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**BEARING OF JOB ENRICHMENT, JOB ENLARGEMENT, JOB TRAINING AND
COMPENSATION ON EMPLOYEE MOTIVATION**

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Abstract

One of the important aspects that is crucial for the success of a business is motivation, which is the act of increasing employee dedication. Implementing a successful remuneration structure, expanding, and enhancing jobs, and providing the right training are some of the major issues that firms have in keeping their employees motivated in a worldwide workplace. The goal of the current study is to ascertain the potential influences on employee motivation in the Indian telecommunications industry, including salary, work enrichment and expansion, training, and their consequences. All investigative aspects have a substantial association with employee motivation, according to the research. This study recommends that telecommunications companies create a proper compensation system that includes both monetary and non-monetary rewards, offer job training to improve knowledge and skills, as well as offer job enrichment and expansion opportunities for the employees to increase their motivation and, as a result, lead to organisational success. The study's shortcomings and suggestions for additional research are discussed at the conclusion.

Keywords – job training, job enrichment, job enlargement, compensation, employee motivation, telecommunication companies.

Organizations look for novel and efficient strategies to boost performance as a result of the shifting employment environment. Organizations must put a focus on enhancing employees' competencies and motivation levels in order to achieve this performance improvement. The ability to comprehend an organization's workforce is a crucial component of success. Furthermore, in order to encourage and motivate staff to improve their performance, it is important to combine employee motivation with development aspects including compensation plans, job enrichment and expansion policies, and training (Upneja & Ozdemir, 2014). Employee attitudes and actions have a major and direct impact on the overall productivity of the firm, which highlights the significance of employee motivation in the workplace (Aslam et al., 2015). In a similar line, a firm can increase its employees' interest and dedication by implementing rules for job enrichment and expansion as well as efficient training techniques.

Organizations have been motivated to create human capital that can maintain a competitive edge in both domestic and international markets by changes in the work environment and globalisation (Johnson, 2008). Regrettably, developing nations like India have shown little progress in terms of their ability to develop their human capital (Alhgig & Mehta, 2018). Significantly, the Indian telecommunications industry, despite making a significant economic contribution, is struggling with a

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lack of employee enthusiasm that is having an adverse effect on organisational performance (Almadani, 2017). Employee motivation has been determined to be poor in India, particularly after the country underwent revaluation, according to the annual report of telecom businesses on the subject (Alhgig & Mehta, 2018). The legitimacy of the wage and whether or not the employees receive the deserved amount from their job can be ensured by linking employee motivation with the organization's pay system (Milne, 2007). Empirical results from earlier studies demonstrate that implementing motivational systems by firms can be viewed as a source to improve overall organisational performance by utilising inspired people (Paarlberg & Lavigna, 2010).

There has been some research on employee motivation and its determinants, but in the context of developing nations like India, there is still an excessive demand for an empirical examination on driving elements that influence employee motivation (Teclemichael et al., 2006). In order to better understand how salary, job enrichment and expansion, training, and employee motivation are related, this study will look into these topics. The purpose of the study is to close the information gap about the possibilities and effects of employee motivation in India's telecommunications industry. The conclusions may be used to help Indian politicians and organisational leaders use a variety of motivational techniques to improve workers' capacities and accomplish their objectives.

Review of Literature

Motivation

One definition of motivation is the power to alter an individual's actions and output at work (Lindner, 1998). It is regarded as a person's motivation for doing things. According to Robbins and Everitt (1996), motivation is the "willingness to expend high levels of effort towards organisational goals, conditional upon the ability of the effort to satisfy individual needs." Organizations are expected to develop powerful incentive tactics for this reason in order to understand employees' commitment and output. Grant (2008) identified a positive correlation between motivated workers and organisational task performance in another study he conducted on the measurement of employee motivation.

According to the research, salary and job evaluation are the two most important things that can increase employees' motivation. According to several psychology research, motivation produces a variety of beneficial behaviours that are necessary for an organisation to function effectively (Ryan & Deci, 2000). According to some academics, autonomy, job evaluation, training, and both monetary and non-monetary rewards, are the main drivers of changing an individual's behaviour. The current study integrated and looked into the three key factors that affect employee motivation, including pay, work enrichment and expansion, and training.

