

**WORKPLACE HARMONY AND EMPLOYEE PERFORMANCE OF SELECTED BANKS  
IN NIGERIA: ROLE OF EMPLOYEE VOICE**MUSTAPHA Abdullahi Hauwa<sup>1</sup>OJELEYE Yinka Calvin<sup>2</sup>SAHNUN Ladan<sup>3</sup><sup>1, 2, 3</sup> Department of Business Administration

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**Abstract**

Employee performance is the backbone of organizational competitiveness and sustenance. This study examined the impact of workplace harmony on employee performance in selected banks in Nigeria, as well as the moderating role of employee voice. Adopting a descriptive research design and a quantitative research approach, the study collected data via cross-sectional survey. Data was collected from 150 employees of selected banks in Kaduna State, using convenience sampling. 143 valid responses were retrieved and analyzed to test the hypothesized relationships. The study found that workplace harmony has significant positive effect on employee performance, while employee voice has negative direct effect on employee performance. However, employee voice positively moderated the relationship between workplace harmony and employee performance. These findings underscores the importance of cultivating a harmonious work environment and strategically integrating employee voice to optimize performance outcomes in the banking sector. The study recommends that commercial banks should prioritize creating a conflict-free, collaborative work environment by promoting mutual respect, team-building and effective conflict resolution.

**Keywords:** Employee performance, employee voice, social exchange theory, workplace harmony

**Introduction**

Organizations are founded to achieve predetermined objectives that guide efforts and resources. This means that resources are essential to the attainment of objectives. And of all resources required to attain objectives, organizations rely mostly on human resources (Suprpto et al, 2025). Managers and their subordinates that comprise the workforce are the most important organizational resources. Atiku and VanWyk (2024) and Okochi and Ateke (2021) aver that human elements are the strategic resource that determine the efficiency and effectiveness that predict success of both profit and nonprofit organizations. Adim and David (2020) corroborates this view by observing that it is the interaction of various human elements in the production chain that determine the degree to which the objectives of a firm are met (Adim & David, 2020).

Employee performance is thus vital to efficiency in business, success and survival (Suprpto et al., 2025). Yet, businesses, especially financial institutions, face the challenge of handling workplace difficulties while maintaining employee performance and commitment (Garg & Singh, 2020). Thus, firms regularly solicit employee feedback, develop performance-enhancing strategies and measure organizational achievement on a regular basis (Sanm & Kahn, 2024).

Employee performance has been a concern for managers (Islam et al, 2024) because low-performing employees make it difficult for companies to achieve strategic goals (Juan, 2023). To gain a competitive advantage in intensely competitive markets, businesses must have high-performing employees that support the attainment of strategic goals by producing high-quality goods and providing high-standard services that enable the firm establish a strong market presence (Wang, 2023).

Employee performance is fundamental to organizational success. But, also essential is harmony within and between units in a firm. Hence, strong leadership that inform workplace harmony and directs efforts toward meeting specified goals and objectives (Jonah et al, 2023) is key. Harmony is essential

for maintaining balance in the company's connections. Workplace harmony promotes positive working atmosphere and enhances human resource efficiency in achieving company goals; and leads to creativity, collaboration and employee retention (Ismail, 2022; Nwinyokpugi & Eziuche, 2019).

Workplace harmony requires an organization in relative equilibrium, with friendly and productive connections between individuals and groups (Akunne & Osita, 2023). It boosts employee productivity, enhances performance and leads to economic growth, better living standards and quality of life. Many studies have focused on group conflict, but few have looked at harmony in the larger context of labor and organizations.

However workplace harmony also require conditions that allow employees to express what is important for change, such as voice behaviour (Adikoeswanto, 2024). To succeed in competitive environments, today's businesses must always strive to meet current difficulties while satisfying their stakeholders. Employees are among the key stakeholders who are aware of an organization's actions, and managers must understand their viewpoints in order to improve organizational performance. The importance of gathering employee feedback has led to the development of a concept known as "employee voice behaviour" (EVB), which has emerged as a key channels of organizational communication (Hashemiamin & Ramezani 2022).

