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**Roles of Compensation, Feedback, and Job Involvement in the Relationship between Training and Employee Productivity in Nigeria: A Case Study of Power Holding Company of Nigeria (PHCN)**

By

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### Abstract

*This research explores the role of compensation, feedback, and job involvement in the relationship between training and employee productivity in Nigeria. Using Power Holding Company of Nigeria (PHCN) as a case study, the paper examines how these factors mediate and enhance the effectiveness of training programs in boosting employee performance. The study combines both qualitative and quantitative research methods, such as surveys and interviews, to provide insights into the critical mechanisms influencing the effectiveness of training in Nigeria's public sector, particularly in the energy industry. The objective of this research is to examine the impact of various factors such as training, compensation, feedback, and job involvement on employee productivity within a Power Holding Company in Nigeria. The study aims to understand how these factors influence employee productivity. A quantitative research approach is utilized for this study. The target population is 600 employees working in Nigeria's Power Holding Companies. The researcher employs a non-probability sampling technique, specifically random sampling, with a sample size of 150 employees. Data collection is carried out using a survey method with a questionnaire as the instrument. The results show a positive relationship between the different variables and employee productivity. The study supports the hypothesis that training has the most significant and strongest effect on employee satisfaction. The findings suggest that the reliability of the instrument and variables has a beneficial impact on employees working at the Power Holding Company in Nigeria. Findings also emphasize the importance of strategic compensation, timely feedback, and deep job involvement in fostering a productive workforce at PHCN.*

**Keywords:** Training, Feedback, Compensation, Job Involvement, Employee Productivity.

In contemporary organizational settings, employee productivity remains a critical determinant of overall business success (Adeniji & Osibanjo, 2012). As organizations strive for competitive advantage, understanding the factors that contribute to enhanced productivity has become a focal





### 1.0 Introduction

point of research and managerial practice. Among these factors, training, feedback, compensation, and job involvement are frequently identified as key elements that influence the productivity levels of employees (Ali & Rehman, 2020; Chauhan & Sharma, 2021). These components not only shape employees' job performance but also impact their motivation, engagement, and satisfaction, thereby contributing to their overall efficiency and output (Burke & Hutchins, 2017). This introduction delves into the importance of these variables in fostering employee productivity within modern organizations, with a particular focus on the power sector in Nigeria.

Employee productivity has been recognized as a critical determinant of organizational success, particularly in industries that require significant human capital investment. In the case of the Power Holding Company of Nigeria (PHCN), productivity is essential to maintain operational efficiency and achieve organizational goals (Kluger & DeNisi, 1996). The effectiveness of an organization's workforce largely depends on how employees perform their tasks, make decisions, and adapt to changes. As a result, understanding the factors that influence employee productivity is crucial for improving overall performance in the workplace. Recent studies have shown that various factors such as compensation, feedback, and job involvement play a pivotal role in shaping employee productivity, especially in settings where training programs are implemented to enhance skill sets and capabilities (Adeniji & Osibanjo, 2012; Nwachukwu & Igbinomwanhia, 2016; Oladipo et al., 2020).

Training, as a component of organizational development, has been widely acknowledged as a key driver of employee productivity. A well-structured training program not only improves employees' competencies but also boosts their confidence and morale, leading to greater job satisfaction and productivity (Salas et al., 2012; Albrecht et al., 2015; Newell & McNulty, 2021). Moreover, recent research indicates that organizations that invest in employee development through continuous training enjoy higher performance and innovation, thus maintaining a competitive edge in the industry (Kirkpatrick & Kirkpatrick, 2016; Burke & Hutchins, 2017). However, for training to have a meaningful impact on productivity, it must be supported by other organizational elements such as compensation, feedback, and job involvement.

Compensation is another critical factor that influences the relationship between training and employee productivity (Gagne et al., 2015). In the context of PHCN, fair and competitive compensation packages are not only a means of rewarding employees but also serve as a motivating factor that encourages employees to put forth their best effort. According to Deci and Ryan (2000), compensation acts as an extrinsic motivator that can enhance an employee's commitment and engagement, which in turn impacts their productivity levels. Furthermore, compensation packages that include performance-based incentives have been found to significantly improve employee performance and productivity by aligning individual goals with organizational objectives (Gagne et al., 2015; Kwon & Rupp, 2013; Shantz et al., 2021). A study by Albrecht et al. (2015) emphasized that while compensation alone cannot guarantee increased productivity, its strategic use, in conjunction with other motivating factors like feedback and job involvement, can enhance the effectiveness of training programs and overall productivity.

