



---

**Workplace Harmony as A Structural Driver of Altruistic Behaviour And  
Employee Performance in The Indian Banking Sector**

---

**Manju<sup>1</sup>, Dr. Sanjay Kumar<sup>2</sup>**

<sup>1, 2</sup>Department of Commerce, Faculty of Management & Commerce, Baba Mastnath  
University, Asthal Bohar, Rohtak-124021, Haryana

---

DOI:10.37854/UIJMR.2026.3.1.131

Article Received:05-01-2026 Article Modified:27-01-2026

Article Accepted:28-01-2026 Article Published:29-01-2026

---

**Abstract**

This paper investigates workplace harmony as a central organizational resource that shapes employee altruistic behaviour and employee performance in the Indian banking sector. Drawing on Social Exchange Theory and organizational citizenship behaviour literature, the study develops an integrated analytical account in which workplace harmony is treated not merely as the absence of conflict but as a measurable organisational condition comprising trust, cooperation, respect, emotional security, and positive relational climate. Using survey data from 408 employees of State Bank of India, Bank of Baroda, HDFC Bank, and ICICI Bank across six revenue zones of Haryana, the paper examines the factorial structure of workplace harmony, employee altruistic behaviour, and employee performance, and then tests the direct effects of workplace harmony on altruistic behaviour and performance. Exploratory factor analysis shows that workplace harmony is a strong unidimensional construct explaining 75.97% of variance, whereas employee altruistic behaviour is multidimensional with helping, sacrifice, and knowledge sharing dimensions, and employee performance separates into task and contextual domains. Regression analysis demonstrates that workplace harmony strongly predicts employee altruistic behaviour ( $\beta = 0.721$ ,  $p < .001$ ) and employee performance ( $\beta = 0.783$ ,  $p < .001$ ). Correlation analysis similarly reveals large positive associations among harmony, altruistic behaviour, and performance. The results position workplace harmony as the dominant structural driver of behavioural and performance outcomes in banks, with implications for human resource design, leadership practice, and culture management in service-intensive institutions.

**Keywords:** workplace harmony, employee altruistic behaviour, employee performance, banking sector, India, social exchange theory

---



---

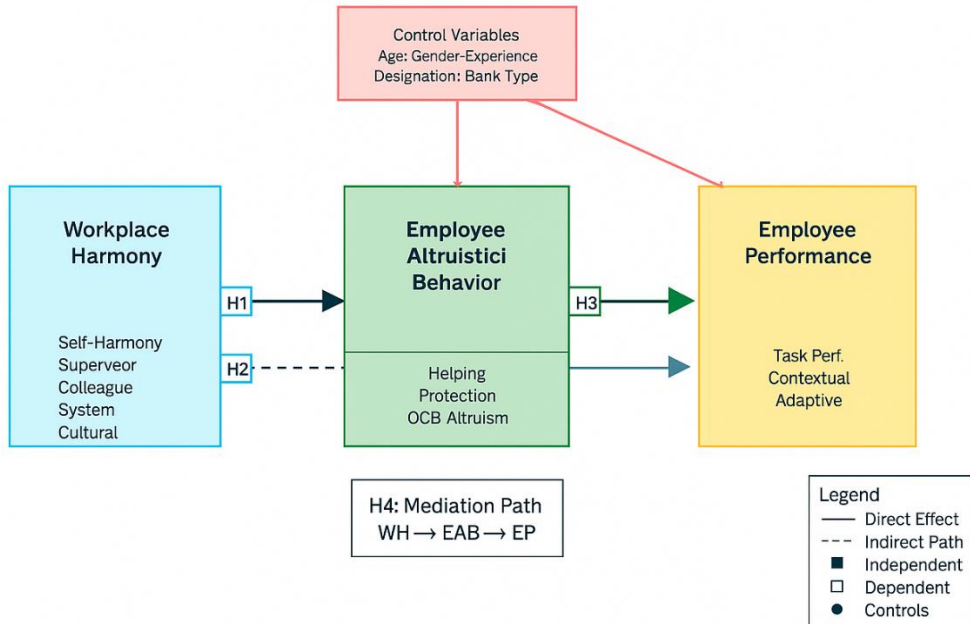
## INTRODUCTION

The banking industry is one of the clearest examples of an organizational field in which employee behaviour and institutional climate directly shape service quality, productivity, customer trust, and long-run competitiveness. Banking work is highly interdependent, compliance-intensive, time-sensitive, and deeply relational. Employees must manage transactions, regulations, digital systems, internal coordination, and customer interactions simultaneously. In such a context, technical competence alone rarely guarantees effective performance. The wider social environment of work matters. The present paper starts from the proposition that workplace harmony is not a peripheral “soft” condition but a core organizational capability that can shape whether employees cooperate, assist each other, and perform effectively under pressure.

