
Job Inspirational Elements of Employee's in M.S&M.Es, Guntur, Andhra Pradesh, India – A Case study

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Abstract: *In the present paper an attempt is made to study the job inspirational element of employees of Small and Medium Enterprise's, Guntur. It is well known fact that job satisfaction plays major role in satisfying an employee himself as well as the organization in terms of attaining the needed output. As job inspirational elements are the deciding factors of job satisfaction, HR managers will have an eagle eye towards in this aspect in the organization that intern has to bridge the gap between the personnel and the management. The present study attempted to understand the well as the source of recruitment through which they have entered the organization.*

Key words: Inspiration, Recruitment, Skilled & M.S&M.E's.

General Profile of Sampled employees of M.S&M.Es:

The present study relating to the inspirational level of employees of M.S&M.Es is based on empirical analysis. Required data is obtained from the registered/without registered Micro Small and Medium scale industrial units with The District Industrial Centre, Guntur. The samples have been taken on the basis of simple random sampling method. A systematic record of Micro, Small and Medium Enterprises in Guntur district does not exist. Many Micro, Small and Medium Enterprises are operating without registration as registration of Micro, Small and Medium Enterprises are not compulsory. No information is obtained from such units. The present study is therefore, confined to these small scale units which are registered with District Industries Centre, Guntur by the end of March, 2016.

One of the most important concerns of a manager is to motivate people, so as to make their optimum contribution to the achievement of organizational goals. Therefore, it becomes important for him to understand what motivates people to behave as they do. Some human behaviour is random and consist of emotions and reflexes, most of it is goal directed in the sense that it is aimed at the satisfaction of some need. Since the needs of the employees and the organization are not always the same, the manager can better integrate these two sets of needs by gaining an insight into the needs of his employees and then channelize them in the direction of organizational needs. The present case study is an attempt in this direction intended to examine the "Inspirational level of employees in Micro, Small and Medium Enterprises".

Inspiring Employee Performance:

When it comes to knowing what's expected of them, employees need more than a job description: They must know when they're performing well and when they're not. The best managers clarify

expectations and support employees by helping them structure their work and prioritize their tasks. They help employees measure the difference they make and hold them accountable for their results. Additionally, they are available to answer employees' questions and provide ongoing support, feedback and communication so that employees always know whether they're meeting expectations.

Three Elements of Employee Performance:

- **Achievement:** Inspiring high performance starts with establishing clear expectations and goals. Employees need clear direction from their managers on what is expected of them, how much and when.
- **Accountability:** After managers set expectations, they don't just walk away and hope for the best. They know the tasks and projects their employees are working on, hold them accountable for meeting expectations and provide regular measurement of and feedback on their performance.
- **Accessibility:** To motivate achievement and accountability, the best managers are available whenever an employee needs support. They listen, and when an employee encounters a problem, they actively help him or her solve it. These managers are approachable and responsive.

The MSMEs sector in the Global Economy:

Micro, Small and Medium Enterprises (M.S&M.Es) are a very heterogeneous group of businesses usually operating in the manufacturing, trade, agri-business, and service sectors. They include a wide variety of firms such as village handicraft makers, small machine shops, and computer software firms that possess a wide range of sophistication and skills. Some are dynamic, innovative, and growth-oriented while others are satisfied to remain small and perhaps family owned. M.S&M.Es usually operate in the formal sector of the economy and employ mainly wage-earning workers. M.S&M.Es are often classified by the number of employees or by the value of their assets. The size classification varies within regions and across countries relative to the size of the economy and its endowments.

The major advantage of the sector is its employment potential at low capital cost. The labour intensity of the MSME sector is much higher than that of large enterprises. M.S&M.Es constitute more than 90% of total enterprises in most of the countries.

M.S&M.Es in India:

In India M.S&M.Es play an essential role in the overall industrial economy of the country. In recent years, the MSME sector has consistently registered higher growth rate compared with the overall industrial sector. With its agility and dynamism, the sector has shown admirable innovativeness and adaptability to survive the recent economic downturn and recession.

The MSME sector in India is highly heterogeneous in terms of the size of the enterprises, variety of products and services, and levels of technology. The sector not only plays a critical role in providing employment opportunities at comparatively lower capital cost than large industries but also helps in industrialization of rural and backward areas, reducing regional imbalances and assuring more equitable distribution of national income and wealth. M.S&M.Es complement large industries as ancillary units and contribute enormously to the socio-economic development of the country.

