



HOW COMPENSATION ATTRACTS PUBLIC SECTOR CONSTRUCTION WORKERS IN JIGAWA STATE OF NIGERIA

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ABSTRACT

Compensation is the remuneration workers receive for their services or contributions to the organisation. (Cabanas et al. 2020; Nurul - Mohammad et.al. 2022). Extant literature points to the fact that compensation packages have relationship with job's attraction. A study established a theoretical framework based on equity theory and used it to examine how different compensation packages might be influencing workers' attraction. The Positivist paradigm guided this empirical research; which holds the principle that knowledge is arrived at through the gathering of facts that provide the basis of laws. A questionnaire was developed, pilot-tested and administered to gather the data on workers' attraction regarding four job compensable aspects, namely: salary, allowances, gratuity and pension. A total of 265 questionnaires were administered and 260 were collected, representing a response rate of 98%. The respondents were selected using the stratified random sampling technique. The data collected was analysed using descriptive statistics and structural equation modelling. The structural equation modelling established that salary, gratuity and pension do positively and significantly influence public construction workers' attraction in Jigawa state, Nigeria. The study focused on the public construction sector of Jigawa State, Nigeria. Therefore, the findings cannot be extended to the whole country.

Keywords: *Compensation, Workers' attraction, Public sector construction workers, Relationships, Structural Equation Modelling.*

INTRODUCTION

Compensation is the remuneration workers receive for their services or contributions to the organisation (Eliopoulos 2019; Cabanas et al. 2020; Sutrisno 2020; Gorgenyi-Hegyey et al. 2021). Compensation is the motive behind employees putting their effort in order to achieve both organisational and their goals (Chakrabarty 2021).

The attraction and retention of suitable employees is one of the most important success factors of an organization. Thus, equitable compensation package (Obermann and Velte 2018; Aranibar et al. 2022) will help organisations to attract and subsequently maintain best talents in their workforce.

Compensation is a fundamental component of human resource management. It covers economic reward in the form of wages and salaries as well as benefits, indirect compensation or supplementary pay (Čiarnienė and Vienožindienė, 2010). The significance of the subject matter, compensation, emanates basically from the fact that it provides income to workers and constitutes an important cost item to the employer (Martocchio, 2011). It is a basic component of organisational strategy because of its impact on workers' attraction (Larkin et. al., 2012).

The Nigerian construction industry is heavily labour intensive which requires mutual management and human relation to thrive (Fagbenle *et al.*, 2004). The sector employs human resources with various skills which comprises of operatives, skilled craftsmen, technicians, and professionals such as civil engineers and surveyors. Compensation plays a significant role as it is the back bone of any employment relationship (Hong 2017; Terepyshchy and Khomenko 2019) more especially in an industry like construction which requires human effort to achieve its objectives. Workers cannot put their efforts without a return for their labour. Classical theory provides that the return for labour is reward; i.e. workers in any industry including construction sector give their labour for economic incentives or rewards (Igalens and Roussel, 1999; Ciarniene and Vienazindiene, 2010).

The most recent study of reward in the Nigerian construction sector was undertaken by Fagbenle *et al.*, (2004) where they examined the impacts of non- financial incentives on bricklayers' productivity in private sector firms. The respondents in their research were bricklayers on site. Thus, their context of research was the impact of intrinsic reward among employees of private sector firms. It is of paramount importance to study extrinsic reward in the construction sector. The research which formed the basis of this article was focused on the public construction sector unlike the Fagbenle *et al.*, (2004) research referenced above.

An organisational total compensation system consists of intrinsic and extrinsic rewards. Intrinsic reward relates to a psychological mind-set that is experienced by workers at work, whereas the extrinsic reward covers employees' pay and benefits which workers enjoy as a result of their contributions to the organisation (Armstrong, 2002; Baqi and Indradewa 2021). Extrinsic compensation does not only involve salary alone but all remunerations, benefits and allowances offered to the employees for their services (Bhattacharya and Sengupta, 2009; Bruvik and Gibson, 2010). As viewed by Lai (2012) the most vital tool for creating value to an organisation is extrinsic compensation.

In spite of the significance of extrinsic compensation to public construction sector workers, limited studies exist in this area in the Nigerian construction industry, hence the motive behind the choice of Nigerian public construction sector. Therefore, the purpose of this study is to investigate the impacts of compensation on attraction among public sector construction employees in Nigeria.

This research applied a theoretical framework based on equity theory to examine how different compensable packages might influence workers' attraction in an organisation. Thus, the principal dimensions of total compensation that gives rise to different reactions among workers were also examined in this study. This study focused mainly on compensation packages in the form of pay (salary and other allowances) and workers' benefits (pension and gratuity), which public sector workers are enjoying in Nigeria, in the form of seniority. Therefore, seniority pay compensates workers based on the time spent in service, that is to say; their pay increases with the number of years put in service (Martocchio, 2011).

Therefore, the aim of this research was to investigate the correlations of compensation packages to workers' attraction of public sector construction workers of Jigawa state of Nigeria.