Feedback is another crucial element in enhancing the link between training and employee productivity (González & Gómez, 2021). Constructive feedback serves as a tool for reinforcing





desired behaviors and addressing areas that need improvement. Research has consistently shown that regular and timely feedback not only aids in skill development but also motivates employees to strive for better performance (Hattie & Timperley, 2007; Kluger & DeNisi, 1996; Kluger & Rothman, 2020). Feedback provides employees with a sense of direction and clarity, which is particularly vital after undergoing training programs. (Gagne et al., 2015; Seijts & Latham, 2018; Ong & He, 2020).

Job involvement is a psychological state that reflects the extent to which employees are psychologically invested in their work. (Kanungo, 1982; Saks, 2006; Brown & Leigh, 2019). High levels of job involvement encourage employees to take initiative, demonstrate creativity, and actively engage with their work, all of which contribute to productivity. In the case of PHCN, fostering job involvement is essential for ensuring that employees not only participate in training programs but also actively apply the acquired skills in their roles. Job involvement, combined with training, feedback, and compensation, creates a productive work environment where employees are motivated and equipped to perform at their best (Deci & Ryan, 2000; Kahn, 1990; Bakker & Demerouti, 2008).

### 1.2 Statement of the Problem

Over the past decade, Nigeria's electricity supply companies have emerged as one of the fastest-growing sectors in the country. This rapid growth has brought about significant changes in the industry, particularly in terms of supply, technological advancements, and increasing competition, all of which have led to a rising demand for a well-trained workforce. Employee productivity is typically measured as the ratio of net sales to the total number of employees, which serves as an economic indicator of output per unit of input. Productivity metrics can be assessed at both the macroeconomic level or on a per-industry basis.

PHCN faces challenges in translating training efforts into tangible improvements in employee productivity. This may be influenced by inadequate compensation structures, poor feedback mechanisms, and low job involvement. However, the role of these factors in mediating the effect of training on employee performance remains underexplored in existing literature. Therefore, this study seeks to investigate how compensation, feedback, and job involvement influence the relationship between training and employee productivity at PHCN.

### 1.2 Background of the Study

Training is a fundamental mechanism for improving employee skills and increasing productivity. However, the success of training is often contingent on factors such as compensation, feedback, and job involvement. In Nigeria, despite the regular implementation of training programs in organizations like Power Holding Company of Nigeria (PHCN), employee productivity often remains suboptimal. Training is a key factor in improving organizational productivity. Several studies, including those by Colombo and Stanca (2015), Sepulveda (2014), and Konings and Vanormelingen (2020), have demonstrated that training is an essential and effective tool for achieving a company's objectives, ultimately leading to enhanced productivity. The design of training programs refers to the extent to which training is structured and delivered in a way that equips employees with the skills necessary to apply their learning in the workplace. Holton





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(2000) posits that part of this transfer design is ensuring that training content aligns with job requirements. This research investigates how compensation, feedback, and job involvement mediate the relationship between training and employee productivity in PHCN, one of Nigeria's largest state-owned enterprises in the energy sector.

### 1.3 Objectives of the Study

The specific objective of this study is:

1. To find the relationship of training on productivity of employees in Power Holding Company of Nigeria.
2. To determine how feedback influence the relationship between Training and productivity of employees in Power Holding Company of Nigeria.
3. To examine the role of compensation in the relationship between Training and productivity of employees in Power Holding Company of Nigeria.
4. To investigate the effect of job involvement in the relationship between Training and Productivity of employees in Power Holding Company of Nigeria.

### 1.4 Research Questions

1. What is the relationship between training and employee productivity at PHCN?
2. How does feedback affect the relationship between Training and productivity of employees in PHCN?
3. What is the role of compensation in improving employee performance after training?
4. How does job involvement influence the application of training outcomes in the workplace?

