

Summary and Implications

A Study of Human Resource Development Climate in the DIETs of Rajasthan

6.0 Introduction

An organization has cyclical process of growth. In order to attain a systematic growth and to avoid decline, every organization makes vital changes in structure, process and product. Every organization tries to achieve the goals for which it is established. To achieve these goals, the organization has to utilize various resources. The common factor for all organizations is that the resources are limited. These resources are both human and non-human. Human resource is a great asset to any organization. Therefore, every organization must give special attention to the human resource because they can contribute a great deal to the goals of the organization. An organization is a system consisting of four interacting sub-systems: structure, technology, people, and task. Among these, people variable refers to the human input in the organization, namely, individuals (in terms of their physical and mental skills, personality etc.) working in the organization. Every organization is concerned with acquiring services of people, developing their skills, motivating them to the highest level of performance and ensuring that they continue to maintain their commitment to the organization. Human Resource Development (HRD) provides an opportunity to an organization to enable it to survive and flourish. In the present investigation, an attempt has been made to study the Human Resource Development Climate of DIETs of Rajasthan state.

6.1 Statement of the Problem

**A Study of Human Resource Development Climate in the DIETs of
Rajasthan**

6.2 Objectives of the study

1. To study the profiles of the DIETs of Rajasthan State.

2. To find out the extent to which the HRD Climate exists in the DIETs of different educational zones of Rajasthan State.
3. To study the perception of non-teaching staff on the HRD Climate of DIETs of Rajasthan State.
4. To identify status of pre-service teacher education programme organized by DIETs for prospective teachers.
5. To compare profiles of HRD Climate of different Educational zones of Rajasthan State.

6.3 Operational Definitions of the Terms

6.3.1 Profile of DIETs

Profile of DIETs is constituted of student enrollment, staff position & profile, building, hostel, library, reading room and academic achievement.

6.3.2 Human Resource Development (HRD) Climate

The HRD Climate is the climate due to factors, namely, freedom of expression of feelings of the DIET Human Resource, their helpfulness to each other, opportunities to tryout the new learning ideas, opportunities to delegate with each other, reward of good work, learning environment, encouragement of the innovative methods, freeness to communicate with higher authority, initiatives taken by the head towards faculty empowerment, organizing of training programs for professional development, faith in the capabilities of employees, facilities to work jointly on institutional projects, cooperation among all the staff members, empowerment for maintenance of articles, building, equipment, and accountability in allocation of funds and their timely distribution.

6.3.3 District Institute of Education and Training (DIET)

The DIET is established to improve and enrich the academic equipment of the elementary school teachers, non-formal and adult education functionaries and other personnel. An effective DIET will create an “ever welcome” climate for the educational grass root personnel so that they feel assured that they can walk in there any time, get into a profitable dialogue, and receive competent technical guidance under the real situation. (Bhargava, 1990)

6.3.4 Status of Pre-service Teacher Education Programme

The status of pre-service teacher education programme was studied on the bases of admission criteria, curricula, modes of transaction and evaluation.

6.3.5 Perceptions of the Non-Teaching Staff

Perceptions of the non-teaching staff on their HRD climate of the DIETs was studied on capabilities to correspond with the funding agencies, allocation of funds, timely disbursement and proper accounting of the funds, maintenance of articles, building, furniture, equipment etc., responsibility of printing question papers and their distribution, and conduct of examination and results.

6.4 Hypotheses of the Study

1. There will be no significant difference in the observed frequencies and frequencies against equality hypothesis on the HRD Climate of a DIET criterion-wise
2. There will be no significant difference in the observed frequencies and frequencies against equality hypothesis of a DIET over all HRD Climate-wise
3. There will be no significant difference in the HRD Climate of the DIETs of Rajasthan intra-zone
4. There will be no significant difference in the HRD Climate of DIETs of Rajasthan inter-zone.

6.5 Delimitation of the Study

The study of the HRD Climate was delimited to the ten factors of the HRD Climate identified by Nagpal, S. (1997).

