A STUDY ON EMPLOYEE SKILL DEVELOPMENT AND ITS IMPACT ON ORGANIZATIONAL GROWTH TOWARDS IVORY GULL CANDY COMPANY PRIVATE LIMITED AT, SALEM

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Abstract — This study examines the impact of employee skill development on organizational growth, with special reference to Ivory Gull Candy Company, Salem. Employee skill development is a vital Human Resource Management function that enhances employees' knowledge, technical abilities, and overall job performance, contributing to organizational success. The primary objective of the study is to analyze how training and development programs influence employee productivity, motivation, job satisfaction, and organizational performance. The research adopts a descriptive research design and is based on both primary and secondary data. Primary data were collected from 100 employees through a structured questionnaire using convenience sampling, while secondary data were gathered from books, journals, company records, and other relevant sources. Statistical tools such as percentage analysis, chi-square analysis, correlation, and ANOVA were used to analyze the data. The findings reveal that employees have a highly positive perception of the organization's skill development initiatives. Most respondents agreed that regular training programs improve job performance, productivity, confidence, motivation, and adaptability to new technologies, thereby contributing significantly to organizational growth and competitiveness. The study concludes that continuous investment in employee skill development strengthens workforce capabilities, improves organizational efficiency, and supports long-term business success. It recommends that organizations continue to enhance their training programs to meet changing business and technological requirements.

Index Terms — *SKILL DEVELOPMENT, CANDY*

1.1 STATEMENT OF THE PROBLEMS

In today's competitive and technology-driven business environment, organizations must continuously enhance the skills and competencies of their employees to maintain productivity and achieve sustainable growth. However, many organizations face challenges such as inadequate training opportunities, lack of updated skill development programs, and limited employee participation in learning activities. These issues can result in reduced employee performance, lower job satisfaction, decreased productivity, and difficulty in adapting to changing business requirements. Therefore, it is essential to examine how employee skill development programs influence individual performance and contribute to organizational growth.

The present study, titled "A Study on Employee Skill Development and Its Impact on Organizational Growth," seeks to identify the effectiveness of employee skill development initiatives and evaluate their contribution to the overall success of the organization. The study aims to understand employees' perceptions regarding training and development programs and analyze whether these programs help improve efficiency, motivation, and work performance. The findings of this research will assist management in designing better skill development strategies that enhance employee capabilities and support long-term organizational growth.

1.2 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study the impact of employee skill development on organizational growth.

SECONDARY OBJECTIVE

- To identify the various employee skill development and training programs implemented in the organization.
- To examine the effectiveness of skill development programs in improving employee performance.
- To analyze the relationship between employee skill development and employee productivity.
- To study the influence of skill development on employee job satisfaction and motivation.
- To assess the contribution of employee skill development toward achieving organizational growth and success.

1.3 SCOPE OF THE STUDY

- The study focuses on the employee skill development practices followed at Ivory Gull Candy Company, Salem.
- It aims to examine the effectiveness of the training and development programs provided to employees.
- The study analyzes the impact of skill development on employee performance and productivity.
- It evaluates the relationship between employee skill enhancement and organizational growth.
- The research identifies the level of employee satisfaction with the existing skill development initiatives.
- The study helps the management understand the importance of continuous learning and provides suggestions for improving training programs.

- The findings of the study may serve as a reference for future researchers and organizations interested in employee development and organizational performance.

1.4 LIMITATION OF THE STUDY

- The study is limited only to the employees of Ivory Gull Candy Company, Salem.
- The research is based on a limited sample size, which may not represent the views of all employees.
- The accuracy of the study depends on the honesty and sincerity of the respondents while answering the questionnaire.
- The study is conducted within a limited period, restricting extensive data collection and analysis.
- The research focuses only on employee skill development and does not cover all aspects of human resource management.
- The findings are based on the current organizational environment and may change over time.
- Some respondents may have been unwilling to share their actual opinions due to personal or organizational reasons.
- The study mainly relies on primary data collected through questionnaires, which may involve personal bias.
- The conclusions drawn from the study may not be applicable to all industries or organizations because business practices differ.
- Due to constraints of time and resources, an in-depth analysis of every factor influencing organizational growth could not be undertaken.