### 1.5 Scope of the Study

This study focuses on Power Holding Company of Nigeria (PHCN) and specifically looks at how compensation, feedback, and job involvement influence the relationship between training and employee productivity. The study will involve employees in both operational and managerial divisions of PHCN, with a sample size of 200 respondents.

### 1.6 Significance of the Study

The findings will provide insights for PHCN and other similar public-sector organizations in Nigeria on how to optimize the effects of training programs. Additionally, it will offer policy recommendations on compensation, feedback practices, and strategies to increase job involvement, which in turn could improve overall employee performance.

## Chapter Two: Literature Review

### 2.1 Employee Productivity





Employee productivity is a critical measure of organizational effectiveness, directly impacting the success and competitiveness of an organization. It is often defined as the amount of work or output produced by an employee relative to the input, such as time, resources, and effort. (Patel et al., 2021; Agwu & Oji-Okoro, 2020). The performance of employees, in turn, is influenced by various factors such as job satisfaction, skill development, and the alignment of personal goals with organizational objectives (Saks, 2020; Karakus et al., 2021). As Nigeria's energy sector faces increasing demands for reliable power supply, enhancing employee productivity through effective management practices, such as training and performance feedback, is crucial for organizational growth (Nwachukwu & Igbinomwanhia, 2020). Productivity is not only a function of individual effort but also the result of organizational support systems that foster employee engagement and motivation (Akinyele & Fasanya, 2020).

### 2.2 Training

Training is a key factor that influences employee productivity, particularly by enhancing employees' knowledge, skills, and competencies. Effective training programs ensure that employees are equipped with the necessary tools to perform their jobs efficiently and adapt to changing work environments. Training programs are integral to enhancing employees' skills and knowledge, which are essential for maintaining competitiveness in an ever-evolving technological landscape. However, without adequate training, employees may struggle to meet the expectations of their roles, impacting overall performance (Robert, 2023). In the Nigerian context, organizations such as the Power Holding Company of Nigeria (PHCN) face challenges related to skill gaps and outdated equipment, which hinder their operational efficiency (Akpan et al., 2021). Research has shown that when training is aligned with organizational goals and industry demands, it fosters improved job performance and reduces skill deficiencies, ultimately benefiting both the employee and the organization (Fayemi et al., 2024).

In Nigeria, organizations like PHCN are increasingly investing in training programs to close skill gaps and enhance workforce performance. Training contributes to employee productivity by improving competencies and motivating employees to apply newly acquired skills in their tasks (Ogunyomi & Bruning, 2021). According to recent research, training also plays a significant role in reducing errors and improving decision-making, which directly contributes to operational efficiency (Okafor et al., 2020). Furthermore, training programs that incorporate the principles of adult learning, motivation, and continuous development have been found to enhance employee retention and reduce turnover, which further benefits productivity (Salas et al., 2020; Albrecht et al., 2021). When employees perceive training as valuable, they are more likely to engage with the program and utilize the learned skills to improve their performance, thus contributing to overall organizational productivity (Baron et al., 2021).

### 2.3 Compensation and Training

Compensation is another crucial factor influencing the effectiveness of training programs and their subsequent impact on employee productivity. Studies show that when employees are adequately compensated for applying new skills gained through training, they are more motivated to perform better (Bashir & Shafique, 2023). Furthermore, a well-structured compensation system that recognizes the contributions of trained employees enhances employee





satisfaction, which is closely linked to improved organizational performance (Olawale et al., 2023).

Research has shown that salary, particularly when tied to performance, can significantly drive employees to increase their efforts and enhance overall productivity. Performance-based compensation systems, such as bonuses or pay-for-performance structures, encourage workers to strive for better output, as higher earnings serve as a motivating factor to produce more and be more creative in their work (Lazear, 2021). This is especially true in settings like Nigeria, where salary structures in certain sectors, such as the power sector represented by organizations like Power Holding Company of Nigeria (PHCN), can determine whether employees remain with their current employer or seek opportunities elsewhere (Kline & Hsieh, 2022). A change in compensation methods—such as shifting from monthly salaries to daily wages—has been shown to directly affect productivity. For instance, studies in Nigerian industries suggest that increasing wages or linking compensation more closely with performance can have a significant impact on the motivation of employees and their subsequent productivity (Bandiera, 2022).