The argument of the paper is grounded in Social Exchange Theory, according to which employees reciprocate positive organizational treatment through constructive and extra-role behaviour (Blau, 1964; Cropanzano & Mitchell, 2005; Cropanzano et al., 2023). It is also informed by the literature on organizational citizenship behaviour, which treats helping, cooperation, and prosocial conduct as central to organizational functioning rather than as incidental moral gestures (Bolino & Grant, 2016; Podsakoff et al., 2024). Recent work has strengthened this perspective by showing that harmony-supportive workplaces foster trust, psychological safety, cooperation, and sustainable performance (Edinger & Chung, 2024; Alola & Atsa'am, 2024). Within the banking sector, where the costs of error, disengagement, and internal fragmentation can be high, these issues become especially important.

The paper analytically reworks a doctoral thesis conducted in Haryana’s banking sector and concentrates on the first set of the study’s objectives: identifying the structure of workplace harmony and employee altruistic behaviour, and testing whether workplace harmony significantly influences altruistic behaviour and employee performance. This emphasis is important because it speaks to a foundational research problem in organizational behaviour. A large body of literature studies workplace climate, organizational justice, prosocial behaviour, or employee performance separately, but fewer studies test them in a single empirical frame within Indian banking institutions. The present paper therefore makes two linked contributions. First, it validates the measurement architecture of the three focal constructs in a banking setting. Second, it demonstrates, with strong statistical

evidence, that workplace harmony is a decisive predictor of both helping-oriented behaviour and performance as shown in Figure 1.



**Figure 1. Analytical model adapted from the thesis conceptual framework**  
**LITERATURE REVIEW**

Workplace harmony has been discussed in the literature as a condition marked by positive interpersonal relations, constructive conflict handling, mutual respect, trust, collaboration, and a broader psychological sense that employees can work together without persistent friction (Elangovan & Xie, 2000; Edmondson, 1999; Edinger & Chung, 2024). Unlike simplistic notions that equate harmony with mere compliance or silence, contemporary scholarship treats it as an active organizational quality involving communication, emotional security, cooperation, recognition, and an enabling climate for collective work (Agabe, 2024; Al-hadrawi, 2024; Edinger & Chung, 2024). In service organizations such as banks, harmony is expected to matter not only because it reduces conflict but because it makes coordination easier, lowers stress, supports adaptive behaviour, and improves service consistency.

Employee altruistic behaviour, a key dimension of organizational citizenship behaviour, refers to voluntary actions undertaken to help colleagues, share knowledge, reduce others' burdens, and support collective effectiveness without



direct formal reward (Batson, 1991; Freidlin & Littman-Ovadia, 2020; Chancellor et al., 2018). Theoretical explanations of altruism at work commonly draw on reciprocity, empathy, social norms, and positive character strengths. From a Social Exchange Theory perspective, a workplace that offers fairness, support, and emotionally secure interactions creates felt obligations that employees repay through discretionary cooperation and helping (Ahmad et al., 2023; Wang et al., 2024). This logic is particularly relevant to banking because work is coordinated across role boundaries and employees routinely depend on each other for information, guidance, and error prevention.

Employee performance is similarly understood as multidimensional. Classical performance literature distinguishes between task performance, which concerns formal job execution, and contextual performance, which concerns extra-role initiatives, adaptation, and supportive behaviours that contribute to organizational functioning (Borman & Motowidlo, 1993; Campbell & Wiernik, 2015). More recent banking studies confirm that employee performance is influenced not only by skills and systems but by leadership quality, workplace conditions, motivation, and organizational support (Atatsi et al., 2019; Bahl et al., 2022; Rahaman et al., 2024). The theoretical implication is straightforward: a harmonious workplace should predict performance not only because employees are happier, but because relational stability reduces social friction, preserves cognitive resources, and encourages stronger effort and collaboration.

