Research Article

Examining Employee Perceptions Of HRD Climate In BSNL's Assam Telecom Circle: A Quantitative Study

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ARTICLE INFO	ABSTRACT
	Employees' views on the HRD environment at Bharat Sanchar Nigam Limited's (BSNL) Assam Telecom Circle are the focus of the present study. The study seeks to offer significant insights into the HRD practices and their efficacy within BSNL's operational landscape by focusing on understanding the influence of the organizational climate on employee development and engagement. A structured questionnaire was issued to personnel in several areas within the Assam Telecom Circle, including Silchar, Kamrup (Guwahati), and Dibrugarh, for the present study. Methods like ANOVA, standard deviation, and mean are used to examine data gathered using random sampling approaches. The goal of the study is to find out how the HRD atmosphere is connected to different employee-related aspects by looking at how different demographic profiles (such as age, gender, education, experience, and income) feel about it. The study's overarching goal is to help BSNL's Assam Telecom Circle improve its HRD policies and processes, which would lead to a happier workforce and more productive business. ***Keywords:*** *Employee Perceptions, Human Resource Development, Organizational culture, Work Climate*

1. Introduction

Successful companies for better organizational culture have invested much in developing an efficient human resource system. Among the components of effective human resource management is a system for effective learning that offers sufficient opportunities through training, performance guidance, and other mechanisms like mentoring, as well as a process for recruiting and selecting candidates, a realistic plan for performance, and an evaluation of performance that is oriented toward development (Purang,2006; Purang,2008). Human resource management also includes methods for organizational development including personal growth labs, creative workshops, quality circles, kaizen team-building activities, and many more, all to instill a strong feeling of pride in one's job and a high level of dedication to the business. The HRD (Human resource development) environment, core principles (including transparency, trust, decentralization, and delegation), and quality orientation (among other things) are also investigated under human resource management (Khan and Tarab, 2012). Organizational communication, employee empowerment, and reward and recognition systems are clear indicators that successful companies have made significant strides in transforming their HR policies and processes (Hassan, et. al., 2006).

Taking an average of employee performance is not a reliable way for most companies to assess their performance. The effectiveness and efficiency of higher-level organizational units like departments, retail locations, plants, or teams typically dictate an organization's overall success. These useful things are known as "decision-making units" (DMUs) in the jargon of operations research (Babushe and Narendranath,2013). To compare DMUs, it is necessary to ensure that they use the same resources and generate the same outputs. Bank branches, retail locations, and manufacturing assembly lines are all examples of DMUs inside organizations. Organizations as a whole within the same sector might likewise be considered DMUs at a more advanced level. The antecedents of successful collective performance cannot be deduced from the antecedents of individual achievement alone (Gelade, et. al., 2003).

Employee feedback on HR policies and procedures has received more and more attention in the strategic HRM community throughout the last decade. Academics in the field of human resource management (HRM) are in agreement that how workers see HR policies and procedures greatly affects how successful such policies and procedures are. One study found that when looking at the link between an organization's HR procedures and workers' attitudes and actions, employee perceptions of such practices acted as a mediator and moderator (Mittal,2014). At the organizational level, unit-level performance is influenced by how employees perceive HR processes. Organizations may reap benefits from HRD when they take a methodical approach, according to HR and training literature. This is because HRD ensures that employees' abilities are continuously improved, which in turn supports the company's larger goals. The four pillars of a well-structured training program are needs assessment, program development, training implementation, and program assessment and evaluation. Perhaps the most difficult aspect of training is the assessment phase (Shuck, et. al., 2018).

