
Workshops & Seminars	25	12.5%
Mentoring & Coaching	15	7.5%
No Training Provided	30	15%
Total	200	100%

Source: Data collected from 200 employees in the study area

FREQUENCY OF TRAINING CONDUCTED IN MSMEs

Table 3 presents the frequency of training sessions conducted in MSMEs, revealing significant variations in how often employees receive training. Monthly training (25%) is the most common, indicating that a substantial portion of MSMEs recognize the importance of continuous skill development. Quarterly (20%) and Annual training (20%) are also widely practiced, suggesting that some MSMEs prefer periodic training rather than frequent sessions. Half-yearly training (15%) is adopted by a smaller percentage, showing that a few businesses invest in structured but less frequent skill development initiatives. Only 10% of MSMEs conduct training on a weekly basis, possibly larger firms or businesses in rapidly evolving industries requiring frequent updates. Alarming, 10% of MSMEs provide no regular training, indicating a significant gap in employee development and potential productivity losses.

Table 3 Training sessions are conducted in MSMEs in the study area

Training Frequency	No. of MSMEs	Percentage (%)
Weekly	20	10%
Monthly	50	25%
Quarterly	40	20%
Half-yearly	30	15%
Annually	40	20%
No Regular Training	20	10%
Total	200	100%

Source: Data collected from 200 employees in the study area

These findings suggest that while some MSMEs are proactive in training, a considerable number still lack structured and frequent training programs. Encouraging more consistent and structured training schedules could help enhance employee skills and improve business efficiency.

Table 4 provides insights into how employees perceive the training programs offered by MSMEs in the study area.

A majority of employees (40%) are satisfied with the training programs, indicating that the training methods used are somewhat effective in enhancing skills and job performance. 15% of employees are highly satisfied, showing that some MSMEs provide well-structured and beneficial training programs. However, 25% of employees remain neutral, suggesting that the training programs may not be impactful enough or that employees do not perceive significant career benefits from them. 12.5% of employees are dissatisfied, and 7.5% are highly dissatisfied, highlighting gaps in training quality, relevance, or accessibility.

The presence of neutral and dissatisfied employees (45%) suggests that improvements are needed in training content, delivery methods, and engagement strategies. More personalized, skill-based, and interactive training programs could help boost satisfaction and effectiveness.

Table 4 Employee Satisfaction Level with Training Programs

Satisfaction Level	No. of Employees	Percentage (%)
Highly Satisfied	30	15%
Satisfied	80	40%
Neutral	50	25%
Dissatisfied	25	12.5%
Highly Dissatisfied	15	7.5%
Total	200	100%

Source: Data collected from 200 employees in the study area

TRAINING DURATION PER SESSION

Table 5 highlights the duration of training programs offered to employees in MSMEs, showing variations in how long training sessions last.

1-2 hours of training (35%) is the most common duration, indicating that MSMEs prefer short sessions that fit within regular work schedules. 25% of employees receive training sessions lasting less than 1 hour, suggesting that many businesses provide only brief, introductory training rather than in-depth skill development. 20% of employees participate in 2-4 hour training sessions, which may offer more detailed learning opportunities. Only 10% of employees undergo full-day (8-hour) training sessions, and another 10% receive training lasting more than one day, indicating that comprehensive training programs are less common in MSMEs.

The findings suggest that most MSMEs opt for short-duration training programs, possibly due to time constraints or cost considerations. To enhance effectiveness, longer and more structured training sessions could be introduced, especially for technical and skill-based learning.

Table 5 The average duration of training programs in the study area

Training Duration	No. of Employees	Percentage (%)
Less than 1 hour	50	25%
1-2 hours	70	35%
2-4 hours	40	20%
1 full day (8 hours)	20	10%
More than 1 day	20	10%
Total	200	100%

Source: Data collected from 200 employees in the study area

MSME INVESTMENT IN EMPLOYEE TRAINING (ANNUAL BUDGET IN INR)

Table 6 presents the amount MSMEs allocate for employee training, revealing significant differences in training budgets.

