

Chapter - 5

FINDINGS AND DISCUSSIONS

5.0 Introduction

The present chapter is devoted to findings of the study and their discussion.

5.1 Findings and Discussion

Objective wise findings have been presented.

5.1.1 Findings Based on DIETs Profile

- It was observed that various sanctioned posts were not filled up in the all DIETs, more than 10 posts were vacant in all the sampled DIETs except DIET Jodhpur (5), Bikaner(7 post), Bharatpur(7 post), Churu(8 post), Karoli(9 post).
- It was observed that area of the institute campus and the building were not according the prescribed guidelines of DIET.
- All the sampled DIETs were found to have all laboratories, psychology lab.,etc., except, Karoli and Alwar DIETs.
- It is seen that hostel facility is not available in some of the DIETs and where hostel facility is available; girl's hostel facility is inadequate.
- Staff quarters for academic staff as well as ministerial staff and class iv staffs were inadequate.
- Support services facilities were available in some of the DIETs.
- Furniture facilities were found adequate in the DIETs.
- Adequate equipment for education in visual and performing arts, language lab and A.V. aids, games and sports were found in all the DIET except in DIET Nagaur.
- Adequate equipment for work experience and educational technology was not found in the Dungarpur DIET.
- Adequate furniture were found in all the DIETs.
- It was observed that library facilities were not upto the mark in all the sampled DIETs. Books were not in adequate number as shown in DIET guideline.

- Almost all the DIETs organized extension activities but some of the extension activities were not organized, such as, education for the disabled, street and out of school children, blood donation camp, medical camp and health and hygiene awareness.
- All the sampled DIETs annual prospects were published except that of Bharatpur, Karoli and Dungarpur DIETs.
- Guidance and counseling facilities were available for trainees and teachers in some of the DIETs.
- Placement services, alumni association and student association were not available in none of the sampled DIETs.
- Leisure time facilities were available in some of the DIETs.

Discussion

The study reveals that on an average, more than 10 positions of lectures or Senior Lectures are lying vacant in the DIETs. It was found that in most of the DIETs, all sanctioned post of various branches were not filled up causing the extra workload on the existing staff, affecting the HRD Climate of the DIETs. For example, in one of the DIETs (Bhilwara) the post of Principal and 14 other posts were lying vacant. The DIET was directionless in the absence of academic leader. It was observed that girls hostel and land area of the institute campus and building were less than suggested in DIET guideline. This result was supported by DIET (1992), which indicated that residential facilities were not sufficient. The findings further strengthen those findings of NIEPA (1992), Lobo (1996), and Gafoor et al (1998), which stated that building, hostels and other civil works needed immediate attention. The staff quarters for academic staff, as well as, non-academic and IV class staff are not adequate. Nagpal (1999) reported the similar findings. It is observed that support services and furniture facilities were available in the DIETs. It was observed that equipments for work experience and educational technology were not available in the Dungarpur DIET. It was also observed that laboratory for physical and life science and equipments for psychology experiment, social studies, language teaching, play ground and equipment for

physical education and sports were available except in Karoli and Alwar DIETs. About the library facilities, it was observed that library facilities were not up to the mark, books were less in the number. Yadav (1999) and DIET (1992) reported the similar findings. It was seen that DIETs organized extension activities but some of the activities were not organized by the DIETs due to lack of time and facilities such as education for the disabled, street and out of school children, blood donation camp, medical camp and health and hygiene awareness. All the DIETs published their annual prospects except Bharatpur Karoli and Dungarpur DIETs. It was also seen that guidance and counseling facility. Placement service, alumni association and leisure time facilities were available in some of the DIETs. This showed that except some facilities, most of the infrastructure facilities were there in DIETs.

5.1.2 Findings Based on Factors of HRD Climate of DIETs

- In the DIET Bhilwara there has been found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor Risk- taking behavior. A large majority of the respondents (77.77%) have responded that the risk taking behaviour is good, whereas, according to 22.22% it is very good. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor responsibilities, top support, feedback, and supportive HRD climate, openness versus communication, trust, team spirit, collaboration and reward.
- In the DIET Nagaur there has been found a significant difference in the observed frequencies and frequencies expected against equality hypothesis at .05 level against the factor responsibilities, top support, openness versus communication. A large majority of the respondents (61.54%) have responded that the responsibilities, top support, openness versus communication is good, whereas, according to 38.46% it is average.

It is also found that a significant difference in the observed frequencies against equality hypothesis at .01 level against the factor feedback, supportive HRD Climate, and trust. A large majority of the respondents (61.54%) have responded that the feed back is average, whereas, according to 38.46% it is good, while 69.23% respondents have responded that the supportive HRD Climate and trust is good, whereas, 30.77% responded that supportive HRD Climate is average and 23.08% respondents rated trust as average, whereas, 7.69% that is very good. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor risk taking behavior, team spirit, collaboration, and reward.

- In the DIET Bikaner there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor responsibilities, supportive HRD Climate, openness versus communication, team spirit and reward. A large majority of the respondents (75%) have responded that the responsibility and supportive HRD Climate is good, whereas, according to 25% it is very good respectively. While, 83.33% respondents found openness versus communication and reward system is good, whereas, 16.67% that is very good respectively. It is also observed that 91.67% respondents rated that team spirit of Bikaner DIET is good, whereas, according to 8.33% it is average.

In the DIET Bikaner there has been also found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor risk taking behaviour, top support, feed back and collaboration. A large majority of the respondents (66.67%) have responded that the risk taking behavior, top-support and collaboration is good, whereas, according to 33.3% it is very good respectively, while, 58.33% respondents have responded that feed back of Bikaner DIET is good, whereas, according

to 41.67% it is very good. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor trust.

- In the DIET Churu there has been found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .01 level against the factor responsibilities, risk taking behaviour, top-support, feed back, supportive HRD Climate, openness versus communication and reward. A large majority of the respondents (88.33%) have responded that the responsibilities among DIET personal is good, followed by 8.33% each who considered it very good and poor respectively. While, 83.33% respondents have responded that reward system in DIET Churu is good, whereas, according to 16.67% it is average.