M.S&M.Es sector plays a major role in India's present export inspirational. As per available statistics (4th Census of MSME Sector), this sector employs an estimated 597 lakh persons spread over 261 lakh enterprises. It is estimated that in terms of value, MSME sector accounts for about 45% of the manufacturing output and around 40% of the total export of the country. As a result, M.S&M.Es are today exposed to greater opportunities for expansion and diversification across the sectors.

The Indian market is growing rapidly and Indian industry is making remarkable progress in various Industries like Manufacturing, Precision Engineering, Food Processing, Pharmaceuticals, Textile &

Garments, Retail, Information Technology (IT), Agro and Service sectors. M.S&M.Es are finding increasing opportunities to enhance their business activities in core sectors.

M.S&M.Es in Andhra Pradesh:

Micro, Small & Medium Enterprises Development Institute (MSME-DI), Hyderabad (formerly SISI), established in the year 1956, is a field level Institute of the O/o. Development Commissioner (MSME), under the Ministry of MSME, Government of India. The O/o. DC(MSME) is the apex body for formulating MSME policies in the country and it implements promotional activities through its country-wide network of MSME-DI, their branches, MSME Field Testing Stations, Prototype Development Centres and Tool Rooms.

MSME-DI, Hyderabad assists existing and prospective entrepreneurs by providing techno-managerial consultancy services and training in various areas. Br. MSME-DI, Visakhapatnam (MSME-DI, Visakhapatnam), with an attached Workshop, was established in the year 1984. The upgraded facilities at MSME Testing Station, Sanathnagar, Hyderabad (MSME-TS, Sanathnagar) provide testing facilities in Mechanical, Chemical and Metallurgical fields. MSME-TS is under the administrative control of MSME-DI, Hyderabad.

MSME-DI extends its services to the entire State of Andhra Pradesh. Designated Nodal Officers in the Institute function in close co-ordination with the District level agencies to provide services to the MSME sector in the districts.

Objectives of the study:

1. To study the inspirational elements of employees towards job of Micro, Small and Medium Enterprises and their relative performance.
2. To study the job inspirational elements of employees of Micro, Small and Medium Enterprises and its association with different sources of recruitment.
3. To Understand the category wise employees of Micro, Small and Medium Enterprises relation with general elements like education, marital status and gender.
4. To make suggestions for better inspiration of employees of Micro, Small and Medium Enterprises.

Limitations of the study:

1. The study has not covered all the units of the population.
2. The study is related to the District Industries Centre, Guntur only.

Hypothesis of the study:

1. It is hypothesized that there no significant difference towards job inspirational elements among different categories of employees.
2. It is hypothesized to study that there is no significant difference in the inspirational elements of employees recruited through different sources.

Universe and Sampling Plan:

The present study is in the nature of empirical study. It was decided to use stratified random sampling technique to select the units from the universe. 1153 Guntur District employees from 150 Units were selected based on the random sampling technique.

Sources of Data Collection:

The study is based mainly on primary data and supported by secondary data.

Techniques of Data Collection:

The data has been collected by using questionnaire and interview techniques.

Period of the study:

The study covers a period of one year 2014-'15, which has been considered sufficient for a study of its kind which, seeks to evaluate the Employees inspirational job elements.

Analysis and Interpretation of Data:

Employee's category is one of the important factors that affect the inspirational. Higher category holds greater responsibility, authority, control and pay. It can be assumed that the employees at higher level work hard with greater responsibility, authority, challenges and threat; rather than employees at the lower level. It can also be assumed that the inspirational for reaching the higher position for the people who are at the skilled category would be greater than the employees at the lower level. As such the study to trace out the relationship between category and inspirational would be interesting.

General Profile of Sampled Employees of M.S&M.Es:

The present study relating to the motivation level of employees of M.S&M.Es is based on empirical analysis. Required data is obtained from the registered Micro, Small and Medium Enterprises with The Guntur District Industrial Centre. The samples have been taken on the basis of simple random sampling method. A systematic record of M.S&M.Es in Guntur district does not exist. Many M.S&M.Es are operating without registration registration of M.S&M.Es is not compulsory. No information is obtained from such units. The present study is therefore, confined to these small scale units which are registered with Guntur District Industries Centre, by the end of March, 2015.

