Sense of Harmony and Workers Productive Behaviour of Deposit Money Banks in South-South, Nigeria

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Abstract: *The purpose of this paper was to examine the relationship between leaders sense of harmony (as a dimension of leaders workplace spirituality) and workers productive behavior (measured with employee ambidexterity, work happiness, job satisfaction, and employee commitment) of deposit money bank in South-south, Nigeria. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head offices of the 19 DMBs in South-South Region of Nigeria. Data collected was analyzed using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%. Our findings revealed that leaders sense of harmony significantly and directly influence workers productive behavior vis-à-vis employee ambidexterity, work happiness, job satisfaction, and employee commitment respectively. We therefore recommends among others that leaders of DMBs should harmoniously manage the bond between workers and management by respecting everyone, no matter the position, role, gender or age in the bank. Consequently, to create a productive workforce with positive behaviour, leaders of DMBs must concentrate on building a positive organizational climate of harmony.*

Keywords: *Sense of Harmony; Workers Productive Behavior; Employee Commitment; Ambidexterity; Work Happiness; Job Satisfaction*

Introduction

Workers play important parts in the attainment and success of any organizations, as their contributions are extremely essential for the achievement of organizational objectives and destinations. The capacity of workers to contribute to the success of the organization is dependent on the outcome of their workplace behaviour vis-à-vis productive behaviour. That is to say, employees' productive behaviour is very vital for accomplishing objectives that an organization has for itself. For this reason, it is critical for management to ensure that they establish an environment where their employees can exhibit positive work behaviour, since they are the lifeblood of any organizations. Efforts and resources are devoted to achieving pre-established goals and visions for organizations. Such goals are driven by the organization's primary actors, which include managers and employees, who made up the workforce. The achievement of the organization's goals and objectives is heavily dependent on the cooperation amongst these individuals in the organization (Nwinyokpugi & Okere, 2019).

Along with growing uncertainty and new challenges facing organizations in today's dynamic environments, an enormous number of managers focus on creating a clear organizational vision, forming favorable organizational cultures, and inspiring employees' inner motivation to increase their productive work behaviour through leaders workplace spirituality, that incorporates harmonious relationship among the individuals in the organization towards better performance (Chen, Chen & Li, 2013). For an organization to succeed, it must have a harmonious work environment. Because of this, leaders must be able to cultivate a feeling of cohesion in the workplace (possess a sense of harmony). Based on the fact that an employee's ability to come up with new ideas depends on the level of peace, harmony, and stability that he or she experiences at work (Ogunola, 2018). For an organization to succeed, it needs people who can work together in harmony and find new ways to enhance their performance, and this can only be achieved if the leader provides a harmonious and pleasant work environment. A worker's capacity to exhibit positive work behaviour improves when he or she feels at ease and has a feeling or experience harmony inside the organization.

For a workplace to be harmonious, leaders must see each other as partners in development, and a helpful attitude is universally valued in terms of productivity (Ogunola, 2018). It is essential for a leader to foster an attitude of cooperation among employees in order to meet the goals of the organization (Stephen & Budd, 2009). It is possible for leaders to inspire all employees to work together toward a common goal that will benefit the business if they have a sense of harmony (Ngethe, Mike & Namusonge, 2012). Leaders of organizations are expected to be able to handle the activities and behavior of their employees in an amicable manner by using the authority that comes with their position. Consensus is needed in the workplace, which implies that subordinates and leaders must work together in harmony. The leaders of organizations must set the stage for a pleasant work environment, which then becomes the organization's culture (Nwinyokpugi & Okere, 2019). Consequently, the leaders of organizations are responsible for providing and promoting a harmonious workplace.