The following are the specific objectives of this research:

1. to review the relevant literature on compensation management, in order to evaluate its impact on public construction workers' job attraction;
2. to analyse the data using appropriate statistical techniques (SEM) to find out the relationships between the impact of compensation on the job attraction of the workers studied; and
3. to draw conclusions and make proffer recommendations on compensable items to be used and considered when implementing a revised compensation package for public sector construction workers in Jigawa state of Nigeria.

THEORETICAL FRAMEWORK

There is need to explain the two constructs/ variables used in this study, before measuring the impact of compensation on workers' attraction. These two constructs are compensation and attraction of workers.

The compensation packages

The research employed seniority reward being the most applicable in Nigerian public sector. Workers' compensation involves pay and benefits packages (White, 2000). These forms of remunerations focused in this study involve salary, allowances, gratuity and pension (Pepra-Mensah et al. 2017).

Salary is a fixed amount paid to workers for the services or work done (monthly salary, yearly salary and promotional salary increase). Salary is calculated on weekly, monthly or annual basis. The salary is designated to pay white-collar workers, administrative, professional and executive employees (DeNisi and Griffin, 2008). Thus, salary is also called basic pay and its components (Nurul - Mohammad et.al, 2022). Allowances are monetary benefits other than salary offered to workers for the achievement of a predetermined task (Madhani, 2012). Benefits are supplementary compensation given to workers apart from the basic salary as a result of some certain circumstances like retirement, health, and transfer (Čiarnienė and Vienažindienė, 2010; Nurul - Mohammad et.al (2022). Therefore, this study only focused on gratuity and pension. Gratuity is lump sum amount paid to workers after retirement and Pension is benefits paid to workers upon retirement monthly (Amrstrong, 2002). For a worker to be entitled for gratuity and pension must have served for at least five and ten years respectively in Jigawa state public sector.

Workers' attraction

Workers who are attracted to particular organisation are more likely to be retained when they fit in to job requirements. Hale (1998) found that 86% of organisations are facing problem of attracting new workers. An attraction of suitable candidates is the most important issue for the success of any organization. Therefore, a sound recruitment and selection procedures are the critical factors for any effective system of human-resource management (Leisink and Steijn, 2008). Thus, one of the authoritative European writers in the field of compensation management viewed that reward is the key for attracting workers into organisations. So it means that for an organisation to attract employees, the fundamental issue is through the provision of lucrative rewards. Attracting and retaining of employees is a continued exercise in the organization because the organization must require the services of its suitable applicants, and at the same time strives hard to retain the best ones for a long period of time in order to achieve the desired outcomes or objectives.

Effective workers' attraction policy is a key indicator for organisational success (Gonzalez, 2009). It is apparent that people differ in their needs and this gives more insight in an attempt to describe behaviour in an organisation. Getting the right people into positions in the organisation is not easy. Furthermore, different researches revealed that workers' attraction is equally as important as workers' retention in any place of work. Therefore, to employ a qualified job applicant is as good as the effort to retain them (Gonzalez, 2009).

Newell and Shackleton (2000) defined recruitment as an act of attracting individuals who are capable of making contribution to a given organisation.

Recruiting organisations need planning to meet all their objectives such as best skills and jurisdictions etc. Getting the right people should be the concern of an organisation. When outsiders perceive an organisation as an interesting workplace, where real contributions are made, opportunities for career development is practiced, job security and above all substantial compensation package is offered to its workers; there is very likelihood that they will be attracted to that organisation.

Therefore, every act an organisation is doing to attract job seekers is called recruiting. Thomas H. Stone says rightly that recruiting is the process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies that exist in an organisation. Dowling and Schuler (1990) defined recruiting as the process of attracting applicants with certain skills, abilities and other personal characteristics to job vacancies in an organisation.

Bratton and Gold (2003,) referred to attraction as "favourable interaction between the job seekers and images, values and information about an organisation."

In this definition of attraction of potential recruits, the importance of corporate reputation (images) and corporate ethical orientation (values) is clearly focused. Workers want to obtain good compensation, career advancement opportunities while others prepare to feel proud of the organisation they are serving.

However, this study defined attraction as the process of getting right people with certain attributes such as skills and competencies to join the organisation. Recruitment involves generating a pool of qualified job applicants to fill in the job vacancies in an organisation.

Any organisation wishes to employ workers; it is recommended to adopt an effective intake process in which skills and knowledge of individual are matched with the demands of the job. Thus, organisations try to sell such information to job seekers through recruitment exercise. Cable and Turban (2001) viewed that in recruitment exercise, job seekers have three available sources of information i.e. employer information, people information and the job information.

The main function of employee recruitment is to attract qualified people to fill into the job vacancies that exist in an organisation (Holtbrügge *et al.*, 2010). Job vacancies can be filled by workers within the organisation or people outside the organisation (Zottoli and Wanous, 2000) or in another word Organisations recruit workers either within (internally) or from outside or labour market (externally). All these recruitment methods are very vital that why most organisations use both methods depending on the circumstances (Lepak and Snell, 1999).