Compensation

A technique that organisations can use to influence employee behaviour and increase their contribution to accomplishing organisational goals is compensation. Employee motivation may be impacted if the exchange relationship between the employer and employee is strengthened through a reward system (Güngör, 2011; Thaiefi et al., 2015). The compensation system, which consists of both monetary and non-monetary awards, is used by a business to promote employee engagement and improve efficiency

by reducing staff turnover (Summers, 2005). According to research by Kuster and Canales (2011), businesses utilise a variety of pay schemes to affect the drive and effectiveness of their salespeople, which can ultimately lead to an uptick in revenue.

In addition to financial incentives, rewarding employees should also include words of encouragement and appreciation that help them feel appreciated and generate confidence and a feeling of community (Conger, 1989). We can therefore draw the conclusion that both monetary and non-monetary rewards have a big impact on employee motivation (Berry et al., 1987).

Training

Organizations must train individuals to be flexible in the workplace due to the dynamic changes in the work process and the climate of global competition. To help achieve desired corporate goals, Mathis and Jackson (2002) advocated that training be defined as a "process where employees reach a particular competency." HR managers help employees complete their responsibilities without stress by boosting their confidence in their talents through effective training (Mangkunegara & Waris, 2015). Employee motivation and training have a favourable and strong association, according to certain prior studies (Jaworski et al., 2018; Sahinidis & Bouris, 2008). Hence, training consists of a variety of activities intended to improve knowledge, skills, and competences that in turn motivate workers.

Job Enrichment and Enlargement

Giving employees more autonomy results in a workplace with a larger diversity of work-related activities, which is what is meant by job enrichment. Employees will feel accountable for their work-related conduct and outcomes if they are included in the decision-making process. A meaningful work experience at the office and increased performance are both influenced by an employee's capacity to manage various responsibilities (Garg & Rastogi, 2006).

Employees may plan their workdays and take care of their tasks thanks to job enrichment. Employee autonomy can lessen problems with their families connected to their jobs and increase job satisfaction. Team performance can also be affected significantly by autonomy. Teams with the freedom to select individuals who have the necessary knowledge and abilities can be more innovative and effective in achieving organisational goals (Yang & Ok Choi, 2009).

The part of the job expansion that dealt with expanding the range of professional tasks available to organisational personnel. Today's workers are looking for roles that are difficult and highly adaptable since they will help them advance professionally in their careers (Jiang et al., 2009). As a result, job expansion is viewed as advantageous in terms of motivating employees by increasing their exposure to and efforts towards accomplishing the corporate objectives.

Research Framework and Hypothesis Development

The current study adds to the body of knowledge by creating a dynamic framework that includes the predictive elements that affect employee motivation. The literature by Frankfort-Nachmias and Nachmias (2007) and Murphy et al. (1996) has demonstrated the value of trustworthy conceptual frameworks in analysing the association amid performance and its antecedents. Figure 1 shows the conceptualised research framework.

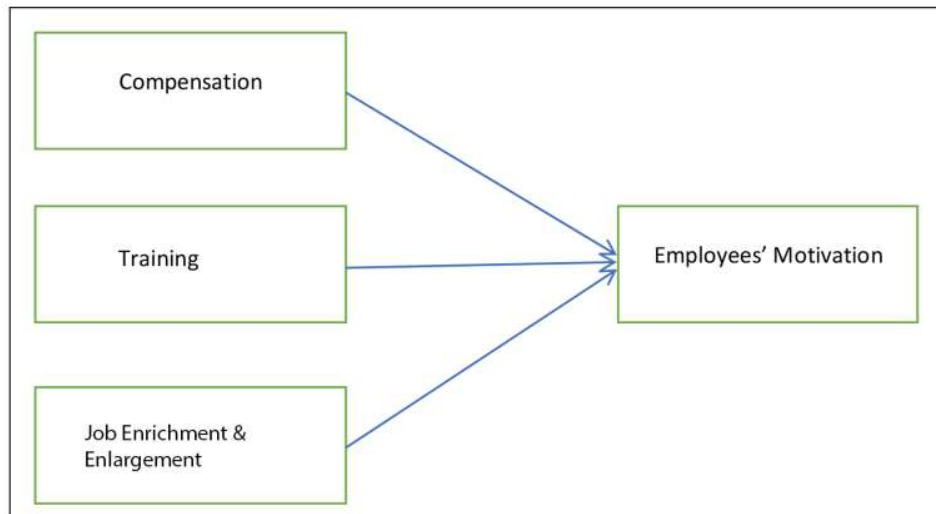


Figure 1. Theoretical Framework of the Study.