It is no contravening that disputes are now becoming a more recurring phenomenon in current modern organization. Although may not be planned, but has collapse several viable organizations globally (Hassan, 2013). The traditional perspective to conflict see conflict as a negative phenomenon, as such it has to be shunned; thus, organizational conflict is dysfunctional resulting from miscommunication, dearth of openness and trust between individuals, and the failure of managers to meet to the aspirations of workers (Singh, 2013). Employee productive behaviour depends to a great extent to how well an organization manages conflict, thus maintaining an acceptable degree of harmony is essential for a successful business. Leaders must fix this undesirable dysfunction in the work group and/or organization, as it can impair employees' work behaviour in the organization (Kassim & Ibrahim, 2014). Furthermore, notwithstanding the fact that worker productive behaviour is vital in today's contemporary business enterprise in order to withstand and survive and be successful, leaders' sense of harmony is very essential in enhancing workers behaviour within the workplace (Aydin & Ceylan, 2009). However, there are pintsized scholarly research that endeavored to ascertain explicitly the relationship that exist between leaders' workplace spirituality vis-à-vis sense of harmony and worker productive behaviour particularly of DMBs in

South-South Region of Nigeria. Thus, there is need to fill this gap in order to further understand the nexus that exist between leaders' sense of harmony and worker productive behaviour of DMBs within the South-South Region of Nigeria.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between leaders' sense of harmony and worker productive behaviour of DMBs in South-South Region of Nigeria. More so, the specific objectives of the study are to:

v.   Examine the relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria.
vi.   Determine the relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria.
vii.   Ascertain the relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria.
viii.   Examine the relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria.

Research Questions

v.   What is the relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria?
vi.   What is the relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria?
vii.   What is the relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria?
viii.   What is the relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria?

Research Hypotheses

HO_1: There is no significant relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria.

HO_2: There is no significant relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria.

HO_3: There is no significant relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria.

HO_4: There is no significant relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria.

Literature Review
Theoretical Framework

The underpinning theory used in this study is the expectancy theory. The theory argues that the degree and urge to behave in a certain manner lies on the level of anticipated outcome that the act will be heeded by a certain result (Buitinbach & De Witt, 2005). Expectancy theory propose that a worker can be motivated to perform in his or her best if the he or she beliefs that the

better achievements will lead to better performance appraisal and shall increase his or her chances of realizing his or her personal goals as evident in certain reward future events. The theory concentrates on three things efforts and performance relationship, achievements and benefits relationship, rewards and personal goal relationship (Salaman, Storey & Billsberry, 2005). In order for employees to exhibit productive behaviour, leaders have to make sure each employee's workplace goals and values are aligned with the organization's mission and vision through effective leadership (spiritual leadership vis-à-vis sense of harmony). Hence, if organizations' leaders can display or exhibit spiritual values and virtues of sense of harmony, employees productive behaviour in the organization (such as work happiness, employee ambidexterity, job satisfaction and employee commitment) are more likely to be enhanced.

Sense of Harmony

Sense of harmony is used as a dimension of leaders' workplace spirituality. Kesken and Unlu (2011) summarized the concept of leaders' workplace spirituality to include an inner will and power to live, inner motivation and experience that leads people into action and gets them energized, committed to shared goals and a need for wholeness, a will to contribute into development or successes of others, attachment to love, hope, faith, and optimism, developing team spirit and seeking a calling or meaning in life. Spiritual leaders create cultures in organizations in which leaders and followers have a commitment to the organization and its mission that leads to action. Furthermore, according to Li (2008), harmony indicates an acceptable understanding between different components or an ideal concordance of the discordant, based on dealing with differences. Thus, the logic of integration, as described in the work of Leung, Brew, Zhang, and Zhang (2011), begins with the recognition of inconsistencies or conflicts, and then moves on to the goal of finding an acceptable compromise.

Conflicts arise as a result of the wide range of cultural backgrounds represented within today's corporate workforce. When employees join a company, they bring with them a variety of expectations and needs, which necessitates a diverse and complex set of representatives. These workers come with a variety of expectations and needs, including the need to acquire necessities, to form relationships with coworkers, to learn and grow, and to maintain their own sense of self-worth (Lawrence, 1998). In order for a leader to be successful, he or she must have a sense of harmony to effectively manage the organization. Thus, leaders of organizations must have a sense of harmony in order to be capable of handling the many diverse individuals that make up today's organizations in order to achieve the organization's goals and objectives. Based on the diversity that exist in the organization due to differences in culture, direction, and belief, there will undoubtedly be sentiments of maltreatment, minimizing, and disagreement in the workplace. In the workplace as in many other areas of life, conflict is inevitable. However, unless the leader has the ability to effectively manage the situation, it might develop to disaster (Ogunola, 2018). However, this does not imply that conflicts do not occur inside the organization; instead, proactive actions are taken to prevent crisis from arising from it. There is a requirement for the leaders of an organization to be able to recognize harmony and devise strategies that will guide practices toward achieving the same. In order to provide a level playing field for all employees, these tactics and procedures must function together. All employees should be treated with dignity and respect, and no employees should be subjected

to bullying by a leader on the basis of colour, sex, disability and age (Hassan, 2013). Furthermore, a work environment that respects individual variations and encourages employees' limits in the delivery of work signals a leap toward achieving the organization's goals.

