

Training Practices and Organisational Citizenship Behaviour in the Informal Sector in Nigeria

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Abstract - The informal sector serves as a structural cornerstone of both developed and emerging labour markets, functioning as a primary engine for global employment generation, socioeconomic survival, and macroeconomic expansion. However, despite the systemic importance of informal work, scholarly inquiry remains disproportionately focused on formal institutions. There exists a significant empirical gap regarding how human capital development influences employee attitudinal and behavioral outcomes within the informal economy-specifically in Nigeria, a context defined by a vast and heterogeneous informal workforce. To address this gap, the present study investigates the effect of training practices on Organizational Citizenship Behavior (OCB) in selected bread production business in Akungba-Akoko, Ondo State. Adopting a cross-sectional survey design and a census sampling approach, the study gathered data from 30 respondents, comprising managers and employees across four selected bread-making enterprises. The data were subjected to rigorous descriptive and inferential statistical analysis to determine the predictive power of training practices. The findings reveal that, in aggregate, training practices constitute a significant predictor of helping behavior among employees ($R^2 = 0.249$ ($F\text{-val.} = 8.048, p < 0.005$)). However, a more granular examination of specific modalities suggests that the effect of training is not uniform. Workshop training emerged as the sole variable with a statistically significant positive effect on helping behavior ($\beta = 1.126, t = 3.970, p < 0.005$), while job rotation and mentorship failed to demonstrate significant influence within this specific organizational context. In conclusion, this research underscores that Human Resource Management (HRM) practices are fundamentally context-dependent; their efficacy in driving performance and behavioral outcomes varies across different organizational topographies. By providing empirical evidence from the under-researched informal sector, this study contributes a vital perspective to the mainstream HRM literature, challenging the universal applicability of traditional employment relationship theories and highlighting the unique dynamics of Nigeria's informal labor market.

Keywords: Training practices, organisational citizen behaviour, informal sector

I. INTRODUCTION

Drawing upon the foundational tenets of Human Capital Theory (HCT), contemporary scholarship posits that strategic investments in human capital-specifically through the enhancement of skills, knowledge, and competencies-serve as a primary catalyst for heightened labor productivity, superior job quality, and optimized performance outcomes (Heckman & Mosso, 2014; Olaleye & Anaba, 2025). Within this framework, Human Resource Management (HRM) practices function as both an investment vehicle and a motivational mechanism, empowering individuals to contribute meaningfully to organizational objectives. Traditionally, the efficacy of structured HRM practices has been validated within formal organizational contexts, under the assumption that institutional formality is a prerequisite for achieving potency at both the individual and enterprise levels. Despite the established nexus between HRM and performance in formal sectors, the informal economy remains conspicuously marginalized within mainstream empirical discourse (Olaleye & Anaba, 2025). This oversight is particularly stark given that informal employment represents a dominant global labour paradigm, accounting for 60% of total worldwide employment and serving as a critical engine for urban survival, income generation, and macroeconomic growth. In the sub-Saharan African context, informality is not merely an alternative but the prevailing reality of both urban and rural labour markets (Pawar & Bakacan, 2025). Nigeria epitomizes this trend, with informal workers constituting the vast majority of its labor force. While Nigeria derives immense socioeconomic benefits from this sector-notably in employment generation and poverty alleviation-the persistent "scholarly marginality" of informal work hinders the development of sustainable growth strategies. Current literature has predominantly focused on how knowledge-enhancing practices drive outcomes in formal settings, leaving a significant analytical void

regarding the informal sector. While training is universally recognized as a cornerstone of HRM for bolstering employee capacity, the specific impact of various training typologies on performance outcomes within informal settings remains empirically unsubstantiated in Nigeria. The structured nature of training suggests that a granular inquiry into its diverse forms is essential for deciphering the attitudinal and behavioral drivers that sustain informal enterprises. Consequently, this study shifts the analytical lens toward the rural informal sector, investigating how specific training practices engender positive helping behaviors. By doing so, the research aims to provide a robust empirical justification for the mechanisms that promote and sustain informal employment within the Nigerian socio-economic landscape.