In the Nigerian context, compensation packages are often used to attract and retain skilled workers in the highly competitive energy sector. A study by Gagne et al. (2021) confirmed that well-structured compensation systems can enhance job satisfaction and, ultimately, employee productivity by aligning individual goals with organizational expectations. Moreover, performance-based compensation, such as bonuses or incentive schemes, has been shown to improve employee output by linking pay directly to performance outcomes (Kwon & Rupp, 2021). Recent studies have emphasized the importance of fair compensation practices that consider both intrinsic and extrinsic motivators in promoting high levels of performance and productivity (Saks, 2020; Stojanovic et al., 2021). For organizations like PHCN, offering competitive compensation is vital not only to retain skilled workers but also to foster a culture of excellence and high performance.

### 2.4 Feedback Mechanisms and Training Effectiveness

Feedback not only helps employees assess their progress but also provides managers with insight into training effectiveness and areas requiring further attention (Smith & Johnson, 2021). In Nigerian organizations, where workforce development is still evolving, integrating regular feedback into training programs can significantly enhance the learning experience (Adesina et al., 2024). Feedback systems contribute to continuous improvement, allowing both employees and employers to identify and rectify gaps in training and performance. Additionally, feedback aids in employee motivation, as it reinforces their contributions and encourages them to improve, leading to better productivity (Yusuf & Akinbo, 2021). In Nigeria's energy sector, regular feedback is crucial in ensuring that employees adapt to changes in technology and workplace demands, thus driving improved service delivery and efficiency.

. A study by Hattie and Timperley (2021) demonstrated that feedback, when delivered effectively, can improve both cognitive and non-cognitive aspects of employee performance. In the case of PHCN, where employees are tasked with technically demanding roles, providing regular and actionable feedback is crucial for enhancing productivity. Feedback also allows employees to make necessary adjustments in their work processes, reducing inefficiencies and





errors. According to DeNisi and Kluger (2020), feedback serves as a powerful mechanism for reinforcing desired behaviors and improving performance. Furthermore, feedback fosters employee engagement by offering clear direction and helping employees align their performance with organizational goals (Bakker & Demerouti, 2020). In organizations where feedback is integrated into training and development programs, employees are more likely to achieve higher levels of productivity.

### **Job Involvement**

Job involvement refers to the degree to which employees identify with their work and are psychologically engaged in their tasks. High job involvement is strongly linked to increased productivity as employees who are deeply engaged in their roles are more likely to apply themselves fully, demonstrate creativity, and go beyond the basic requirements of their job (Kahn, 2021; Bakker & Demerouti, 2020).

Moreover, research has indicated that job involvement is closely linked to lower absenteeism and turnover rates (Blau & Boal, 2023). In organizations like PHCN, where retaining skilled employees is a key challenge, fostering job involvement can help reduce turnover rates. Employees who feel deeply involved in their jobs are less likely to seek opportunities elsewhere, as they perceive their job as an essential part of their lives and self-esteem. This high level of job involvement, coupled with training, can lead to enhanced performance and improved productivity, as employees see their roles as valuable and integral to their success and personal fulfillment (Lodahl & Kejner, 2022). Job involvement can be influenced by factors such as organizational culture, leadership style, and the level of autonomy given to employees (Saks, 2021). Recent studies have shown that employees who are more involved in their jobs are more likely to exhibit high levels of performance and contribute to organizational success (Akinyele & Fasanya, 2020; Singh & Kaur, 2021). For PHCN, fostering job involvement is particularly important in the context of a highly technical and service-oriented sector. Employees who feel connected to their roles and recognize the significance of their work are more likely to be motivated to improve performance and contribute to the company's objectives, ultimately driving productivity (Macey & Schneider, 2020).

### **Hypothesis**

Based on previous studies, the present study hypothesizes that:

**H1:** There is a positive relationship between training and of employees in Power Holding Company of Nigeria (PHCN).

**H2:** Feedback positively influences relationship between training and productivity of employees in Power Holding Company of Nigeria (PHCN).

**H3:** Compensation positively influences the relationship between Training and productivity of employees in Power Holding Company of Nigeria (PHCN).