Table - 1: Category wise employees in M.S&M.Es

Category	No. of Employees	Percentage
Highly-skilled	330	28.62
Skilled	236	20.46
Semi-skilled	385	33.39
Unskilled	202	17.51
Total	1153	100.00

Source: Field Survey

This study is based on a sample survey of 1153 employees of 150 sampled M.S&M.Es units of Guntur District Industries Centre Table-1 shows that out of the 1153 sampled employees 330 were highly-skilled, 236 were Skilled, 385 were Semi-skilled and 202 were Unskilled. Thus, rounding the above 29% of the sampled employees consist of highly-skilled, 21% Skilled, 33% Semi-skilled and 18% Un-skilled.

Education is also an important factor in determining the quality of work and inspiration of employees towards job According to M. S. Saiyadain, "Seven out of nine persons reviewed here have conducted themselves with the relationship between education and job satisfaction". Moreover, it is right to assume that more educated would be more frustrated in routine job. As such, it is assumed that inspiration is positively or negatively related with education.

Table - 2: Education and Category wise employees in M.S&M.Es

Education	No. of Employees									
	Highly-skilled		Skilled		Semi-skilled		Unskilled		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Post Graduate	240	72.72	42	17.79	0	0	0	0	282	24.45
Graduate	90	27.27	125	52.96	45	11.68	31	15.34	291	25.23
Under Graduate	0	0	69	29.23	179	46.49	61	30.19	309	26.79
Illiterate	0	0	0	0	161	41.81	110	54.45	271	23.50
Total	330	100.00	236	100.00	385	100.00	202	100.00	1153	100.00

Source: Field Survey

Table - 2 shows the educational qualification of the sampled employees. Table reveals that 24% of the employees are post graduates, 25% are graduates, 27% of the employees are under graduates while 24% are illiterates. And as a matter of related fact 73% of highly-skilled employees are post graduates while 27% are graduates with 0% illiterates & under graduates. Among the skilled workers 53% are graduates, 29% are under graduates while 18% are P.G's with 0% illiterates. 47% of semi-skilled workers are under graduates and 42% are illiterates. Majority of unskilled workers are illiterates which puts up to 55% nearly with 30% of workers to under graduate level and only a little part i.e., 15% of unskilled workers hold graduate degree.

This reveals that higher the educational qualifications greater will be the expertise in work.

Marital status is also an important phenomenon to study inspirational. Generally, one would assume that with increasing responsibility placed on married individuals, the employees value their jobs little more than unmarried employees. Money motivates married employees not only because it satisfies physiological needs but it is also instrumental in satisfying ego needs of status, power, achievement etc.

Table - 3: Marital status and Category of employees in M.S&M.Es

Marital Status	No. of Employees									
	Highly-skilled		Skilled		Semi-skilled		Unskilled		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Married	305	92.42	176	74.57	284	73.65	148	73.26	913	79.18
Unmarried	25	7.57	60	25.42	101	26.23	54	26.73	240	20.81
Total	330	100.00	236	100.00	385	100.00	202	100.00	1153	100.00

Source: Field Survey

Table no. 3 reveals data of marital status of sampled employees. Out of 1153 employees 913 were married and 240 were unmarried. Thus, roughly 79% of the sampled employees were married and 21% were unmarried. It shows marital status and category. In highly-skilled category 92% were married and 8% were unmarried. In skilled category 75% were married and 25% were unmarried. In semiskilled category 74% were married and 26% were unmarried. Whereas in Un-skilled category 73% were married and 27% were unmarried. Thus, this is a positive representation to our assumption that married employees value their jobs little more than unemployed.

Gender is also considered as an important factor which influences motivational level of employees. One of the general assumptions is that motivational level of male employees would be greater than of female employees because male employees have high need for achievement, power and status along with family commitments.

Table - 4: Gender and Category of employees in M.S&M.Es

Marital Status	No. of Employees									
	Highly-skilled		Skilled		Semi-skilled		Unskilled		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Male	284	86.06	182	77.11	314	81.55	93	46.03	873	75.71
Female	46	13.93	54	22.88	71	18.44	109	53.96	280	24.28
Total	330	100.00	236	100.00	385	100.00	202	100.00	1153	100.00

Source: Field Survey

Table no. 4 shows gender wise employees in M.S&M.Es. Out of 1153 employees 873 were male & 280 were female. According to the above table roughly, 76% were male and 24% were female. It also reveals gender and category wise employee distribution. In Highly-skilled category 86% were male and 14% were female, skilled category 77% were male and 23% were female, in semiskilled category 82% were male and 18% were female. Whereas in Un-skilled 46% were male and 54% were female. This shows the general Indian society of dominating male with 76% of their share in employment.