According to Baron and Kenny (1986) and Gardner, Harris, Li, Kirkman, and Mathieu (2017), incorporating employee voice as a resource for financial institutions may improve the interaction between workplace harmony and employee performance. Previous studies (Ojeleye, Mustapha & Shaibu, 2025; Ojeleye & Ojeleye, 2024; Lafegha & Osho, 2023; Jonah et al. 2023) revealed mixed or inconsistent findings regarding the workplace harmony-employee performance relationship. This study was designed to address these inconsistencies, as well as fill the gap in knowledge on moderating role of employee voice the relationship between workplace harmony and employee performance.

## **Literature Review and Hypotheses Development**

### **Concept of employee performance**

Dunan and Felia (2025) describe employee performance as an individual's or group's achievement or success in completing tasks within a certain time limit. Adikoeswanto et al. (2024) view it as the presence of authority over an assigned work, allowing employees to achieve job expectations. Tjimuku and Atiku (2024) defined employee performance as employees' actions and successes while carrying out given tasks in accordance with laid down policies and expectations. However, this study defines employee performance as accomplishing individual goals and objectives that drive business outcomes while demonstrating the values and behaviours that make up an organization's culture.

Mustapha et al. (2024) suggests that employee performance is the dynamic interaction of energy, attention and organizational support that motivates employees to perform at their best. This means that employee performance thrive in a supportive workplace that encourage active participation, dedication and foster alignment between personal goals and company objectives (Ojeleye & Ojeleye, 2024). Katabalo et al. (2024) states that employee performance is linked to how well individuals at work carry out assigned obligations and duties; while Vakira et al. (2024) states that favourable mental states, attitudes and behaviours enhance employee performance.

### **Concept of Workplace Harmony**

Al-Hadrawi, Alkilabi, Salman Al-Shammary, and Al-Ardhi (2024) aver that workplace harmony is concerned with solidifying ties between employees and management by meeting employment and

workplace provisions and circumstances. According to Ojeleye and Ojeleye (2024), cultivating polite, collaborative, and conflict-free relationships connects employee well-being to organizational performance. Agabe (2023) posits that workplace harmony is the foundation of successful entrepreneurial business.

Workplace harmony enhances productivity and morale through inclusion and collaboration (Lafegha & Osho, 2023) by fostering collaboration between employees and managers and focusing on achieving the company's goals while also delivering employee satisfaction (Ismail et al., 2022). Workplace harmony is epitomized by friendly and cooperative connections between employers and human resources (Ozoekwe & Konya, 2021; David & Adim, 2020). Herein, workplace harmony is defined as a constructive and inclusive work environment in which diverse individuals collaborate, respect, and support one another to achieve common goals and well-being.

### **Concept of Employee Voice Behaviour**

Adikoeswanto et al. (2024) asserts that employee voice is a proactive work behaviour targeted at improving working conditions. It is employees' active and constructive participation in creating organizational practices and decisions that enable mutual progress and innovation (Ojeleye & Ojeleye, 2024). Sanm and Khan (2024) define employee voice as voluntary expression of ideas or concerns with a view to improving organizational performance.

Employee voice is characterized by upward communication aimed at improving organizational functioning (Ashfan et al., 2024). It is an important aspect of workplace democracy since it encourages employees to be involved in corporate governance (Lainidi et al., 2024). Yang et al. (2024) states that employee voice provide opportunity for employees to engage in decision-making at various levels. Employee voice may communicate complaints, ideas, suggestions or opinions regarding workplace issues in order to improve performance (Abdullah et al., 2021).

Employee voice often herald change and attempts to maximize group interests (Ibrahim et al., 2020); but also provide ideas on work-related issues that could improve organizational efficiency (Chen et al., 2020). Employee voice, as described in this study, is the empowered expression of ideas, concerns and feedback by employees that foster collaboration, innovation and advancement.

### **Workplace Harmony and Employee Performance**

Workplace harmony impact employee performance and organizational outcomes. Ojeleye and Ojeleye (2024) and Jonah et al. (2023) argue that workplace harmony increases employee performance. Also, Ismail et al. (2022) found a positive and substantial link between industrial harmony and employee performance; while Samwel (2019) discovered that harmonious employee interactions boost both employee and organizational performance of small enterprises in Tanzania.