On this basis, the paper tests two direct propositions. First, workplace harmony should positively influence employee altruistic behaviour. Second, workplace harmony should positively influence employee performance. Before examining these relationships, however, it is necessary to verify whether the constructs themselves have stable and interpretable factor structures in the selected banking context.

## **METHODOLOGY**

The study uses a quantitative, descriptive-analytical survey design based on data collected from 408 valid respondents drawn from four major banks: State Bank of India, Bank of Baroda, HDFC Bank, and ICICI Bank. The respondents were distributed across six revenue zones of Haryana, namely Ambala, Faridabad, Gurugram, Hisar, Karnal, and Rohtak. The achieved response rate was 81.6%, indicating substantial engagement and robust data quality. The sample was demographically balanced, with 50.7% female and 49.3% male respondents; the



largest age group was 25–35 years (39.2%), followed by 36–45 years (33.8%) and 46–55 years (27.0%). Nearly half of the respondents were officers (48.8%), followed by managers (33.1%) and senior managers (18.1%) (Table 1).

**Table 1. Sample profile of respondents**

Variable	Category	Frequency	Percentage
Gender	Female	207	50.7
	Male	201	49.3
Age group	25-35	160	39.2
	36-45	138	33.8
	46-55	110	27.0
Designation	Officer	199	48.8
	Manager	135	33.1
	Senior Manager	74	18.1

Measurement quality was first tested through reliability, sampling adequacy, and exploratory factor analysis. Cronbach’s alpha values were very high across the major scales, ranging from 0.9549 to 0.9644, thereby indicating excellent internal consistency (Table 2). Kaiser-Meyer-Olkin values were also exceptionally strong, ranging from 0.969 to 0.975, while Bartlett’s test was significant for all major constructs, confirming factorability. These findings indicate that the measurement instruments possess satisfactory psychometric strength and can be used confidently for subsequent hypothesis testing.

**Table 2. Reliability and sampling adequacy of major constructs**

Construct	Items	Cronbach alpha	KMO	Bartlett p
Workplace Harmony	10	0.964	0.975	0.000
Employee Altruistic Behaviour	10	0.956	0.972	0.000
Employee Performance	10	0.955	0.971	0.000

The empirical strategy proceeds in three steps. First, exploratory factor analysis identifies the dimensional architecture of workplace harmony, employee altruistic behaviour, and employee performance. Second, descriptive statistics and correlations establish the basic pattern of association among the constructs. Third, regression



analysis tests the direct effects of workplace harmony on altruistic behaviour and on employee performance while controlling for age, length of service, gender, education, designation, and bank type.

## RESULTS & DISCUSSION

### *Factor structure of workplace harmony, altruistic behaviour, and performance*

The factor analysis results show that workplace harmony operates as a highly coherent unidimensional construct in the selected banks. All ten items load strongly on a single factor, with loadings ranging from 0.853 to 0.888, and the factor explains 75.97% of the total variance (Table 3). This is a powerful empirical result because it suggests that employees perceive harmony-supportive conditions as a tightly integrated organizational reality rather than as a fragmented set of unrelated experiences. Harmony in these banks therefore appears to represent an overarching climate built from respect, cooperation, trust, emotional security, positive conflict handling, and healthy workplace relations (Table 4).