It is observed that a large majority of respondents (75%) have responded that the risk taking behaviour, top support and openness versus communication is good, whereas, according to 25% it is average respectively. While, feed back system in the DIET Churu is found good by the 75% of respondents, and 16.7% respondents have responded it average, whereas, according to 8.33% it is very good. A large majority (91.67%) respondent have responded that the supportive HRD Climate is good, whereas, according to 8.33% it is average.

There has been also found significant difference between observed frequencies and frequencies expected against the equality hypothesis at .05 level against the factors trust and team spirit. A large majority of the respondents (66.67%) have responded that the trust and team spirit among DIET personnel is good, whereas, according to 33.33% it is average. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor collaboration.

- In the DIET Bharatpur there has been found a significant difference in the observed frequencies and the frequencies expected against equality

hypothesis at .01 level against the factor responsibilities, top support and collaboration. A large majority of the respondents (64.29%) have responded that the responsibilities top support and collaboration is good, whereas, according to 35.7% it is very good. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor risk taking behavior, feedback, and supportive HRD climate, openness versus communication, trust, team spirit and reward.

- In the DIET Karoli there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor responsibilities, top-support and openness versus communication. A large majority of the respondents (85.71%) have responded that the responsibility and top-support is good, whereas, according to 14.29% it is very good respectively. While, 92.86% respondents found openness versus communication is good, whereas, 7.14% that is average.

In the DIET Karoli there has been also found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor supportive HRD Climate, collaboration and reward. A large majority of the respondents (64.29%) have responded that the supportive HRD Climate, collaboration and reward is good, whereas, according to 28.57% supportive HRD Climate is very good. 14.29% each who considered that very good and average collaboration in DIET Karoli respectively, whereas, 7.14% it is poor. 21.43% respondents have responded that reward system in DIET Karoli is average, followed by 7.14% each who considered it very good and poor respectively. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor risk taking behaviour feed back, trust and team spirit.

- In the DIET Sikar there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor reward. A large majority of the respondents (87.5%) have responded that the reward system is good, whereas, according to 12.5% it is very good.

In the DIET Sikar there has been also found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor supportive HRD Climate, and trust. A large majority of the respondents (75%) have responded that the supportive HRD Climate is good, whereas, according to 25% it is very good, while, 75% respondents have responded that trust among DIET personnel is very good, whereas, according to 25% it is good. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor responsibilities, risk taking behaviour, top-support, feed back, openness versus communication, team spirit and collaboration.

- In the DIET Alwar there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor trust and team spirit. A large majority of the respondents (81.82%) have responded that the trust is good, followed by 9.09% each who considered trust is average and poor respectively. While, 72.73% respondents found that team spirit is good, whereas, 27.27% that is very good.

In the DIET Alwar there has been also found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor responsibilities. A large majority of the respondents (63.64%) have responded that the factor responsibility is good, whereas, according to 36.36% it is very good. There has been found no significant difference between observed frequencies and frequencies expected against the

equality hypothesis with respect to the factor risk taking behaviour, top-support, feed back, supportive HRD Climate, openness versus communication, collaboration and reward.

- In the DIET Jodhpur there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor responsibilities, risk taking behaviour, top support, feed back, supportive HRD Climate, team spirit and collaboration. A large majority of the respondents (76.92%) have responded that the responsibility and risk taking behaviour is good and 15.38% rated it very good, whereas, according to 7.69% it is average respectively. While, 76.92% respondents found that feed back system in DIET Jodhpur is good and 15.38% respondents reported it average, whereas, 7.69% that is very good. It is also observed that 92.31% respondents rated that supportive HRD Climate is good, whereas, 7.69% that is very good. 69.23% respondents reported that team spirit among DIET personnel is good, followed by 15.38% each who considered it very good and average respectively. 69.23% respondents have responded that top support is good, and 23.07% rated it average, whereas, according to 7.69% it is very good. 84.62% respondents have responded that collaboration is good, followed by 7.69% each who considered it very good and good.

In the DIET Jodhpur there has been also found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor openness versus communication and reward. A large majority of the respondents (69.23%) have responded that the reward system is good, and 23.07% respondents reported that average, whereas, according to 7.69% it is very good. While, 61.54% respondents have responded that openness versus communication is good and 30.77% respondents rated it very good, whereas, according to 7.69% it is average. There has been found no significant difference between observed frequencies and

frequencies expected against the equality hypothesis with respect to the factor trust.

- In the DIET Pali there has been found no significant difference in the observed frequencies and the expected frequencies against hypothesis with respect to the factor responsibilities, risk taking behaviour, top – support, feed back, supportive HRD Climate, openness versus communication, trust, collaboration and reward. A large majority of the respondents (57.14%) have responded that the openness versus communication and trust is good respectively. While, 57.14% respondents found top-support is average, whereas, according to 42.86% it is good.
- In the DIET Jhalawar there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor top-support. A large majority of the respondents (80%) have responded that the top-support is good, whereas, according to 20% it is very good.

In the DIET Jhalawar there has been also found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor feed back and supportive HRD Climate. A large majority of the respondents (70%) have responded that the feed back and supportive HRD Climate is good and 20% respondents rated that feed back is very good, whereas, 10% said that feed back is average. 30% respondents have responded that supportive HRD Climate is very good. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor responsibilities, risk taking behaviour, openness versus communication, trust, team spirit, collaboration and reward.

- In the DIET Bundi there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor responsibilities, top-support, feed back,

and openness versus communication. A large majority of the respondents (90.91%) have responded that the factor responsibility is good, whereas, 9.09% that is very good. While, 81.82% respondents found that top-support and openness versus communication is good, followed by 9.09% each who considered it very good and poor respectively. It is also observed that 81.82% respondents rated that feed back system in the DIET Bundi is good, followed by 9.09% each who considered it average and poor respectively. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor risk taking behaviour, supportive HRD Climate, trust, team spirit, collaboration and reward.

- In the DIET Dungarpur there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .05 level against the factor responsibilities, and top-support. A large majority of the respondents (75%) have responded that the responsibility and top-support is good, whereas, according to 25% it is average respectively. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factor risk taking behaviour, feed back, supportive HRD Climate, openness versus communication, trust, team spirit, collaboration and reward.
- In the DIET Banswara there has been found a significant difference in the observed frequencies and the expected frequencies against hypothesis at .01 level against the factor risk taking behaviour, team spirit and collaboration. A large majority of the respondents (87.5%) have responded that the risk taking behaviour is good, whereas, according to 12.5% it is poor. While, 87.5% respondents found team spirit is average, whereas, 12.5% that is poor. It is also observed that 100% respondents rated that collaboration is average.