Human resource experts continue to fixate on reinforcement theory, even though it has been debunked by decades of study. Strategies such as pay-for-performance cash bonuses, tangible extrinsic rewards like prizes and luxury vacations, and numerous other organizational perks and public recognition ceremonies originate from reinforcement theory, a model of motivation based on the process of tightly controlling consequences (Pillai, 2008). For instance, programs like cash-based bonus incentives aim to influence behavior by providing additional financial rewards on top of regular pay. These programs are costly and difficult to administer, but leaders persist in believing that these programs are effective because they are based on reinforcement rather than internal factors (Wang, et. al., 2020). An organismic meta-theory with several dimensions, self-determination theory (SDT) stresses the significance of learned interior resources that impact behavior control. One of SDT's main points is that people are most driven when they think they can choose their fate. Comprehending the impact of intrinsically or extrinsically oriented motivational regulation on workers' perceptions of their immediate work environment is crucial for developing effective human resource development (HRD) interventions and programs and achieving organizational goals (Kewlani,2013). A large body of literature has recently evolved that questions how and under what circumstances various types of motivation impact employee intentions in the workplace, despite the widespread usage of reward and incentive design structures. (Bos-Nehles and Veenendaal,2019).

The aim of the study is to examine the employess perception with a purview focused on the BSNL telecom employees in Assam for the fullfillment of the objectives in the present study i.e. to identify the Perception of employees regarding HRD Climate with respect to their demographic profile (Gender, Age, Education, Experience, and Income) and to assess the perception of employees regarding the HRD climate in the select units of the study (Dibrugarh SSA, Kamrup SSA, and Silchar SSA).

The paper is divided into six sections. Section 1 provides a brief introduction to the subject. An explanation of the evaluations of previous studies by various authors can be found in Section 2. In Section 3, the research methodologies utilized for the investigation are described. Section 4 talks about objectives of the study and section 5 stated the hypothesis of the study. In Section 6, the Result is presented. In Section 7, the discussion and findings are explained. Section 8 comprises of conclusion . Finally, references are presented.

2. Literature Review

Hayfron, M. E. K., et. al., (2023) explored the influence of HRD on OCB and the role trust played within the company. The data underwent examination using SPSS v.23 and various statistical tools were utilized, such as Pearson's product correlation, hierarchical regression analysis, and independent t-test. The survey was conducted with a total of 219 individuals employed in the food manufacturing sector. The findings showed that the HRD environment had a positive impact on OCB and could be used to predict trust within an organization. In the cause-and-effect chain connecting HRD climate and OCB, confidence in the organization acted as a mediator. Management was advised in the report to invest in staff training and education in order to ensure the company's success. The relationship between HRD environment, trust, and organizational citizenship behaviors (OCBs) had not been studied previously.

Obuobisa-Darko and Tsedzah, (2019) aimed to address Employee Engagement (EE) in a developing country's public sector was found to be highly impacted by the HRDC aspects. A total of 355 participants filled out the study questionnaire, which was a combination of the Utrecht Work Engagement Scale and a self-designed questionnaire. Findings indicated that HRDC significantly and positively affected employee engagement, particularly when organizations exhibited the HR Mechanism dimension of HRDC. Additional research was recommended to confirm or refute the results, considering the study exclusively included government employees. Emphasizing the significance of HRDC in enhancing employee engagement in a high-power distant culture, the study added to the little literature on HRDC and EE in public sector firms in developing nations.

Saeed, B. B., et. al., (2019) examined the impact of green HRM practices on the environmentally conscious actions taken by employees was explored. Green hiring, training, performance management, pay and benefits, and employee agency were the main points of the article, which aimed to promote environmental sustainability. Green HRM methods were found to have increased pro-environmental behaviour, as reported by the study's 347 participants from various industries. The study also examined how environmental knowledge influenced the relationship between green HRM practices and PR environmental behaviour, and how pro-environmental psychological capital played a role in mediating the relationship. With pro-environmental psychological capital

as a mediator, the results showed that green HRM practices had a positive impact on employee pro-environmental behaviour. Green HRM practices increased environmentally conscious behaviour, but environmental literacy mitigated this benefit.

Albrecht, S., et. al., (2018) examined that there was a link between the environment of engagement inside a business, the resources that were focused on the organization, and the involvement of its employees. Six identified organizational resources were postulated to have positive correlations with organizational engagement atmosphere, job resources, and employee engagement, based on the authors' model. The results from a cross-sectional survey of 1,578 workers underwent structural equation modelling and confirmatory factor analysis. The findings of the study indicated an organizational engagement atmosphere as a motivating factor that could be utilized to develop long-term organizational engagement capacity. Additional findings from the study pointed to potential factors influencing participation and supported expanding the JD-R to incorporate components with a stronger emphasis on organizations.