35% of MSMEs invest between ₹10,000 - ₹50,000 annually, indicating that small and medium enterprises recognize the importance of training but may have financial limitations. 25% of MSMEs

allocate ₹50,000 - ₹1,00,000, showing that a significant number of businesses are willing to invest moderately in employee skill development. 15% of MSMEs spend between ₹1,00,000 - ₹5,00,000, likely reflecting larger or more established businesses with structured training programs. Only 5% of MSMEs allocate more than ₹5,00,000, suggesting that very few enterprises make substantial investments in employee training. Alarming, 20% of MSMEs invest less than ₹10,000, which may indicate a lack of resources, awareness, or commitment to workforce development.

These findings highlight that while some MSMEs prioritize training, many allocate limited budgets, which could impact training quality and employee skill enhancement. Government support, subsidies, and cost-effective digital training solutions could encourage higher investment in training programs.

Table 6 MSMEs invest in employee training in the study area

Training Budget (INR)	No. of MSMEs	Percentage (%)
Less than ₹10,000	40	20%
₹10,000 - ₹50,000	70	35%
₹50,000 - ₹1,00,000	50	25%
₹1,00,000 - ₹5,00,000	30	15%
More than ₹5,00,000	10	5%
Total	200	100%

Source: Data collected from 200 employees in the study area

BARRIERS TO EFFECTIVE TRAINING IMPLEMENTATION

Table 7 highlights the challenges MSMEs face in implementing employee training programs, revealing several key obstacles.

Lack of Financial Resources (35%) is the most significant barrier, indicating that many MSMEs struggle to allocate sufficient funds for structured training programs. Limited budgets restrict access to quality training materials, expert trainers, and advanced learning methods. High Employee Turnover (25%) is another major challenge, as businesses may be hesitant to invest in training if employees leave frequently, leading to wasted resources. Lack of Awareness (20%) suggests that many MSME owners and managers do not fully understand the benefits of employee training or may not have access to information on available training opportunities. No Proper Training Facilities (12.5%) indicates that some businesses lack the necessary infrastructure, such as dedicated training spaces, technology, or access to trainers. Resistance to Change (7.5%) shows that a small percentage of MSMEs are reluctant to adopt new training practices due to traditional work cultures, fear of disrupting operations, or skepticism about training effectiveness.

These findings suggest that financial support, awareness campaigns, and accessible training resources could help overcome these barriers and encourage MSMEs to invest more in employee skill development. Government subsidies, industry collaborations, and digital learning platforms could be potential solutions to address these challenges.

Table 7 MSMEs struggle to implement training in the study area

Barrier	No. of MSMEs	Percentage (%)
Lack of Financial Resources	70	35%
High Employee Turnover	50	25%

Lack of Awareness	40	20%
No Proper Training Facilities	25	12.5%
Resistance to Change	15	7.5%
Total	200	100%

Source: Data collected from 200 employees in the study area

Table 8 provides insights into employees' willingness to participate in training programs offered by MSMEs.

A majority of employees (40%) are willing to participate in training, indicating a positive attitude toward skill development. 30% of employees are very willing, showing that a significant portion of the workforce actively seeks opportunities to enhance their knowledge and skills. 15% of employees are neutral, suggesting that while they do not oppose training, they may not see immediate benefits or may lack motivation to engage. 10% of employees are unwilling, and 5% are very unwilling, indicating that some workers resist training due to personal disinterest, workload concerns, or a belief that it may not be useful for their job roles.

These findings suggest that while most employees are open to training, MSMEs need to focus on increasing engagement among neutral and unwilling employees. This can be achieved through interactive, job-relevant training programs, incentives, and demonstrating clear career benefits to encourage participation.

Table 8 Employee Willingness to Participate in Training in the study area

Willingness Level	No. of Employees	Percentage (%)
Very Willing	60	30%
Willing	80	40%
Neutral	30	15%
Unwilling	20	10%
Very Unwilling	10	5%
Total	200	100%

Source: Data collected from 200 employees in the study area

Table 9 highlights employees' preferences for different training modes in MSMEs, showing a strong inclination towards traditional learning methods.