Organisations use two methods to recruit people, namely internal methods: involving posting and bidding, employee referral and skills inventories while external method comprises of employee referral, unsolicited applicants/walk-in, union hiring halls, recruitment advert, field recruiting and placement agencies.

Job vacancies may arise because of labour turnover or a new position has been created. Thus, before offering the appointment letter to the job seeker, organisations use some predictors or devices to distinguish those applicants likely to be successful on the job from those who are not. These predictors consist of employment interview, test, Background and reference check, physical examinations and health questionnaire, and polygraph test. In the case study area, employment interview is normally used for any recruitment exercise.

The decision on which job to apply in an organisation is contingent upon the job applicant's perception of the people who work in that organisation (Devendorf and Highhouse, 2008). This is done by job applicants through carefully reading and comparing their skills and competencies with that of the workers in an organisation that intended to recruit.

THE LITERATURE REVIEWED

Gonzalez (2009) argued that literature on attracting prospective workers is almost non-existence. However, few studies have been conducted on attraction (Forbes, 1997; Noecker, 1997, 1998; Sunoo, 2000).

Noecker (1997, 1998) conducted studies with titles head on platter and hire power in Mexico respectively. Another study was carried out by Forbes (1997) on locking up the market in Mexico. Similarly, Sunoo (2000) examined strategies for employers on how to deal with human resources challenges in Mexico. However, these studies conducted by the above mentioned scholar is specifically based on Mexican context; hence their findings cannot be extended to other nations. Moreover, their topics of discussion vary with one use in this research and none of these studies were carried out on public construction organisation. In addition, due to the timeframe there is a need to conduct a research on workers' attraction in different environment, sector, and theme.

Up to now, several studies have focussed on impressions of the job (Konrad, et al., 2000) and of the organisation (Highhouse, *et al.*, 2007; Lievens, *et al.*, 2005).

Research have been conducted on the impact of variables like location of a firm, reward level, industry e.t.c. on recruitment effectiveness in private organisation (Holtbrügge *et al.*, 2010). Little attention has been given to research on how impressions of peers at work correlated to workers' attraction i.e. person-to-person fit. Though, under normal condition the decision to apply for a job is taken with an insufficient amount of information being an outsider, as compared to someone who works in a particular setting. This plays a significant impact on workers' attraction (Kristof-Brown, *et al.*, 2005).

The studies mentioned above continue to serve the foundation of attraction concept as one the human resource practices in organisations. In addition to the above several researches, few studies have been conducted on workers' attraction of which an account has been provided below.

The recent studies pertaining to workers' attraction were undertaken by the following scholars as:

Leisink and Steijn (2008) conducted a study on Recruitment, attraction, and selection. They revealed that the most strong factors for workers' attraction among governmental workers are; salary, work family balance, job content, career development, want to help people and want to contribute in solving societal problems.

A study was carried out by Gonzalez (2009) to gather critical information in order for organizations to effectively attract and retain the lower-level Mexican workers, using one-on-one interviews with workers. The data was analysed using thematic analysis. The findings reported that using any inducements or rewards is unnecessary and unsuccessful in attracting workers. Various employees stated that inducements such as nice supervision, high amount of bonuses, higher pay used in the previous firms where they or their friends worked can attract only if these firms are recruiting, otherwise they tend to maintain their employment.

Rose and Gordon (2010) examined retention of engineering and technical (E&T) professionals in an Australian public service agency by collecting data from 670 E&T professionals to compare attraction, retention and turnover intention by age and occupation through questionnaire electronically. Since age (collected in bands) and occupation are categorical data, group differences were analysed by MANOVA. The result revealed that compensation/ remuneration packages are highly significant to workers' attraction in an Australian public service agency.

Hutchings *et al.*, (2011) conducted a survey in the Australian resources sector in 2009 exploring human resource (HR) managers' perceptions of how their organizational practices and external contextual changes in industrial relations legislation present challenges for the sector and influence attraction and retention of highly skilled employees. The findings indicated that organizations have employed various 'good' employment practices with regards to attraction and retention of workers.

However, all these mentioned studies used compensation as a single factor for attraction rather than splitting it into various components, since workers' compensation is not only pay alone but consists of all reward packages offered to the employees for their services or contributions (Bhattacharya and Sengupta, 2009). Furthermore, this research differs from above mentioned studies, because it is conducted within a public construction sector and it tries to measure the relationship of four peculiar compensable packages with public construction sector workers' attraction. The few previous attraction studies are based on private organisations unlike this study which focuses on public sector. This research equally differs from previous studies with regards to factors employed, sector, context of the study, samples used, and the methods applied to analyse the data.