In the DIET Banswara there has been also found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor openness versus communication and reward system. A large majority of the respondents (75%) have responded that the openness versus communication and reward system is good, whereas, according to 25% it is average. There has been found no significant difference between observed frequencies and frequencies expected against the equality hypothesis with respect to the factors responsibility, top-support, feedback, supportive HRD Climate and trust.

Discussion

The above findings revealed that the Bhilwara DIET, there has been found significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor risk-taking behaviour whereas in rest of the factors there was found no significant difference.

In the DIET Nagaur there has been found a significant difference in observed frequencies and frequencies expected against equality hypothesis against the factors responsibilities, top-support, openness versus communication (.05 level) and feedback, supportive HRD Climate, and trust (.01 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the Bikaner DIET there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors responsibilities, supportive HRD Climate, openness versus communication and team spirit (.01 level) and risk taking behaviour, top support and feedback (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the Churu DIET there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors responsibilities; risk taking behaviour, top-support, feed back, supportive HRD Climate, openness versus communication, reward (.01 level) and trust and team spirit (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Bharatpur there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis at .01 against the factors responsibilities and collaboration. No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Karoli there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors responsibilities, top-support, openness versus communication (.01 level) and supportive HRD Climate, collaboration and reward (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Sikar there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors reward (.01 level) & supportive HRD Climate and trust (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Alwar there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors trust, team spirit (.01 level) and responsibilities (.05 level). No significant difference has

been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Jodhpur there has been found a significant difference in the observed frequencies and the expected frequencies equality against hypothesis against the factors responsibilities, risk taking behaviour, feed back, supportive HRD Climate, team spirit, collaboration (.01 level) and top-support, openness versus communication and reward (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Pali there has been found no significant difference in the observed frequencies and the expected frequencies against equality hypothesis at any level of confidence.

In the DIET Jhalawar there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors top-support (.01 level) & feed back and supportive HRD Climate (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Bundi there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis at .01 against the factors responsibility, top-support, feed back, and openness versus communication. No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Dungarpur there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis at .05 against the factors responsibilities and top-support. No significant difference has been found in observed

frequencies and frequencies expected against equality hypothesis against rest of the factors.

In the DIET Banswara there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors risk taking behaviour, team spirit, collaboration, openness versus communication (.01 level) and reward (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

5.1.3 Findings Based on Factors of HRD Climate of DIETs Intra Zone wise

- In the Ajmer zone there has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis among DIET Bhilwara and Nagaur.
- In the Bikaner zone there has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis among DIET Bikaner and Churu.
- In the Bharatpur zone there has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis among DIET Bharatpur and Karoli.
- In the Jaipur zone there has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis among DIET Alwar and Sikar.
- In the Jodhpur zone there has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis among DIET Jodhpur and Pali.
- In the Kota zone there has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis among DIET Bundi and Jhalawar.
- In the Udaipur zone there has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis among DIET Banswara and Dungarpur.

Discussion

The above findings related to HRD Climate of the DIETs intra zone wise revealed that there has been found no significant difference in the observed frequencies and the expected frequencies against equality hypothesis.

5.1.4 Findings Based on HRD Climate of DIETs Criterion Wise

- There has been found significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .01 level against the factor responsibility, top-support, feedback, team spirit and collaboration among the 14 sampled DIETs.
- There has been found significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level against the factor risk taking behaviour, openness versus communication and reward among the 14 sampled DIETs.
- In rest of the factors such as supportive HRD Climate and trust, no significant difference has been found.

Discussion

The above findings related to HRD Climate criterion wise of DIETs showed that there has been found significant difference in the observed frequencies and the expected frequencies against equality hypothesis against the factors responsibility, top-support, feedback, team spirit, collaboration (.01 level), risk taking behaviour, openness versus communication and reward (.05 level). No significant difference has been found in observed frequencies and frequencies expected against equality hypothesis against rest of the factors.

5.1.5 Findings Based on Overall HRD Climate DIET Wise

- There has been found significant difference in the observed frequencies and frequencies expected against equality hypothesis at .01 level against over all HRD Climate of DIETs Bikaner, Churu, Bharatpur, Karoli, Alwar, Jodhpur, Jhalawar and Bundi.

- There has been found significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .05 level of confidence against overall HRD Climate of DIETs Nagaur, Dungarpur and Banswara.
- In rest of the DIETs, namely, Bhilwara, Sikar and Pali, no significant difference has been found.

Discussion

The above findings related to overall HRD Climate DIET wise revealed that there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis of overall HRD Climate of DIETs Bikaner, Churu, Bharatpur, Karoli, Alwar, Jodhpur, Jhalawar, Bundi (.01 level) & Nagaur, Dungarpur and Banswara (.05 level). In rest of the DIETs, namely, Bhilwara, Sikar and Pali no significant difference has been found.

5.1.6 Findings Based on HRD Climate of All Sampled DIETs

- There has been found no significant difference in the observed frequencies and the frequencies expected against equality hypothesis of HRD Climate among the 14 sampled DIETs.

Discussion

The above findings related to HRD Climate of all sampled DIETs showed that there has been found no significant difference in the observed frequencies and the expected frequencies against equality hypothesis of HRD Climate among the 14 sampled DIETs.

5.1.7 Findings Based on HRD Climate perception of Non-Teaching Staff of DIETs

- All (100%) of the non-teaching staff opined that the Principal of DIETs Nagaur, Bikaner, Baratpur, Sikar, Jodhpur, Bundi, goes out of way to make sure that staff enjoys their work respectively.
- All (100%) the respondents responded that development of the subordinates is seen as an important part of their job by the academic

staffs of DIETs Bhilwara, Bikaner, Karoil, Sikar, Jodhpur, Jhalawar and Banswara.

More than 70% respondents have responded that development part of the subordinates is seen as an important part of their job by the academic staffs of DIETs Nagaur, Churu, Bharatpur, Alwar and Bundi.

Less than 70% respondents from DIETs Pali and Dungarpur have responded that development of the subordinates is seen as an important part of their job by the academic staffs.