Workers Productive Behaviour

Managers of today have come to realized that the success of their organizations is dependent on the performance of their employees which lies in the employees' productive behaviour (Zheng, Sharan & Wei, 2010); as such, it is important for managers to know how to get the best productive behaviour from their employees. Campbell (1990) expressed that worker productive behaviour involves employee attitude that determine the performance of the employee. Consequently, Wright and Kehoe (2013) expressed that worker productive behaviours consist of affective reactions such as satisfaction and commitment that is very essential to the productivity of the employee. Positive worker productive behaviours provide many factors for attaining and maintaining an efficient and effective organization. Based on the complexity and uncertainty of today's business environment, there is need for workers in the organization to exhibit productive behaviour in order for the organization to achieve its goals. By displaying productive behaviour such as ambidexterity, happiness, satisfaction and commitment (measures of workers productive behaviour), the organization will be able to effectively and efficiently attain its set goals and objectives. Employee's ambidexterity is the ability to recognize the value of new knowledge; adapt to it; and apply it to the advantage of the company (Cohen & Levinthal, 1990). Employee ambidexterity is an employee ability to switch between tasks in a given situation with ease at the individual level of their cognition (Good & Michel, 2013). An ambidextrous employees are referred to as those who are capable of efficiently managing opportunities from the business environment. It involves an exploratory and exploitative activities. When doing exploratory activities, one is seeking for new ways of thinking and doing things, as well as innovative ways of thinking and doing things (Kang & Snell, 2009). As a result, exploratory activities are designed to recognize and comprehend externally significant information that is critical to gaining an advantage. It focused on how to make judicious use of the new knowledge acquired. As a result, it covers the search for new information and opportunities that enhance the organization's advantage, as well as the day-to-day running of the business (Raisch, Birkinshaw, Probst & Tushman, 2009). Exploitative activities include utilizing existing data bases to make upgrades that are essential to the organization (Gibson & Birkinshaw, 2004). It focused on using current information to their fullest potential. Acquainted information may be used to generate fresh information and appealing returns (Lane, Koka & Pathak, 2006). It focused on current information refinement (Raisch *et al.,* 2009). It also include employing current knowledge and skills to achieve improvements in efficiency and viability, as well as actions like looking for new product and opportunities that are equally important to long-term plans and practices (Faris, 2018). A new skill set or new knowledge is needed in order to adapt to these changes. Exploitation includes activities such as refinement, determination and execution, while exploration includes activities such as experimentation and pursuit of new knowledge (March, 1991).