II. LITERATURE REVIEW

2.1 Conceptual Review

Training and Training Practices

The conceptualization of training lacks a singular, uniform definition among scholars; however, a consensus exists that it serves as a critical antecedent to positive performance outcomes within organizational frameworks. Broadly, training is viewed as a systematic endeavor to enhance the human capital of an entity. Njura et al. (2021) describe it as an exercise undertaken to cultivate cognitive and psychomotor skills, thereby boosting productivity at both the individual and collective levels. Similarly, Hlavac (2023) characterizes training as a learning process that equips employees with the requisite knowledge, skills, and abilities (KSAs) necessary for job proficiency and the attainment of strategic goals. Extending this perspective, Armstrong (2006) posits that training is an evolving organizational process that facilitates the migration of personnel from their current state of capability to a future state demanded by higher-level technical and competency requirements. It acts as a preparatory mechanism for increased responsibility. Falola et al. (2014) further categorize training as a pivotal function of Human Resource Management (HRM), focusing on the refinement of competencies to bolster overall organizational efficacy. Beyond technical skill acquisition, Obi-Anike and Ekwe (2014) argue that training is a systematic intervention intended to modify employee attitudes and behaviors,

ensuring alignment with the organization's operational needs.

The discourse surrounding training emphasizes its dual benefit to both the individual and the organization. While the primary objective is the development of the employee's functional abilities, the overarching impetus is often the significant gain in organizational performance outcomes. In a contemporary economic climate, an organization's capacity to secure and maintain a sustainable competitive advantage is inextricably linked to the depth of its workforce's expertise. As an enabler of excellence, training fosters several key performance indicators, including: enhanced employee capacity-broadening the scope of what a worker can achieve, operational efficiency-reducing waste and optimizing task execution, innovation and creativity-encouraging novel problem-solving approaches, organizational growth-improving the bottom line through collective competence (Falola et al., 2014). Scholars generally categorize training interventions into two primary modalities: on-the-job and off-the-job training. Adelere (2017) distinguishes these by their environment and focus with reference to on-the-job and off-the-job training. On-the-job training occurs within the immediate work environment while the trainee is actively engaged in their duties, allowing for real-time application, and off-the-job training takes place away from the immediate work site, offering trainees an environment free from daily operational pressures, which facilitates deeper concentration. Both modalities aim to bridge existing gaps in knowledge and ability using diverse techniques, such as job rotation, coaching, mentoring, role-playing, simulations, and case studies. While the efficacy of these formal practices in improving performance within structured corporate environments is well-documented (Igudia, 2022; Adullahi et al., 2018), their impact within informal sectors remains less empirically established. Furthermore, although training is fundamentally a planned effort to modify behavior through learning experiences, the specific nexus between training practices and attitudinal shifts within informal work settings remains an under-researched area in current literature.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) is conceptualized as discretionary individual behavior that is neither directly nor explicitly recognized by an

organization's formal reward system, yet cumulatively promotes the efficient functioning of the entity (Ndoja & Malekar, 2020). Fundamentally, OCB is rooted in a "willingness to cooperate," representing actions that transcend the contractual obligations specified in a formal job description (Organ & Paine 1999). Begum (2005) further characterizes OCB as a suite of voluntary contributions that exceed basic performance requirements, thereby enhancing organizational effectiveness through altruistic support offered to coworkers, supervisors, and the broader institution. Scholars have identified various dimensions of this construct to capture its multifaceted nature. Podsakoff et al. (2000) delineates several distinctive types of OCB, including: helping behavior-assisting others with work-related problems, sportsmanship-maintaining a positive attitude despite frustrations, organizational loyalty-promoting the organization's image to outsiders, civic virtue-responsible participation in the political life of the organization and individual initiative-engaging in task-related behaviors at levels far beyond the minimum required. As Chahar (2019) notes, OCB reflects a pro-organizational posture where employees voluntarily extend their efforts beyond the standardized duties of their assigned roles.