Plaskoff, J. (2017) emphasized on the updated HRM strategies to reflect the needs of today's businesses while fostering a culture of employee agency and participation. A more strategic approach to engaging employees via meaning and offering value was achieved by firms by concentrating on the employee's whole experience. By considering the employee experience as a collection of interconnected perspectives, design thinking was able to improve it. Six guidelines exist for using this approach. Benefits alone did not keep employees engaged; instead, businesses needed to get to know their workers on a personal level, build caring experiences through co-design, think big picture, deal with the intangibles of working for a company, try new things, learn from mistakes, and value the process as much as the final result. Design thinking proved effective for improving user and customer experiences, but it was just now being acknowledged as a method for enhancing the staff experience.

Chaudhary and Rangnekar, (2017) investigated the moderating effect of HRD climate, we looked at job participation, psychologically HRD the environment, and HRD climate quality. Three hundred thirty-five Indian business leaders were surveyed using pre-made instruments. The research has examined the factors at different levels using hierarchical linear modeling (HLM). A large portion of the variation in work engagement was explained by employees' shared perceptions of the development environment, according to the findings. The comprehension of the workplace engagement process was not enhanced by the interplay between HRD climate strength and HRD climate quality, even though the strength of the HRD climate affected both emotional HRD culture and work engagement. According to the results, fostering an HRD-focused workplace culture is a great way to boost employee engagement and give your company a leg up in the market. Separately, the study stressed the relevance of social structures and the context of social contact..

Appavoo, R. (2017) stated that Liberalization, privatization, and globalization created a tumultuous corporate atmosphere, making managers' jobs more difficult. The study discussed organizational climate (OC), HRDC (Human Resource Development Climate), and job satisfaction as potential moderators of organizational commitment and citizenship behaviour. The study proceeded to examine how those factors affected both individual and organizational results. There was a conceptual model—a flow chart—that showed how those mediators affected organizational commitment and citizenship behaviour. The model was founded on the structural and behavioural model proposed by Venkat Raman, and it was backed by evidence found in the study literature. The suggested model provided a foundation for future studies and opened up several new avenues of inquiry.

3. Methodology and Data

In order to investigate "Human Resource Development Approaches amidst Climate Shifts: A Case Study of BSNL in Assam Telecom Circle," the researchers had taken reference from a variety of sources for their data. Staff members of BSNL in the Assam Telecom Circle in the cities of Dibrugarh, Kamrup (Guwahati), and Silchar filled out a structured questionnaire as the main source of information. The 705 BSNL personnel in the Assam Telecom Circle were divided into three groups: 215 in Dibrugarh, 280 in Kamrup (Guwahati), and 210 in Silchar. Each group was given a questionnaire. The study's secondary data has been taken from multiple "websites, Newspapers, Articles, and various Internet Media and other reliable sources". A research strategy based on random sampling was used in the study. We analyzed the data using Excel and SPSS. To assess the hypothesis of the study, statistical methods including ANOVA, standard deviation (SD), and mean have been utilized

4. Research Objectives

Obj 1. To identify the Perception of employees regarding HRD Climate with respect to their demographic profile (Gender, Age, Education, Experience, and Income).
Obj 2. To assess the perception of employees regarding the HRD climate in the selected units of the study (Dibrugarh SSA, Kamrup SSA, and Silchar SSA).

5. Hypothesis

"H1: There is no significant difference in the Perception of employees regarding HRD Climate with respect to their demographic profile (Gender, Age, Education, Experience, and Income)".
"H2: There is no significant difference in the Perception of employees regarding HRD climate in the selected units of the study (Dibrugarh SSA, Kamrup SSA, and Silchar SSA)".