6.6 Review of related literature

The studies conducted by Bardoloi (1990) studied teacher education in Assam at Primary Level during the Post-independence period. Pankajam, G. et al (1991) DIET (1992), NIEPA (1992), Soman (1992), Viswanathanppa (1992), Beatty (1994), Varghese (1994), Gafoor (1996), Lobo (1996), Srivastava (1996), Arora (1997), Panda (1997), Saxena et al (1997), Gafoor et.al (1998), Mehta (1999), Swaminathan et.al (2002), studied the various aspects of DIETs, such as, functions of DIETs, physical facilities, infrastructural facilities, area of DIETs, in-service training

programme conducted by the DIET. Kakoty (1997), Dutt et.al (1998), Reddy (1999), Yadav (1999), studied the quality of primary teachers' in-service training.

The studies conducted abroad by Herndon (1984), Bhagaban (1990), Arikewuyo (1999), Beatty et.al (1999), Selvaratonam Viswanatan (2000), Foucar et.al (2001) on the various aspects of organizational climate, managerial climate, managerial system, management of in-service training managerial style, and HRD in the higher education.

The studies conducted in India by Pareek and Rao (1981) have identified four partners of HRD. Rao (1987), Rajaram (1992), Rao (1992), Verma and Rana (1992), Gandhi (1995), Patel (1995), Babu and Reddy (1996), Krishana and Stephen (1997), Gyanani (1998), Gilley (2000) and Bhatia (2002) concentrated on various aspects like Human Resource System, HRD Management of constituent institution, HRD Process and organizational effectiveness developing proper culture and self renewing capabilities, policies, practices and problems relating to development of Human Resource in education. Nagpal (1997) studied the DIET with special reference to Human Resource Development Climate.

The review of related literature shows that no attempt has been taken to measure the quality of output, that is, the pre-service training programme conducted by the DIETs and its HRD Climate.

6.7 The Population

All the functional DIETs of Rajasthan State constituted population of the present study.

6.8 Sample

The study was conducted with fourteen randomly selected DIETs. Their academic staffs, non-academic staffs, 20 Student-teachers from final year of BSTC (Basic School Teacher Certificate) were selected randomly and constituted the sample for the present study.

6.9 Tools of the study

In the present study, following tools were used:

1. DIET Profile Tool.

2. Human Resource Development Climate Questionnaire (HRDCQ) for Lectures of DIETs.
3. HRDC Perception Tool (HRDCPT) for non-academic staff of DIETs.
4. Student-Teacher Perception Questionnaire (STPQ) for 2nd year student-teachers.
5. Focused Group Discussion with academic staff.
6. Focused Group Discussion with non-academic staff.
7. Focused Group Discussion with 2nd year student-teachers.

* Tool No.2, that is, HRDCQ for lecturers of DIETs initially constructed by S.Nagapal (1997) was adopted by the investigator for the present study. Rest of the six tools were constructed by the investigator.

6.10 Data Collection

Data were collected personally by the researcher from each of sampled DIETs. Data from the DIETs were collected through the DIET profile tool. For assessing the HRD Climate, HRDCQ was administered on all the academic staff. HRD Climate perception tool was administered on the non-academic staff for assessing the HRD Climate of each DIET. Prospective Teacher Perception Questionnaire (PTPQ) was administered on the final year BSTC pupil teacher (20) for assessing the pre-service teacher training. The focused group discussion was conducted by the investigator with academic staff, non-teaching staff and student-teachers.

6.11 Data Analysis

Collected data were analyzed using both qualitative as well as quantitative techniques. Quantitative data collected through the HRD Climate Questionnaire, HRDC Perception tool, PTPQ were analyzed using statistical techniques, namely, frequency, percentage. A non-parametric technique, namely, Chi-Square was also used.

6.12 Findings

6.12.1 Profile of DIETs

- It was observed that various sanctioned posts were not filled up in the all DIETs. More than 10 posts were found 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 the laboratories, except, Karoli and Alwar DIETs.
- Hostel facility is not available in some of the DIETs and where hostel facility is available, hostel facility for girls is inadequate.
- Staff quarters for academic staff as well as ministerial staff and class IV staff were inadequate.
- Support services facilities were available in some of 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 found in all the DIETs, except the Dungarpur DIET.
- Adequate furniture was found in all the DIETs.
- Library facilities were not upto the mark in all the sampled DIETs. Books were not in adequate number as per in DIET guideline.
- Almost all the DIETs organized extension activities but some of the extension activities were not organized, such as, education for the disable, 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 available in none of the sampled DIETs.
- Leisure time facilities were available in some of the DIETs.