The cultivation of OCB within a workplace is influenced by an array of strategic and environmental factors. Recent scholarship suggests that OCB is not a random occurrence but a cultivated outcome. Okhawere (2025) argues that these behaviors flourish when organizations prioritize ethical leadership, supportive Human Resource Management (HRM) practices, and the maintenance of a healthy work environment. In service-oriented sectors, Eden (2025) posits that work-life balance initiatives serve as a critical driver of helping behaviors. Similarly, the perception of fairness plays a pivotal role; Daniel (2024) identifies organizational justice as a significant predictor of OCB in manufacturing contexts, while Obiakor et al. (2023) suggest that job enrichment strategies are essential for fostering such citizenship. Within the public sector, Tabiu (2023) emphasizes that an ethical climate and sound HRM practices are indispensable for entrenching these behaviors. Furthermore, Jude et al. (2024) highlight job satisfaction as a foundational prerequisite for the emergence of OCB in formal settings. The empirical literature provides robust justification for the strategic importance of OCB, linking it to various

positive performance metrics. OCB has been identified as a significant predictor of employee performance (Akindipe et al., 2023; Owoicho et al., 2023), workplace productivity (Okhawere et al., 2025) and reduced turnover intentions (Tsai & Wu, 2010).

Recognizing that skill variety is a determinant of voluntary behavior, Jude et al. (2024) advocate for intensified investment in training to stimulate OCB across diverse organizational contexts. However, a significant gap remains in the literature. While the antecedents and consequences of OCB are well-documented within formal corporate structures, they remain marginally explored in the informal sector. This is particularly relevant in economies like Nigeria, where informal employment dominates both rural and urban labor markets, yet the conceptual and empirical link between training, OCB, and performance in these settings lacks sufficient academic scrutiny.

2.2 Theoretical Review

Human Capital Theory

Human Capital Theory (HCT), pioneered by the seminal works of Mincer (1958), Schultz (1961), and Becker (1962), posits that an individual's economic value and productive capacity are direct functions of deliberate investments in education and vocational training. The core tenet of this theory suggests that such investments facilitate the accumulation of intangible assets—specifically knowledge, skills, and abilities (KSAs)—which collectively constitute the "human capital" of an entity. Within this framework, the workforce is viewed not merely as a labour cost, but as a capital asset capable of generating significant returns through enhanced efficiency and innovation.

In the discourse of Human Resource Management (HRM), HCT provides a robust justification for strategic developmental interventions. The literature suggests that organizations must prioritize the augmentation of worker productivity by institutionalizing practices that refine employee competencies. Primarily, these practices encompass formal education and systematic training programs, which act as catalysts for professional growth (Abdullahi et al., 2018). The empirical validity of HCT is well-supported by modern scholarship, where a positive correlation between rigorous training

practices and diverse performance outcomes is consistently documented (Arora & Suri, 2020).

Despite its foundational importance, HCT has been subjected to scholarly critique for its perceived reductionist approach. Critics argue that the theory adopts a purely mechanistic view, treating human beings as mere economic instruments while largely ignoring the sociological and psychological variables—such as organizational culture, motivation, and social networks—that intricately influence workplace dynamics (Mendy, 2022; Adisa et al., 2022). By focusing heavily on the rational return on investment, HCT may overlook the complex human elements of labour.

Nevertheless, HCT remains a preeminent theoretical lens for understanding the mechanics of productivity. It offers a logical pathway for conceptualizing how the enrichment of human capital translates into tangible organizational gains. By framing training as a value-adding investment rather than a discretionary expense, HCT underscores the vital link between individual capability and the broader strategic success of the enterprise.

Affective Event Theory

Affective Events Theory (AET), developed by Weiss and Cropanzano (1996), is a prominent framework of human motivation that focuses on the drivers of emotional reactions within the workplace. The theory posits that specific organizational events experienced by employees trigger affective reactions, which subsequently shape their attitudinal and behavioral outcomes. Depending on how these events are perceived, the resulting emotional response can predict either positive or negative consequences for the organization.