Happiness at work is defined as the state of affairs in which human resources are glad, creative and productive, both at the individual and organizational levels (Maenapothi, 2007). Consequently, work happiness is a feeling of excitement about one's employment. In addition to increasing productivity, employee happiness has a significant impact on the employee's subjective well-being by instilling a sense of pride, conviction, and commitment to one's job (Satu & Kaarina, 2011). This is based on the fact that, when workers are pleased, they are more likely to engage in productive work-related behaviors. Happy employees are likely to be more energetic, enthusiastic, and engaged in their job, as well as more considerate of their coworkers and steadfast in the face of obstacles in the workplace, compared to those who are not happy. Thus, according to Buitinbach and De Witt (2005), a happy workforce is more likely to put their efforts into growing the organization, which in turn improves productivity. Job satisfaction on the hand is the level to which assumptions are matched with genuine accomplishments. It is often referred to as the degree to which a person enjoys his or her job (Yuen, Loh, Zhou & Wong, 2018). It focused on how workers feel about their work environment or how they feel about their work (Ouyang, Sang, Li & Peng, 2015). When a worker feels good about his or her job, they are experiencing job satisfaction. It also means performing a work that one like, doing it well, and being paid for it. To say that one is satisfied with one's employment is to imply that one is enthusiastic and content in one's work. It results in a sense of accomplishment, in the form of monetary compensation, promotion, and the accomplishment of various other goals (Qazi & Kaur, 2017). It's the method through which employees reflect on their work and consider the numerous perspectives from which it might be seen that shapes their approach to the task they do. When employees feel that their talents, skills, and experiences are being put to good use, they are more satisfied with their work (Buitendach & De Witte, 2005). Employees that have a positive attitude about their work demonstrate that they are content with their position. A satisfied employee is more likely to contribute to the success of their employer. Furthermore, employee commitment is a term that refers to the level of participation that employees have in the operations of the organization he or she works for. As a result, the emphasis is on providing concrete evidence of one's engagement in the organization's day-to-day operations. It is possible that some employees have a greater emotional connection to the business, while others do not, and it is also possible that some employees have a more affective commitment to the organization, while others do not. As a result, the level of commitment an employee has for his or her organization varies from person to another. A committed employee is one who is devoted to the organization's goals, who regularly shows up for work, and who protects the company's resources.

Methodology
The study was carried out in DMBs operating in the South-South States of Nigeria that included Edo, Delta, Bayelsa, Rivers, Akwa-Ibom and Cross River State. We adopted the cross-sectional research design as the research design method and the unit of analysis was at the individual level of employees in managerial and non-managerial cadre in the head offices of DMBs in the region. The study adopted questionnaire as the research instrument distributed to 367 respondents as the sample size from the study population of 7598 employees in the head

offices of the 19 DMBs in South-South Region of Nigeria. The questionnaire was a five point Likert structured questionnaire which consist of four questions and 5 respond choices with point scales ranging from 1 to 5: 1-strongly disagree; 2- disagree; 3- indifference; 4- agree and; 5- strongly disagree for each of the variables covered in the study. Leaders' sense of harmony (dimension of leader's workplace spirituality: Bouzari & Karatepe, 2017; Youssef & Luthans, 2007) was used as a one-dimensional variable as the predictor variable while workers productive behavior was operationalized using employee ambidexterity, work happiness, job satisfaction, and employee commitment (Delbecq, 1999). The validity of the research instrument was further tested using face and content validity. More so, Cronbach's Alpha was used in testing the reliability of the research instrument showing a Cronbach's Alpha greater than 0.7; leaders sense of harmony has 0.875, employee ambidexterity has 0.914, work happiness has 0.922, job satisfaction has 0.974, and employee commitment has 0.927 Cronbach's Alpha value. Furthermore, a total of 319 retrieved questionnaire were useful which were used for data analysis using Pearson Product Moment Correlation with 0.05 level of significance given the choice of the confidence interval of 95%.

Data Analysis and Result
Relationship between Sense of Harmony and Employee Ambidexterity
The relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria is analyzed below:

Table 1: Relationship between Sense of Harmony and Employee Ambidexterity of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony	319	0.968	317	.1045	0.001	Significant
Employee Amb						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 1 revealed the relationship between sense of harmony and employee ambidexterity of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and employee ambidexterity: r (317) = 0.968, crit.r =.1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high sense of harmony also reported high employee ambidexterity, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects employee ambidexterity. Attached is the scattered graph.
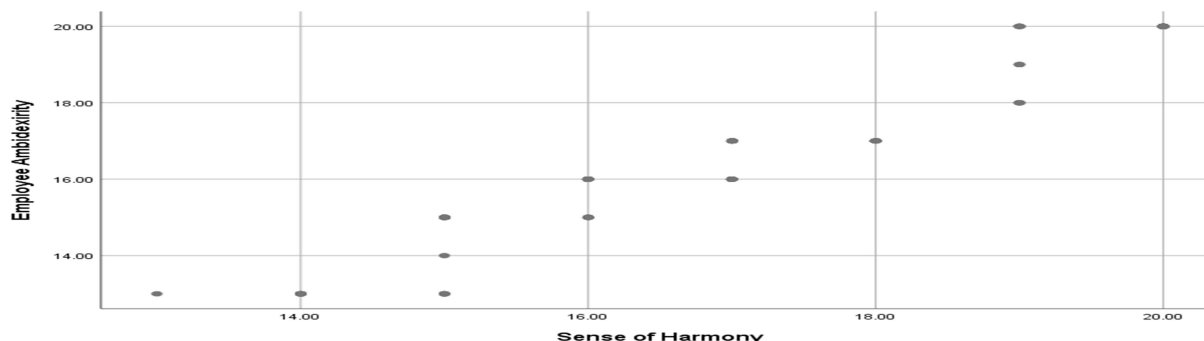
Figure 1 Scattered graph on leaders' sense of harmony and employee ambidexterity.