6. Results

H0: There is no significant difference in the Perception of employees regarding HRD Climate with respect to their demographic profile (Gender, Age, Education, Experience, and Income).
H1: There is a significant difference in the Perception of employees regarding HRD Climate with respect to their demographic profile (Gender, Age, Education, Experience, and Income).

> ### Table 1: Gender of the respondents and their overall perception on HRD

Descriptives statistics								
Perception of employees regarding HRD Climate								
	Std. Deviation	N	Std. Error	Mean 33.1220	95% Confidence Interval for Mean		Maximum	Minimum
					Upper Bound	Lower Bound		
Male	4.49284	410	.22189	32.3932	33.5581	32.6858	33.1220	19.00
Female	5.20543	295	.30307	32.8170	32.9897	31.7968	32.3932	15.00
Total	4.81378	705	.18130		33.1730	32.4611	32.8170	15.00

Table 1 shows gender-specific HRD climate statistics. Male employees' perceptions vary heavily, with an average score of 33.12 and a standard deviation of 4.49. Perception scores average 32.69−33.56 on the 95% confidence range. Female employees have more perceptual variability than male employees (mean score: 32.39, standard deviation: 5.21). Women have a mean perception score between 31.80 and 32.99 on the 95% confidence range. Both genders' data is very variable, with a mean perception score of 32.82 and a standard deviation of 4.81. Total mean perception score 95% confidence interval: 32.46−33.17. While both sexes have stable HRD beliefs, men have a somewhat superior mean perception rating and less fluctuation.

Table 2: ANOVA based on gender

ANOVA*a*					
Perception of employees regarding HRD Climate					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	91.107	1	91.107	3.948	.047
Within Groups	16222.289	703	23.076		
Total	16313.396	704			

ANOVA results in Table 2 demonstrate that worker groups' HRD Climate assessments varied significantly. According to the sum of squares, 91.107, there is a lot of diversity in perceptions among the groups. This difference is statistically significant with a p-value of.047 and an F-statistic of 3.948. The sum of squares inside groups (16222.289) shows virtually constant within-group variability. These data show that difficulties separating groups within the firm significantly affect how employees see the HRD Climate, making it essential to identify and overcome these inconsistencies to create a healthy organizational environment.

Table 3: Perception of the respondents on HRD climate based on their Age

Descriptives Statistics								
Perception of employees regarding HRD Climate								
	No.	Mean	SD(standard Deviation)	SE(Standard Error)	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
20-30 Years	190	33.2842	4.97542	.36095	32.5722	33.9962	15.00	43.00
31-40 years	274	32.6934	4.67252	.28228	32.1377	33.2491	19.00	43.00
41-50 years	129	32.4419	4.81357	.42381	31.6033	33.2804	19.00	41.00
51-60 years	112	33.1875	4.45504	.42096	32.3533	34.0217	23.00	43.00
Total	705	32.8851	4.74995	.17889	32.5339	33.2363	15.00	43.00

The descriptive statistics of age are defined in Table 3, which is located above. The variables' means and standard deviations are shown via descriptive statistics. The average for the 20−30 age bracket is 33.2842, whereas the 31−40 age bracket has a mean of 32.6934, as seen in Table 3. A mean of 32.4419 was recorded for those aged 41−50, and a mean of 33.1875 for those aged 51−60.

Table 4: ANOVA based on age

ANOVA*a*					
perception of employees regarding HRD Climate					
	df	Mean Square	Sum of Squares	F	Sig.
Within Groups	701	22.550	15807.777		
Between Groups	3	25.305	75.916	1.122	.339
Total	704		15883.694		

The analysis of variance (ANOVA) is displayed in Table 4, which provides information about how accurately the model of regression fits the data or predicts the dependent variable. In this table, one can see that the dependent variable is well-predicted by the regression model. This means that the model of regression does a decent job of predicting the result of the variable (i.e., it is bad for the data), but it is not statistically significant (.339, more than 0.05).