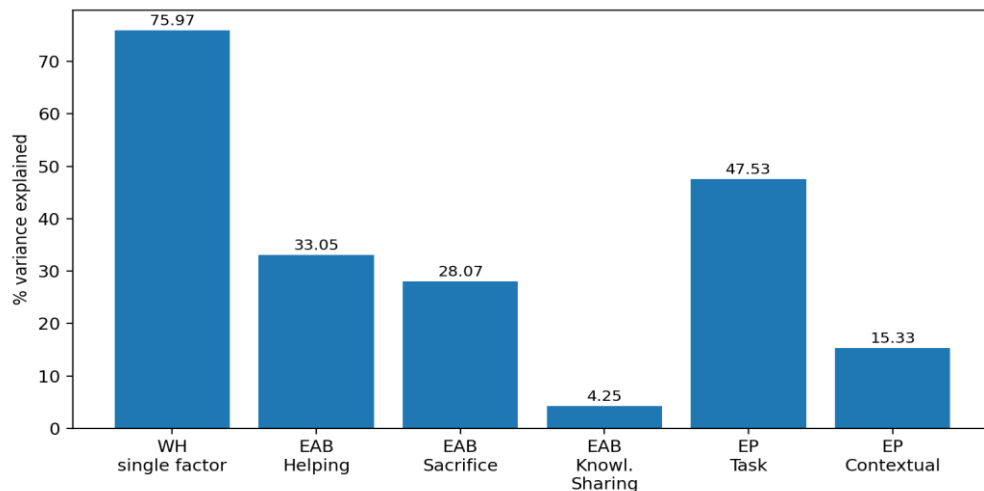
**Table 3. Factor structure summary of workplace harmony and altruistic behaviour**

Construct / factor	Key item loading range	Variance explained (%)	Interpretation
<b>Workplace Harmony (single factor)</b>	0.853-0.888	75.97	Strong unidimensional climate construct
<b>EAB - Helping</b>	0.631-0.934	33.05	Direct assistance and coworker support
<b>EAB - Sacrifice</b>	0.469-0.981	28.07	Self-costly helping and team prioritisation
<b>EAB - Knowledge Sharing</b>	Small distinct factor	4.25	Information-based support

**Table 4. Employee performance factor structure**

Performance factor	Illustrative high-loading items	Variance explained (%)	Interpretation
--------------------	---------------------------------	------------------------	----------------

<b>Task performance</b>	F1 = 0.996; F2 = 0.867; F9 = 0.905	47.53	Core productivity, quality, and role execution
<b>Contextual performance</b>	F8 = 0.916; F5 = 0.566	15.33	Initiative and adaptive contribution
<b>Total explained variance</b>		62.86	Two-factor performance solution



**Figure 2. Variance explained by the major extracted factors**

Employee altruistic behaviour reveals a more differentiated structure. The exploratory factor solution identifies three dimensions that jointly explain 65.37% of variance: Helping (33.05%), Sacrifice (28.07%), and Knowledge Sharing (4.25%) (Figure 2). The helping dimension includes behaviours such as voluntarily assisting colleagues with heavy workloads, helping new employees, feeling responsible for coworkers' well-being, and adjusting one's schedule to support others. The sacrifice dimension captures willingness to help even when not required, to absorb higher workload, and to prioritize team outcomes over personal convenience. Knowledge sharing appears as a smaller but conceptually meaningful behavioural strand. These findings show that altruistic behaviour in banking cannot be treated as a single



undifferentiated citizenship act. Instead, it has distinct prosocial forms with different practical meanings for work design and managerial intervention.

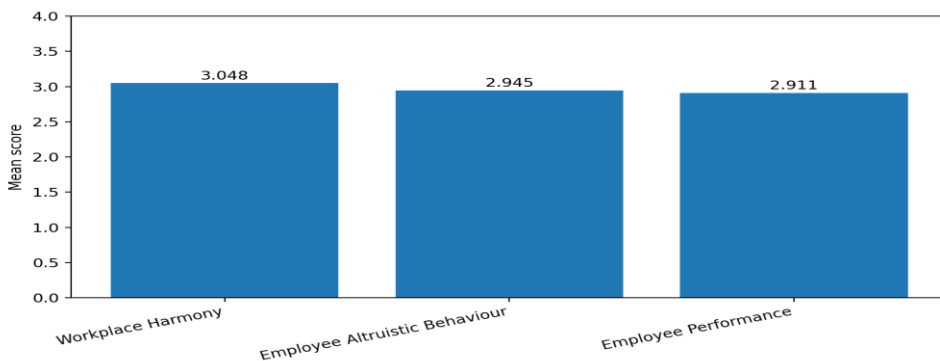
Employee performance also emerges as multidimensional. Two factors explain 62.86% of total variance: Task Performance (47.53%) and Contextual Performance (15.33%). Task performance is anchored in efficient task completion, target achievement, productivity, quality, and role effectiveness. Contextual performance captures initiative and adaptive responsiveness. This structure is consistent with established performance theory and is particularly relevant for banking, where standardized operations coexist with rapid technological change, customer interaction, and discretionary coordination demands.