Table – 5: JOB INSPIRATIONAL ELEMENTS OF DIFFERENT CATEGORIES OF EMPLOYEES TOWARDS JOB.

s. No.	Inspirational Elements	Levels	Percentage of Respondents	
			Yes	No
1	I like my work	Highly-skilled	71	29
		Skilled	92	8
		Semi-skilled	42	58
		Un-skilled	67	33
2	My work is challenging	Highly-skilled	87	13
		Skilled	92	8

		Semi-skilled	50	50
		Un-skilled	43	57
3	I would like to get feedback about my performances	Highly-skilled	553(48)	52
		Skilled	88	12
		Semi-skilled	38	62
		Un-skilled	71	29
4	I would like to develop skills	Highly-skilled	65	35
		Skilled	71	29
		Semi-skilled	37	63
		Un-skilled	64	36
5	I would like to take responsibility	Highly-skilled	13	87
		Skilled	90	10
		Semi-skilled	65	35
		Un-skilled	88	12
6	The award gives me a sense of achievement	Highly-skilled	24	76
		Skilled	81	19
		Semi-skilled	79	21
		Un-skilled	88	12
7	The award / recognition motivates me to work harder	Highly-skilled	24	76
		Skilled	91	9
		Semi-skilled	93	7
		Un-skilled	87	13
8	Awards elevate my status in society	Highly-skilled	50	50
		Skilled	90	10
		Semi-skilled	59	41
		Un-skilled	88	12
9	The organization has recognized my services by giving the awards	Highly-skilled	60	40
		Skilled	92	8
		Semi-skilled	67	33
		Un-skilled	86	14
10	Awards are strictly given on the basis of one's performance	Highly-skilled	82	18
		Skilled	89	11
		Semi-skilled	54	46
		Un-skilled	88	12
11	The head of the division takes personal interest in the welfare of the employees	Highly-skilled	47	53
		Skilled	75	25
		Semi-skilled	48	52
		Un-skilled	65	35
12	The example set by my top manager encourages me to work hard	Highly-skilled	67	33
		Skilled	78	22
		Semi-skilled	58	42
		Un-skilled	70	30
13	My supervisors provide technical support to me	Highly-skilled	64	36

		Skilled	72	28
		Semi-skilled	33	67
		Un-skilled	64	36
14	My supervisors give personal support in times of difficulties	Highly-skilled	79	21
		Skilled	62	38
		Semi-skilled	63	37
		Un-skilled	74	26
15	The top manager understands my problems and sincerely solves them	Highly-skilled	48	52
		Skilled	45	55
		Semi-skilled	17	83
		Un-skilled	53	47
16	I am able to approach my superior officers easily	Highly-skilled	24	76
		Skilled	34	66
		Semi-skilled	47	53
		Un-skilled	48	52
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	Highly-skilled	86	14
		Skilled	59	41
		Semi-skilled	24	76
		Un-skilled	50	50
18	Sympathetic and caring attitude of top management motivates me to work harder	Highly-skilled	81	19
		Skilled	82	18
		Semi-skilled	60	40
		Un-skilled	61	33
19	I have full faith in my superiors	Highly-skilled	89	11
		Skilled	71	29
		Semi-skilled	48	52
		Un-skilled	67	33
20	The leadership which I get from superiors encourages me to put up good performance	Highly-skilled	88	12
		Skilled	67	33
		Semi-skilled	63	37
		Un-skilled	13	87

From the table the job inspirational elements can be viewed under three categories of (i) self willingness of employees towards work like –1 like my work, my work is challenging, like to improve my skills, would like to get feedback about my performance, willingness to take the responsibility. (ii) Encouragement from employer towards work with elements like – award gives me a sense of achievement, award motivates me to work harder, and award elevates my status, a sense of recognition in the organization. (iii) Organizational management in motivating employees towards work like – personal interest by division heads in welfare of employees, technical support by supervisions, impact of top management quotes leading to work hard, helping hand of supervisors at times of difficulties, easy approach and problem solving and overall organizational style of management leads to motivation. The first category of job inspirational elements i.e., self willingness to work is mostly seen high in the categories highly-skilled and skilled employers compared to semi-skilled and un-skilled employees. This indicates that greatest attention is to be paid for semi-skilled and un-skilled employees to develop work orientation

among themselves leading to self-willingness and self motivation towards work there by leading to improvement in their carrier as well as in reaching organizing goals.