Relationship between Sense of Harmony and Work Happiness
The relationship between sense of harmony and work happiness of DMBs in South-South Region of Nigeria is analyzed below:

Table 2: Relationship between Sense of Harmony and Work Happiness of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony	319	0.901	317	.1045	0.001	Significant

Work Happiness

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.
Table 2 revealed the relationship between sense of harmony and employee work happiness of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and employee work happiness: r (317) = 0.901, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders with high sense of harmony also reported high employee work happiness, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects employee work happiness. Attached is the scattered graph.
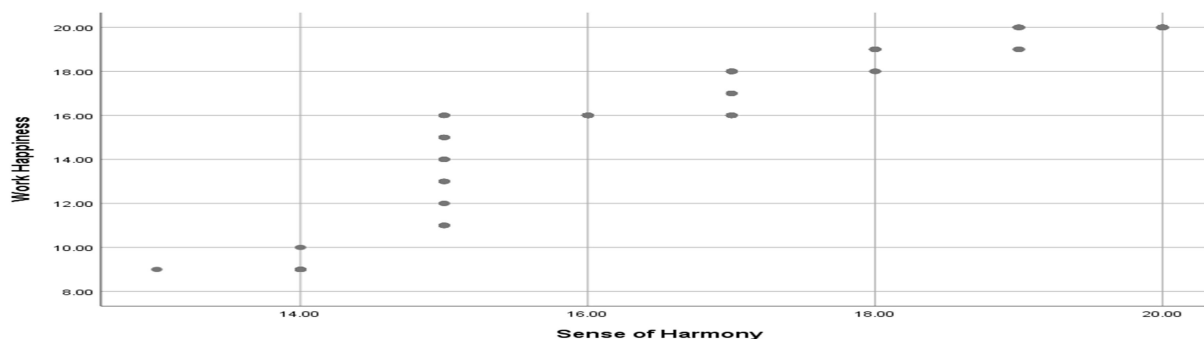
Figure 2: Scattered graph on leaders' sense of harmony and employee work happiness.

Relationship between Sense of Harmony and Job Satisfaction
The relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria is analyzed below:
Table 3: Relationship between Sense of Harmony and Job Satisfaction of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony	319	0.880	317	.1045	0.001	Significant
Job satisfaction						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.
Table 3 revealed the relationship between sense of harmony and job satisfaction of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and job satisfaction: r (317) = 0.880, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders that have good sense of harmony also reported high job satisfaction, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects job satisfaction. Attached is the scattered graph.
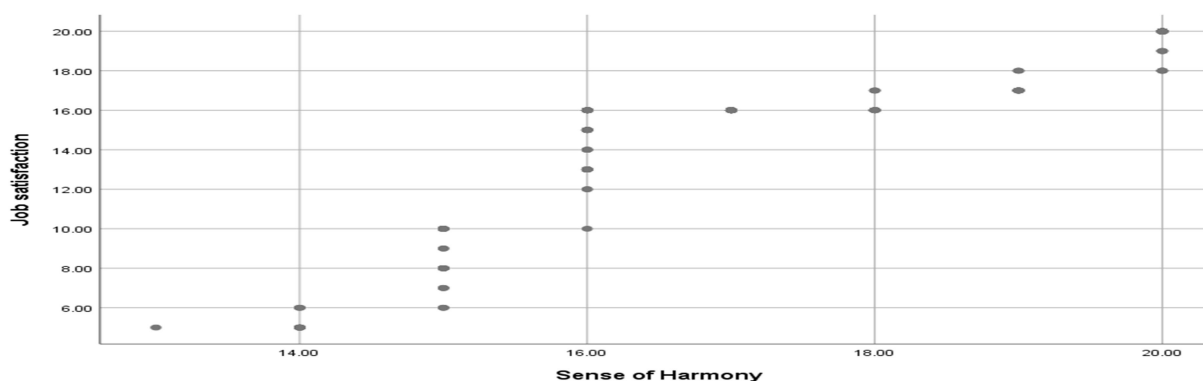

Figure 3: Scattered graph on leaders' sense of harmony and job satisfaction.