Table 5: Perception of the respondents on HRD climate based on their Education

Descriptives Statistics								
Perception of employees regarding HRD Climate								
	Mean	Std. Error	N	SD (standard deviation)	95% Confidence Interval for Mean		Max.	Min.
					Upper Bound	Lower Bound		
10th Pass	33.4839	.36755	155	4.57599	34.2100	2.7578	155	21.00
10+2 Pass	32.7398	.36262	196	5.07671	33.4550	2.0246	196	19.00
Graduation	32.4286	.32951	210	4.77505	33.0782	1.7790	210	15.00
Post-Graduation	32.9612	.38321	129	4.35245	33.7195	2.2030	129	23.00
Others	34.3333	1.20975	15	4.68534	36.9280	1.7387	15	26.00
Total	32.8851	.17889	705	4.74995	33.2363	2.5339	705	15.00

Table 5, up there, defines the descriptive statistics of Education. Data presented using descriptive statistics include means and standard deviations for the variables. Table 5 shows that the average value for employees with different types of education qualifications ranges from 33.4839 for a 10th pass to 34.3333 for an employee with another sort of qualification, 32.9612 for an employee with post-graduation education, and 32.4286 for a 10+2 pass.

Table 6: ANOVA based on education

ANOVA*a*						
perception of employees regarding HRD Climate						
	Mean Square	Sum of Squares	df	F	Sig.	
Within Groups	22.497	15748.007	700			
Between Groups	33.922	135.686	4	1.508	.198	
Total		15883.694	704			

The analysis of variance (ANOVA) is shown in Table 6, which provides information about how accurately the regression equation predicts the dependent variable based on the data. In this table, one can see that the dependent variable is well-predicted by the regression model. This proves that the regression model is statistically significant. With a value of 198—greater than the significance level of 0.05—the regression model is bad for the data as it predicts the outcome variable statistically substantially.

Table 7: Perception of the respondents on HRD climate based on their Experience

Descriptives Statistics								
Perception of employees regarding HRD Climate								
	N	Mean	SD(standard deviation)	SE(Standard error)	95% Confidence Interval for Mean		Min.	Max.
					Lower Bound	Upper Bound		
0- 5 Years	173	32.8786	5.07413	.38578	32.1171	33.6401	15.00	43.00
5-10 Years	208	32.4856	4.53540	.31447	31.8656	33.1056	19.00	43.00
10-20 Years	232	33.3405	4.79723	.31495	32.7200	33.9611	19.00	43.00
Above 20 Years	92	32.6522	4.44115	.46302	31.7324	33.5719	23.00	42.00
Total	705	32.8851	4.74995	.17889	32.5339	33.2363	15.00	43.00

The descriptive statistics of Experience are defined in Table 7, which is located above. The variables' means and standard deviations are shown via descriptive statistics. The average for those with 0−5 years of experience is 32.8786, for those with 5−10 years of experience it is 32.4856, for those with 10−20 years of experience it is 33.3405, and for those with 20 years or more of experience it is 32.6522, as shown in table 7.

Table 8: ANOVA with regard to experience

ANOVA*a*					
Perception of employees regarding HRD Climate					
	Mean Square	F	Sig.	df	Sum of Squares
Within Groups	22.535			701	15797.376
Between Groups	28.772	1.277	.281	3	86.317
Total				704	15883.694

"Table 8 shows the results of the analysis of variance (ANOVA), which shows how well the dependent variable (regression equation) matches the data. In this table, one can see that the dependent variable is well-predicted by the regression model. This proves that the regression model is not statistically significant. There is a statistically significant prediction of the outcome variable by the regression model (i.e., it is bad for the data) since the value is less than 0.05 (281)".