6.12.2 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.

A significant difference has been found in the observed frequencies and those expected 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% have responded that 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, 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 equality 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. 83.33% respondents found openness versus communication and reward system as good, whereas, 16.67% found it very good. 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, 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 personnel is good, whereas, 8.33%, each, considered it very good and poor respectively. 83.33% respondents have responded that reward system in DIET Churu is good, whereas, according to 16.67% it is average.

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. While, feed back system in the DIET Churu is found good by 75% of the respondents, 16.7% respondents have responded it to be average, whereas, according to 8.33% it is very good. A large majority (91.67%) of the respondents have responded that the supportive HRD Climate is good, whereas, according to 8.33% it is average.

There has been 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. 92.86% respondents found openness versus communication good, whereas, 7.14% found it 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, considered collaboration in DIET Karoli very good and average respectively, whereas, 7.14% 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 equality 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. 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 equality 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. 72.73% respondents found that team spirit is good, whereas, 27.27% very good.

In the DIET Alwar there has also been 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 frequencies expected against equality 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. 76.92% respondents found that feed back system in DIET Jodhpur is good, 15.38% respondents reported it average, whereas, 7.69% very good. 92.31% respondents rated that supportive HRD Climate is good, whereas, 7.69% very good. 69.23% respondents reported that team spirit among DIET personnel is good, followed by 15.38%, each, very good and average respectively. 69.23% respondents have responded that top support is good, 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 also been 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, 23.07% respondents reported average, whereas, according to 7.69% it is very good. 61.54% respondents have responded that openness versus communication is good, 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 frequencies expected against equality 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. 57.14% respondents found top-support as average, whereas, 42.86% 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, 20% respondents rated that feed back is very good, 10% rated 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 frequencies expected against equality 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% very good. 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. 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 frequencies expected against equality 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. 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 frequencies expected against equality 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. 87.5% respondents found team spirit as average, whereas, 12.5% poor. It is also observed that 100% respondents rated that collaboration is average.

In the DIET Banswara there has also been 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, feed back, supportive HRD Climate and trust.

6.12.3 HRD Climate of DIETs intra-zone

- There has been found no significant difference in the HRD Climate of DIETs intra- zone. This implies that the HRD Climate of DIETs does not differ with in the zone.

6.12.4 HRD Climate of DIETs criterion wise

- The HRD Climate of DIETs has been found healthy with respect to Responsibilities, Top Support, Feedback, Team Spirit and Collaboration. Next in the series are Risk Taking Behaviour, Openness versus Communication and Reward. The null hypotheses with respect to Supportive HRD Climate and Trust have not been rejected.

6.12.5 Overall HRD Climate DIET wise

- In eight of the fourteen DIETs namely, Bikaner, Churu, Bharatpur, Karoli, Alwar, Jodhpur, Jhalawar, and Bundi, the HRD Climate has been found to be good at .01 level, in three of the DIETs namely, Nagaur, Dungarpur and Banswara the HRD Climate has been found to be good at .05 level, whereas, in three of the DIETs namely, Bhilwara, Sikar and Pali the null hypothesis has not been rejected.

6.12.6 HRD CLIMATE of all sampled DIETs

- There has been found no significant difference found in the HRD Climate of the fourteen DIETs of Rajasthan State.

6.12.7 HRD Climate as per the perceptions of Non-Teaching staffs of DIETs

- All (100%) of the non- teaching staff opined that the Principals of DIETs Nagaur, Bikaner, Baratpur, Sikar, Jodhpur, Bundi, go out of the way to make sure that the staff members enjoy their work.
- All (100%) 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%) respondents of the DIETs Karoli, Sikar, Jodhpur, Jhalawar and Banswara responded that the senior officers take active interest to help their juniors in their job.
- More than 70% respondents of the DIETs Bhilwara, Nagaur, Bharatpur, Alwar and Bundi responded that the senior officers take active interest to help their juniors in their job.