Relationship between Sense of Harmony and Employee Commitment
The relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria is analyzed below:

Table 4: Relationship between Sense of Harmony and Employee Commitment of DMBs in South-South Region of Nigeria

variables	n	r	df	crt.r	p-value	Remarks
Sense of harmony 0.868		319	317	.1045	0.001	Significant
employee commitment						

P< 0.05; significant at 0.05 level of significance
Source: Field Survey Data, 2021.

Table 4 revealed the relationship between sense of harmony and employee commitment of DMBs in South-South Region of Nigeria. The results revealed a very strong positive significant relationship between sense of harmony and employee commitment: r (317) = 0.868, crit.r = .1045, p = 0.001, (p < 0.05). It implies a direct relationship exist between the two variables, suggesting that DMBs in South-South Region of Nigeria with leaders that have high sense of harmony also reported high employee commitment, hence, the hypothesis is rejected. Consequently, sense of harmony significantly affects employee commitment. Attached is the scattered graph.
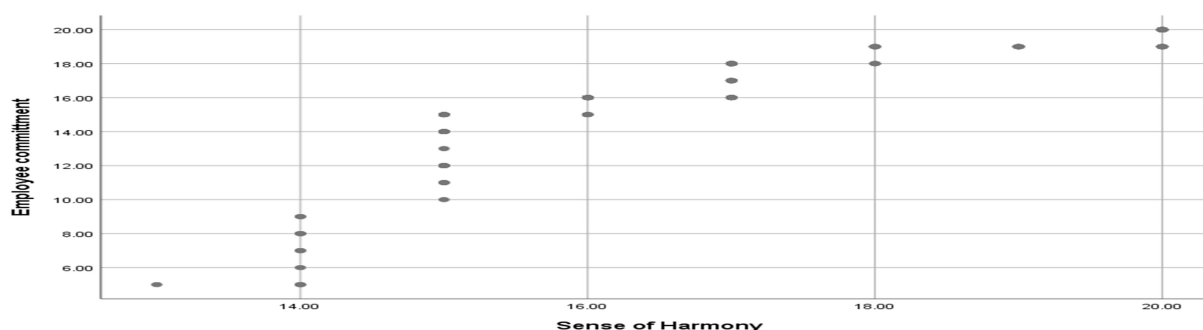

Figure 4: Scattered graph on leaders' sense of harmony and employee commitment

Discussions of Findings

Employees in Deposit Money Banks in South-South Nigeria had higher employee ambidexterity, work happiness, job satisfaction and commitment when their leaders have a sense of harmony as a workplace spiritual virtue, according to the data analyzed in this study. For an organization to succeed, it needs people who can work together in harmony and find new ways to enhance their performance, and this can only be achieved if the leader provides a harmonious and pleasant work environment. This is because, an employee's ability to come up with new ideas depends on the level of peace, harmony, and stability that he experiences at work (Ogunola, 2018). A worker's capacity to take on exploratory tasks improves when he or she feels at ease and has a feeling of harmony in the organization. An aspect of conflict that has a beneficial effect on the organization is explained by the interactionist theory of conflict. Based on this worldview, conflict is really a beneficial thing. As a result of the absence of conflict, the

workplace may become stagnant and unresponsive to strategic organizational demands (Singh, 2013). They argue that a little amount of conflict may be beneficial and useful because it encourages self-criticism and inventiveness, which is vital to employee ambidexterity, and so keeps the group sustainable. However, if the organization's executives lack a sense of unity, this may not be possible. Employee ambidexterity is dependent on the ability of the leader to harmoniously handle conflict, which frequently lead to better creative behaviour in the organization (Schwenk, 1990). It is necessary for an organization's leaders to create and maintain a pleasant work environment in order for the organization to succeed in reaching its stated goals. Because a happy work environment pushes individuals to perform better and produce greater outcomes and encourages them to look for new opportunities within and outside the organization (Burns, 2012).