In Human Resource Management (HRM) literature, various workplace practices are viewed as "events" directly experienced by employees. These include: recognition and feedback—how performance is acknowledged, empowerment—involvement in decision-making and team-based structures, development—access to training and achievement opportunities and support systems, information sharing and transparent compensation systems. Research by scholars such as Mostafa (2017) and Boon et al. (2014) identifies these practices as key antecedents to affective reactions. When employees experience these HRM practices, the emotional

impact can have a profound effect on their subsequent behaviours. Consequently, AET serves as a veritable theoretical lens for understanding the complex nexus between HRM practices and the resulting behavioral outcomes in an organizational setting.

2.3 Empirical Review

The literature reveals an intensifying scholarly effort to substantiate the nexus between training practices and performance outcomes across various contexts. Within the Nigerian landscape, this empirical justification has been explored through several sectoral lenses. For instance, Ehinola and Akomolafe (2022) examined the relationship between in-service training and mentoring for improving teachers' job performance in the North District of Ondo State. Utilizing descriptive and inferential statistics, their analysis demonstrated that in-service training significantly predicted the teaching capacity of staff, while mentoring practices were found to have a similarly substantial effect on performance outcomes. Although their study did not offer an exhaustive explanation of all training practices, it underscored that mentoring and in-service programs are vital catalysts for professional excellence in the Nigerian teaching profession.

In a similar vein, Ibilegbu and Abanyam (2022) investigated the impact of employee relations and training practices on the performance of selected deposit money banks in Adamawa State, Nigeria. Their quantitative analysis, employing Independent T-tests and ANOVA, indicated that these practices have a positive and significant impact on organizational performance. While this adds to the empirical justification for training as a performance driver, the study left the specific effectiveness of various training techniques largely unexplored. Further contributing to this discourse, Temitope (2023) analyzed the effectiveness of teaching and learning practices in specialized training institutions. The findings revealed that these institutions focus on specific areas of expertise to meet their training needs, reflecting a broad recognition among Nigerian formal organizations regarding the value of training. However, the study maintained a gap in explicitly linking these practices to granular performance outcomes.

The healthcare sector provides further evidence, as seen in the work of Salami et al. (2022), who identified a significant connection between staff

orientation and the performance of public hospitals in Abuja. This suggests that while orientation serves as a foundational training type, there is a burgeoning need to investigate other training practices to broaden the understanding of performance drivers in Nigeria. Extending this to the academic environment, Abboh et al. (2024) identified training and development as a critical indicator of High-Performance Work Practices (HPWP) in North-West Nigerian polytechnics, finding it to be a significant predictor of lecturers' job performance. While they recommended intensifying training efforts, the specific types of training that yield the highest impact remained only marginally examined.

A critical review of the existing literature indicates that a significant portion of Nigerian research focuses on the formal employment sector. For example, Oludare et al. (2022) identified training as a key predictor of organizational performance through enhanced knowledge management in multinational manufacturing firms. More recently, Yahaya (2026) measured training as a metric of employee welfare, finding a significant effect on the financial performance of listed firms. Similarly, Orimuo et al. (2023) found empirical justification for the predictive power of on-the-job training in the electricity distribution sector, while Osiesi et al. (2022) and Mignouna et al. (2023) concurred that training significantly improves production capacity and job performance.

Despite these collective findings, a notable conceptual gap remains regarding which specific training practices most effectively drive performance. Furthermore, research has disproportionately favored the formal sector at the expense of the informal sector. Given that training is fundamentally a planned effort to modify behavior through learning (Obi-Anike & Ekwe, 2014), it is imperative to ascertain its predictive power over behavioral outcomes like Organizational Citizenship Behavior (OCB) within the informal economy. Recent studies, such as Jimoh (2026) and Odunayo (2022), have begun to link human capital development and orientation to OCB in universities and SMEs, respectively. However, the dearth of empirical inquiry into the informal employment sector persists, representing a missed opportunity to provide recommendations that could sustain and optimize this vital component of the Nigerian economy.