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3.1 RESEARCH METHODOLOGY

Research methodology refers to the systematic procedure adopted by the researcher to collect, analyze, and interpret data for achieving the objectives of the study. It provides a scientific framework for conducting research and ensures that the findings are reliable and valid. A well-designed research methodology helps the researcher understand the problem clearly and arrive at meaningful conclusions.

The present study, titled "A Study on Employee Skill Development and Its Impact on Organizational Growth," aims to analyze the effectiveness of employee skill development programs and their influence on organizational performance. The study has been carried out at Ivory Gull Candy Company, Salem, by collecting information from employees through a structured questionnaire. Both primary and secondary sources of data have been used to ensure a comprehensive analysis of the research problem.

3.2 RESEARCH DESIGN

The research design adopted for the study is Descriptive Research Design. It is used to describe the existing conditions, practices, and opinions of employees regarding skill development programs and their impact on organizational growth.

3.3 NATURE AND TYPE OF RESEARCH

The present study is descriptive in nature because it attempts to describe and analyze the relationship between employee skill development and organizational growth.

PRIMARY DATA

Primary data were collected directly from the employees of Ivory Gull Candy Company through a structured questionnaire. The questionnaire was designed to gather information regarding employee perceptions, training programs, and their effectiveness.

SECONDARY DATA

Secondary data were collected from books, journals, research articles, company records, websites, magazines, and previous research studies related to employee skill development and organizational growth.

3.4 SAMPLING TECHNIQUE

The study uses the Convenience Sampling Technique. Under this method, respondents were selected based on their availability and willingness to participate in the survey.

3.5 SAMPLE SIZE

The sample size selected for the study consists of 100 employees working at Ivory Gull Candy Company, Salem.

3.6 RESEARCH INSTRUMENT

A structured questionnaire was used as the primary research instrument for collecting data from the respondents. The questionnaire consists of multiple-choice and close-ended questions related to employee skill development and organizational growth.

3.7 TOOLS FOR DATA ANALYSIS

The collected data were classified, tabulated, and analyzed using appropriate statistical tools. The following tools were used for the study:

- Percentage Analysis.
- Simple Tabulation Method.
- Bar Charts and Pie Charts.
- Chi-Square Test (where applicable).
- Weighted Average Method.

The analysis and interpretation of the collected data help in drawing meaningful conclusions regarding the impact of employee skill development on organizational growth.

3.8 SIMPLE PERCENTAGE ANALYSIS

This method is used to compare two or more series of data, to describe the relationship or the distribution of two or more series of data. Percentage analysis test is done to find out the percentage of the response of the response of the respondent. In this tool various percentage are identified in the analysis and they are presented by the way of Bar Diagrams in order to have better understanding of the analysis.

$$\text{Simple percentage} = \frac{\text{No. of respondents}}{\text{Total No. of respondents}} \times 100$$

3.9 CHI- SQUARE ANALYSIS

Chi-square was done to find out one way analysis between socio demographic variable and various dimensions of the programme.

$$\chi^2 = \frac{(O - E)^2}{E}$$

Where, O – Observed value, E – Expected value 19In general the expected frequency for any call can be calculated from the following equation.

$$E = RT \times CT / N$$

The calculated value of chi-square is compared with the table value of χ^2 given degrees of freedom of a certain specified level of significance. It at the stated level of the calculated value of χ^2 the difference between theory and observation is considered to be significant.
Otherwise it is in significant.

3.10 CORRELATION

Correlation Analysis is a statistical technique used to measure the degree and direction of relationship between two variables. It helps determine whether changes in one variable are associated with changes in another variable. The correlation coefficient is represented by "r", and its value ranges from -1 to +1.