- All (100%) the respondents responded that the senior officers take active interest to help their juniors in their job of DIETs Karoli, Sikar, Jodhpur, Jhalawar and Banswara.

More than 70% respondents from DIETs Bhilwara, Nagaur, Bharatpur, Alwar and Bundi have responded that the senior officers take active interest to help their juniors in their job.

Less than 70% respondents from DIETs Bikaner, Churu, Pali and Dungarpur have responded that the senior officers take active interest to help their juniors in their job.

- All (100%) the respondents responded that weakness of employees is communicated in a non-threatening way by the academic staff of DIETs Jodhpur and Pali respectively.

Respondents from DIETs Bhilwara (70%), Nagaur (75%), Bikaner (80%), Churu (77.8%) and Bundi (87%) have responded that weakness of employees is communicated in a non-threatening way by the academic staff.

Respondents from DIETs Bharatpur (40%), Karoli (55.6%), Sikar (50%), Alwar (25%), Jhalawar (50%), Dungarpur (44.4%), and Banswara (66.7%) have responded that weakness of employees is communicated in a non-threatening way by the academic staff.

- All (100%) the respondents of the DIET Sikar responded that job rotation in the DIET facilitates development of employees.

Respondents from DIETs Nagaur (87.5%), Bikaner (70%), Churu(66.6%), Karoli(55.6%), Alwar (50%), Jodhpur (87.5%), Jhalawar(50%), Bundi(87.5%), Dungarpur(77.8%), Banswara(55.6%), have responded that job rotation in the DIET facilitates development of employees.

Respondents from DIETs Bhilwara(20%), Bharapur(40%), and Pali(44.4%) have responded that job rotation in the DIET facilitates development of employees.

- All (100%) the respondents of the DIET Sikar have responded that staff of the Sikar DIET works co-operatively.

Respondents from DIETs Bhilwara(90%), Nagaur(87.5%), Bikaner(80%), Alwar(75%), Jodhpur(87.5%), Jhalawar(87.5%), and Bundi(87.5%) have responded that staff works co-operatively.

Respondents from DIETs Churu(55.6%), Bharatpur(10%), Karoli(55.6%), Pali(44.4%), Dungarpur(66.7%), and Banswara(66.7%) have responded that staff works co-operatively.

- All (100%) the respondents of the DIETs Sikar and Bundi responded that they were afraid to express their feelings with their colleagues.

Respondents from DIETs Nagaur(87.5%), Bikaner(90%), Churu(77.8), Karoli(77.7%), Alwar(75%), Jhalawar(87.5%) have responded that they were afraid to express their feelings with their colleagues

Respondents from DIETs Bhilwara(20%), Bharatpur(30%), Jodhpur(62.5%), Pali(55.6%), Dungarpur(44.4%), Banswara(66.7%) have responded that they were afraid to express their feelings with their colleagues

- All (100%) the respondents from the DIETs Jodhpur have responded that they were given responsibility of printing question papers and their distribution.

Respondents from the DIETs Nagaur(75%), Churu(77.8%), Jhalawar(87.5%), Bundi(87.5%), have responded that they were given responsibility of printing question papers and their distribution.

Respondents from the DIETs Bhilwara(10%), Sikar(70%), Bharatpur(50%), Karoli(55.6%), Sikar(16.7%), Alwar(62.5%), Pali(66.7%), Dungarpur(66.7%), Banswara(66.7%) have responded that they were given responsibility of printing question papers and their distribution.

- Respondents from the DIETs Churu (77.5%), Karoli(88.9%), Sikar(83.3%), Pali(89.9%), Banswara(88.9%) have responded that they were given responsibility of conducting examination.

Respondents from the DIETs Bhilwara(60%), Nagaur(62.5%), Bikaner(50%), Bharatpur(60%), Alwar(62.5%), Jodhpur(62.5%), Jhalawar(62.5%), Bundi(12.5%), Dungarpur(66.7%), have responded that they were given responsibility of conducting examination.

- All (100%) the respondents from the DIETs Karoli, Sikar, have responded that their co-operation is taken in administration policy matters.

Respondents from the DIETs Nagaur(75%), Churu(77.8%), Bharatpur(70%), Alwar(75%), Pali(89.9%), Bundi(87.5%), Dungarpur(77.8%), have responded that their co-operation is taken in administration policy matters.

Respondents from the DIETs Bhilwara(20%), Bikaner(60%), Jodhpur(62.5%), Jhalawar(50%), Banswara(66.7%) have responded that their co-operation is taken in administration policy matters.

- All (100%) the respondents of the DIETs Bikaner and Karoli responded that emphasis is given on the decision taken in the staff meetings.

Respondents from DIETs Bharatpur(70%), Alwar(75%), Jodhpur(87.5%), Pali(89.9%), Bundi(87.5%), Dungarpur(88.9%) and

Banswara(77.8%) have responded that emphasis is given on the decision taken in the staff meetings.

Respondents from DIETs Bhilwara(60%), Nagaur(62.5%), Churu(55.6%), Sikar(16.7%), and Jhalalarar(62.5%) have responded that emphasis is given on the decision taken in the staff meetings.

- All (100%) the respondents of the DIETs Karoli, Sikar and Bundi responded that their participation is taken in the confidential official matters.

Respondents from DIETs Nagaur(87.5%), Bikaner(90%), Churu(77.8%), Alwar(75%), Jodhpur(87.5%) and Jhalawar(75%) have responded that their participation is taken in the confidential official matters.

Respondents from DIETs Bhilwara(66.0%), Bharatpur(50%), Plai(66.7%), Dungarpur(66.7%) and Banswara(66.7%) have responded that their participation is taken in the confidential official matters.

- All (100%) the respondents of the DIETs Bikaner, Sikar Jodhpur and Bundi responded that professional guidance is given to them by the senior faculty member and principal.

Respondents from DIETs Bhilwara(90%), Karoli(77.8%), Alwar(87.5%), Pali(77.8%), Jhalawar(87.5%) have responded that professional guidance is given to them by the senior faculty member and principal.

Respondents from DIETs Nagaur(62.5%), Churu(55.6%), Bharatpur(60%), Dungarpur(55.6%) have responded that professional guidance is given to them by the senior faculty member and principal.