Hypotheses Development and Conceptual Framework

The Human Capital Theory (HCT) suggests that when organizations strategically invest in developing human capital-specifically through the enhancement of knowledge, skills, and competencies-they increase the economic value and productivity of their workforce (Arora & Suri, 2020). This perspective is complemented by the Affective Event Theory (AET), which posits that organizational practices designed to improve employee abilities are perceived as positive "events." These events trigger emotional reactions that lead to desirable attitudinal and behavioral outcomes (Mostafa, 2017; Boon et al., 2014). Despite these theoretical foundations, there is a distinct lack of empirical evidence regarding how training practices stimulate "helping behaviors" within the Nigerian informal sector. This sector is a critical pillar of the national economy, employing a vast number of workers across both rural and urban landscapes and serving as a primary catalyst for macroeconomic expansion. Nevertheless, scholarly attention remains limited concerning the specific link between training and positive behavioral shifts in this environment. Bridging this gap, the present study utilizes HCT and AET to investigate the impact of various training practices on Organizational Citizenship Behavior (OCB) within Nigeria's informal sector. To explore this relationship, the study tests whether specific practices-namely job rotation, mentorship, and workshop training-exert a significant influence on the prevalence of OCB among workers. Based on the foregoing discussion, the conceptual framework that this study seeks to validate is as follows:

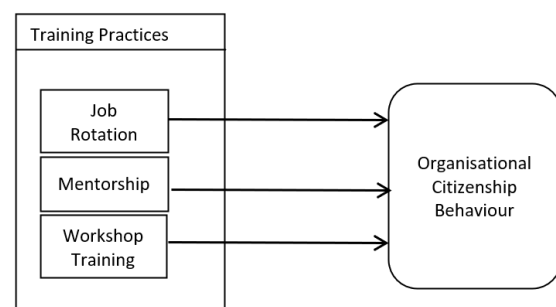


Figure1: Conceptual Framework

III. METHODOLOGY

Utilizing a cross-sectional research design, this study gathered data at a single point in time from small-scale bakeries specialising in bread production within the informal sector of Akungba Akoko, a rural

community in Ondo State, Nigeria. Given the specific nature of the population, a census approach was adopted, resulting in a unit of observation consisting of 30 respondents. To facilitate data collection, a structured questionnaire was developed featuring self-designed items. To ensure the rigor of the research, these instruments were validated through expert review and tested for internal consistency. The reliability of the measures was confirmed by favorable Cronbach's Alpha coefficients (α), specifically 0.75 for training practices and 0.83 for Organizational Citizenship Behavior (OCB).

IV. RESEARCH ANALYSIS AND FINDINGS

The data gathered during the study underwent a comprehensive evaluation using both descriptive and inferential statistical methods.

4.1 Descriptive Analysis of Study Variables

The primary focus of the descriptive analysis was to examine the core variables of the study. Training practices were operationalized through three specific dimensions: job rotation, mentorship, and workshop training, while OCB served as the central outcome variable. The detailed results of this descriptive analysis, reflecting the responses collected from the participants, are organized and presented in Table 1.

Table 1: Results on Descriptive analysis on Training Practices and OCB

S/N	Items	Mean	Standard Deviation
1.	Job Rotation	3.0974	1.3216
2.	Mentorship	2.9534	1.6324
3	Workshop training	4.0612	0.7154
4	OCB	4.0712	0.6592