The second category of job inspirational elements by the way of recognition of employer with awards and rewards is seen well almost in all categories of employees. The greater their recognition with awards the higher will be their willingness towards work. The third category of organizational management in motivation of employees is high in skilled and highly skilled employees. But at the same time this category of job elements are also seen interesting with semi-skilled and unskilled category. By this it is evident that a little push up by the organization in these two categories of employees leads to self motivation towards work and further in achieving organizational goals.

TABLE – 6: RELATIVE PERFORMANCE TO INSPIRATIONAL ELEMENTS

S. No	Elements of the job	Co-efficient of variation % (C.V.)			
		Highly-skilled	Skilled	Semi-skilled	Un-skilled
1	I like my work	234.27	375.4	433	304.76
2	My work is challenging	252.75	386.2	389	303.78
3	I would like to get feedback about my performances	257.06	401.9	520.9	339.82
4	I would like to develop skills	295.43	290	416.8	295.43
5	I would like to take responsibility	125.22	312	533.9	376.4
6	The award gives me a sense of achievement	212.32	257.9	636	389.72
7	The award / recognition motivates me to work harder	250.36	400.7	645	369.97
8	Awards elevate my status in society	433	476.8	500.9	401.35
9	The organization has recognized my services by giving the awards	389	306.4	585.7	358.16
10	Awards are strictly given on the basis of one's performance	520.9	294.5	406.6	393.55
11	The head of the division takes personal interest in the welfare of the employees	416.8	315.8	393.6	234.27
12	The example set by my top manager encourages me to work hard	533.9	306.1	461.8	252.75
13	My supervisors provide technical support to me	386.2	235.6	552.9	257.06
14	My supervisors give personal support in times of difficulties	401.9	217.5	447.1	295.43
15	The top manager understands my problems and sincerely solves them	290	38.99	633.8	125.22
16	I am able to approach my superior officers easily	312	225.2	496.7	212.32
17	That I can express my problems to my seniors directly and seek redressal from management motivates me to work harder	257.9	259.5	419.4	250.36
18	Sympathetic and caring attitude of top management motivates me to work harder	400.7	329.4	515.3	315.09
19	I have full faith in my superiors	257.06	177	411	257.45
20	The leadership which I get from superiors encourages me to put up good performance	295.43	275.2	443.3	231.26

For analyzing the relative performance to the job inspirational elements in different categories of employees coefficient of variation used. For the first category of elements: self motivation and willing next the coefficient of variation is seen lesser in skilled and highly skilled employees which talks about the consistency towards work. The second category of elements are more or less equally received by all the categories of employees and the third category of job elements showed consistency in the unskilled works which indicates that a little encouragement to this category leads to higher output to organization.

Hence, the hypothesis of no difference is to be paid attention. Not all the job elements are equally received by all the categories of employees. Hence, attention is to be paid more on the lower categories of employees i.e., unskilled & of semi-skilled with organizational support to put on the overall performance. The hypothesis of studying the significant difference in inspirational elements of employees recruited through different sources like employment exchange, advertisement in news papers, referrals, relatives & consulting centers is done with the help of χ^2 -test. For almost all the job elements there is significant difference in the opinion of employees recruited through different sources. Only the four elements namely (i) award gives me a sense of achievement (ii) Able to approach my superior officers (iii) leadership style of superiors encourages to put up performance were commonly respondents by the employees recruited through different sources meaning that there is no significant difference among the employees for the above mentioned four elements.

Though the difference levels of employees did not put up much difference to job inspirational elements but the employee's pool from different sources had showed significant difference in response to job elements. This makes our eye focused for further study in this direction. So, the hypothesis of no difference between job elements considered to employees recruited through different sources needs attention.

TABLE -7: CHI-SQUARE RESULTS

S. No	Elements of the job	Different sources of recruitment										Chi-square	
		Employment Exchange %		Advertisement in news papers %		Referrals %		Relatives %		Consulting Centers %		Calculated value	Table value
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No		
1.	I like my work	43.70	56.3	28.09	71.91	27.57	72.43	41.77	58.23	22.68	77.32	43.70	15.5
2.	My work is challenging	44.64	55.36	12.27	87.73	44.71	55.29	20.71	79.29	13.39	86.61	44.64	15.5
3.	I would like to get feedback about my performances	52.35	47.65	16.99	83.01	18.85	81.15	57.09	42.91	26.01	73.99	52.35	15.5
4.	I would like to develop skills	60.29	39.71	36.37	63.63	22.68	77.32	11.77	88.23	12.11	87.89	60.29	15.5
5.	I would like to take responsibility	22.68	77.32	41.77	58.23	13.39	86.61	28.09	71.91	27.57	72.43	28.09	15.5
6.	The award gives me a sense of	13.39	86.61	20.71	79.29	26.01	73.99	12.27	87.73	44.71	55.29	12.27	15.5