Furthermore, Onyeizugbe et al. (2018) discovered a significant positive association between joint consultation and employee performance, as well as industrial democracy and employee loyalty in Anambra State's food and beverage enterprises. Lafegha and Osho (2023) discovered a slight positive association between workplace harmony and employee productivity concerns in Nigeria's oil and gas sector, showing context-specific variance. However, Ojeleye, Mustapha and Shaibu (2025) reported that workplace harmony has no significant impact on employee performance. This contrary result shows that the effect of workplace harmony on employee performance is still unclear. Hence, this study hypothesized that:

**H<sub>1a</sub>:** Workplace harmony has significant effect on employee performance of selected banks in Nigeria.

**Employee Voice and Employee performance**

Badi and Al-Zubaidi (2024) discovered that employee voice has positive significant impact on creative employee performance. In the study of Pandey et al. (2023), it was observed that fostering open communication and requesting feedback from employees boosts productivity and reduces attrition. Akhimien and Akhere (2023) reported that employee feedback has direct impact on staff performance at Seven Up Bottling Company. Similarly, Issah and Bawah (2024) highlighted the value of employee participation in generating performance improvements in the public sector.

Also, Kim and Cho (2023) found that properly caring and empowering employees results in improved long-term organizational performance amidst competing stakeholder demands. Kura and Alkashami (2021) revealed that employees who are given the freedom and opportunity to express their ideas, opinions and contributions to decision-making are more likely to be engaged, which leads to higher company performance. These studies show that employee voice has a significant impact on employee performance. Thus, this study hypothesized that:

**H<sub>1b</sub>:** Employee voice has significant effect on employee performance of selected banks in Nigeria.

**Employee Voice as a Moderator**

A number of studies have employed employee voice as a moderator of various organizational outcomes. Ullah and Ribeiro (2024) used employee voice as a moderator on the relationship between workplace bullying and job burnout, which improves our understanding of how employee voice affects the indirect influence of workplace bullying on job burnout. El Ziadi (2023) reports that employee voice moderates the relationship between cultural intelligence and organizational agility. Furthermore, Imran et al. (2023) found that employee voice moderates the association between workplace ostracism and employee performance. Relatedly, Eldaghashy et al. (2022) reports that employee voice moderates the association between transformational leadership and employee performance, underlining the importance of people communicating their opinions to the firm.

Similarly, Rafique and Bukhari (2021) posits that employee voice moderates the relationship between core self-evaluation and innovative behaviour, concluding that employee voice increases the relationship. Although employee voice behaviour has piqued the interest of scholars, research into the elements that drive different forms of voice remains scarce (Ashfan et al, 2024). A look at the trends in these studies shows that employee voice moderates the direction and magnitude of the link between workplace harmony and employee performance. Hence, we hypothesized that:

**H<sub>2</sub>:** Employee voice behaviour moderates the relationship between workplace harmony and employee performance of selected banks in Nigeria.

**Theoretical Foundation**

This study is anchored on Thorndike's Social Exchange Theory (SET), which evolved from Gouldner's (1960) formulation of the reciprocity norm. SET's basic concepts are exchange and reciprocity principles. SET is based on the premise that human conduct or social contacts involve exchange of activities, both tangible and intangible, most notably rewards and costs. The purpose of this trade is to maximize benefits while reducing costs (Homans, 1961). In this exchange, people examine the benefits and risks of a social relationship with or among themselves; and are likely to abandon or terminate a relationship if they believe that the risks outweigh the advantages.

Employees who are satisfied with their jobs or feel emotionally attached to their bosses are more likely to provide helpful suggestions, according to social exchange theorists (Hosseini & Sabokro, 2021).

This is interpreted as a response to the positive behaviour they see in their workplace interactions (Choi, 2007). Employees may be unwilling to participate and even try to blame their company if their expectations are not met (Charkhkar, 2021). As a result, maintaining reciprocity in social interactions can have significant impact on employee voice (Chen et al. 2018).

The exploration of the moderating role of employee voice is a critical component of this study, as it seeks to provide a nuanced understanding of how employee voice can shape the interplay between workplace harmony and employee performance. This complex interplay is increasingly recognized as pivotal in shaping not just the operational effectiveness of organizations but also the psychological and emotional landscape of the workforce. These insights point to a paradigm shift in understanding organizational dynamics, where the interdependencies of workplace harmony, employee voice are central to fostering a robust and committed workforce.

### **Methodology**

This study adopted a descriptive research and a quantitative research approach. Data were collected via cross-sectional survey, and using structured questionnaire. Employing the convenience sampling technique, 150 copies of questionnaire were administered on employees working in selected banks in Kaduna State. Kaduna State was purposefully selected as the study area due to its strategic status as a major commercial hub in Nigeria, particularly in the northern region, making it a suitable environment for examining banking sector dynamics. Of the 150 questionnaires administered, 143 were successfully retrieved and deemed valid for analysis, reflecting a high response rate. The data collection spanned a period of five weeks, allowing adequate time for distribution, completion and retrieval of the survey instruments.