The descriptive analysis presented in Table 1 utilises the mean and standard deviation to interpret participant responses, which were measured on a five-point Likert scale ranging from "Strongly Agree" (5) to "Strongly Disagree" (1). The evaluation of training practices revealed varying levels of adoption and perception within the informal bakery sector. Job rotation construct yielded a mean score of 3.0974, signaling a neutral stance among participants. Essentially, respondents neither agreed nor disagreed with the items measuring this practice. This neutrality is further underscored by a standard deviation of 1.3216, which indicates a high degree of variability. This suggests that practitioners in the Akungba Akoko bakery industry hold widely diverging views or inconsistent experiences regarding the use of job rotation. With a mean score of 2.9534, mentorship also gravitated toward neutrality, though it leaned slightly toward disagreement. This suggests that the majority of respondents do not firmly view mentorship as a primary vehicle for enhancing workforce skills and competencies in this specific informal context. Similar to job rotation, the high standard deviation reflected a significant lack of consensus among the bakery operators. Workshop training, in contrast to the other dimensions, received

a strong endorsement with a mean score of 4.0612. This indicates clear agreement among respondents that workshops are an effective and recognized method for acquiring professional knowledge and skills. The low standard deviation further confirms this finding, showing a high level of consistency in responses across the sample. The outcome variable, OCB, achieved the highest mean score of 4.0712, falling firmly within the "Agreement" category. This demonstrates that respondents generally recognize and value OCB as a vital "helping behavior" that can be successfully cultivated within the bakery business. The low standard deviation of 0.6592 provides additional statistical support for this conclusion, indicating that there is a strong, unified agreement among the participants regarding the presence and importance of OCB in their operations.

4.2 Inferential Analysis

To evaluate the impact of training practices on Organizational Citizenship Behavior (OCB), the data were subjected to a multiple regression analysis. This model treated job rotation, mentorship, and workshop training as independent predictors of OCB. The statistical outcomes of this analysis are detailed in Table 2.

Table 2. Results of Multiple Regression Analysis

Construct	R ²	F-value	β	t	sig
Training Practices	.249	29.424	-	-	.000
Job Rotation			.204	776	.440

Mentorship			-.206	-1.907	.060
Workshop Training			1.126	3.970	.000

The regression model yielded a coefficient of determination (R^2) of 0.249, indicating that the three training practices collectively account for 24.9% of the variance in OCB. While this suggests that nearly a quarter of OCB within the bakery sector is driven by these specific training methods, the remaining 75.1% of the variation is likely influenced by other factors not captured in this study. Despite this, the model demonstrated strong statistical validity, as evidenced by an F-value of 29.424 and a high significance level ($p = .000$). These results confirm that the composite construct of training practices is a significant and reliable predictor of OCB for informal bakeries in the Nigerian context.

A breakdown of the individual latent constructs reveals varying degrees of influence on OCB. While job rotation showed a positive relationship with OCB, the effect was not statistically significant ($\beta = .204$, $t = 0.776$, $p > .005$). This suggests that, within this specific sector, merely rotating employees across different tasks does not reliably lead to increased helping behaviors or organizational commitment. Mentorship surprisingly exhibited a negative and non-significant contribution to OCB ($\beta = -.206$, $t = -1.907$, $p > .005$). This implies that current mentorship practices in these rural bakeries do not significantly influence OCB, and in some cases, might even have a slight inverse relationship with the desired outcome. In stark contrast, workshop training emerged as a powerful and statistically significant predictor of OCB ($\beta = 1.126$, $t = 3.970$, $p < .005$). The beta coefficient suggests a highly elastic relationship, where enhancements in workshop training could lead to a substantial increase in OCB among workers. Based on these findings, it can be concluded that workshop training is the most critical driver of OCB among the training practices studied. It maintains a strong, positive, and statistically significant association with helping behaviors in the informal bakery sector of rural Nigeria, whereas job rotation and mentorship currently show no significant impact.