**H4:** Job involvement has positive effect on relationship between training and productivity of employees in Power Holding Company of Nigeria (PHCN).





### 2.5 Theoretical Framework

#### Theories and their Relevance to the Study

##### Human Capital Theory

Human Capital Theory, initially proposed by Becker (1962), posits that investments in training and education are critical for enhancing the skills and capabilities of workers, which in turn leads to increased productivity and performance. According to this theory, human capital—the knowledge, skills, and experience possessed by an individual—can be enhanced through targeted investment in training and development programs. In the context of the Nigerian Power Holding Company of Nigeria (PHCN), the theory suggests that when employees undergo specialized training, they acquire the necessary competencies to improve their technical skills and productivity levels. This direct link between training and productivity underscores the importance of investment in employee development.

For PHCN, applying Human Capital Theory means acknowledging that the provision of technical and non-technical training programs can lead to a more skilled workforce capable of efficiently addressing the operational challenges faced in the energy sector. These improvements in employee competence directly translate into enhanced employee productivity, which is critical for a company dealing with the complexities of energy distribution and management. Additionally, when employees acquire new skills through training, their overall contribution to organizational goals improves, fostering a culture of continuous improvement within PHCN. This aligns with the study's focus on how training, as an independent variable, positively influences employee productivity through enhanced skills and competencies.

##### Social Exchange Theory

Social Exchange Theory, as articulated by Cropanzano and Mitchell (2020), suggests that relationships between employees and their organization are driven by reciprocal exchanges. The theory posits that employees will be more productive and motivated when they perceive that their efforts are met with fair rewards and recognition from the organization. These exchanges can include compensation, career advancement, recognition, and feedback. Employees who feel valued by their organization are likely to reciprocate by increasing their efforts and contributing positively to the organization's goals.

In the case of PHCN, Social Exchange Theory emphasizes the importance of compensation, feedback, and job involvement in motivating employees. When employees perceive that their training efforts lead to tangible rewards—such as performance bonuses, salary increases, or career development opportunities—they are more likely to be motivated to apply the skills learned in training. Additionally, consistent and constructive feedback from managers not only reinforces employees' commitment to their roles but also strengthens the employee-organization relationship, fostering higher productivity levels. Social Exchange Theory is thus highly relevant to the study, as it underscores the role of compensation and feedback in creating an environment that promotes employee involvement and productivity, particularly after the completion of training programs.





For PHCN, employees who feel that their enhanced skills through training are recognized and rewarded are more likely to maintain high levels of engagement and productivity. The theory aligns with the study's focus on how feedback (another key variable in the study) and compensation influence employee behavior and performance after training. When these variables are perceived positively by employees, they are more likely to channel their efforts into improving organizational outcomes.