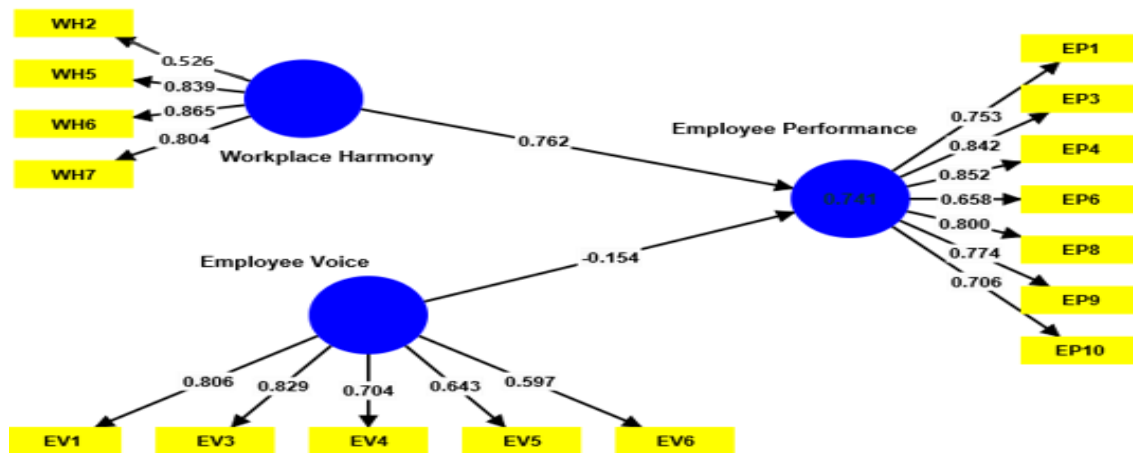
Scales from previous studies were adapted and employed in this study to measure the individual constructs. Firstly, employee voice was measured using six-item scale developed by Van Dyne and LePeine (1998), but adapted by Begum and Cakar (2019), with a reported Cronbach alpha coefficient of 0.81. Begum and Cakar (2019) notes that each of the items assess workers participation or provision of information to management. Secondly, workplace harmony was measured using a seven-item scale developed by Singh and Aggarwal (2022). Although the items were negatively worded, the study adapted the scale by reversing the items. A sample of item is “When I approach my colleagues for help, they are supportive and attentive” with reported Cronbach alpha of 0.92. Lastly, assessment of employee performance was conducted using the 10-item short version of the work performance scale developed by Azevedo, Queiroga and Valentin, (2021). An example of the item used is “I take initiatives to enhance my performance at work.” The Cronbach’s alpha for the scale is stated to be 0.91. Meanwhile, the four constructs were assessed on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Data was analysed using structural equation model (SEM) specifically Smart-PLs version 4.0.9.9 to assess the measurement and structural models.

### **Assessment of Measurement Model**

The research evaluated item loading. Hair, Risher, Sarstedt and Ringle, (2019) advocated that loadings of 0.7 or above should be retained, while those below 0.7 should be discarded. Hulland (1999), recommended eliminating outer loadings below 0.5, citing the feasibility of attaining such outcomes in social science research. Hair, Hult, Ringle and Sarstedt (2021) indicated that loadings of > 0.5 should be retained only if such retention does not negatively impact the constructs' reliability and convergent validity. Based on the suggestions of Hulland (1999) and Hair et al. (2021), outer loading EP2, EP5, EP7, EV2, WH1, WH3 and WH4 were removed owing to their loading being below the 0.5 threshold.

Convergent validity was assessed by Average Variance Extracted (AVE). Hair, Hult, Ringle and Sarstedt (2022) argued that an AVE score of 0.5 or above indicates convergent validity of a study's concepts. Table 1 indicates that the AVE values for all constructs in the study exceed 0.5. Consequently, convergent validity was confirmed. The construct reliability of the instrument was assessed using the composite reliability coefficient. Hair et al. (2022) suggested a threshold of 0.7 or above for the construct to be deemed credible and consistent. Table 1 demonstrates that the composite reliability and Cronbach's alpha values exceed the required threshold of 0.7. Consequently, the constructs are considered reliable.