Furthermore, leaders must cultivate relationships that are rooted on the foundational values and virtues of integrity, harmony, fairness, equality, and justice in order to improve employee happiness. Thus, leaders must be aware of the fact that living in harmony with workers and adhering to these fundamental values leads to employee pleasure (Berghofer & Schwartz, 2011). Creating an atmosphere of trust and collaboration in the organization is the responsibility of the organization's leaders. Workers' productivity is influenced by their work environment, which includes factors such as their sense of well-being. That is, employees will be happier in a peaceful work environment, but if the opposite is true, the employee's work happiness at work will be ruined. As a result of a leader's capacity to maintain a cordial connection amongst employees, the workers' happiness will be boosted in a harmonious work environment. Open hostility, mistrust, disdain, non-cooperation, and avoidance of engagement are all signs of a toxic workplace atmosphere (Hatch & Cunliffe, 2013), which may have a detrimental impact on employees' well-being and happiness. Subsequently, Boyle (2006) expressed that a harmonious workplace is conducive to employee job satisfaction. A feeling of harmony in the workplace is guaranteed by the leader's ability to cultivate a peaceful environment, according to Elangovan and Xie (2000). Due to disagreement or antagonism to certain ideas, interests, and people, a disharmonious work environment may have a detrimental impact on employees' job satisfaction. Leaders who build a pleasant and harmonious work atmosphere increases employee satisfaction and commitment, according to Dobkin and Pace (2006), since it encourages workers to work together to resolve problems. Leaders' sense of harmony helps to stimulate, motivate and inspire workers commitment (Gill, Flasher & Shacha, 2006). Thus, leaders can attract commitment from workers by effective harmonization of the firm process and having good relation with workers. Workers' dedication to the organization's aims is strongly influenced by the harmony between them and their supervisors (Ogunola, 2018). Leaders that have a sense of harmony encourage their staff to work together to tackle conflict-related issues (Ayoko, 2007). Thus, workers will be able to perform more effectively, create a stronger relationship, and have more self-confidence and as a result of this, employees will be more satisfied and committed to their jobs if they are in a harmonious work environment, and vice versa. Workers productive behaviour will reduce in conflict work climate. Conflict can reduce mutual understanding and thus negatively affect

workers productive behaviour in the attainment of set objectives. It also causes workers to be short tempered, distrustful and resentful. Which leads to negative consequences on workers' behaviour towards the organization, hence increasing turnover rate (Muhammad & Hazril, 2014). Thus, leaders must possess and exhibit sense of harmony to successfully manage conflict to improve workers productive behaviour in the organization.

Conclusion

According to the findings of this study, leader's sense of harmony has a significant impact on workers productive behavior of DMBs in the South-South region of Nigeria. As a result, we concluded that leaders' sense of harmony has a significant impact on employee productive behavior. Thus, by building a harmonious workplace, leaders of DMBs in South-South Nigeria will boost their employees' productive behavior in terms of employee ambidexterity, employee work happiness, employee job satisfaction and commitment. Peace and harmony in the workplace is essential to the productive behaviour of an organization's personnel; if it's absent, their attitude will be one of negativity. Because of this, the organization has to create a harmonious work environment in order to increase the degree of employee productive behaviour. Workers will display more productive behaviour in a harmonious work environment, thus the capacity of leaders to foster such atmosphere will have a far-reaching influence on the employees.

Recommendations

The following are our recommendations based on the findings of this study:
1. Leaders of DMBs should harmoniously manage the bond between workers and management by respecting everyone, no matter the position, role, gender or age in the bank. Consequently, to create a productive workforce with positive behaviour, leaders of DMBs must concentrate on building a positive organizational climate of harmony.
2. Leaders of DMBs should hold themselves accountable not just to their superiors but also to their peers and staff by treating everyone equitally
3. Management of DMBs should build a culture of cooperation within the organization as these core values will enhance workers productive behaviour vis-à-vis happiness, satisfaction, commitment and ambidexterity.

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