Adogbo *et al* (2015) explored the barriers faced by female undergraduates in the construction disciplines at Nigerian Universities. The study employed both questionnaire and semi-structured interviews. The samples of the research involve 259 returned questionnaire and 50 female students and 16 women were interviewed across the professions of Architecture, Building, Civil Engineering and Quantity Surveying. The quantitative data were analysed using frequency distributions, measures of central tendency (means) and standard deviation. The data from the open ended questions and interview were analysed with conceptual content analysis. The findings indicated that the undergraduates perceived the construction practice to be the same with site activities and that family responsibility is the most significant barrier to their participation. The study concluded that female graduates can be attracted to the construction sector, but efforts need to be put in place to successfully implement the strategies identified by the professional women i.e. full participation in the activity of professional bodies and seeking a mentor. However, the current study variance with that of Adogbo *et al* (2015) significantly in terms of the subject matter under study since their research was mainly on the undergraduate attraction and retention while this study involved public sector construction workers not students or undergraduates in the universities. Their study is gender bias i.e. conducted only on female student while this research involves all the workers both male and female. The topic for the study also differs because their studies was conducted on the barriers of entrance of female undergraduates in the construction related disciplines while the current study is conducted on the impact of compensation on workers' attraction in the public construction sector in Nigeria, specifically in Jigawa state. Also, the focus of this study is different in all its ramifications for the simple fact that this study is broad and categorical with full emphasis on public sector construction workers and not myopically restricted to just a certain segments e.g. female and students in a university which may not necessarily depict the true anticipated results expected from a research of such magnitude. Conversely however, the present study is broader in its coverage and will be highly beneficial

because it takes care of a public sector, a broader and wider sector that employs the services of greater segment of the society.

Reasons why workers choose to work in an organisation

People are attracted to organisation not only because of similarities among themselves (Devendorf and Highhouse, 2008) but when such similarities enhance interaction and serve as a source of comfort or joy (Cable and Turban, 2001).

Numerous reasons have been stated as causes of attraction. Leisink and Steijn (2008) viewed that people are attracted to organisation primarily for psychological contacts to earn (rewards) compensation. Other factors for attraction includes careers opportunities, work-family balance, job content, and public service motivation. (Gonzalez, 2009; Hassan 2009) concurred that workers attraction to an organization is based on the compensation packages offered such as good salary and wage, benefits, bonuses and allowances. Some employees are curious; they want to explore new opportunities in other areas either by change of scene or a fresh start i.e. they just want to have a feel of what it takes to work in a particular organisation, industry or geographical location (Adventure). Workers are attracted to organisation because they have no choice, thus, whenever people could not find a job, they tend to grasp any available one, this is called attraction by desperation (Hassan 2009). Lewis and Frank (2002) reported that job security i.e. the probability of serving for a long period of time without being terminated is an important factor considered by workers when they want to join an organisation. Thus, whenever an organization has a record of hiring and firing employee at slightest chance that organisation will be unattractive to potential job applicants.

However, these stated possible reasons for people choosing to work in an organisation are been employed into this research based on their relative or consistent appearances in most of the attraction literature.

Therefore, workers are attracted to organisation for numerous reasons (Rose and Waterhouse, 2005). According to Ramlell (2003) motives or reasons for workers choosing to work in a particular organisation are: The distance between place of work and workers' homes, and time taken to commute to and from work.(Location of the organisation).Rose and Gordon (2010) and Walter *et al.*, (2012) stated that the amount of money organisation reward its workers in form of pay and benefits are most obvious reason for workers choosing to work in an organisation (Compensation). Leisink and Steijn (2008) view that the actual responsibilities a worker has on a particular job in a place of work (Work itself). Bratton and Gold (2003) stated that the good image of an organisation as shown in many publications, opinions shared by workers, and analysts within the same industry is another factor for attraction (Reputation of the organisation). The ability for one to grow in his or her career within a given organisation is a factor for attraction i.e. the prospective employees considered the possibility of moving up to the corporate ladder without being frustrated by organisation. According to Bratton and Gold (2003) some workers leave their current jobs despite higher pay to take a lower job if there is no career development. They choose a lower job in anticipation of moving up to the corporate ladder (Career development). Lewis and Frank (2002) concurred that jobs that are mostly related to low risk are said to be attractive (Job security). The manner in which the organisation is treating and techniques employed in managing its workers is a key for attracting workers (Organisation culture). The extent to which an organisation motivates its workers to do their work diligently is serving as attracting tool (Challenge) (Ramlell, 2003). Hutchings *et al.*, (2011) viewed that provision of various forms of training programs in an organisation results to workers attraction (Training and development). The high degree of workers participation in decision regarding their work is a vital reason for joining an organisation (empowerment). The effective coverage provided and a moderately low premium workers benefits (Attractive benefits) serve as an attractive factor (Ramlell, 2003).

Relationship between Compensation and Workers' Attraction

Good organisation should know how to attract their workers to achieve efficiency and effectiveness (Sandhya and Kumar, 2011). The attracting competent and skilled workers help an organization to achieve competitive edge over its rivals (kyndt *et al.*, 2009), this can be realized through extrinsic rewards (Rick,2010).