Table 9: Perception of the respondents on HRD climate based on their Income

Descriptives Statistics								
perception of employees regarding HRD Climate								
	Mean	Std. Error	N 167	Std. Deviation	95% Confidence Interval for Mean		Maximum	Minimum
					Lower Bound	Upper Bound		
20000-30000	33.7006	.34685	100	4.48225	33.0158	20.00	20.00	20.00
30001-40000	33.0400	.45923	192	4.59231	32.1288	23.00	23.00	23.00
40001-50000	32.7604	.38092	144	5.27812	32.0091	15.00	15.00	15.00
50001-60000	32.7778	.35224	102	4.22686	32.0815	20.00	20.00	20.00
Above 60000	31.7843	.47692	705	4.81669	30.8382	20.00	20.00	20.00
Total	32.8851	.17889	N	4.74995	32.5339	705	15.00	15.00

The Income descriptive statistics are defined in Table 9 above. The variables' means and standard deviations are shown via descriptive statistics. Table 9 shows that the average income for the 20000-30000 income bracket is 33.7006, for the 30001-40000 income bracket it is 33.0400, for the 40001-50000 bracket it is 32.7604, for the 50001-60000 bracket it is 32.7778, and for the Above 60000 bracket, it is 31.7843.

Table 10: ANOVA based on Income

ANOVA*a*					
perception of employees regarding HRD Climate					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	241.701	4	60.425	2.704	.030
Within Groups	15641.993	700	22.346		
Total	15883.694	704			

One way to see how well the regression equation predicts the dependent variable from the data is to look at Table 10, which displays the results of the analysis of variance. In this table, one can see that the dependent variable is well-predicted by the regression model. Since this value is less than 0.05, one may conclude that the regression model is statistically significant (i.e., a good fit) in predicting the outcome variable (.030).
"Ho: There is no significant difference in the Perception of employees regarding HRD climate in the select units of the study (Dibrugarh SSA, Kamrup SSA, and Silchar SSA)."
"H2: There is a significant difference in the Perception of employees regarding HRD climate in the select units of the study (Dibrugarh SSA, Kamrup SSA, and Silchar SSA)."

Table 11: One-Sample Statistics

One-Sample Statistics					
		Mean	Std. Deviation	N	Std. Error Mean
Dibrugarh	33.0047	4.96389	215	215	215
Kamrup	32.8250	4.57531	280	280	280
Silchar	32.8429	4.77524	210	210	210

Table 11 displays the results of the one-sample statistics. You can see the average and standard deviation of the variables in the One-Sample Statistics table. The average value of the workers' perceptions of the HRD climate in Dibrugarh is 33.0047, with a standard deviation of 4.96389, as shown in Table 11. With a mean of 32.8250 and a standard deviation of 4.57531, the HRD climate perceptions of Kamrup workers are statistically

significant. Perceptions of the HRD climate (Silchar) among workers had a mean value of 32.8429 and a standard deviation of 4.77524.

Table 12: One-Sample Test

One-Sample Test		Test Value = 0				95% Confidence Interval of the Difference	
		t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Dibrugarh	Perception of employees regarding HRD Climate	97.493	214	.000	33.00465	32.3374	33.6719
Kamrup	Perception of employees regarding HRD Climate	120.050	279	.000	32.82500	32.2868	33.3632
Silchar	Perception of employees regarding HRD Climate	99.668	209	.000	32.84286	32.1932	33.4925

A one-sample t-test's outcome is detailed in the One-Sample Test table. Based on the comparison of the sample data, the value of the known or postulated population mean is shown in the top row.

Table 12 shows the results of the one-sample t-test, including the "t-value (t column), degrees of freedom (df), and p-value (Sig. (2-tailed)". Where p is less than .05 (p =.000 for Dibrugarh, Kamrup, and Silchar). It follows that the study's three sample units—Dibrugarh SSA, Kamrup SSA, and Silchar SSA—had significantly different employee perceptions of the HRD atmosphere.