**Descriptive and correlational findings**

Descriptive statistics indicate moderate but meaningful levels of the three major constructs in the sample. Workplace harmony records the highest mean (M = 3.048, SD = 0.638), followed by employee altruistic behaviour (M = 2.945, SD = 0.631) and employee performance (M = 2.911, SD = 0.623) (Table 5 & Figure 3). Skewness and kurtosis values remain close to zero, indicating acceptable distributional behaviour and supporting the appropriateness of parametric analysis.

**Table 5. Descriptive statistics and correlations of major constructs**

Construct	Mean	SD	WH	EAB	EP
<b>Workplace Harmony</b>	3.048	0.638	1.000	0.728**	0.801**
<b>Employee Altruistic Behaviour</b>	2.945	0.631	0.728**	1.000	0.597**
<b>Employee Performance</b>	2.911	0.623	0.801**	0.597**	1.000



**Figure 3. Mean scores of workplace harmony, altruistic behaviour, and employee performance**



The correlation matrix reveals the empirical core of the study. Workplace harmony is strongly and positively correlated with employee altruistic behaviour ( $r = .728, p < .01$ ) and employee performance ( $r = .801, p < .01$ ). Employee altruistic behaviour is also positively associated with performance ( $r = .597, p < .01$ ). By contrast, age, length of service, and bank type show weak or negligible relationships with the three main variables. This pattern suggests that the strongest explanatory signal in the data comes from organizational climate rather than from demographic or structural background characteristics. In practical terms, employees who report higher harmony also report more helping-oriented behaviour and stronger performance.

***Direct effect of workplace harmony on employee altruistic behaviour***

The first regression model tests whether workplace harmony significantly predicts employee altruistic behaviour. The model has strong explanatory power, with  $R^2 = 0.533$  and adjusted  $R^2 = 0.525$ . The overall F value is 65.227 ( $p < .001$ ), confirming a statistically well-specified model. Most importantly, workplace harmony exerts a very large positive effect on altruistic behaviour ( $\beta = 0.721, SE = 0.034, t = 21.179, p < .001$ ) (Table 6). None of the control variables is statistically significant. Age group, tenure, gender, education, designation, and bank type all remain non-significant once harmony is entered into the model.

**Table 6. Regression results for H1: workplace harmony predicting altruistic behaviour**

Predictor	Beta	SE	t	p
<b>Workplace Harmony</b>	0.721	0.034	21.179	< .001
<b>Age group</b>	0.014	0.027	0.507	.613
<b>Length of service</b>	0.017	0.030	0.572	.568
<b>Gender</b>	-0.010	0.043	-0.242	.809
<b>Education</b>	-0.034	0.029	-1.178	.240
<b>Designation</b>	0.030	0.029	1.050	.295
<b>Bank type</b>	-0.007	0.043	-0.169	.866
<b>Model statistics</b>	$R^2 = 0.533; \text{Adjusted } R^2 = 0.525; F = 65.227$			

This finding is theoretically important. It indicates that altruistic behaviour in banking is not mainly a matter of demographic disposition or formal status. Rather, it is rooted in how employees experience their work environment. A workplace perceived as peaceful, respectful, cooperative, emotionally secure, and trust-based appears to activate helping behaviour across role categories. This directly supports Social Exchange Theory. When employees experience organizational harmony, they appear



more willing to reciprocate through pro-social conduct that assists colleagues and supports collective work.