Source: The authors.

Employee Motivation and Compensation

As human beings, employees have motives for what they do. It is the responsibility of the organisation to comprehend the factors that influence employee behaviour. An investigation of the effects of pay and work recognition on job satisfaction and employee motivation comes from a study conducted in Pakistan by a variety of organisations. The outcomes showed that compared to admiration, the reward system had greater effects on employee motivation and job satisfaction (Danish & Usman, 2010).

Several academics have examined the impact of various forms of pay, such as monetary and non-monetary remuneration, on employee motivation. For instance, Mayson and Barrett (2006) argued that a company's capacity to inspire, captivate, and retain employees is correlated with the kind of rewards and competitive compensation it provides. According to findings from a different study, staff engagement and improved performance were significantly impacted by the remuneration practises implemented in the sales department. However, in today's highly competitive world, most firms struggle to discover innovative pay techniques and view them as a source of employee motivation (Magnan & Martin, 2018).

The following hypothesis is created to be tested in the current study based on these justifications and the literature that supports the link between pay and employee motivation indicated above.

H1. The compensation system has a significant and positive effect on employee motivation

Training and Employee Motivation

The knowledge, abilities, and capabilities of an organization's human capital are what enable it to handle even the most challenging tasks. Training exercises can serve as a source of inspiration for increasing productivity on both the individual and team levels. According to Tabassi et al(2011) .'s study, motivation is crucial for training and collaboration enhancement in order to complete tasks that

require a group of employees to be completed. They used statistics to demonstrate that training encourages team members to improve their skills.

Many predictors influence employee motivation. Employee training actively contributes to increasing employee engagement at work, according to the results of the current study. There is evidence in the literature that suggests that staff training affects motivation (Purcell et al., 2003).

The formulation and execution of sophisticated training programmes, which can lead to enhanced employee engagement, are crucial tasks for organisations, and HR managers in particular. The following hypothesis is suggested by this discussion:

H2. Training has a positive effect on employee motivation.

Job Enrichment and Enlargement and Employee Motivation

Employees have the option to set their own work schedules and expand their job responsibilities. Employees are encouraged to perform well because of this, which can assist to lower job-related stress. The possibility of work variation plays a crucial role in boosting employee motivation through exposure to various tasks (Robbins, 1999).

A sense of fulfilment that one can have from their employment itself is reflected in job enrichment. People can feel more like human beings than manufacturing units thanks to structured and well-organized occupations (Wood, 2018). There is a clear relationship between job enrichment, expansion, and employee motivation. Employees put their best efforts towards accomplishing organisational goals as a result of job enrichment and expansion since they feel that the company genuinely owns them Saleem et al. (2012).

Given this, the authors reasoned that job enrichment and expansion might have a big impact on worker motivation. As a result, it is hypothesised that:

H3. There is a significant relationship between job enrichment and enlargement to employee motivation.

Methodology

Sample and Data Collection

The research sample is made up of people who work for telecommunication firms since this study examines how compensation, training, job enrichment, and expansion, as well as their effects, affect employee motivation in India's telecommunications industry. There were 600 survey forms distributed to the staff via email. There were 446 replies received in all. There were 406 final surveys that were usable, with a 67.6% response rate. The response rate of 67.6% in the current study is therefore deemed enough for forward the data for analysis. Six categories made up the demographic portion of the questionnaire, comprising company, gender, age, education, experience, and job title. The respondents voluntarily participated in the survey.

Instruments

An organised self-administered survey was used to gather the data. Despite the fact that employees were already familiar with the concept of motivation, a definition was provided at the outset of the questionnaire in case the respondents wanted it to make sure they had understood it correctly.

Following that, they were required to complete a survey form that questioned questions about their demographics, employee motivation, salary, training, and job enrichment and expansion. The factors' measurements were based on earlier research (Elding, 2005; Güngör, 2011) and were anchored on a 5-point Likert scale.

Respondents Profile

The demographics of the respondents are shown in Table 1. With 101 responders (24.9%), the Bharti Airtel had the highest participation rate. MTNL had the fewest respondents, 21 (5.2%), overall. This study accurately reflects the gender distribution of workers in the telecommunication industries because there were more men (71.9%) than women (28.1%) who responded. The majority of respondents (41.1%) belonged to the 30-39 age bracket. A bachelor's degree was held by 44.6% of the respondents to this study. Most responders (21.9%) in terms of experience were within the age range of 15-20 years. Employees below the managerial level made up more than half of the respondents (58.1%).