The coefficient of determination ( $R^2$ ) shown in Figure 1 and Table 3 is 0.741 (74.1%), indicating that 74.1% of variation in the endogenous variable is accounted for by exogenous factors and the moderating variable. Cohen (1988) posited that the  $R^2$  explanatory power might be deemed high.



**Fig. 1:** Measurement Model

**Source:** Smart-PLS output of data analysis on workplace harmony and employee performance of selected banks in Nigeria (2025).

**Table 1: Outer loadings, Reliability and Convergent Validity**

Constructs	Indicator	Outer loadin	Cronbach's alp	Composite Reliabil	AVE	Decision
Employee Performance	EP1	0.753	0.885	0.892	0.590	Accepted
	EP3	0.842				
	EP4	0.852				
	EP6	0.658				
	EP8	0.800				
	EP9	0.774				
	EP10	0.706				
Employee Voice	EV1	0.806	0.767	0.802	0.520	Accepted
	EV3	0.829				
	EV4	0.704				
	EV5	0.643				
	EV6	0.597				
Workplace Harmony	WH2	0.526	0.709	0.784	0.520	Accepted
	WH5	0.839				
	WH6	0.865				
	WH7	0.804				

**Source:** Smart-PLS output of data analysis on workplace harmony and employee performance of selected banks in Nigeria (2025),

Additionally, discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) correlation ratio. Given the conceptual differences across the constructs, the HTMT criterion of 0.85, as proposed by Kline (2011), was used instead of the HTMT threshold of 0.9 suggested by Henseler, Ringle and Sarstedt (2015) for conceptually comparable constructs. Table 2 below indicates that all results are below the 0.85 criterion. Thus, discriminant validity was established.

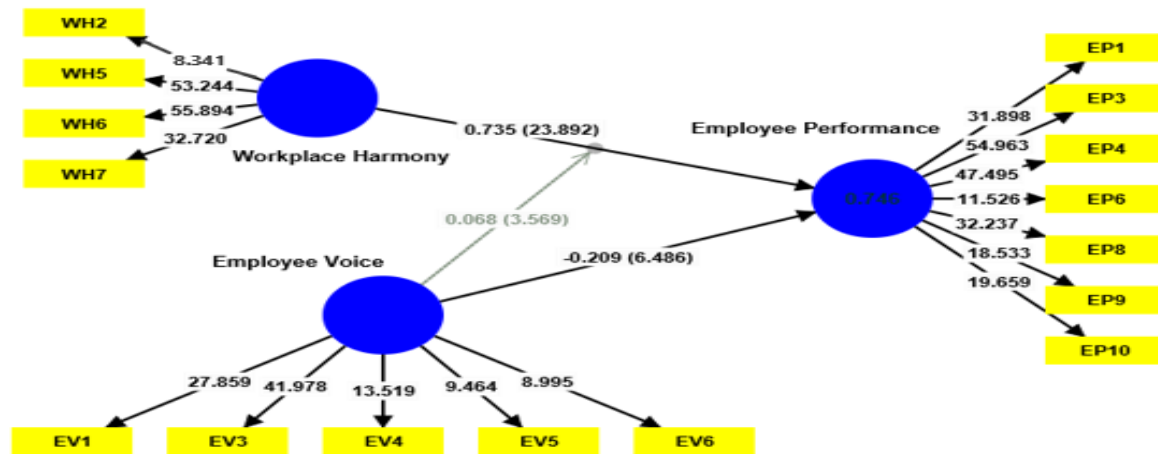
**Table 2: Discriminant validity using HTMT correlations**

Constructs	Employee Performance	Employee Voice	Workplace Harmony
Employee Performance			
Employee Voice	0.692		
Workplace Harmony	0.776	0.721	

**Source:** Smart-PLs output of data analysis on workplace harmony and employee performance of selected banks in Nigeria (2025),

### Evaluation of Structural Model

The structural model was used to evaluate the direct and the moderating relationship



**Fig. 2:** Structural Model

**Source:** Smart-PLs output of data analysis on workplace harmony and employee performance of selected banks in Nigeria (2025),