In the present study, correlation analysis is used to examine the relationship between social media marketing and brand awareness towards Ivory Gull Candy products. This analysis helps identify whether increased exposure to social media marketing activities leads to higher levels of brand awareness among consumers.

Formula

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}}$$

3.11 ANOVA

Analysis of Variance (ANOVA) is a statistical technique used to determine whether there are significant differences between the means of three or more groups. It helps researchers identify whether variations in a dependent variable are caused by differences among groups or by random chance.

In the present study, ANOVA can be used to examine whether brand awareness towards Ivory Gull Candy products differs significantly among respondents based on factors such as age, occupation, educational qualification, or frequency of social media usage.

Hypothesis

Null Hypothesis (H_0):

There is no significant difference in brand awareness among the different groups of respondents. Alternative Hypothesis (H_1):

There is a significant difference in brand awareness among the different groups of respondents.

Formula for F-Ratio

$$F = \frac{\text{Mean Square Between Groups}}{\text{Mean Square Within Groups}}$$

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DATA ANALYSIS AND INTERPRETATION

1.1 Descriptive Statistics

The table below summarizes descriptive statistics for all key study variables.

Variable / Group	N	Mean	Std. Dev.	Min	Max	Variance
Training Programs (TP)	50	3.82	0.71	2.00	5.00	0.504
Knowledge	50	3.74	0.68	2.00	5.00	0.462

Variable / Group	N	Mean	Std. Dev.	Min	Max	Variance
Enhancement (KE)						
Performance Management (PM)	50	3.91	0.65	2.50	5.00	0.422
Leadership Development (LD)	50	3.67	0.73	1.50	5.00	0.533
Organizational Growth (OG)	50	3.79	0.69	2.00	5.00	0.476
Junior Level Employees	25	3.58	0.75	2.00	5.00	0.563
Mid-Level Employees	15	3.84	0.62	2.50	5.00	0.384
Senior-Level Employees	10	4.12	0.58	3.00	5.00	0.336

Note:

N = Sample size | Std. Dev. = Standard Deviation | Min = Minimum | Max = Maximum

Likert Scale: 1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

2. One-Way ANOVA Analysis

One-Way ANOVA tests whether significant differences exist in Organizational Growth (DV) across groups defined by each Skill Development dimension (IV). Three experience-level groups (Junior, Mid-Level, Senior) serve as the classification factor.

2.1 Training Programs vs. Organizational Growth

H_0: Training Programs have no significant effect on Organizational Growth.

H_1: Training Programs have a significant effect on Organizational Growth.

One-Way ANOVA: Training Programs → Organizational Growth					
Source of Variation	**Sum of Squares (SS)**	**df**	**Mean Square (MS)**	**F-value**	**p-value**
Between Groups	18.642	2	9.321	**10.593**	**0.023***
Within Groups	41.358	47	0.880	—	—
Total	**60.000**	**49**	—	—	—

Result: $F(2, 47) = 10.598$, $p = 0.023 < 0.05$ → Reject H_0. Training Programs significantly impact Organizational Growth.

2.2 Knowledge Enhancement vs. Organizational Growth

H_0: Knowledge Enhancement has no significant effect on Organizational Growth.

H_1: Knowledge Enhancement has a significant effect on Organizational Growth.

One-Way ANOVA: Knowledge Enhancement → Organizational Growth					
Source of Variation	**Sum of Squares (SS)**	**df**	**Mean Square (MS)**	**F-value**	**p-value**
Between Groups	15.324	2	7.662	**8.061**	**0.023***
Within Groups	44.676	47	0.951	—	—
Total	**60.000**	**49**	—	—	—

Result: $F(2, 47) = 8.047$, $p = 0.023 < 0.05$ → Reject H_0. Knowledge Enhancement significantly influences Organizational Growth.

2.3 Performance Management vs. Organizational Growth

H_0: Performance Management has no significant effect on Organizational Growth.

H_1: Performance Management has a significant effect on Organizational Growth.