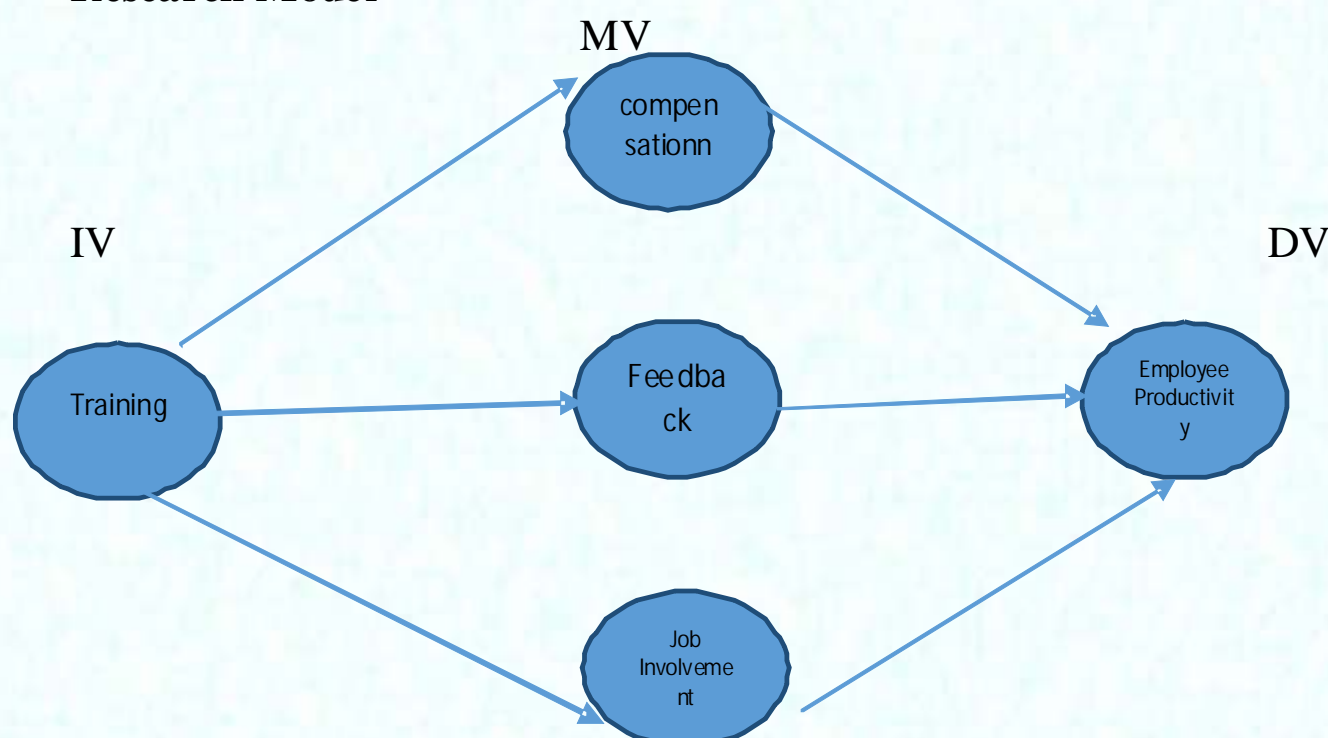
### Vroom's Expectancy Theory

Vroom's Expectancy Theory (2017) posits that employee motivation is driven by the belief that their efforts will lead to desirable outcomes. This theory suggests that employees make decisions based on the perceived likelihood that their efforts will result in rewards or desired outcomes. The theory is centered around three key components: expectancy (the belief that effort will lead to performance), instrumentality (the belief that performance will lead to rewards), and valence (the value of the reward to the employee). In the context of training, expectancy theory suggests that employees will be motivated to apply new skills and knowledge from training if they believe that doing so will lead to favorable outcomes such as increased compensation, career advancement, or job satisfaction.

In the context of PHCN, the application of Vroom's Expectancy Theory can help explain how the company's compensation and feedback systems influence employee motivation and productivity following training. If employees believe that their efforts in applying new skills will lead to tangible rewards (e.g., salary increases, promotions, or recognition), they are more likely to be motivated to work hard and improve their productivity. Furthermore, if they perceive that the training process itself is directly tied to positive rewards such as performance-based incentives or career progression, employees will be more inclined to engage fully with training programs and apply their learning effectively.

This theory is highly relevant to the study as it connects the variables of training, compensation, and feedback to employee productivity. By applying Vroom's Expectancy Theory, the study can explore how employees' perceptions of rewards following training influence their level of involvement and their subsequent productivity. For PHCN, ensuring that training outcomes are linked to clear, desirable rewards is key to sustaining employee motivation and improving organizational performance.

### Research Model







### Researcher's Model (2025)

### 3.0 Methodology.

#### 3.1 Research Design

Research methodology is a structured approach for formulating a research problem, setting clear objectives, and determining methods for data collection, processing, and analysis. In this case, the researcher adopts a quantitative research approach. The research focuses on employees of Nigeria's electricity distribution companies. A non-probability sampling method is employed, with random sampling selected for this study. The sample size for the study consists of 150 employees from these electricity companies. Data is collected using a survey method, where a questionnaire is the main tool. The analysis will be conducted using regression techniques, with the help of SPSS 21.0, and the results will be presented through bar charts and tables.