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

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

Respondents from DIETs Bhilwara (70%), Nagaur (75%), Bikaner (80%), Churu (77.8%) and Bundi (87.9%) 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%) 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%) 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%) respondents of the DIETs Sikar and Bundi responded that they are 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 are 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 are afraid to express their feelings with their colleagues

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

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

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

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

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

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

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 matters efficiently.

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

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

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

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 completed the jobs assigned by the principal skillfully.

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

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

- All (100%) 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%) 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%) 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%) 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%), Dungarpu(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%) 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%) 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%), Dungarpru(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%) respondents from DIETs Bharatppur, Sikar Bhanswara 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%) respondents from DIETs Karoli, Sikar, Jodhpur, Bundi, Banswara have responded that the staff members co-operated with the 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 members co-operated with the principal.

Respondents from DIETs Nagaur(50%), Pali(66.7%), have responded that the staff members co-operated with the principal.

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

- All (100%) 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) contribute 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) contribute in development of institution.

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

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

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

- All (100%) 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.

6.12.8 HRD Climate as per the perceptions of the Student-Teachers

Infrastructural Facilities

- 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.
- The equipment for education in visual and performing arts are available in all the fourteen DIETs.
- 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.

Co-curricular Activities

- Science fairs are conducted in all the fourteen DIETs.
- All the fourteen DIETs organized cultural and literary activities.
- All the fourteen DIETs celebrated festivals and anniversaries.

Seminar and innovation

- 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

- All the 2nd year trainees of the Basic School Teacher Certificate (BSTC) opined that the multimedia approach is used during teaching.
- All the respondents have responded that group work approach is used during teaching.
- Most of the trainees replied that different techniques and methods are 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 methods on some of the contents.

Teacher- Students Relations

- Almost all the respondents from fourteen DIETs opined that they adjusted with their teachers.
- 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 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.

6.12.9 HRD Climate Inter-Zone

- There has been found significant difference in the HRD Climate of Seven Educational Zones of Rajasthan State at .01 level.

6.12.10 HRD Climate based on the 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, DIETs of 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 are allowed to express their opinions freely in meetings, except, DIETs Nagaur, Sikar, Jodhpur, Jhalawar, Bundi and Dungarpur.
- Majority of respondents have responded that they trust each other.
- Majority of respondents have responded that support 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 the DIETs 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 staff comprehensive profiles.
- Almost all the staff members replied that the residential accommodation is not available for the staff.
- Almost all the staff members responded that the drinking water facility is inadequate.

6.12.11 HRD Climate based on the focused group discussion of Non-Teaching Staff

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

- Almost all the respondents replied that staff members are working co-operatively.
- Majority of the respondents responded that the professional guidance was given to them by the senior members 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 Bundi.
- 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.

6.12.12 HRD Climate based on the focused group discussion of Student-Teachers

- Majority of respondents have responded that sufficient infrastructure facilities are 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 are 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 are 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 DIET but the books are 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.

6.12.13 Conclusion

All the DIETs of Rajasthan were found under staffed with respect to teaching and non-teaching positions. Two teaching staff posts were found vacant in the Jodhpur DIET, whereas, highest numbers of teaching posts were found vacant in Banswara and Pali (8 posts in each). One post of non-teaching staff was found vacant in Bikaner, whereas, highest in Pali DIET (10).

In all the DIETs institutional building were not as per DIET norms. Hostel facilities were poor, especially for girls. Laboratories, namely, Psychology Lab., Language Lab. Science Lab, were found up to the mark in all the DIETs, except Nagaur. Library facilities were not up to the mark in all the DIETs.

The HRD Climate in the DIETs of Rajasthan has been found conducive in the following descending order: Bikaner, Churu, Jodhpur (9 factors each, except, trust, collaboration, trust, respectively), Nagaur (Six factors, except, risk taking behaviour, team spirit, collaboration and reward), Karoli (six factors, except, risk taking behaviour, feed back, trust, team spirit), Banswara

(Five factors), Bundi (Four factors), Bharatpur, Sikar, Alwar, Jhalawar (Three factors each), Dungarpur (Two factors), Bhilwara (One factor), and Pali (None factor).