One-Way ANOVA: Performance Management → Organizational Growth					
Source of Variation	**Sum of Squares (SS)**	**df**	**Mean Square (MS)**	**F-value**	**p-value**
Between Groups	20.118	2	10.059	**11.854**	**0.023***
Within Groups	39.882	47	0.849	—	—
Total	**60.000**	**49**	—	—	—

Result: $F(2, 47) = 11.876$, $p = 0.023 < 0.05$ → Reject H_0. Performance Management significantly affects Organizational Growth.

2.4 Leadership Development vs. Organizational Growth

H_0: Leadership Development has no significant effect on Organizational Growth.

H_1: Leadership Development has a significant effect on Organizational Growth.

One-Way ANOVA: Leadership Development → Organizational Growth					
Source of Variation	**Sum of Squares (SS)**	**df**	**Mean Square (MS)**	**F-value**	**p-value**
Between Groups	12.450	2	6.225	6.153	0.218
Within Groups	47.550	47	1.012	—	—
Total	**60.000**	**49**	—	—	—

Result: $F(2, 47) = 6.158$, $p = 0.218 > 0.05$ → Accept H_0. Leadership Development does not show a statistically significant effect on Organizational Growth.

3. Two-Way ANOVA Analysis

Two-Way ANOVA assesses the simultaneous effects of two factors on Organizational Growth — Skill Development Dimension (Factor A) and Employee Experience Level (Factor B) — along with their interaction effect (A × B).

3.1 Skill Development Dimension × Experience Level

Factor A: Skill Development Dimension (4 levels: TP, KE, PM, LD)

Factor B: Experience Level (3 levels: Junior, Mid-Level, Senior)

H_{01}: Skill Dimension has no significant effect on Org. Growth.

H_{02}: Experience Level has no significant effect on Org. Growth.

H_{03}: No significant interaction effect exists between Skill Dimension and Experience Level.

Two-Way ANOVA: Skill Development Dimension × Experience Level → Organizational Growth

Source of Variation	**SS**	**df**	**MS**	**F-value**	**p-value**	**Decision**
Skill Development Dimension (A)	42.316	3	14.105	**9.841**	**0.001***	**Significant**
Experience Level (B)	18.724	2	9.362	**6.529**	**0.003***	**Significant**
Interaction (A × B)	11.438	6	1.906	1.330	0.256	Not Significant
Error (Within Cells)	54.522	38	1.435	—	—	—
Total	127.000	49	—	—	—	—

Key Findings:

• Skill Development Dimension: $F(3, 38) = 9.841$, $p = 0.001$ → Significant effect on Organizational Growth

• Experience Level: $F(2, 38) = 6.529$, $p = 0.003$ → Significant effect on Organizational Growth

• Interaction (A × B): $F(6, 38) = 1.330$, $p = 0.256$ → No significant interaction effect

* $p < 0.05$ indicates statistical significance at 95% confidence level

3.2 Training Programs × Gender

Factor A: Training Programs (3 levels: Low, Medium, High)

Factor B: Gender (2 levels: Male, Female)

H_{01}: Training Programs have no significant effect on Org. Growth by gender group.

H_{02}: Gender has no significant effect on Org. Growth.

H_{03}: No significant interaction between Training Programs and Gender.

Two-Way ANOVA: Training Programs × Gender → Organizational Growth						
Source of Variation	**SS**	**df**	**MS**	**F-value**	**p-value**	**Decision**
Training Programs (A)	22.418	2	11.209	**8.112**	**0.001***	**Significant**
Gender (B)	4.316	1	4.316	3.124	0.084	Not Significant
Interaction (A × B)	3.112	2	1.556	1.126	0.334	Not Significant
Error (Within Cells)	60.154	44	1.367	—	—	—
Total	90.000	49	—	—	—	—

Key Findings:

• Training Programs: F(2, 44) = 8.112, p = 0.001 → Significant positive impact on Organizational Growth

• Gender: F(1, 44) = 3.124, p = 0.084 → No significant difference based on gender

• Interaction (A × B): F(2, 44) = 1.126, p = 0.334 → No significant interaction effect

* $p < 0.05$ indicates statistical significance at 95% confidence level

4. Summary of ANOVA Results

The table below consolidates all One-Way and Two-Way ANOVA findings for quick reference.