Table 1. Respondents' Profile.

Demographic Data	Frequencies (<i>n</i> = 406)	Percentage
Company		
Bharti Airtel	151	37.1
Reliance Jio	110	27.0
BSNL	84	20.7
Vodafone Idea	40	9.9
MTNL	21	5.2
Gender		
Female	292	71.9
Male	114	28.1
Age		
Less than 20 years	2	0.5
Between 20 and 29	41	10.1
Between 30 and 39	167	41.1
Between 40 and 49	162	39.9
More than 41	34	8.4
Education		
High school	56	13.8
Higher diploma	132	32.5
Bachelor	181	44.6
Masters	37	9.1
Experience		

Less than 5 years	82	20.2
Between 5 and 10	86	21.2
Between 10 and 15	74	18.2
Between 15 and 20	89	21.9
Between 20 and 25	34	8.4
Between 25 and 30	26	6.4
30 years and above	15	3.7
Job designation		
Department manager	19	4.7
Office manager	9	2.2
Head of the department	55	13.5
Head unit	74	18.2
Consultant	13	3.2
Employee	236	58.1

Results

The AMOS programme has been used to analyse the statistical data. To define the measurement model, correlation, and structural equation modelling, AMOS is helpful. The following subsections provide the outcomes of various statistical tests and procedures.

Variables Descriptive Statistics and the Correlation Analysis

As demonstrated in Tables 2 and 3, the researchers created descriptive statistics for the variables and correlation analysis, with the mean value, standard deviation, and Pearson correlation coefficient of each variable. The analysis's results provide some preliminary evidence in favour of the correlations that were hypothesised for this study.

Table 2. Descriptive Statistics.

Descriptive Statistics			
	Mean	Standard Deviation	N
Motivation	16.8209	3.42944	296
Compensation	17.2703	3.49061	296
Training	21.8446	7.57938	296
Job enrichment and enlargement	17.7466	3.90480	296

Source: The authors.

Table 3. Correlation Analysis.

Correlations		Motivation	Compensation	Training	Job
Pearson correlation	Motivation	1.000	0.493	0.473	0.391
	Compensation	0.493	1.000	0.466	0.328
	Training	0.473	0.466	1.000	0.412
	Job enrichment and enlargement	0.391	0.328	0.412	1.000
Sig. (one-tailed)	Motivation	–	0.000	0.000	0.000
	Compensation	0.000	–	0.000	0.000
	Training	0.000	0.000	–	0.000
	Job enrichment and enlargement	0.000	0.000	0.000	–
N	Motivation	296	296	296	296
	Compensation	296	296	296	296
	Training	296	296	296	296
	Job enrichment and enlargement	296	296	296	296

Source: The authors.

Table 4. Reliability Analysis.

Variables	Cronbach's Alpha	Mean	Variance	Standard Deviation	N of Items
Compensation	0.800	34.8005	39.261	6.26589	10
Training	0.948	22.1823	57.196	7.56283	8
Job enrichment & enlargement	0.833	36.7291	46.015	6.78346	10
Motivation	0.810	36.37438	33.943	5.826100	10

Source: The authors.

Measurement Model

The measurement model was assessed by selecting a number of fit values that are suggested for AMOS following the reliability study. Table 5 and Figure 2 display the findings of those values, which were used to confirm that the model met all of the model fit criteria.

The measuring model contained the aforementioned constructs. The model is fit, according to the CFA result. P-value = 0.253, RMR = 0.027, GFI = 0.986, NFI = 0.970, CFI = 0.994, IFI = 0.994, and RMSEA = 0.028 are all indicated by the data. Hence, all of these model fit indexes show that the model is accurate (Figure 3, Table 6).

The measuring model takes the aforementioned constructs into account. The CFA outcome indicates that the model is appropriate. The data indicates that the goodness of fit model is supported by the following values: p-value = 0.000, RMR = 0.051, GFI = 0.927, NFI = 0.941, IFI = 0.972, CFI = 0.972, and RMSEA = 0.054.