- All (100%) the respondents of the DIETs Bikaner, Sikar, Bundi and Banswara responded that their suggestion is taken seriously in the financial matter.

Respondents from DIETs Churu(77.8%), Bharatpur(80%), Karoli(88.9%), Alwar(87.5%), Jodhpur(75%), and Jhalawar(75%)

have responded that their suggestion is taken seriously in the financial matter.

Respondents from DIETs Nagaur(62.5%), Pali(66.7%), Dungarpur(66.7%) have responded that their suggestion is taken seriously in the financial matter.

- All (100%) the respondents of the DIETs Sikar, Jodhpur and Banswara responded that they deal with all the financial matter rapidly.

Respondents from DIETs Nagaur(75%), Bikaner(80%), Churu(77.8%), Bundi(87.5%), Dungarpur(77.8%) have responded that they deal with all the financial matter rapidly.

Respondents from DIETs Bhilwara(40%), and Pali(66.7%) have responded that they deal with all the financial matter rapidly.

- All (100%) the respondents of the DIETs Sikar and Banswara responded that their co-operation is taken in distribution of salary.

Respondents from DIETs Nagaur(75%), Bikaner(90%), Churu(88.9%), Karoli(88.9%), Jodhpur(75%), Jhalawar(87.5%) and Bundi(87.5%) have responded that their co-operation is taken in distribution of salary.

Respondents from DIETs Bhilwara(20%), Bharatpur(50%), Alwar(62.5%), Pali(55.6%), Dungarpur(33.3%) have responded that their co-operation is taken in distribution of salary.

- All (100%) the respondents of the DIETs Nagaur and Sikar responded that they were capable to correspond with funding agency to collect required funds for the DIETs.

Respondents from DIETs Bikaner(70%), Churu(88.9%), Karoli(88.9%), Alwar(87.5%), Jodhpur(87.5%), Jhalwar(87.5%), Bundi(75%), and Banswara(88.9%) have responded that they were capable to correspond with funding agency to collect required funds.

Respondents from DIETs Bhilwara(60%), Bharatpur(50%),

Pali(44.5%) and Dungarpur(33.3%) have responded that they were capable to correspond with funding agency to collect required funds.

- All (100%) the respondents of the DIETs Sikar and Alwar responded that they were managing the maintenance of articles, buildings, furniture, equipment etc.

Respondents from DIET Bikaner (90%), Bundi(75%), and Banswara(77.8%) have responded that they were managing the maintenance of articles, buildings, furniture, equipment.

Respondents from DIETs Bhilwara(60%), Nagaur(50%), Churu(44.4%), Bharatpur(40%), Karoli(66.7%), Jodhpur(62.5%), Pali(55.6%) and Jhalawar(50%), Dungarpur(55.6%) have responded that they were managing the maintenance of articles, buildings, furniture, equipment.

- All (100%) the respondents of the DIETs Sikar, Alwar and Banswara responded that they were completed job skillfully, assigned by the principal.

Respondents from DIETs Bhilwara(80%), Nagaur(87.5%), Karoli(77.8%), Jodhpur(75%), have responded that they were completed job skillfully, assigned by the principal.

Respondents from DIETs Bikaner(60%), Churu(66.7%), Bharatpur(40%), Pali(66.7%), Jhalawar(50%), Bundi(37.5%), Dungarpur(55.6%), have responded that they were completed job skillfully, assigned by the principal.

- All (100%) the respondents of the DIETs Nagaur, Churu, Sikar and Banswara responded that they were well maintaining all the official files.

Respondents from DIETs Bikaner(70%), Karoli(88.9%), Alwar(87.5%), Jodhpur(more than 86%), Pali(88.9%), Jhalawar(87.5%), Dungarpur(77.8%)have responded that they were well maintaining all the official files.

Respondents from DIETs Bhilwara(60%), Bharatpur(60%), Bundi(62.5%) have responded that they were well maintaining all the official files.

- All (100%) the respondents of the DIETs Nagaur, Churu, Sikar Jodhpur and Bundi responded that the staff members were helped them to solve their problems.

Respondents from DIETs Bikaner(90%), Alwar(87.5%), Pali(77.8%), Jhalawar(87.5%), Dungarpur(88.9%), and Banswara(88.9%) have responded that the staff members were helped them to solve their problems.

Respondents from DIETs Bhilwara(60%), Bharatpur(60%), Karoli(66.7%), have responded that the staff members were helped them to solve their problems.

- All (100%) the respondents of the DIETs Nagaur, Churu, Sikar and Alwar responded that they were maintaining the records always in time.

Respondents from DIETs Bikaner(90%), Karoli(77.8%), Jodhpur(87.5%), Pali(88.9%), Jhalawar(87.5%), Bundi(87.5%), Dungarpur(88.9%), and Banswara(88.9%) have responded that they were maintaining the records always in time.

Respondents from DIETs Bhilwara(60%), Bharatpur(60%), have responded that they were maintaining the records always in time.

- All (100%) the respondents of the DIET Bikaner responded that they were maintaining proper accounts of all the articles purchased.

Respondents from DIETs Nagaur(87.5%), Churu(88.9%), Bharatpur(80%), Karoli(77.8%), Sikar(83.3%), Alwar(75%), Jodhpur(75%), Pali(88.9%), Bundi(75%), Dungarpur(88.9%), Banswara(88.9%) have responded that they were maintaining proper accounts of all the articles purchased.

Respondents from DIETs Bhilwara(50%), Jhalwara(62.5%), have responded that they were maintaining proper accounts of all the articles purchased.

- All (100%) the respondents of the DIETs Bikaner and Jodhpur responded that Principal works in impartial manner.

Respondents from DIETs Nagaur(87.5%), Churu(88.9%), Bharatpur(70%), Karoli(88.9%), Alwar(75%), Pali(88.9%), Jhalawar(75%), Dungarpur(77.8%), have responded that Principal works in impartial manner.

Respondents from DIETs Bhilwara (60%), Sikar(33.3%), Bundi(62.5%), Banswara(66.7%) have responded that Principal works in impartial manner.

- All (100%) the respondents of the DIETs Karoli, Sikar, Alwar and Jodhpur responded that Principal has motivated them for higher achievements.