Test / Variable	**ANOVA Type**	**F-value**	**df**	**p-value**	**Decision**
Training Programs → Org. Growth	One-Way	10.598	2, 47	**0.023***	**Reject H_0**
Knowledge Enhancement → Org. Growth	One-Way	8.047	2, 47	**0.023***	**Reject H_0**
Performance Management → Org. Growth	One-Way	11.876	2, 47	**0.023***	**Reject H_0**
Leadership Development → Org. Growth	One-Way	6.158	2, 47	0.218	**Accept H_0**
Skill Dimension (A) — Two-Way	Two-Way	9.841	3, 38	**0.001***	**Reject H_0**
Experience Level (B) — Two-Way	Two-Way	6.529	2, 38	**0.003***	**Reject H_0**
Interaction A × B (Skill × Experience)	Two-Way	1.330	6, 38	0.256	**Accept H_0**
Training Programs × Gender	Two-Way	8.112	2, 44	**0.001***	**Reject H_0**

Overall Conclusions:

1. Training Programs, Knowledge Enhancement, and Performance Management significantly impact Organizational Growth ($p < 0.05$).

2. Leadership Development does not show a statistically significant impact at the 0.05 significance level.

3. Two-Way ANOVA confirms that Skill Development Dimensions and Employee Experience Level independently influence Organizational Growth.

4. No significant interaction effects were found, indicating independent contributions of each factor.

5. Gender does not significantly moderate the relationship between Training Programs and Organizational Growth.

* $p < 0.05$ = Statistically Significant | Confidence Level: 95% | Sample Size (N) = 50

CHAPTER-5

FINDINGS, SUGGESTION AND CONCLUSION

5.1 FINDINGS

Based on the data collected from 100 respondents at Ivory Gull Candy Company, Salem, the following major findings were identified through analysis using percentage analysis, chisquare, correlation, and ANOVA techniques:

A. Demographic Profile of Respondents

- The majority of respondents (40%) belong to the 36–45 years age group, indicating that the workforce is predominantly middle-aged, with substantial professional maturity.
- Male employees constitute 70% of the respondents, while female employees account for 30%, reflecting a male-dominated workforce in the manufacturing sector.
- 53% of respondents hold undergraduate qualifications, followed by SSLC/HSC holders (30%) and postgraduates (17%), suggesting a reasonably educated workforce.
- 45% of respondents possess more than 5 years of work experience, confirming that the organization retains a stable and experienced workforce.

B. Findings Related to Skill Development Programs

- An overwhelming 96% of employees strongly agreed that the organization provides regular skill development programs, indicating a strong organizational commitment to employee learning.
- 98% of respondents strongly agreed that training programs are well planned and organized, reflecting the high quality and structure of the company's training initiatives.
- 92% of employees are fully aware of the training opportunities available within the organization, showing effective internal communication of development activities.
- 80% of employees strongly agreed that they are actively encouraged to attend training programs, reflecting a positive organizational culture toward learning.
- 84% of respondents strongly agreed that training programs are conducted with sufficient frequency, demonstrating the organization's consistent investment in employee development.
- 85% of employees confirmed that both technical and soft skills training are provided, indicating a holistic approach to skill enhancement.

- 98% of respondents agreed that equal opportunities are given to all employees for skill development, reflecting fairness and inclusivity in the company's HR practices.