Though many employers are not recruiting nowadays, others are, and compensation packages can attract new workers (Elrehail *et al.* 2019. Compensation is a basic component of organisational strategy because of its impacts on the overall performance (Tepliuk *et al.* 2021) by attracting high quality employees (Larkin *et al.*,

2012). Studies have been carried out and found that compensation is correlated to employee attraction (Leisink and Steijn, 2008, Walter *et al.*, 2012; Torrington, et al., 2011

Worldatwork, 2000). Leisink and Steijn (2008) viewed that people are attracted to the organisation for psychological contract with a particular obligation and compensation. Hassan (2009) also stated that financial gain has a strong influence in attracting workers. A good compensation package will help organizations to attract and subsequently maintain best talents workers (Igalens and Roussel, 2012). Equally stated by Walter et al., (2012) that compensation packages influence workers' attractions in the workplace. Numerous empirical researches revealed that monetary reward serves as tool for attracting workers in India (Bhatnagar, 2007; Raman *et al.*, 2007).

Therefore, the compensation packages offer by the organisations should be adequate and capable of attracting staff needed. The more attractive packages offered, the more job applicants would be willing to fill in the job vacancies that exist in an organisation. Simply, any organisation that provides its employees with sufficient rewards will have the upper hand in attracting the best talent workers (Torrington, *et al.*, 2011). Offering high rewards can be a vital tool in attracting employee to an organisation (Gonzalez, 2009). Many organisations engaged in recruitment exercises to fill in the vacancies. Therefore, workers compensation (more especially incentive pay) is capable of attracting people to fill in these job slots (Rick, 2010). A study conducted by the Cherson Group (2001) utilising 800 samples aged 18 and over, revealed that 78% of the respondents prefer to work for an ethical and reputable company than receiving a higher reward in non-reputable organisations. The findings of this study revealed that workers are attracted mainly for other factors above reward. The compensation in this regards is insignificant to workers' attraction.

There is no report pertaining to the study of compensation relationship with attraction of public sector workers in Nigeria, particularly in Jigawa state. However, this study is aimed at bridging that gap by conduction a relationship study between compensation packages and workers' attraction in the state civil service, specifically ministry of works and Housing. Public construction sector involves the basic factors of recruitment exercise such as skills and competencies of prospective job application been a labour intensive sector. In that case, the reward is the most significant item used by public organisations to remunerate labour.

Moreover, the following hypotheses were established, and subsequently tested in the course of conducting the research;

- Hypothesis I: The salary paid in this ministry is positively related to workers' attraction.
- Hypothesis II: The allowance paid in this ministry is positively related to workers' attraction.
- Hypothesis III: The gratuity payment after retirement is positively related to workers' attraction.
- Hypothesis IV: The pension payment upon retirement is positively related to workers' attraction.

METHODOLOGY

This study is quantitative in nature, because of its intention to determine the relationships between the independent and dependent variables. Somekh and Lewin, (2005) viewed that correlation study is a quantitative approach for determining the relationship between two or more quantitative variables. The research employed a structured questionnaire. The questionnaire comprised of three sections. The first section reported information about the respondents' profile. The second and third sections included the scales used in this research.

The data was analysed using structural equation modelling (SEM) with Amos software, version. The results were expressed in numerical values or figures and hypotheses were tested.

The measures

The measures were derived from previous empirical studies in the literature. To adapt the measures to the specific conditions in Nigeria, the questionnaire was pilot-tested with the research samples of the study. Amendments were made to the questionnaires based on suggestions and recommendations that emerged from the pilot survey so that the questions could be understood in the Nigerian context easily.

Workers attraction was measured using the combination of items of the employee attraction scale used by this scholars (Frank, 2002: Ramlall, 2003: Leisink and Steijn, 2008: Gonzalez, 2009: Rose and Gordon, 2010: Hutchings *et al.*, 2011).

The sample is: 'As a worker, you got attracted to this ministry because of the equitable compensation packages offered to workers' with construct reliability of .77 Salary was measured using Igalens and Rousell (1999) scale. Concerning the workers' salary, one of the items is: You were attracted to this ministry because of its equitable monthly salary pay. A Likert scale ranging from 1(Strongly disagree) to 5(Strongly agree) was adopted with construct reliability of .75 Allowance was measured using salary was measured using Igalens and Rousell (1999) scale. A Likert scale ranging from 1(Strongly disagree) to 5(Strongly agree) was used with construct reliability of .61. The sample is: You were attracted to this ministry because of its: Payment of equitable personnel involvement allowance. Pension and Gratuity were measured using Igalens and Rousell (1999) scale. A Likert scale ranging from 1(Strongly disagree) to 5(Strongly agree) was used with construct reliability of 1both in each case.

Sample and procedure

The Ministry of Works and Transport, Jigawa State is made up of 850 public construction workers across three cadres, namely clerical (610), officer (190) and Director (50). 265 out of 850 workers were chosen using stratified sampling technique since the samples fall into distinctly different categories/ cadre (strata) and each is homogeneous. The questionnaires were administered in paper format via face to face to the research respondents.