Respondents from DIETs Bhilwara(80%), Nagaur(87.5%), Bikaner(70%), Bharatpur(80%), Pali(77.8%), Jhalawar(75%), Bundi(87.5%), Dungarpur(77.85%), Banswara(88.9%) have responded that Principal has motivated them for higher achievements.

Respondents from DIETs Churu(66.7%), have responded that Principal has motivated them for higher achievements.

- All (100%) the respondents from the DIETs Nagaur, Bikaner, Karoli, Sikar, Alwar, and Jodhpur responded that principal supervises institutional activities effectively.

Respondents from DIETs Bhilwara(90%), Bharatpur(80%), Bundi(75%), Dungarpur(77.8%), Banswara(77.8%) have responded that principal supervises institutional activities effectively.

Respondents from DIETs Churu(55.6%), Pali(66.7%), Jhalawar(50%), have responded that principal supervises institutional activities effectively.

- All (100%) the respondents from the DIETs Nagaur, Sikar, responded that the leadership style of principal leads to democratic environment in the institution.

Respondents from DIETs Bhilwara(70%), Bikaner(90%), Bharatpur(80%), Karoli(77.8%), Alwar(87.5%), Jodhpur(75%), Pali(77.8%), Dungarpur(88.9%), Banswara(88.9%) responded that the leadership style of principal leads to democratic environment in the institution.

Respondents from DIETs Churu(66.7%), Jhalawar(50%), Bundi(62.5%), responded that the leadership style of principal leads to democratic environment in the institution.

- All (100%) the respondents from DIETs Bharatpur, Sikar, Banswara responded that Principal makes continuous efforts for development of facilities.

Respondents from DIETs Bhilwara(90%), Nagaur(75%), Bikaner(90%), Churu(88.9%), Karoli(88.9%), Alwar(75%), Jodhpur(87.5%), Pali(88.9%), Jhalawar(87.5%), Bundi(87.5%), Dungarpur(77.8%), responded that Principal makes continuous efforts for development of facilities.

- All (100%) the respondents from DIETs Karoli, Sikar, Jodhpur, Bundi, Banswara have responded that the staff member co-operated to principal.

Respondents from DIETs Bhilwara(80%), Bikaner(80%), Churu(88.9%), Bharatpur(90%), Alwar(75%), Jhalawar(87.5%), Dungarpur(88.9%), have responded that the staff member co-operated to principal.

Respondents from DIETs Nagaur(50%), Pali(66.7%), the staff member co-operated to principal.

- All (100%) the respondents from the DIETs Churu, Sikar, Bundi, Banswara have responded that the staff member (non-teaching staff) contributes in development of institution.

Respondents from DIETs Bhilwara(90%), Nagaur(75%), Bikaner(80%), Bharatpur(70%), Karoli(88.9%), Jodhpur(87.5%), have responded that the staff members (non-teaching staff) contributes in development of institution.

Respondents from DIETs Alwar(62.5%), Pali(66.7%), Jhalawar(62.5%), Dungarpur(66.7%), have have responded that the staff member (non-teaching staff) contributes in development of institution.

- All (100%) the respondents from the DIETs Churu, Sikar, Bundi, responded that all the staff (academic staff) contributes in development of institution.

Respondents from the DIETs Bhilwara(90%), Nagaur(87.5%), Bikaner(90%), Pali(88.9%), Jhalawar(87.5%), responded that all the staff (academic staff) contributes in development of institution.

Respondents from the DIETs Bharatpur(50%), Karoli(55.6%), Alwar(62.5%), Jodhpur(62.5%), Dungarpur(55.6%), Banswara(11.1%) responded that all the staff (academic staff) contributes in development of institution.

- All (100%) the respondents from the DIETs Nagaur, Sikar, Bundi, have responded that they enjoyed all kinds of work.

Respondents from the DIETs Bhilwara(90%), Bikaner(70%), Jodhpur(87.5%), Pali(77.5%), Jhalawar(75%), Banswara(88.9%) have responded that they enjoyed all kinds of work.

Respondents from the DIETs Churu(55.6%), Bharatpur(30%), Karoli(44.4%), Alwar(37.5%), Dungarpur(33.3%), have responded that they enjoyed all kinds of work.

- All (100%) the respondents from the DIETs Sikar, Pali, Bundi, Dungarpur responded that their workload according to their abilities.

Respondents from the DIETs Bhilwara(80%), Nagaur(87.5%), Bikaner(90%), Jodhpur(87.5%), responded that their workload according to their abilities.

Respondents from the DIETs Churu (22.2%), Bharatpur(30%), Karoli(33.3%), Alwar(25%), Jhalawar(62.5%), Banswara(55.6%) responded that their workload according to their abilities.

- All (100%) the respondents from the DIETs Sikar, Alwar, Dungarpur have responded that they have much workload.

Respondents from the DIETs Nagaur(87.5%), Bikaner(90%), Jodhpur(75%), Bundi(87.5%), have responded that they have much workload.

Respondents from the DIETs Bhilwara(50%), Churu(22.2%), Bharatpur(30%), Karoli(33.3%), Pali(22.2%), Jhalawar(37.5%), Banswara(44.5%) have responded that they have much workload.

Discussion

The above findings revealed that, respondents opined that the Principal goes out of way to make sure that staff enjoys their work. Development of the subordinates is seen as an important part of their job by the academic staff of DIETs Bhilwara, Bikaner, Karoli, Sikar, Jodhpur, Jhalawar and Banswara. The present study also revealed that respondents from Karoli, Sikar, Jodhpur, Jhalawar and Banwara opined that the senior officers take active interest to help their juniors in their job.

5.1.8 Findings Based on Student-Teachers' Perception

Infrastructure Facilities and Learning Resources

- Respondents from DIETs Bhilwara(90%), Nagaur(100%), Bikaner(100%), Churu(95%), Bharatpur(100%), Karoli(95%), Sikar(95%), Alwar(100%), Jodhpur(100%), Pali(90%), Jhalawar(100%), Bundi(100%), Dungarpur(100%), Banswara(100%), have responded that sufficient rooms are available in the DIETs.
- All the DIETs have method laboratory for physical and life science, equipments for psychology experiment, social study, language

teaching, playground and equipments for physical education and sports.