**Table 3: Hypothesized Relationship**

Hypotheses	Relationship	Beta	Standard deviation	T statistic	P value	Decision	$f^2$
H1 <sub>a</sub>	Workplace Harmony -> Employee Performance	0.735	0.031	23.892	0.000	Supported	0.68
H1 <sub>b</sub>	Employee Voice -> Employee Performance	-0.209	0.032	6.486	0.000	Supported	0.061
H2	Workplace Harmony x Employee Voice -> Employee Performance	0.068	0.019	3.569	0.000	Supported	
$Q^2=0.433$							

**Source:** Smart-PLs output of data analysis on workplace harmony and employee performance of selected banks in Nigeria (2025),

The results in Table 3 provide evidence supporting all three hypothesized relationships. Result of test of H1a showed that workplace harmony has strong, positive and statistically significant effect on employee performance, with a beta value of 0.735 and t-statistic of 23.892 ( $p = 0.000$ ), indicating that employees perform better in a harmonious environment. The  $f^2$  value of 0.687 shows a large effect size, meaning workplace harmony significantly explain variations in employee performance. Conversely, result of test of H1b reveals a significant but negative relationship between employee voice and employee performance ( $\beta = -0.209$ ,  $t = 6.486$ ,  $p = 0.000$ ), with a small effect size ( $f^2 = 0.061$ ). This suggests that in the studied banks, employee voice reduces performance, possibly due to ineffective voice management, fear of retaliation or organizational cultures that do not positively respond to employee input.

The result of test of H2 shows that employee voice moderates the relationship between workplace harmony and employee performance, with a statistically significant positive interaction ( $\beta = 0.068$ ,  $t = 3.569$ ,  $p = 0.000$ ). This indicates that when voice is constructively integrated into a harmonious workplace, it enhances the positive impact of harmony on performance. This highlights that employee voice, though potentially detrimental on its own, becomes beneficial when aligned with an environment of mutual respect and understanding. The  $Q^2$  value of 0.433 further supports the model's predictive relevance, indicating that the structural model has strong predictive accuracy for employee performance. Overall, these findings emphasize the importance of not only promoting workplace harmony but also managing employee voice in a way that complements and strengthens a supportive organizational culture.

### Discussion of findings

The finding that workplace harmony has positive and significant effect on employee performance underscores the crucial role of peaceful and collaborative work environment in enhancing productivity. When employees operate in an atmosphere characterized by mutual respect, effective communication and minimal conflict, they are more likely to be motivated, focused and committed to their tasks (Jonah et al., 2023; Ojeleye & Ojeleye, 2024). Such harmony reduces stress and workplace tension, thereby enabling individuals to channel their energy toward achieving organizational goals (Lafegha & Osho, 2023); and fosters employee involvement that leads to quality output (Okochi & Ateke, 2021). Furthermore, harmonious relationships among colleagues and between staff and management foster teamwork, job satisfaction and a sense of belonging, all of which are pivotal to improved performance (Ojeleye & Mustapha, 2025). This finding reinforces the need for organizations to prioritize conflict resolution strategies, promote inclusive policies and cultivate a positive organizational culture to sustain high employee performance.

The finding that employee voice has a negative significant effect on employee performance in selected banks in Nigeria suggests that, within these institutions, allowing employees to freely express their opinions, concerns or suggestions may be linked to reduced productivity or job effectiveness. This outcome could be attributed to organizational cultures that are not receptive to feedback, where expressing dissent or new ideas is perceived as a threat to authority or is met with indifference. In such environments, employees may become demotivated when their voices are not acknowledged or lead to negative consequences, thereby diminishing their enthusiasm and commitment to work (Badi & Al-Zubaidi, 2024; Akhimien & Akhere, 2023). Additionally, the misuse of voice channels for personal grievances or unconstructive criticism could further erode team cohesion and focus (Issah & Bawah, 2024; Pandey et al., 2023). This finding points to the need for Nigerian banks to create structured,



transparent and responsive communication systems that value employee input while maintaining clear boundaries and accountability to ensure employee voice contributes positively to performance.

Although the direct finding suggests that employee voice negatively impact employee performance, the moderation analysis revealed a more nuanced dynamic - when employee voice was employed as a moderator, it strengthened the positive influence of workplace harmony on employee performance. This implies that while employee voice on its own may sometimes lead to reduced performance, possibly due to unmanaged expectations or organizational resistance, it plays a constructive role when combined with a harmonious work environment. In such settings, employee voice can enhance the effects of harmony by facilitating open communication, mutual respect and collaborative problem-solving, which in turn boost organizational performance. This highlights the importance of context and implementation, suggesting that organizations must not only allow employee voice but also embed it within a culture of trust and harmony to realize its full potential in improving employee outcomes.