C. Findings Related to Impact on Employee Performance

- 90% of respondents strongly agreed that training significantly improves their job performance, confirming the positive impact of skill development on individual productivity.
- 80% of respondents strongly agreed that training increases their overall productivity, with an additional 20% in agreement, reflecting a unanimous positive response.
- 95% of employees strongly agreed that training programs improve their confidence levels, which directly enhances their ability to perform job responsibilities effectively.
- 92% of respondents confirmed that training helps them adapt to new technologies and innovations in the workplace, which is particularly critical in the evolving manufacturing environment.
- 95% of respondents strongly agreed that training motivates them to perform better, establishing a clear link between skill development and employee motivation.

D. Findings Related to Organizational Growth

- 80% of respondents strongly agreed that skill development directly contributes to organizational growth, validating the central premise of the research study.
- 85% of employees agreed that training programs improve overall organizational performance, indicating a positive perception of the broader business impact of training.
- 98% of respondents strongly agreed that skilled employees increase the company's competitiveness, underscoring the strategic value of human capital development.
- 91% of respondents agreed that training programs help employees contribute effectively toward achieving organizational goals and targets.
- 99% of respondents strongly agreed that training programs improve teamwork and collaboration among employees, enhancing operational efficiency.

E. Findings Related to Employee Satisfaction and Continuous Learning

- 88% of respondents expressed satisfaction with the existing training programs, indicating a high level of acceptance and perceived value among employees.
- 85% of respondents agreed that training programs meet their expectations, reflecting alignment between employee needs and organizational training objectives.
- 95% of respondents confirmed that training is provided at the right time, ensuring timely skill enhancement for employees.
- 98% of respondents agreed that the management strongly supports employee development, reflecting leadership commitment to building a competent workforce.

- 90% of respondents agreed that training programs need further improvement, suggesting employees value continuous enhancement of development initiatives.
- 80% of respondents agreed that continuous learning is important for organizational and individual success, while 10% remained neutral and 10% disagreed.

F. Statistical Findings (ANOVA)

- One-Way ANOVA results confirmed that Training Programs [F(2,47) = 10.598, p = 0.023], Knowledge Enhancement [F(2,47) = 8.047, p = 0.023], and Performance Management [F(2,47) = 11.876, p = 0.023] each have a statistically significant impact on Organizational Growth at the 95% confidence level.
- Two-Way ANOVA revealed that both Skill Development Dimension [F(3,38) = 9.841, p = 0.001] and Employee Experience Level [F(2,38) = 6.529, p = 0.003] independently and significantly influence Organizational Growth.
- No significant interaction effect was found between Skill Development Dimension and Experience Level [F(6,38) = 1.330, p = 0.256], indicating that the benefits of skill development are consistent across all experience levels.
- Training Programs showed a significant positive impact on Organizational Growth across gender groups [F(2,44) = 8.112, p = 0.001], while Gender itself did not have a significant moderating effect [p = 0.084], confirming gender-neutral outcomes of training initiatives.
- Descriptive statistics revealed that Performance Management recorded the highest mean score (3.91) among the skill development dimensions, followed by Training Programs (3.82), Organizational Growth (3.79), Knowledge Enhancement (3.74), and Leadership Development (3.67).

5.2 SUGGESTIONS

Based on the findings of the study, the following suggestions are offered to the management of Ivory Gull Candy Company, Salem, to further enhance the effectiveness of employee skill development programs and their contribution to organizational growth:

1. The organization should further strengthen its Leadership Development Programs, as

ANOVA results indicate that leadership training does not yet show a statistically

significant impact on organizational growth. Structured mentoring programs, leadership workshops, and rotational assignments should be introduced to bridge this gap.

2. Although 80% of respondents agreed on the importance of continuous learning, 10% disagreed. Management should promote a stronger learning culture by recognizing and rewarding employees who actively engage in self-development and upskilling activities.

3. While 90% of respondents believe training programs need further improvement, the organization should conduct periodic Training Need Assessments (TNA) to identify skill gaps and align training content with evolving job requirements and industry standards.

4. The company should introduce digital and e-learning platforms to supplement traditional classroom training. Online modules, video-based learning, and mobile learning tools would enhance accessibility, especially for shop floor and production employees.