In-person training (45%) is the most preferred mode, indicating that employees value direct interaction with trainers and hands-on learning experiences. This suggests that face-to-face training remains effective, particularly in sectors requiring practical skills. Online training (25%) has gained significant acceptance, reflecting a shift towards digital learning, possibly due to its flexibility and accessibility. However, its lower preference compared to in-person training suggests that digital literacy, internet access, or engagement levels might be limiting factors. Hybrid training (20%), which combines online and offline methods, is also gaining traction, indicating that employees appreciate a blended learning approach that offers both convenience and practical application. 10% of employees have no preference, suggesting that they are open to any training method as long as it meets their learning needs.

These findings indicate that while traditional in-person training remains dominant, there is a growing demand for online and hybrid training models. MSMEs could leverage digital platforms alongside tradi-

onal methods to offer more flexible and accessible training programs.

Table 9 Preferred Training Mode by Employees in the study area

Training Mode	No. of Employees	Percentage (%)
In-person Training	90	45%
Online Training	50	25%
Hybrid (Online + Offline)	40	20%
No Preference	20	10%
Total	200	100%

Source: Data collected from 200 employees in the study area

Table 10 highlights the benefits employees believe they gain from training programs in MSMEs. Skill Improvement (40%) is the most commonly perceived benefit, indicating that employees see training as a valuable tool for enhancing their job-related competencies. This suggests that training programs are helping employees become more efficient and capable in their roles. Career Growth (25%) is another key benefit, showing that many employees view training as a stepping stone to better job opportunities and professional development. Better Job Satisfaction (20%) suggests that training contributes to a more engaging and fulfilling work environment, as employees feel more confident and competent in their tasks. Increased Salary Opportunities (10%) indicates that only a small percentage of employees associate training with direct financial benefits, possibly due to a lack of clear career progression pathways within MSMEs. No Significant Benefit (5%) reflects that a small portion of employees do not perceive any major advantages from training, possibly due to the quality, relevance, or application of the training provided.

These findings suggest that while most employees recognize the value of training, MSMEs should work on linking training programs to career progression, salary growth, and job satisfaction to maximize employee motivation and engagement.

Table 10 Perceived Benefits of Training by Employees in the study area

Perceived Benefit	No. of Employees	Percentage (%)
Skill Improvement	80	40%
Career Growth	50	25%
Better Job Satisfaction	40	20%
Increased Salary Opportunities	20	10%
No Significant Benefit	10	5%
Total	200	100%

Source: Data collected from 200 employees in the study area

Table 11 highlights the different types of training programs provided by MSMEs and their scope in employee development.

On-the-Job Training (40%) is the most widely used method, indicating that MSMEs prefer hands-on, practical learning approaches rather than structured classroom sessions. While this is effective for immediate skill application, it may lack depth and structured career progression. Technical Skills

Training (25%) is also a major focus, showing that MSMEs recognize the need to enhance employees' job-specific expertise. This is particularly relevant for manufacturing and service-based enterprises. Soft Skills Training (15%) is provided to a smaller extent, suggesting that while technical expertise is prioritized, communication, teamwork, and problem-solving skills are not given equal attention. Safety & Compliance Training (10%) is conducted in a limited manner, indicating that MSMEs may not be investing enough in workplace safety and regulatory compliance, which could pose risks in certain industries. Leadership & Management Training (5%) is the least common, showing that MSMEs focus more on operational-level training rather than developing leadership and managerial capabilities among employees. No Training Provided (5%) highlights that some MSMEs still do not offer any form of structured training, which may negatively impact employee skill development and business growth. These findings suggest that while on-the-job and technical training dominate, there is a need to strengthen soft skills, leadership development, and safety training to ensure a well-rounded and competent workforce in MSMEs. Encouraging more structured and diversified training programs could improve employee performance and overall business efficiency.