### **Conclusion and Recommendations**

The study revealed that while employee voice had a negative direct effect on employee performance, it significantly strengthened the positive relationship between workplace harmony and performance when acting as a moderator. This indicates that the impact of employee voice is context-dependent, and when integrated within a harmonious work environment, it can enhance productivity and employee commitment. The findings underscore the importance of fostering not only a peaceful workplace but also creating one where employee input is valued, structured and constructively addressed. Theoretical insights from SET further highlight that the quality of interactions and reciprocal trust between employees and management plays a critical role in shaping performance outcomes. Therefore, organizations must strategically manage employee voice within a framework of mutual respect and collaboration to maximize its benefits.

Based on the findings and the conclusion reached, the study recommends as follows:

1. Banks should prioritize creating a conflict-free and collaborative work environment by promoting mutual respect, team-building and effective conflict resolution. A harmonious workplace should be maintained through fair policies, transparent leadership and a supportive organizational culture.
2. Management of banks should implement clear, structured communication channels that guide how employee voice is expressed and responded to. This includes training managers to handle feedback constructively and ensuring that voiced concerns lead to visible actions or explanations, thereby reducing frustration and increasing employee performance.
3. Organizations should integrate employee voice initiatives into broader efforts to sustain workplace harmony. This can be achieved by encouraging participatory decision-making and involving employees in shaping policies that affect their work, and ensuring that their contributions enhance, rather than disrupt workplace dynamics.

### **Implications**

The practical implication of the finding is that organizations, particularly banks, must recognize the dual role of employee voice. While it may directly appear to hinder performance when poorly managed, it enhances the benefits of workplace harmony when appropriately channeled. This means that management should not suppress employee voice but rather create structured avenues such as feedback systems, suggestion platforms, and participatory decision-making forums where employees feel heard and respected. Training managers to respond constructively to employee input and fostering a culture

of psychological safety can transform employee voice from a potential disruptor into a performance-enhancing tool. In practice, organizations that align employee voice with a harmonious environment are likely to see greater productivity, motivation and employee commitment.

Theoretically, this finding aligns with the principles of SET, which posits that relationships are built on reciprocal exchanges that foster trust and mutual benefit. When employees perceive that their voices are acknowledged, they are more likely to respond with higher levels of performance and organizational loyalty. However, when voice is ignored or punished, the perceived imbalance in the exchange may lead to reduced performance. The moderating effect of employee voice supports the idea that the quality (trust, fairness and communication) of social interactions affect how employees evaluate their relationship with the organization. This reinforces the theoretical notion that employee behaviour is a function of perceived quality of workplace exchanges, and emphasizes the need for organizations to manage voice mechanisms as part of broader strategies for building constructive and high-performing work environments.

### **Limitations and Suggestions for Further Study**

One of the primary limitations of this study lies in its reliance on convenience sampling technique, which may limit the generalizability of the findings beyond the sampled population. Since participants were selected based on availability rather than randomly, there is a potential for sampling bias, and the results may not fully represent the views or experiences of all bank employees in Nigeria. Additionally, the study was geographically restricted to Kaduna State, which, although a major commercial hub in Northern Nigeria, may not capture the full diversity of work environments, management styles or employee behaviours found in other regions of the country. This geographical limitation may affect the external validity of the findings.

Furthermore, the study collected data in a cross-sectional survey. While this approach is efficient for identifying relationships among variables, it does not allow for causal inferences or the examination of how workplace harmony, employee voice and performance might evolve over time. Social desirability bias may also have influenced responses, as participants might have tailored their answers to reflect what they believed was expected rather than their true perceptions. This study also focused solely on employee voice as a moderating variable, which although valuable, may not capture the full complexity of factors that influence the relationship between workplace harmony and employee performance.

Future research should therefore, consider adopting a longitudinal design and expanding the geographical scope to enhance generalizability. Additionally, future studies could explore job satisfaction as a mediating variable to understand the internal psychological mechanisms linking workplace harmony to employee performance. Incorporating work-family balance as a moderating variable could also offer further insights into how personal and professional life dynamics shape employee outcomes. Including qualitative methods such as interviews or focus group discussions would enrich understanding and provide nuanced perspectives on these workplace dynamics.

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