7. Discussion and Findings

An employee's outlook and character at work might be positively or negatively impacted by their environment. Shuck, B., et. al., (2018) stated that HRD utilized reinforcement theory, but the outcomes proved to be unsatisfactory. Proponents of self-determination theory (SDT) argue that the best kinds of motivation stem from psychological needs rather than material incentives. Bos-Nehles and Veenendaal (2019) examined the impact of HR policies on IWB in Dutch factories. The results indicated that IWB was negatively affected by the remuneration system, but positively influenced by information exchange and supportive supervision. Although the present study examined the attitudes of BSNL's Assam Telecom Circle employees about the HRD program. Primary data was gathered from BSNL personnel in the Assam Telecom Circle in Dibrugarh, Kamrup (Guwahati), and Silchar SSA using a standardized questionnaire. After looking at gender, age, education, job experience, and income, several interesting findings surfaced. On average, male employees had a somewhat better perception score than their female counterparts. Also, the analysis of variance (ANOVA) revealed a statistically significant difference in perception between the genders, indicating that gender does influence how individuals view the HRD climate. On the other hand, Eldor, L. (2017) investigated the connection between how employees perceived the learning environment and their level of proficiency and inventive behavior. This link was mediated by job involvement, as indicated by the data analysis of 419 employees from four different firms in the private and public sectors. The study highlighted the importance of supporting claims with evidence. Contrary, the present study through the ANOVA results did not reveal a statistically significant difference in perception according to age, but there were some differences in the mean perception scores across the different age groups. Employees' views of the HRD environment may not be much affected by their age, according to the present study. In Horizon, Lee, J. Y., et. al., (2019) examined how knowledge workers' views of the effectiveness of informal learning were influenced by personal and organizational factors. Results of the study by Horizon, Lee, J. Y., et. al., (2019)b indicated that factors such as task unpredictability, intrinsic motivation, organizational commitment, work satisfaction, and possibilities for advancement all had a favourable impact on the effectiveness of informal learning. In contagious, the present study noted that employees' average perception scores differed according to their level of education. Since there was no statistically significant variation in perception depending on education level, it seems that people's degree of education does not significantly affect how they view the HRD climate Additionally, the study analyzed the HRD atmosphere in the Dibrugarh SSA, Kamrup SSA, and Silchar SSA regions, considering the perspectives of different firm divisions. Significant differences in perception between units were shown by the one-sample t-test, suggesting that there is some variability in the way HRD climate is perceived across the company. The outcomes show that the HRD climate is complicated from the point of view of the Assam Telecom Circle employees at BSNL and that demographic characteristics and organizational units are important for understanding this landscape.As there is still ambiguity on the perception employees about HRD due to changing work scenario and people behaviour. To further understand the impact of these elements on HRD climate perceptions and how to improve HRD practices inside the business, further research is needed.

8. Conclusion

The study concluded by looking at how different demographic parameters, including gender, age, education, experience, income, and geographic units, impacted employees' impressions of the HRD climate within BSNL's Assam Telecom Circle. The results showed that there were substantial gender variations in how male and female employees perceived the HRD climate, with male employees having somewhat higher perceptions. Age, education, experience, and income did not appear to be relevant variables, though. Perceptions also varied significantly among the various geographic entities that make up the Assam Telecom Circle, suggesting that there may be distinct HRD climates in each of these units. Both academia and industry can learn a lot from these results. To start, they stress the significance of BSNL-like enterprises' gender gaps in HRD atmosphere perceptions and the need to analyze and overcome them. Second, the study stresses the importance of addressing specific geographical units' circumstances and problems through focused actions to enhance HRD climates. Further research is needed to determine the exact role that other contextual factors play in shaping HRD climate perceptions, as the results imply that demographic factors such as age, education, experience, and income may not have a substantial impact.

Although the study provided some useful insights, it does have several limitations that need to be taken into account. One limitation is that the study only looked at BSNL's Assam Telecom Circle, thus the results might not apply to other companies or areas. Secondly, there is a possibility of response biases or inaccurate data due to the dependence on self-reported information from structured surveys. To overcome these constraints, future studies should use mixed-method approaches to collect more detailed data from multi-site studies across multiple telecom circles. Several suggestions for future research are derived from the results. First, studies should look at how well gender-sensitive interventions promote gender equity in companies and what causes gender inequalities in HRD climate views. Secondly, longitudinal studies could examine the changing HRD cultures at BSNL and the effects of organizational initiatives and changes on staff attitudes. Finally, research comparing the telecoms industry to others could shed light on the specific difficulties and potential solutions to improve the HRD atmosphere in this field.

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