- Science fare is conducted in all the fourteen DIETs.
- The equipment for education in visual and performing arts are available in the all fourteen DIETs.
- All the fourteen DIETs organized cultural and literary activities.
- All the fourteen DIETs celebrated festivals and anniversaries.
- All the fourteen DIETs have the photocopy machine.
- Computer facility is available in the library.
- Internet facility is available in the library of the fourteen DIETs.

Seminar and innovations

- All the fourteen DIETs organized seminars.
- All the respondents felt that they have got sufficient opportunity to introduce creative activities and are motivated for innovation.

Transactional approach used by the teaching staff

- Almost all 2nd year trainees of the Basic School Teacher Certificate (BSTC) opined that the multimedia approach is used during the teaching.
- All the respondents have responded that group work approach is used during the teaching.
- Most of the trainees replied that different techniques and methods were used during the teaching of content.
- Majority of trainees opined that most of the teachers mostly used lecture method followed by discussion method and demonstration method while project method, laboratory method, simulation and games, role playing and programmed instruction, computer-assisted instruction were occasionally used.
- Most of the trainees found that the teaching software was not used effectively.

Management of Practice Teaching

- Most of the trainees found that the Demonstration lesson is given by the experts of their respective DIETs.
- Almost all the respondents responded that the Micro teaching, Practice teaching, Block practice teaching were organized effectively.
- Majority of trainees opined that most of the DIETs developed lesson plan through Bloom method followed by Herbert and Morrison method.
- Majority of trainees opined that teachers developed lesson plans through innovative method on some of the contents.

Teacher- Students Relations

- Almost all the respondents from fourteen DIETs opined that they adjusted with their teacher.
- Most of the respondents responded that the teachers motivated the higher achievers.
- Most of the respondents responded that the teachers take care of students' complaints regarding teaching and teachers behave politely with them.

Library

- Almost all the respondents from fourteen DIETs responded that proper light and ventilation, proper space, reading room is available in the library.
- Most of the respondents have responded that sufficient periodicals, professional and research journals are available in the reading room.
- Majority of respondents have responded that Newspaper and magazines are available in the reading room regularly.
- Majority of the respondents have responded that Book bank facility and sufficient books are available in the library.

Hostel

- Most of the respondents replied that hostel facility is available for Boys and girls separately.

- Most of the respondents replied that hostel climate is good for students' academic achievement.

Discussion

The above findings revealed that the infrastructure facilities and learning resources were available almost all the fourteen DIETs of Rajasthan State. Almost all the DIETs organized seminars and innovative practices. Pupil teachers responded that lecturers of DIETs used different method of teaching, but they used mostly lecture method for teaching. This result was supported by Yadav (1999), indicating that the lecture method was mostly used in in-service training programmes. This was followed by lecture cum discussion method. All the respondents, from sampled DIETs, have responded that the experts were giving demonstration lessons. Micro-teaching, Practice teaching and Block practice teaching were successfully organized by all the DIETs, while lesson plans were developed through mostly Bloom method followed by Herbert method. The students and teachers relation was found good and teacher motivated the students. All the respondents have responded that the sufficient periodical, journals, Newspaper and magazines were available in the all fourteen DIETs, but this result was contradictory with result obtained through DIETs profile. Observation made by the investigator revealed that journals, Newspaper and magazines were not sufficient, even the books were also not up to the mark. Hostel facilities were inadequate and specially for girls hostels were not available in the most of the DIETs.

5.1.9 Findings of DIETs Profiles

- In the seven educational zones there has been found a significant difference in the observed frequencies and the frequencies expected against equality hypothesis at .01 level. A large majority of respondents (91.67%) have responded that the HRD Climate of Bikaner zone is good, followed by 4.17% each who considered it very

good and average respectively. 80.95% respondents have responded that HRD Climate of Kota zone is good. About 79% respondents from Baharatpur and Jaipur zone have responded that HRD Climate is good, while about 21% respondents responded it very good. Majority of respondents have responded that HRD Climate of Udaipur (75%), Jhodpur (65%), and Ajmer (50%) zones were good.

Discussion

The above findings revealed that in the seven educational zones there has been found a significant difference in the observed frequencies and the expected frequencies against equality hypothesis at .01 level. The seven educational zones differ significantly. Bikaner and Kota zone has good HRD Climate, whereas, Baratpur, Jaipur, Jodhpur, Udaipur and Ajmer DIETs have been found comparatively low HRD Climate.

5.1.10 Finding Based on Focused Group Discussion of Academic Staff

- Majority of respondents have responded that they enjoyed academic autonomy alongwith responsibility and accountability, except. DIETs Nagaur and Sikar.
- Majority of respondents have responded that they were keen to take responsibilities for arranging workshops and seminars for wider dissemination of ideas, except, DIETs Bhilwara, Nagaur, Bikaner, Sikar, Bundi, Dungarpur and Banswara.
- Majority of respondents have responded that they were not encouraged to experiment with new methods and try out innovative ideas in their class, except, DIETs Bikaner, Bharatpur, Karoli, Sikar and Alwar.
- Majority of respondents have responded that they were not given any opportunities to try out what they have learnt from the training programme, except, DIETs Bhilwara, Bharatpur, Karoli, Alwar and Banswara.

- Majority of respondents have responded that Principal treated humanely because principal believed that human resources is important, except, DIETs Nagaur, Churu, Sikar, and Jhalawar.
- Majority of respondents have responded that their mistakes were corrected by the Principal, except, DIETs Churu, Jodhpur, Pali, Jhalawar and Bundi.
- Almost all the respondents replied that weakness of staff members were communicated to them in a non-threatening manner, except, DIETs Nagaur and Sikar.
- Majority of respondents have responded that critical comments were taken seriously and used for their development, except, Nagaur, Jodhpur, Pali and Bundi.
- Majority of respondents have responded that professional development of the staff members is seen by the principal as an important part of his/her job, except, DIETs Nagaur, Sikar, Jodhpur, Pali, Jhalawar, Bundi and Dungarpur.
- Almost all the respondents have responded that the Principal is willing to invest a considerable part of his/her time to ensure the development of his staff members, except, DIETs Nagaur, Sikar, Jodhpur, Pali, Jhalawar, Bundi and Dungarpur.
- Most of the respondents have responded that the psychological climate of DIETs was very conducive for professional development, except, DIETs Nagaur and Sikar.
- Most of the respondents have responded that they discussed their problems openly and tried to solve them amicably rather than accusing each other, except, DIETs Nagaur, Bikaner, Sikar and Jhalawar.
- Majority of respondents have responded that they allowed to express their opinions freely in meetings, except, DIETs Nagaur, Sikar, Jodhpur, Jhalawar, Bundi and Dungarpur.
- Majority of respondents have responded that they trusted each other.