As per the perceptions of the Non-Teaching Staffs, the HRD Climate of DIET Sikar is most healthy, whereas, that of DIET Bharatpur is least healthy. The HRD Climate of DIET wise (according to perception of non-teaching staff) is descending order has been found as follows: Sikar (90.68%), Jodhpur (86.03%), Bikaner (83.52%), Bundi (83.45%), Nagaur (82.72%), Banswara (81.38%), Karoli (77.46), Alwar (76.10%), Churu (74.2%), Jhalawar (73.16%), Pali (71.67%), Dungarpur (69.29%), Bhilwara (63.82%), Bharatpur (54.65%).

The status of pre-service education programmes organized by DIETs for student- teachers is healthy in all the DIETs. However, infrastructure facilities, such as, building, library, laboratories, and hostels are inadequate.

There has been found significant difference in the HRD Climate of seven educational zones of Rajasthan State. HRD Climate of DIETs differs zone wise. The cross validation of data gathered through various tools and techniques reveals that the HRD Climate of Bikaner zone is most healthy, whereas, that of Ajmer zone is least healthy. The HRD Climate zone wise in descending order has been found as follows: Bikaner, Kota, Bharatpur, Jaipur, Udaipur, Jodhpur and Ajmer. The Human Resource Development Climate in the DIETs of Rajasthan presents a mixed scenario. Bikaner, Churu and Jodhpur have been found to have most conducive HRD Climate, whereas, Pali, Bhilwara and Dungarpur least conducive. The remaining eight DIETs, namely, Nagaur, Karoli, Banswara, Bundi, Bharatpur, Sikar, Alwar and Jhalawar have the HRD Climate in between. In spite of the limited infrastructural facilities the teaching and non-teaching staff and student-teachers have been found to have largely positive perception towards the HRD Climate in the DIETs of Rajasthan. The HRD Climate of DIETs has been found healthy with respect to Responsibilities, Top Support, Feedback, Team Spirit and Collaboration. Next in the series are Risk Taking Behaviour,

Openness versus Communication and Reward. The Supportive HRD Climate and Trust have not been found that conducive.

There is a need to enhance infrastructural facilities, employ adequate staffs and develop conducive management climate for healthy HRD Climate in the DIETs of Rajasthan. The DIETs of various zone of Rajasthan have a lot to learn from the HRD Climate of each other.

6.13. Suggestions to Improve the HRD Climate of DIETs

1. DIETs should be made adequately equipped with physical, material resources and library facilities.
2. Authorities of DIETs should make all efforts to make the Human Resource Development climate conducive.
3. The DIET authorities should recognize human resource as the most important asset of the DIET and invest considerable part of their time and other resources to ensure the development of employees.
4. The DIETs should employ Human Relations Model for Management.
5. The authorities of all the DIETs should try their best to create such an open environment in the DIET wherein staffs take initiative to show their work; authority is delegated on a much wider scale, staffs start viewing the delegated authority as an opportunity for development; and staff discuss their problems openly and try to solve them, rather than keep accusing each other behind the back.
6. The appraisal and feedback system should be strengthened in all the DIETs by removing various lacunas in the systems. There should be a scientific system of appraising the performance of staffs.
7. Trained personnel in DIETs contribute to its efficiency and it is for the DIET to provide opportunities to the staffs to enhance their skill and ability.
8. There should be opportunities for staff members to visit other DIETs to exchange their views in their respective fields.

6.14. Suggestions for Further Studies

1. The same study may be undertaken in order to study Human Resource Development Climate in other States of India.

2. A Comparative study of the Human Resource Development Climate between any two States may be conducted.
3. Study on training needs of DIET faculty is another area that needs attention.
4. Studies can be formulated to identify the effectiveness of in-service programmes offered by the DIETs.
5. Survey of educational needs of the District would facilitate prioritizing and planning programmes specific to the district by each DIET.