Direct effect of workplace harmony on employee performance

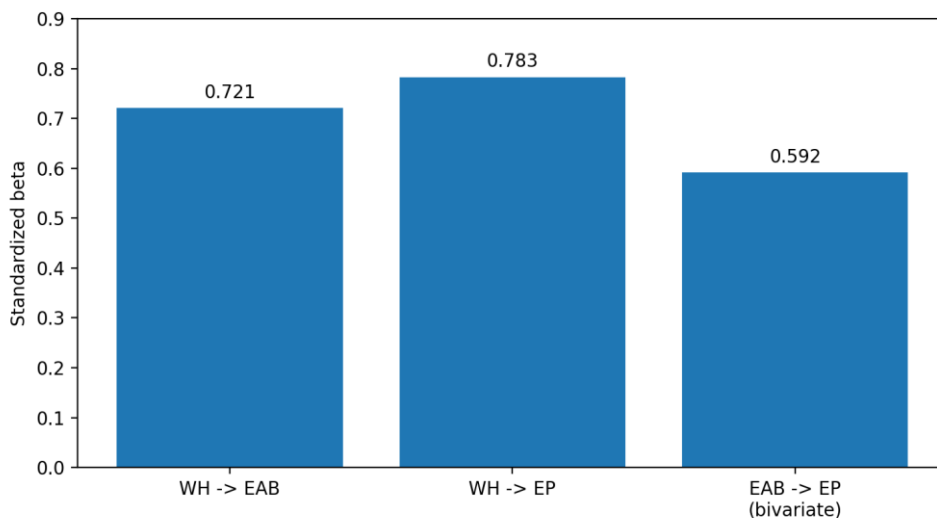
The second regression model tests the direct impact of workplace harmony on employee performance. Here the effect is even stronger. The model explains 64.9% of performance variance (adjusted R2 = 0.643), with an overall F statistic of 105.54 (p < .001) (Table 7). Workplace harmony emerges as an exceptionally strong predictor of performance (beta = 0.783, SE = 0.029, t = 26.903, p < .001). Among the controls, only gender reaches statistical significance at a modest level (beta = 0.075, p = .045), while age, service length, education, designation, and bank type remain non-significant.

Table 7. Regression results for H2: workplace harmony predicting employee performance

Table with 5 columns: Predictor, Beta, SE, t, p. Rows include Workplace Harmony, Age group, Length of service, Gender, Education, Designation, Bank type, and Model statistics.



Figure 4. Correlation heat map of the three core constructs



**Figure 5. Standardized direct-effect coefficients in the core models**

The substantive implication is that workplace harmony is not just associated with better attitudes but with better performance itself. The coefficient is stronger than the coefficient linking harmony to altruistic behaviour, which implies that harmony exerts a broad performance effect extending beyond helping behaviours alone (Figure 4 & 5). In organizational terms, harmonious banks are not only more cooperative environments; they are more effective working systems. Harmony may reduce conflict costs, lower emotional depletion, improve coordination, support faster problem resolution, and enable employees to focus on core responsibilities and service outcomes.

#### *Analytical interpretation*

Taken together, the results establish a consistent causal ordering in which workplace harmony functions as the principal structural driver within the model. First, it is measured as a highly stable single construct. Second, it is strongly correlated with both altruistic behaviour and performance. Third, it remains a dominant predictor in multivariate analysis even after control variables are introduced. These three layers of evidence make the conclusion difficult to dismiss: workplace harmony is a substantive organizational resource rather than a symbolic managerial ideal.

This conclusion adds analytical precision to the growing literature on harmony and organizational outcomes. Some studies discuss harmony as a cultural or ethical



---

aspiration; others treat it as an effect of justice, communication, or emotional intelligence (Edmondson, 1999; Agabe, 2024; Edinger & Chung, 2024). The present analysis goes further by showing that harmony has measurable structural force in a banking environment. It predicts both discretionary citizenship-oriented behaviour and formal performance outcomes. It therefore deserves conceptual placement alongside more commonly studied organizational drivers such as justice, leadership, or engagement.

### ***Discussion and implications***

The findings have important implications for both theory and practice. Theoretically, the paper confirms that Social Exchange Theory remains a powerful lens for understanding how organizational climate becomes behavioural output. A harmonious work setting appears to create relational obligations, trust, and emotional security that encourage employees to cooperate and perform well. The study also reinforces the view that organizational citizenship behaviour must be contextualized. In this banking sample, altruistic behaviour is not a simple single factor but a configuration of helping, sacrifice, and knowledge sharing. This suggests that prosociality in service organizations may contain culturally and institutionally specific behavioural expressions.