Table 11 Nature & Scope of Employee Training Programs Types of training provided by MSMEs in the study area

Training Type	No. of Employees Trained	Percentage (%)
On-the-Job Training	80	40%
Technical Skills Training	50	25%
Soft Skills Training	30	15%
Safety & Compliance Training	20	10%
Leadership & Management	10	5%
No Training Provided	10	5%
Total	200	100%

Source: Data collected from 200 employees in the study area

IMPACT OF TRAINING ON EMPLOYEE PERFORMANCE

Table 12 presents employees' views on the impact of training programs across various key areas. The responses are categorized into five levels: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

1. Improved Job Performance: 75% (60 + 90 employees) either strongly agree or agree that training improves job performance, indicating that training programs are helping employees enhance their work efficiency. 15% (30 employees) remain neutral, suggesting that some employees may not notice a significant impact on their performance. 10% (10 + 10 employees) disagree or strongly disagree, indicating gaps in training quality or application.
2. Increased Productivity: 70% (55 + 85 employees) believe training leads to higher productivity, reinforcing the idea that skill development translates to better work output. 17.5% (35 employees) are neutral, implying they may not see a direct link between training and productivity. 12.5% (15 + 10 employees) disagree or strongly disagree, showing that some employees feel training does not impact productivity significantly.
3. Better Job Satisfaction: 65% (50 + 80 employees) feel training enhances job satisfaction, suggesting that employees appreciate skill development opportunities. 20% (40 employees) are neutral, possibly

indicating that other factors beyond training influence their job satisfaction. 15% (20 + 10 employees) disagree or strongly disagree, which may indicate dissatisfaction with training quality, frequency, or relevance.

4. Increased Motivation: 60% (45 + 75 employees) agree that training boosts motivation, meaning training programs contribute to employee engagement and enthusiasm. 25% (50 employees) are neutral, suggesting that training alone may not be a strong motivator for some workers. 15% (20 + 10 employees) disagree or strongly disagree, indicating a potential need for more engaging or relevant training content.
5. Enhanced Career Growth: 55% (40 + 70 employees) believe training helps with career growth, showing that employees see training as a step toward professional advancement. 30% (60 employees) remain neutral, suggesting that many employees do not directly associate training with long-term career progress. 15% (20 + 10 employees) disagree or strongly disagree, indicating that training programs may not be effectively linked to career development.

Key Takeaways:

- Most employees believe training improves job performance, productivity, and job satisfaction.
- Motivation and career growth have slightly lower agreement levels, suggesting room for improvement in aligning training with long-term career progression.
- A small but notable percentage of employees do not find training beneficial, which may indicate issues with training quality, relevance, or implementation.

Recommendations:

- Enhance training relevance by aligning programs with job roles and career aspirations.
- Improve engagement strategies to ensure training is interactive and motivating.
- Provide clear career growth opportunities linked to training to increase its perceived value.
- Gather employee feedback regularly to refine training content and methods.

Table 12 Employees' perception of training effectiveness in the study area

Training Impact Areas	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Improved Job Performance	60	90	30	10	10
Increased Productivity	55	85	35	15	10
Better Job Satisfaction	50	80	40	20	10
Increased Motivation	45	75	50	20	10
Enhanced Career Growth	40	70	60	20	10

Source: Data collected from 200 employees in the study area

CHALLENGES FACED BY MSMES IN IMPLEMENTING TRAINING

Table 13 highlights the key challenges that MSMEs face when implementing employee training programs.

Lack of Financial Resources (35%) is the most significant barrier, indicating that many MSMEs struggle to allocate funds for structured training programs. Limited budgets restrict access to high-quality training materials, trainers, and digital learning platforms. High Employee Turnover (25%) is another major

issue, suggesting that MSMEs are hesitant to invest in training if employees frequently leave, leading to a loss of investment in skill development. Lack of Awareness/Knowledge (20%) shows that many MSME owners and managers may not fully understand the benefits of training or may lack information about available training opportunities and government support programs. Time Constraints (12.5%) indicate that MSMEs may find it difficult to conduct training sessions due to busy work schedules and production demands. This suggests that MSMEs may prefer shorter, flexible, or on-the-job training methods. Limited Training Infrastructure (7.5%) reveals that some MSMEs lack proper training facilities, such as dedicated training rooms, equipment, or digital learning tools, which hinders effective employee development.