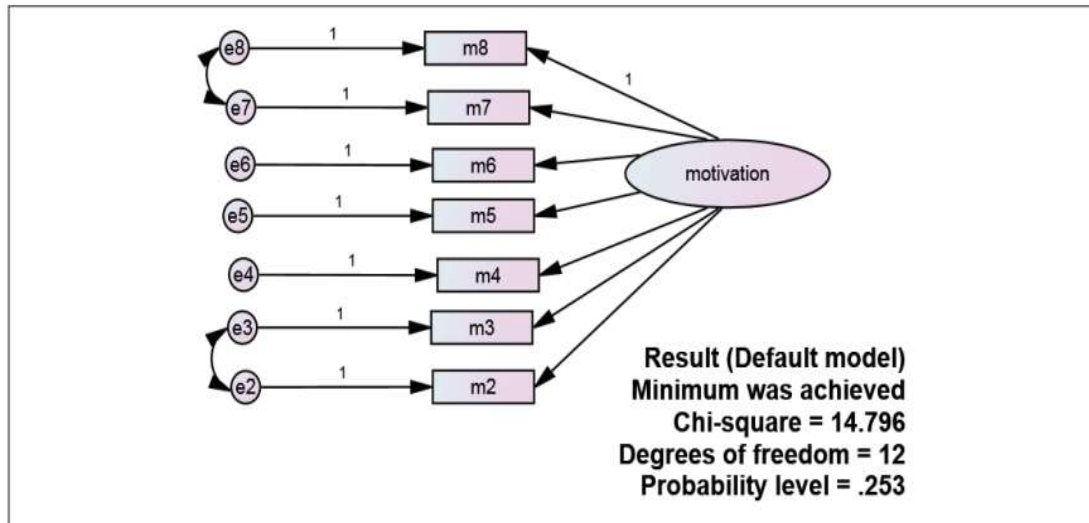


Figure 2. Motivation Factor Analysis.

Source: The authors.

Table 5. Motivation Factor Analysis.

Fit Index	Sources	Admissibility	Results
P-value	(Moore & Kirkland, 2007)	>0.05	0.253
χ^2/df	(Kline, 2015)	1.00–5.00	1.233
RMSEA	(Steiger, 1990)	<0.08	0.028
RMR	(Hu & Bentler, 1999)	<0.08	0.027
GFI	(Jöreskog & Sörbom, 1993)	>0.90	0.986
NFI	(Bentler & Bonett, 1980)	> 0.80	0.970
IFI	(Bollen, 1990)	>0.90	0.950
TLI	(Tucker & Lewis, 1973)	>0.90	0.990
CFI	(Byrne, 2016)	>0.90	0.994

Notes: df, degree of freedom; CFI, comparative-fit-index; RMSEA, root mean square error of approximation; RMR, root mean square residual; GFI, goodness-of-fit; NFI, normed fit index; IFI, the increment fit index; TLI, Tucker-Lewis coefficient index.

Source: The authors.

Structural Model

Byrne (2010) emphasised that in structural equation modelling (SEM), the structural model describes the connections between the latent (unobserved) elements. In order to specify how certain latent constructs, affect other latent constructs' values, either directly or indirectly, the structural model is helpful (Byrne, 2010). In order to assess the proposed correlations between the constructs, analysis was carried out. According to the findings, there is a strong correlation between pay, education, and the enrichment and expansion of one's employment.

The structural model's overall fit was evaluated in order to determine how well the anticipated causal linkages between the latent components matched the data before addressing the findings of the suggested hypothesis. Researchers advise including one absolute fit index and one incremental

indicator in addition to the degrees of freedom and Chi-square value in a study, as was previously mentioned (Hair et al., 2010). The RMSEA and GFI are therefore cited in addition to the normed Chi-square (χ^2/df) as absolute fit indices, and the TLI and CFI are presented as incremental fit indices. As a result, the structural model's overall fit was assessed using the same set of fit indices as are presented in the measurement models.