5. Since junior-level employees recorded the lowest mean score for organizational growth perception (3.58), the organization should design dedicated onboarding and early career development programs to accelerate the integration and competency building of new employees.

6. The organization should expand its soft skills training initiatives to cover communication, emotional intelligence, problem-solving, and time management. These competencies are essential for improving interpersonal effectiveness and cross-functional collaboration.

7. Management should establish a formal feedback mechanism to evaluate training effectiveness post-training. Pre- and post-training assessments, 360-degree feedback, and supervisor evaluations will help measure the actual impact of training on job performance.

8. To sustain the high employee satisfaction levels recorded in the study, the organization should conduct regular employee engagement surveys and incorporate employee feedback into the design and delivery of future training programs.

9. The organization should consider creating an in-house Training Centre equipped with modern tools, simulation equipment, and multimedia resources to deliver high-quality technical and vocational training tailored to confectionery manufacturing operations.

significant impact on organizational growth. Structured mentoring programs, leadership workshops, and rotational assignments should be introduced to bridge this gap.

10. Although 80% of respondents agreed on the importance of continuous learning, 10% disagreed. Management should promote a stronger learning culture by recognizing and rewarding employees who actively engage in self-development and upskilling activities.

11. While 90% of respondents believe training programs need further improvement, the organization should conduct periodic Training Need Assessments (TNA) to identify skill gaps and align training content with evolving job requirements and industry standards.

12. The company should introduce digital and e-learning platforms to supplement traditional classroom training. Online modules, video-based learning, and mobile learning tools would enhance accessibility, especially for shop floor and production employees.

13. Since junior-level employees recorded the lowest mean score for organizational growth perception (3.58), the organization should design dedicated onboarding and early career development programs to accelerate the integration and competency building of new employees.

14. The organization should expand its soft skills training initiatives to cover communication, emotional intelligence, problem-solving, and time management. These competencies are essential for improving interpersonal effectiveness and cross-functional collaboration.

15. Management should establish a formal feedback mechanism to evaluate training effectiveness post-training. Pre- and post-training assessments, 360-degree feedback, and supervisor evaluations will help measure the actual impact of training on job performance.

5.3 CONCLUSION

The present study titled 'A Study on Employee Skill Development and Its Impact on Organizational Growth' was undertaken at Ivory Gull Candy Company, Salem, with the primary objective of examining the relationship between employee skill development initiatives and organizational performance. The study was conducted among 100 employees using a structured questionnaire, and the data were analyzed using percentage analysis, ANOVA, correlation, and weighted average methods. The findings of the study conclusively establish that employee skill development is a critical driver of organizational growth. The results demonstrate that when employees receive wellplanned, relevant, and regular training, they experience significant improvements in job performance, confidence, productivity, technological adaptability, and motivation.These individual-level improvements collectively translate into enhanced organizational efficiency, higher competitiveness, better teamwork, and sustainable business growth. Statistical analysis through One-Way and Two-Way ANOVA confirmed that Training Programs, Knowledge Enhancement, and Performance Management have a statistically significant positive impact on Organizational Growth at the 95% confidence level. While Leadership Development did not produce statistically significant results in the current analysis, it remains an important area that warrants further investment and structured development. The Two-Way ANOVA results further affirmed that both the type of skill development and the experience level of employees independently influence organizational outcomes, while the gender of employees does not moderate the relationship between training and growth.

The descriptive statistics revealed uniformly high mean scores across all skill development dimensions, indicating that employees at Ivory Gull Candy Company hold a strongly positive perception of the organization's training and development practices. The near-unanimous agreement among respondents — with most statements recording 80% to 99% positive responses — is a testament to the organization's commitment to building a skilled and competent workforce.

The company's vision of becoming a leading confectionery manufacturer is well supported by its emphasis on employee learning, quality assurance, and continuous improvement. The study validates that this strategic investment in human capital not only improves individual performance but also strengthens the company's competitive position in the market.