Key Takeaways:

- Financial constraints and high employee turnover are the top two challenges, which suggest the need for cost-effective training solutions and employee retention strategies.
- Awareness campaigns and government support programs can help MSMEs understand the long-term benefits of training and how to access funding or free training resources.
- Flexible and time-efficient training programs (such as online learning, microlearning modules, and mentorship programs) can help overcome time constraints.
- Investing in basic training infrastructure or collaborating with external training providers can improve accessibility to skill development programs.

Recommendations:

1. Government and industry associations should provide subsidies or financial assistance to MSMEs for training initiatives.
2. MSMEs should focus on employee retention strategies, such as career development opportunities and incentives, to reduce turnover.
3. Raising awareness through workshops, seminars, and digital campaigns can help MSMEs recognize the value of training.
4. Adopting flexible training models (such as online or hybrid training) can minimize disruptions to daily operations.
5. Encouraging shared training facilities or partnerships with educational institutions and industry experts can help MSMEs access better training infrastructure.

Table 13 Reasons MSMEs struggle with training programs in the study area

Challenge	No. of MSMEs Facing Issue	Percentage (%)
Lack of Financial Resources	70	35%
High Employee Turnover	50	25%
Lack of Awareness/Knowledge	40	20%
Time Constraints	25	12.5%
Limited Training Infrastructure	15	7.5%
Total	200	100%

Source: Data collected from 200 employees in the study area

SUGGESTIONS FOR IMPROVING TRAINING EFFECTIVENESS

Table 14 presents the suggestions provided by employees and MSME owners to improve the effectiveness of training programs. Government-Subsidized Training (35%) is the most recommended solution, indicating that many MSMEs and employees believe financial support from the government would make training more accessible and feasible. More In-House Training Programs (25%) suggests that businesses prefer training conducted within their organizations to reduce costs and ensure training is customized to their specific needs. Use of Digital Learning Tools (20%) highlights a growing interest in technology-driven training solutions, such as e-learning platforms, virtual workshops, and mobile learning apps. This suggests that digital literacy is increasing among MSME employees. Encouragement for Skill Development (12.5%) reflects the need for a stronger learning culture within MSMEs, where employees are actively motivated and incentivized to participate in training programs. Collaboration with Educational Institutions (7.5%) is the least suggested improvement, though it indicates that some respondents recognize the value of partnering with universities, technical institutes, or vocational training centers to enhance skill development.

Key Takeaways:

- Financial support from the government is the most sought-after solution, emphasizing the need for subsidies, grants, or low-cost training programs for MSMEs.
- Many MSMEs prefer in-house training, which suggests they need resources and trainers to conduct effective internal training sessions.
- Digital learning is gaining traction, but it needs further integration into MSME training programs.
- A culture of continuous skill development needs to be promoted to encourage more employees to actively engage in learning.
- Stronger industry-academia collaboration can provide structured and high-quality training solutions tailored to MSME needs.

Recommendations:

1. Government intervention through funding, subsidies, or tax incentives for training can make it more accessible.
2. MSMEs should develop structured in-house training programs, possibly with the help of industry experts or training consultants.
3. Investing in digital learning tools (such as online courses, webinars, and interactive learning apps) can enhance accessibility and flexibility.
4. Employee motivation strategies (such as rewards, recognition, or career growth opportunities) should be implemented to encourage participation in training.
5. MSMEs should collaborate with educational institutions to create industry-specific training programs that align with business needs and employee skill gaps.

Table 14 Employees' and MSME owners' recommendations in the study area

Suggested Improvement	No. of Respondents	Percentage (%)
Government Subsidized Training	70	35%
More In-House Training Programs	50	25%
Use of Digital Learning Tools	40	20%

Encouragement for Skill Development	25	12.5%
Collaboration with Educational Institutions	15	7.5%
Total	200	100%

Source: Data collected from 200 employees in the study area

CONCLUSION

Employee training and development are critical for the sustainability and competitiveness of MSMEs in SPSR Nellore District. Addressing the existing challenges and implementing structured training programs can significantly enhance employee performance, job satisfaction, and business growth. This study aims to provide insights and recommendations to strengthen the training ecosystem in MSMEs, ultimately contributing to regional economic development.

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