Normally, the covariance-based SEM methodology needs a relatively large sample size because of its underlying objective of a hypothesized validation of model analysis. (Tenenhaus, 2008) suggested that there are different views in use of the term 'large' among the scholars across various disciplines. Thus, there is no agreement on any acceptable sample size (Doloi *et al.*, 2012). A study conducted by Jin *et al.*, (2007) for understanding the relationship-based determinants of building projects used 116 samples. Vinodh and Joy (2012) secured 60 valid responses in the investigating the factors affecting lean manufacturing practices, Doloi *et al.*, (2012) conducted a research on Structural equation model for investigating factors affecting delay using 77 respondents . Based on the above review, the number of respondents required or sample size to conduct SEM analysis cannot be generalized. Therefore, the sample size for this research i.e. 260 can be regarded as reliable and appropriate for SEM analysis in this study.

Demographic data

Respondents consisted of 254 males (98 %) and 6 females (2 %). Those who are working less than 5 years are 7(3%), 5-10 years 92 (35 %), 11-20 years 134 (51%) and 20-35 years 27 (10%). The staff cadre: 186 (72 %) were clerical, 58 (22%) were officers and 16 (6%) were directors. The nature of work in the ministry: office with 94(36%), onsite 141(54 %), both office and onsite 25 (7%).

The determine sample size for this study is 265. However, many researchers commonly add 10% to the sample size to compensate for persons that the researcher is unable to contact (Israel, 1992; Singh and Masuku, 2013). Thus; two hundred and ninety two (292) questionnaires were distributed to the respondents directly by the research assistants. 260 questionnaires were returned indicating response rates of (98. %) while 5 questionnaires were not returned (2%). No questionnaire is invalid or returned unfilled. The reason for the high response rate is that workers felt the research outcomes will solve their problems with regards to compensation in the state.

DATA ANALYSIS

a) Confirmatory factor analysis (CFA)

CFA is said to be a prerequisite for measurement model in which both the number of factors loadings and their corresponding items or indicators are defined clearly (Kline, 2011).

Confirmatory factor analysis (CFA) is used to test convergent validity. Average Variance Extracted (AVE) is normally conducted in which 0.5 and above indicates high convergent validity (Fornell and Larcker 1981). However, Hair *et al.*, (2009) argued that convergent validity is established when individual items factor loading is ≥ 0.5 . Thus, any construct falling below ≥ 0.5 should be deleted.

Construct reliability (CR) is an indication of internal consistency which means that the measures are consistent in representing the latent constructs for which they measured. However, Hair *et al.*, (2010) suggested that reliability between .6 and .7. But Henseler *et al.*, (2009) recommended that values of .6 may be accepted.

b) Assessing Normality

Checking for normality and outlier is a required step in undertaking sound and reliable research. However in this study, test of normality was used in order to clear the data from any type of error. Byrne, (2010) viewed that in any statistical research Skewness has more effect on mean. Therefore, DeCarlo (1997) argued that when conducting structural equation modelling, kurtosis should be given more emphasis because it severely affects test of variance and covariances. Byrne (2010) further emphasized that since SEM is an analysis of covariance structures, the researchers should at all times consider kurtosis. Though, there is no clear consensus on the actual bench mark of extreme kurtosis (Kline, 2005). However, West *et al.*, (1995) viewed that values > 7 to be early departure from normality. Ullman and Bentler (2001) recommended that kurtosis values > 5 are regarded to be non -normally distributed. Thus, based on that normality test of the data, it revealed that both the latent and measured variables/ constructs were < 5 .

Kurtosis for all items ranges from maximum of 2.625 to minimum of -.918 which all falls within the values of less than 5 as suggested by Ullman and Bentler (2001). And also, the overall multivariate Kurtosis = 43.768 which implies that the sample is normally distributed because the multivariate Kurtosis is not large, as argued by Gao *et al.*, (2008) that, large multivariate Kurtosis indicates that the sample has severe multivariate non-normal distribution. Scrima *et al.*, (2014) stated that the kurtosis multivariate index should not exceed the critical cut-off of 483.

c) Assessment of linearity

The correlation analysis was conducted to examine the linearity of the independent variables i.e. salary, allowance, pension and gratuity. Though, independent but can be regarded as components of the same domain. The tables 1 below shows that all variables used in the model are related to each other statistically. Barbaranelli (2003) proposed that the underlining correlations should be equal to or greater than 0.30, since the correlation coefficient is sensitive to the sample size and capable of detecting the existence of low level of significance in the relationship between constructs.

Table 1: Correlation estimates of Attraction, Salary, Allowance, Pension and Gratuity.

Variables	Mean	SD	Y	X ₁	X ₂	X ₃	X ₄
Y (Attraction)	4.32	.41	1				
X ₁ (Salary)	4.09	.68	.539***	1			
X ₂ (Allowance)	4.10	1.08	.734***	.701***	1		
X ₃ (Pension)	4.29	.61	.479***	.403***	.668***	1	
X ₄ (Gratuity)	4.28	.55	.517***	.404***	.525***	.562***	1

***. Correlation is significant at the 0.01 level (2-tailed).

**. Correlation is significant at the 0.05 level (2-tailed).

d) Goodness of fit (Gof) indices

According to Ho (2006) Goodness-of-Fit indices (model fit) determined the degree to which the proposed model predicts (fits) the observed covariance matrix. Therefore in assessing the goodness of SEM, the researchers adopt the Goodness-of-Fit indices (model fit).