	achievement												
7.	The award / recognition motivates me to work harder	26.01	73.99	57.09	42.91	12.11	87.89	16.99	83.01	18.85	81.15	15.25	15.5
8.	Awards elevate my status in society	12.11	87.89	11.77	88.23	36.37	63.63	27.57	72.43	22.68	77.32	12.39	15.5
9.	The organization has recognized my services by giving the awards	41.77	58.23	27.57	72.43	22.68	77.32	44.71	55.29	27.57	72.43	12.57	15.5
10.	Awards are strictly given on the basis of one's performance	20.71	79.29	44.71	55.29	13.39	86.61	18.85	81.15	44.71	55.29	44.71	15.5
11.	The head of the division takes personal interest in the welfare of the employees	57.09	42.91	18.85	81.15	26.01	73.99	22.68	77.32	18.85	81.15	18.85	15.5
12.	The example set by my top manager encourages me to work hard	11.77	88.23	21.45	78.55	12.11	87.89	36.37	63.63	21.45	78.55	21.45	15.5
13.	My supervisors provide technical support to me	28.09	71.91	22.68	77.32	43.70	56.3	41.77	58.23	27.57	72.43	27.57	15.5
14.	My supervisors give personal support in times of difficulties	12.27	87.73	13.39	86.61	44.64	55.36	20.71	79.29	44.71	55.29	44.71	15.5
15.	The top manager understands my problems and sincerely solves them	16.99	83.01	26.01	73.99	52.35	47.65	57.09	42.91	18.85	81.15	20.71	15.5
16.	I am able to approach my superior officers easily	36.37	63.63	12.11	87.89	60.29	39.71	11.77	88.23	22.68	77.32	57.09	15.5
17.	That I can express my problems to my seniors directly and	27.57	72.43	41.77	58.23	22.68	77.32	27.57	72.43	28.09	71.91	11.77	15.5

	seek redressal from management motivates me to work harder												
18.	Sympathetic and caring attitude of top management motivates me to work harder	44.71	55.29	20.71	79.29	13.39	86.61	44.71	55.29	12.27	87.73	13.39	15.5
19.	I have full faith in my superiors	18.85	81.15	57.09	42.91	26.01	73.99	18.85	81.15	16.99	83.01	26.01	15.5
20.	The leadership which I get from superiors encourages me to put up good performance	21.45	78.55	11.77	88.23	12.11	87.89	22.68	77.32	36.37	63.63	12.11	15.5

*Significant at 5% level. Source: Data have been compiled by the researcher through field survey, 2016.

Findings & Conclusion: The present study reveals that

1. Higher the education greater will be the quality of work and inspiration towards job leading to self-motivation.
2. Marital status had showed its impact on employees leading to value their job little higher than the unmarried employees.
3. In the present study the part of male employees is high with 76% reflecting the general Indian tendency inspite of government slogan of gender equality for work.
4. Though there is significant difference in the job inspirational elements among different category of employees but in the present study it is observed that the management orientation towards employees plays a major role in bringing them on par with the organizational goals with a considered level of job satisfaction.
5. The major point put up to interest is job inspirational elements have been viewed differently by the employees recruited by different sources.
6. This gives the scope for further study in the direction of employees recruited though different sources of recruitment and this behavior towards the other point of understanding is that employees recruited from different sources showed consistent variation in their opinion towards job inspirational elements.

For majority of the job elements respondents from different sources of recruitment showed consistent variation in their opinion. Expect for the second category elements like - awards gives me a sense of achievement, awards elevate my status in the society and awards are organization recognition to my services and for third category elements of organization management like - approach to supervisors, caring attitude of management and the style of leadership while all the other job elements were put for difference of opinions by the respondents of different sources of recruitment. As the first category of job elements being self-willingness of employee towards work which holds key elements and all these elements of job showed consistent variation in the response of the employees, the HR Manager has to think in the direction of recruitment sources in order to make the HR on par with required achievement of organizational goals. Set of consistent employees on job can express consistent opinion on job satisfaction.

As the manager being bridge between the organization goals and the employees of the organization should look after the behaviour and response of employees recruited through different sources.

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