#### 3.2 Reliability Data Analysis

The reliability of the collected data is assessed using Cronbach's Alpha. A value above 0.6 is considered an indicator of a reliable scale. In this study, the internal consistency of the scale used to measure employee productivity and its associated factors is satisfactory, with a Cronbach's alpha coefficient of 0.60. The results show Cronbach's alpha values ranging from 0.618 to 0.641, which confirms that the scale used in this research is reliable. These values exceed the recommended threshold of 0.6, demonstrating that the measurement tools used to assess the research variables are internally consistent and reliable.

Sr. No	Variables	No of Items	Alpha Reliability
01	Feedback	5	0.640
02	Job Involvement	6	0.621
03	Compensation	5	0.618
04	Training	5	0.641

#### Correlation Analysis

Analysis of the correlation matrix indicates that training has a moderately positive relationship with employee productivity  $r=0.064$ , job involvement  $r=0.366$ , feedback  $r=0.025$  and compensation  $r=0.135$ . The positive result implies that better job involvement leads to improved productivity of employees as training  $r=0.366$ , employee productivity  $r=0.312$ , feedback  $r=0.065$  and compensation  $r=0.207$ . The results also indicate that there is a strong, positive correlation between the two variables productivity of employees and compensation factor  $r=0.021$ , training  $r=0.135$ , feedback  $r=0.165$  and job involvement  $r=0.207$ .





Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.410 <sup>a</sup>	.168	.145	.38209

a. Predictors: (Constant), Compensation, Training, Feedback, Job Involvement

## 4.0 Findings and Discussions

**Training:** The first hypothesis (H1) in this study examines the impact of training on employee productivity. The hypothesis is supported, as the results show a coefficient value of 0.044 and a significance of 0.666, aligning with previous research findings. This suggests that there is a positive relationship between training and employee productivity, leading to the acceptance of the hypothesis.

**Job Involvement:** The analysis shows a coefficient value of 0.058 and a significance level of 0.000, indicating a strong positive relationship between job involvement and employee productivity. This supports the second hypothesis (H2), confirming a significant positive link between job involvement and productivity.

**Feedback:** With a coefficient value of 0.020 and a significance level of 0.001, the results suggest that feedback has the strongest relationship with employee productivity among all the variables studied. As a result, the third hypothesis (H3) is accepted as true.

**Compensation:** The coefficient value for compensation is 0.043, with a significance level of 0.108. This result shows a positive relationship between compensation and employee productivity, leading to the acceptance of the fourth hypothesis (H4).

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.402	.384		14.059	.000
	Training	.019	.044	.035	.433	.666
	Job Involvement	.235	.058	-.335	4.053	.000
	Feedback	.064	.020	.250	3.243	.001
	Compensation	.069	.043	.127	1.616	.108

a. Dependent Variable: Employee Productivity





### 5.0 Conclusion and Recommendations

#### Recommendations

- PHCN should revise its compensation strategy to align it more closely with performance outcomes post-training.
- A feedback-rich environment should be created, with continuous and constructive feedback provided to employees.
- Strategies to increase job involvement, such as fostering a more inclusive and engaging work culture, should be implemented.

#### Conclusion.

The results of the study suggest a promising future for electricity supply companies in Nigeria. Management has already begun taking steps to develop policies aimed at improving employee productivity. At this stage, it is essential to focus on the impact of training on employee productivity. One key finding of the research is that training has a significant effect on the productivity of employees within Nigeria's electricity supply companies. Therefore, it can be concluded that training is crucial for these companies.

The study also highlights that factors such as training, job involvement, feedback, and compensation play a critical role in boosting employee productivity. For employees to fully benefit from training programs, they must be efficient, accessible, and tailored to meet their needs. The research supports the hypothesis that various training factors have a strong and significant impact on employee satisfaction.

Additionally, the study reveals that the relative importance of these factors and the degree of employee productivity significantly contribute to overall performance. A practical implication for Nigerian electricity supply companies is that a positive relationship exists between these factors and employee productivity. The findings emphasize that compensation, particularly how it is structured, is a key factor driving changes in employee productivity. Furthermore, feedback mechanisms are shown to be strongly linked to employee engagement and performance within Nigeria's electricity sector.





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## June 2025 Edition

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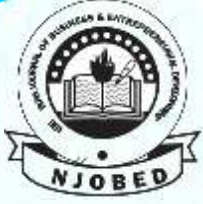


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