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**A STUDY OF HUMAN RESOURCE DEVELOPMENT CLIMATE
IN THE DIETS OF RAJASTHAN**

A Summary of the Thesis submitted
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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.

Statement of the Problem

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

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.

Operational Definitions of the Terms

Profile of DIETs

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

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.

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)

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.

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.

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.

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).

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.

The Population

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

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.

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.

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.

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.

Findings

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 zones of Rajasthan have a lot to learn from the HRD Climate of each other.