Model fit indices used in this research includes; chi-square (χ^2), relative χ^2 (χ^2/df), AGFI, GFI, CFI, IFI, RMSEA and RMR.

Kline (2005) recommended the use of the Chi-Square test, the RMSEA, the CFI and the RMR/SRMR as the indices that should be reported in model fitting.

One of the most vital measures of assessing the Goodness-of-Fit in SEM is chi-square (χ^2) statistics (Joreskog and Sorbom, 1993) and the model accepted if the χ^2 value is less than three times the degree of freedom (Carlmines and McIver, 1981), which is refers to relative χ^2 . If chi-square is significant, the model is regarded as unacceptable or not fit. Therefore, numerous researches did not consider this index when the sample size exceeds 200 or so and other model fit indices met the requirement (Bentler and Bonnet, 1980; Jöreskog and Sörbom, 1993). Thus, because of these shortcomings of Chi-Square, scholars (researchers) have come up with alternative indices to measure model fit. One of this alternative statistics that reduces the consequence of Model Chi-Square on sample size is called Wheaton *et al.* (1977) relative/normed chi-square (χ^2/df).

Even though, there is no standard or acceptable ratio threshold for this statistic, but Relative/normed chi-square (χ^2/df) values as high as 5.0 (less than 5) (Wheaton *et al.*, 1977, Schumacker and Lomax, 2004) are recommended.

IFI values that exceed .90 are accepted in the model, and sometimes IFI index can be greater than > 1 Bollen (1990). GFI and AGFI- the lowest acceptable thrash hold is .80 (Hart,1994). CFI value of .90 depicting the acceptable threshold for good fit model (Bentler,1990). Finally, Root Mean Square Error of Approximation (RMSEA) suggested by Steiger and Lind (1980), measures the error of approximation in the population. Browne and Cudeck, (1989) proposed that RMSEA value < .05 signify good fit, whereas value > .08 show reasonable errors of approximation in the population. Equally, RMSEA value of 0.06 was recommended by Hu and Bentler (1999). Byrne (2010) viewed that RMSEA values ranging between .08 to .10 “indicate mediocre fit”, and those values > .10 indicate poor fit. Ho (2006) suggested that RMSEA and RMR should be \leq .056 and .065 respectively.

However, Hair et al. (2009) recommended that whenever three out of four indices (goodness of fit indices) meet up the requirement, both measurements and structural models can be accepted.

Structural model evaluation and hypotheses testing

Structural equation modelling is the third level of analysis so, in this study, structural equation modelling was used to examine the individual and collective contribution of set of predictors (independent) variables entered in to the equation in relation to the outcomes (dependent) variables. Therefore, the analysis of structural equation modelling using AMOS shows that the structural model is fit, which means the model fits the data as illustrated by the following Goodness-of-Fit indices in figure 1 below:

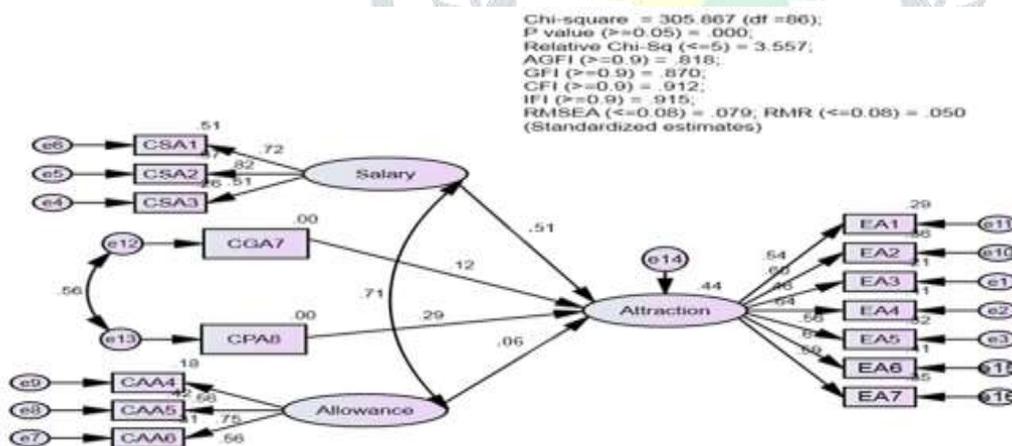


Figure 1: Structural Equation Model of Attraction.

THE RESULTS

The analysis from the SEM showed that the standardised path coefficients were consistent with the hypotheses by indicating that salary ($\beta = .507$, CR = 3.188, $p = .001$) has a significant influence on attraction. Likewise pension ($\beta = .288$, CR = 3.704, $p = .004$), and lastly gratuity also contributed significantly to employee attraction ($\beta = .120$, CR = 1.645, $p = .020$). However, allowance has no significance to workers' attraction ($\beta = .60$, CR = .446, $p = .655$). Salary, gratuity and pension significantly and positively influence public sector construction workers' attraction while allowance was not significant to the attraction of workers in the public construction sector in Jigawa state, Nigeria.