- Majority of respondents have responded that supportive staff members feel responsible and help the academic staff, except, DIETs Nagaur, Sikar, Jodhpur and Bundi.
- Most of the respondents have responded that the social climate of DIET is very conducive for professional development, except, DIETs Nagaur and Sikar.
- Majority of respondents have responded that pains were taken to find out their strength and weakness by their colleagues in order to improve the quality of Teacher Education, except, DIETs Nagaur, Sikar, Pali, Jhalawar and Dungarpur.
- Almost all the respondents have responded that there was no mechanism in the DIETs to reward staff members for doing good work.
- Almost all the respondents have responded that promotion decisions were based on the Government norms, such as, experience and not a staff profiles.
- Almost all the staff members replied that the residential accommodation is not available for the staff.
- Almost all the staff members agreed that drinking water facility is inadequate.

Discussion

The above findings reveal that, academic staff enjoyed autonomy along with responsibility and accountability except Nagaur and Sikar DIET. Respondents were keen to take responsibilities for arranging workshops and seminars for wider dissemination of ideas, except, DIETs Bhilwara, Nagaur, Bikaner, Sikar, Bundi, Dungarpur and Banswara. Respondents were not encouraged to experiment with new methods in their classroom, except, DIETs Bikaner, Bharatpur, Karoli, Sikar and Alwar. But this result was contradictory to the finding through HRD Climate questionnaire. Majority of respondents have responded that they have learnt from the training programme, except, DIET Bhilwara, Bharatpur, Karoli,

Alwar and Banwara. Psychological and social climate of DIETs were found conducive except Sikar and Nagaur DIET. Almost all the respondents replied that no mechanisms were developed to reward staff members for doing good work. It has been found that teachers were posted secondary school teachers in DIETs, who had no experience of working in the area of elementary education. It was also observed that in many DIETs the staff had been deputed on temporary basis. The deputed staff was concerned about uncertainty of their future, which reflected lack of sustained interest of employees. Some are on probation, some are working on temporary basis, some are adhoc appointees and some have been appointed on deputation basis. Some teacher educators have the experience of teaching at primary level while some have the experience of teaching at secondary level. Thus, the principals of DIETs have stated some staff members are not familiar with the roles and functions of DIETs. Commutation of the faculty from the long distances due to the non-availability of residential accommodation and poor state of transport facilities was found to obstruct the smooth functioning of the institutions. Lack of proper institutional transport facilities was found to affect the monitoring and supervision of the DIET programme in the field. Though the DIETs were planned to have live in residential arrangements yet adequate hostel facilities were available for neither the students nor the staff who had to commute over long distances. Non-availability of the computer operator hindered the use of computers, which were otherwise present in the DIETs. It was also found that the computer was becoming the monopoly of a selected few. In some DIETs, only non-academic staff for day to day office work was using computer. This finding was supported by Nagapal (1999), which indicated that the lack of departmental promotion lowered the moral of the staff and hence affected the performance, as well as, HRD Climate.

5.1.11 Findings Based on Focused Group Discussion of Non-Teaching Staff

- Majority of respondents (non-teaching staff) have responded that principal goes out of way to make sure that staff enjoys their work, except, DIET Bhilwara.

- Almost all the respondents replied that staff members were working co-operatively.
- Majority of them responded that the professional guidance was given to them by senior member of the faculty and principal, except, DIETs Bhilawa, Nagaur, Churu, Sikar, Jodhpur, Bundi and Dungarpur.
- Almost all the staff members replied that they managed the maintenance of articles, buildings, furniture, equipment etc.
- All the staff members replied that the staff members helped them to solve their problems, except, DIET Bhilwara.
- Majority of respondents have responded that the Principal works in impartial manner, except, DIET Churu.
- Majority of respondents have responded that the Principal motivates them for higher achievements except DIET Bhilwara, Nagaur, Churu, Alwar and Budni.
- Majority of respondents have responded that the leadership style of Principal leads to democratic environment in the DIETs.
- Majority of respondents have responded that all the staff members cooperate Principal, except, DIETs Bhilwara, Nagaur and Bundi.
- Majority of respondents have responded that the workload is according to their abilities, except, DIETs Bhilwara, Nagaur, Churu, Sikar, Alwar and Bundi.

Discussion

The above findings revealed that non-teaching staff enjoys their work, except, DIET Bhilwara. Some of the DIETs have facilitated professional guidance by the senior member or principal. All the respondents replied that Principal works in impartial manner, except, some of DIETs.

5.1.12 Findings Based on Focused Group Discussion of Student-Teachers

- Majority of respondents have responded that sufficient infrastructure facilities were available in the DIETs.

- Majority of respondents have responded that drinking water facility is adequate, except, DIETs Bhilwara, Bikaner, Sikar, Jodhpur, Pali and Dungarpur.
- Majority of respondents have responded that the extension lectures and group discussions were used as innovative practices.
- Majority of respondents have responded that the lecture method is used followed by the discussion method.
- Almost all the respondents have responded that the lecturers were not using teaching aids during teaching.
- Almost all the respondents have responded that the teacher-students relationship is good.
- All the respondents have responded that the lesson plan is developed through Bloom method.
- All the respondents have responded that the library facility is available in every DIETs but the books were not up to the mark.
- Majority of respondents have responded that hostel facility is insufficient for girls and boys, whereas, hostel facility is not available in the DIETs of Bhilwara, Bharatpur, Karoli, Alwar, Jhalawar and Dungarpur.
- Almost all the respondents have responded that the hostel climate is good, except, DIET Churu.

Discussion

The above findings revealed that the respondents have responded that sufficient infrastructure facilities were available in the sampled DIETs. Some of DIETs have problems of drinking water. Majority of respondents replied that only lecture method is used followed by the discussion method. It was also found that lecturers were not using teaching aids during teaching. All the respondents replied that hostel facility for boys and girls were insufficient.