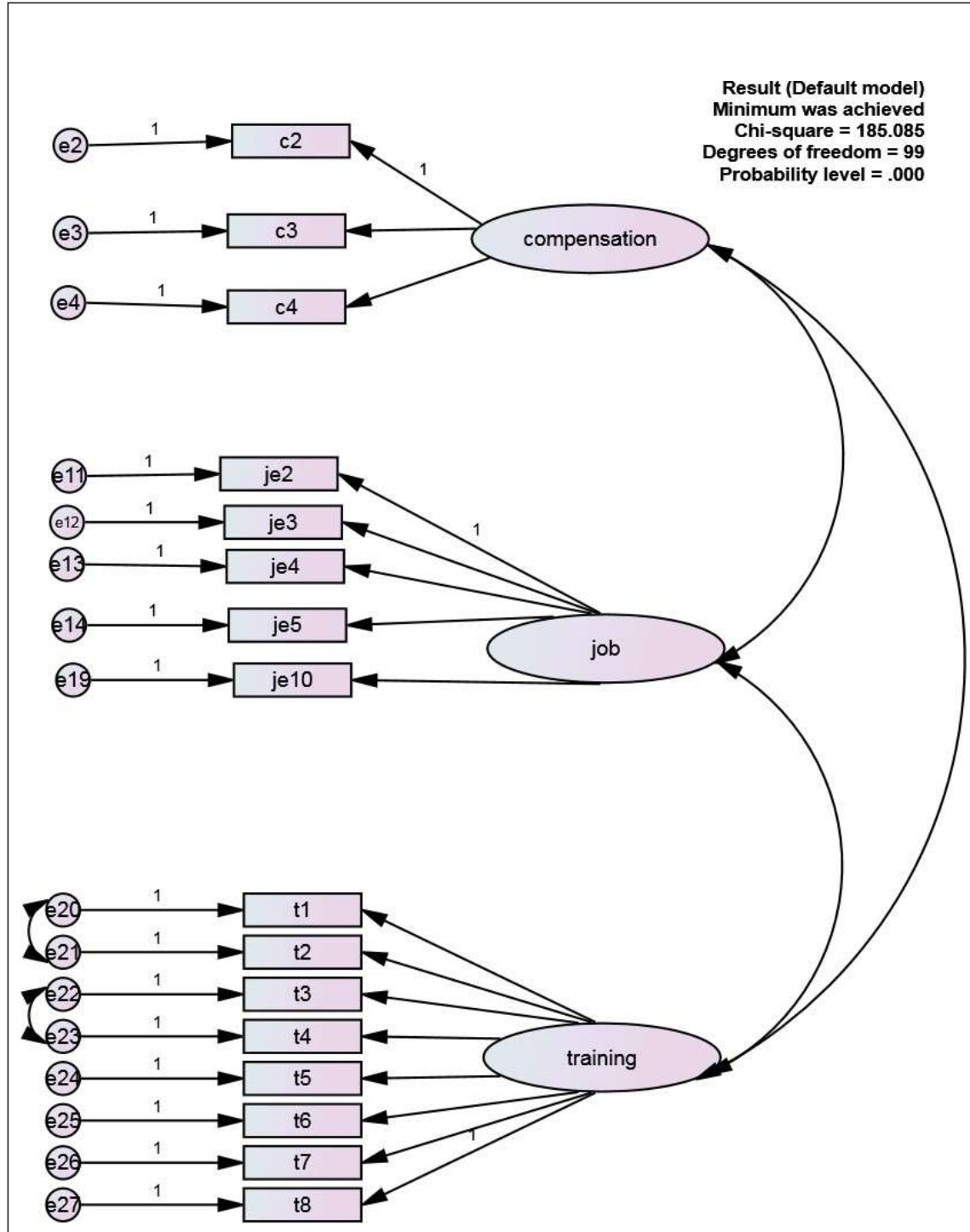


Table 6. Common Factor Analysis (Measurement Model).

Fit Index	Sources	Admissibility	Result
P-value	(Moore & Kirkland, 2007)	>0.05	0.000
χ^2/df	(Kline, 2015)	1.00–5.00	2.685
RMSEA	(Steiger, 1990)	<0.08	0.054
RMR	(Hu & Bentler, 1999)	<0.08	0.051
GFI	(Jöreskog & Sörbom, 1993)	>0.90	0.927
NFI	(Bentler & Bonett, 1980)	> 0.80	0.941
IFI	(Bollen, 1990)	>0.90	0.972
TLI	(Tucker & Lewis, 1973)	>0.90	0.940
CFI	(Byrne, 2016)	>0.90	0.972

Source: The authors.

Notes: df, degree of freedom; CFI, comparative-fit-index; RMSEA, root mean square error of approximation; RMR, root mean square residual; GFI, goodness-of-fit; NFI, normed fit index; IFI, the increment fit index; TLI, Tucker-Lewis coefficient index.