V. DISCUSSION OF FINDINGS

Results of the descriptive analysis in this study showed mixed reactions from the participants. Though, reactions gravitated towards agreement to the practices of job rotation and mentorship for enhancing workers' knowledge, skills and abilities, a

handful of workers perceived that these practices alongside with workshop training can be embraced to develop workers in terms of knowledge, skills, and competencies. Therefore, the results of descriptive analysis in this study corroborate positions in the literature that workers' knowledge, skills and competences can be enhanced via training and development practices (Abboh et al., 2024; Hlavac, 2023). Finding from inferential analysis of data collected showed that the composite construct of training practices is a significant predictor of OCB among workers in the bakery business operating in the rural informal Nigerian sector. The findings of significant effect of training practices align with previous studies of Yahaya (2026) and Orimuo et al. (2023) that evidenced association of training practices with performance outcomes. In addition, training as a practice of modifying workers' attitudes and behaviour, as evidenced in the works of Jimoh (2026) and Odunayo (2022) in the formal settings in the Nigerian context, is in consonance with the findings in this study. However, literature posits that HRM practices and its resultant effects are context dependent (Jude et al, 2024). This position is substantiated in this study with the constructs of job rotation and mentorship were found with insignificant effect and workshop training with positive and significant effect on OCB, especially in the informal context in Nigeria.

VI. IMPLICATION OF RESEARCH FINDINGS

The findings of this study have theoretical and practical implications in terms of its contribution to the body of knowledge. The theoretical lens of AET provides a ground that perception of an organisational events can trigger emotional or affective reactions which can further translate to certain behavioral outcomes. This position is supported in this study with the evidence of significant effect of composite construct of training practices on OCB. Therefore, AET can be employed by researchers to interrogate array of HRM interventions as organisational events so as to understand workers' attitudes and behaviours that can translate to desired outcomes. Practically, the findings of this study are a justification of the position in literature that HRM practices are context dependent. HRM practices and its resultant effects on

outcomes differ from one organisation to another as it is evidenced in this study where the constructs of job rotation and mentorship were found with insignificant effect and workshop training was found with significant effect on OCB in the informal sector in Nigeria. The practical implication of this findings is that practices designed to enhance workers' knowledge, skills and abilities may not translate to the same outcomes in the context of organisations in both formal and informal sectors of any country. Therefore, managers of human resource must factor into consideration "contextual factors" so as to ensure that appropriate and workable HRM practices are designed and implemented.

VII. CONCLUSION

The nexus between training practices and Organizational Citizenship Behavior (OCB) was rigorously examined within the specific milieu of the informal bakery sector in Akungba-Akoko, Ondo State, Nigeria. Empirical evidence derived from this investigation confirms that the composite construct of training practices exerts a statistically significant influence on OCB, thereby establishing training as a robust predictor of helping behaviors in this rural, informal context. However, a granular analysis of the constituent variables—job rotation, mentorship, and workshop training—revealed a divergence in their respective effects. While job rotation and mentorship demonstrated negligible effects on OCB, workshop training emerged as a potent and statistically significant driver. These findings reinforce the theoretical postulate that Human Resource Management (HRM) practices are profoundly context-dependent. Consequently, in the specialised environment of rural bread production, workshop-based instruction serves as the primary catalyst for eliciting discretionary, prosocial behaviors among the workforce.

VIII. RECOMMENDATIONS FOR FUTURE SCHOLARLY INQUIRY

While this study provides critical insights into the informal sector, its limitations suggest several pathways for subsequent academic investigation. First, the current unit of analysis was restricted to a select number of bread-making enterprises within a specific rural community. This narrow focus limits the degree of empirical generalizability to the broader population of informal businesses across Nigeria.

Future research should adopt a more expansive sampling strategy, incorporating diverse geographical and industrial contexts to provide a more robust justification of the relationship between training and OCB. Given the established premise that HRM effectiveness is contingent upon organizational settings, future studies should empirically interrogate the role of contextual moderators. Investigating variables such as organizational culture, leadership styles, or socioeconomic constraints would offer a more nuanced understanding of how specific interventions for skill acquisition translate into behavioral outcomes like OCB. Future inquiries could move beyond the cross-sectional design used here to employ longitudinal methodologies. This would allow researchers to track the sustained impact of workshop training over time, determining whether the observed surge in helping behaviors remains consistent as the informal organisation evolves.

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