Managerially, the study suggests that banks seeking performance gains should not treat harmony as an abstract cultural slogan. It should be managed as a performance-enhancing system. Interventions that strengthen respect, open communication, cooperative norms, trust, conflict resolution, and emotional security are likely to yield dual benefits: higher altruistic conduct and stronger employee performance. In practical HR terms, this implies redesigning appraisal systems to recognise collaboration, training line managers in relationship-sensitive leadership, institutionalising fair and transparent communication, and building branch-level climates in which employees feel safe to seek support and offer support.

The findings are especially relevant for Indian banking because the sector is simultaneously technology-driven and relationship-intensive. Digital transformation can improve process efficiency, but it cannot substitute for a healthy internal social environment. If employees work in climates marked by tension, distrust, or emotional insecurity, technical systems alone will not ensure consistent service or sustainable



performance. Harmony, therefore, should be understood as an organizational infrastructure of behaviour.

## CONCLUSION

This paper demonstrates that workplace harmony is a foundational and analytically powerful predictor of employee altruistic behaviour and employee performance in the Indian banking sector. The constructs show robust psychometric properties, the major relationships are strong and statistically significant, and control variables contribute very little once harmony is considered. Workplace harmony is thus established as the central explanatory force in the direct-effects model. For banking institutions seeking stronger cooperation, better service outcomes, and more sustainable employee effectiveness, the evidence suggests that building a harmonious workplace is not optional. It is a strategic necessity.

## References

1. Adams, J. S. (1963). Towards an understanding of inequity. *Journal of Abnormal and Social Psychology*, 67(5), 422–436.
2. Agabe, N. A. (2024). Conceptualizing organisational justice and workplace harmony in organizations. *BW Academic Journal*, 13(1), 1–10.
3. Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13, 1015921. <https://doi.org/10.3389/fpsyg.2022.1015921>
4. Alola, U. V., & Atsa'am, D. D. (2024). Interplay of organizational culture, communication, and conflict: Pathways to workplace harmony. *Academy of Strategic Management Journal*, 23(S6), 1–17.
5. Atasi, E. A., Stoffers, J., & Kil, A. (2019). Factors affecting employee performance: A systematic literature review. *Journal of Advances in Management Research*, 16(3), 329–351.
6. Barakat, A. L., & Goga, M. M. (2024). Managing employee trust perceptions for sustained workplace harmony in the Nigerian banking industry. *International Journal of Managerial Studies and Research*, 8(2), 66–74.
7. Batson, C. D. (1991). *The altruism question: Toward a social-psychological answer*. Erlbaum.
8. Blau, P. M. (1964). *Exchange and power in social life*. Wiley.



9. Bolino, M. C., & Grant, A. M. (2016). The bright side of being prosocial at work, and the dark side, too: A review and agenda for research on other-oriented motives, behavior, and impact in organizations. *Academy of Management Annals*, *10*(1), 599–670.
10. Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71–98). Jossey-Bass.
11. Bui, H. T. M., Zeng, Y., & Higgs, M. (2020). Harmonious workplace climate and employee altruistic behavior: The roles of gratitude and psychological capital. *International Journal of Manpower*, *41*(5), 549–572.
12. Chancellor, J., Margolis, S., Bao, K. J., & Lyubomirsky, S. (2018). Everyday prosociality in the workplace: The reinforcing benefits of giving, getting, and glimpsing. *Emotion*, *18*(4), 507–517.
13. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, *31*(6), 874–900.
14. Cropanzano, R., Dasborough, M. T., & Weiss, H. M. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, *14*, 1015921. <https://doi.org/10.3389/fpsyg.2023.1015921>
15. Edinger, S. K., & Chung, S. H. (2024). Organizational harmony: A fresh framework to navigate tensions. *Harvard Kennedy School Happiness Initiative*.
16. Edmondson, A. C. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*, *44*(2), 350–383.
17. Laden, A. (2012). Workplace harmony: A conceptual framework. *Journal of Organizational Behavior Research*, *4*(1), 22–34.
18. Wang, D., Hom, P. W., & Allen, D. G. (2021). Harmonious workplace climate and employee altruistic behavior: The roles of psychological capital and gratitude. *Psychological Reports*, *124*(4), 1740–1767.