Regression Weights

The structural model's outcomes are produced in the regression table, which is displayed in Table 7, for the purposes of testing hypotheses. The findings show that compensation has a positive impact on motivation ($\beta = 0.257$, t -value = 6.143, $P < .05$); hence, the first hypothesis (H1) is accepted. Also, the results validated the second hypothesis (H2), which proposed that training enhances motivation ($\beta = 0.325$, t -value = 9.529, $P < .05$). Last but not least, the results revealed that job enrichment and expansion is shown to significantly improve employee motivation ($\beta = 0.196$, t -value = 6.040, $P < .05$); hence, the third hypothesis (H3) is supported.

Table 7. Regression Weights.

		Estimate	S.E.	C.R.	P	Support
Motivation	← Compensation	0.257	0.042	6.143	***	Yes
Motivation	← Training	0.325	0.034	9.529	***	Yes
Motivation	← Job enrichment & enlargement	0.196	0.032	6.040	***	Yes

Source: The authors.

Discussion

This study looked at employee motivation and its implications on pay, training, and job enrichment and expansion. New strategic strategies for economic growth have recently been put into action in India. The telecommunications industry must change to satisfy the demands of human capital development since it is a crucial component of overall economic growth. Positive and negative effects on organisational management and practises have resulted from the swiftly changing local and worldwide marketplaces (Donate et al., 2016). Employee motivation is one of the direct effects of this greater dynamic transformation, in the same line. This particular construct has been the subject of prior research in a number of disciplines, from clinical sciences to social sciences. Nonetheless, it has since expanded to cover the sector of telecommunications industries. According to studies, telecommunication company employees face a number of difficulties at work, including low levels of

motivation, which have a negative impact on performance (Khan et al., 2017). In order to investigate the relationship between salary, training, and job enrichment and expansion and employee motivation, this study looked at these variables. It is critical to determine how well-organized compensation systems, training, and possibilities for career enrichment and expansion affect the motivation of employees working for Indian telecommunications businesses since they have the ability to lower employee anxiety and turnover.

Data were gathered by giving out questionnaires to Indian workers of various telecommunications firms. According to the findings, all independent factors including pay, training, and work enrichment and expansion have favourable associations with employee motivation. These results are consistent with a number of previous investigations, including Hameed et al. (2014), and Hanaysha and Hussain (2018). Employees' concerns about monetary and non-monetary benefits to raise their standard of living may be the explanation for these large outcomes. In light of developing nations, this makes more sense. Also, employees felt that they needed the training to increase their knowledge and abilities in order to perform better at work. While employees saw themselves to be more adaptable and independent in carrying out their jobs, job enrichment and expansion were also proven to be a strong predictor of employee motivation. As a result, all of the theories put forth on the basis of research have been shown to be important.

According to the hypothesis, the study supported the idea that employee motivation can be increased if organisational leadership cares about employee wellbeing by implementing an efficient compensation system, providing suitable training, and providing opportunities for job enrichment and expansion. According to the study, it is crucial to create dynamic human capital policies in order to recruit and retain exceptional individuals and achieve a win-win situation for both workers and enterprises.

Conclusion

To sum up, this article expanded on the subject of employee motivation and its important variables. This study clearly shows that a telecommunications firm may raise employee motivation levels by implementing pay practises, training programmes, and organisational tactics for job enrichment and expansion. As a result, motivating people to work towards corporate goals is an important strategy.

Scholars and practitioners have been particularly interested in job performance through motivation. The majority of investigations done so far, meanwhile, have taken place in industrialised nations. The elements that motivate workers and the effects they have differ between countries. This research could serve as a starting point for future studies of this phenomenon in various fields and societies, particularly in underdeveloped nations. The findings of this study might assist Libyan telecommunications firms in overcoming the difficulties caused by poor staff motivation.

According to the research findings, the variables that inspire respondents to do better at work include pay, training, job enrichment, and job expansion. These elements mimic the current situation in terms of the demands of the workforce and show that rewards could be utilised to encourage and support workers. The development of knowledge and abilities was also seen as a crucial component of training, as this eventually motivates workers. In addition to training, job enrichment and expansion policies

for employees inside a business are another component that supports employee motivation. Based on the results, it can be said that the organisational remuneration structure, training opportunities, and plans for work enrichment and expansion are all directly related to employee motivation. An organisation should not ignore these aspects if it wants to increase employee motivation.

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