The analysis from the SEM showed that the standardised path coefficients were consistent with the hypothesis ($\beta = .507$, $CR = 3.188$, $p = .001$) by indicating that the salary paid in this ministry is positively related to workers' attraction. Hypothesis I, which stated that the salary paid in this ministry is positively related to workers' attraction, was confirmed. Salary has a significant influence on workers' attraction due to the high unemployment rate in the country. Thus, job applicants are not selective in choosing where to work but where to earn something for a living, despite the fact that the public sector salary is not attractive when compared to private sector.

The pension payment upon retirement was positively related to workers' attraction. ($\beta = .288$, $CR = 3.704$, $p = .004$), Hypothesis IV, which stated that the pension payment upon retirement positively related to influences workers' attraction, was confirmed. Pension also significantly influences attraction because after retirement it can serve as a source of income to workers.

Gratuity also contributed significantly to employee attraction ($\beta = .120$, $CR = 1.645$, $p = .020$). Hypothesis III, which stated that the gratuity payment after retirement is positively related to workers' attraction, was confirmed. Gratuity has a significant influence on workers' attraction because upon retirement, the lump sum amount paid to workers can be used to start a new investment. These findings are in congruence with other researchers' results such as: Leisink and Steijn (2008); Rose and Gordon (2010); Hutchings *et al.* (2011). From these studies, compensation was viewed as a tool for attracting people to fill in the job vacancies that exist in an organisation.

The results, however, suggested that allowance has no significant influence on employee attraction ($\beta = .60$, $CR = .446$, $p = .655$). Hypothesis II, which held that the allowances paid in this ministry positively related to workers' attraction, was not supported. Allowance has no significant impact on workers' attraction because when workers are seeking for a job, they usually look at the salary which is paid monthly not the allowance. This is in line with what was reported by Gonzalez (2009), that using any form of reward is unnecessary and is not an effective tool for attracting workers.

DISCUSSION OF THE STUDY AND RESULTS

Workers compare inputs (effort, experience, education and competence) and outcomes (reward) in relation to other people's inputs and outcomes. Much of the work on equity theory is based on the work developed by J. Stacey Adams. Equity theory refers to workers' perceptions of fairness of rewards. It focuses on the individual's feelings of how fairly he/she had been treated compared to others. The heart of equity theory is money, viewed as the most important reward in an organisation. Thus, employees try to balance the reward they will receive by comparing what others are getting in the organisation with similar effort, experience, education and competence before being attracted. According to equity theory, fairness comes from two perspectives: distributive justice or perceived fairness of the outcome; and procedural justice i.e. fairness of how the rewards are allocated or decision about the reward (Wright, 2004).

Therefore, workers consider procedural justice before being attracted to the organisation through external comparability, which has been considered a vital issue to reward management theory and practice because for two salient reasons.

One, work done has no demonstrable value, therefore organisation measure the value of a particular job by referencing it to the same work in other organisations.

Two, compensation packages are the only part of the job offer which potential applicant can easily compare with what others are offering (Fay, 1989). Hence, it is obvious that organisational reward can be compared with what is obtainable in other organisations. Attractive compensation packages provide an organisation with the best qualified workers who wish to fill in job vacancies that exist in the organisation than others who offered unattractive packages.

CONCLUSION & RECOMMENDATIONS

The study has developed the relationship of compensation and attraction with data from public construction workers in Jigawa state, Nigeria.

The research concluded that Salary has a significant influence on workers' attraction because many public sector workers in Nigeria are not satisfied with their salaries. Allowance has no significant impacts on workers'

attraction because it is not paid on regular basis but relative to certain circumstances. The significant of gratuity to workers' attraction is apparent. The reasonable lump sum received in form of gratuity will be used to attract workers to the organisation being huge capital outlay upon retirement. Pension is significant to workers' attraction because it is earned monthly after retirement and it is provided in the public sector unlike private sector in Nigeria.

It is recommended that compensation packages offered by the government to public sector construction workers should be adequate and capable of attracting people into ministries in the state. Moreover, when these compensation packages are offered fairly in these ministries, they will prevent job applicants from joining other organisations. Thus, the more attractive packages offered, the more people will be interested in seeking employment with the public sector construction organisation in Jigawa state.

LIMITATIONS AND DIRECTION FOR FUTURE RESEARCH

The research was conducted in Jigawa state, Nigeria specifically on public construction workers; the variables used in establishing the relationships in the study are limited to salary, allowance, gratuity, pension and attraction. Therefore, future research can be conducted in other states in Nigeria using additional variables which might have not been employed in this study.

DECLARATIONS

Author contribution statement

J.B. Salisu, PhD: Conceived and designed the experiments; Performed the experiments; Analyzed and interpreted the data; Contributed reagents, materials, analysis tools or data; Wrote the paper.

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Declaration of interest's statement

The authors declare no conflict of interest.

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