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Anger Management And Employee Resilience As A Function Of Organisational Growth Of Deposit Money Banks In Yenagoa, Bayelsa State, Nigeria

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ABSTRACT

This research paper is aimed at examining the relationship between anger management and employee resilience as a function of organisational growth of deposit money banks in Yenagoa Bayelsa state. The paper adopted cross-sectional correlational design with a population of 550 drawn from 15 deposit money banks in Yenagoa and the sample size was determine using the Taro Yamane's formula at 0.5 level of significant to arrive at 232 as the sample size. The Linear regression statistical tool was used to determine the extent to which anger management and employee resilience cumulatively and independently relate or predict organisational growth. The result indicated that emotional regulation and relational resilience are statistically related at $F(1, 230) = 2304.234$, $p < .001$, stress management and adaptive reliance shows that there is significant relationship at $F(1, 230) = 2304.234$, $p < .001$, cognitive restructuring and physical resilience shows positive relationship at $F(1, 230) = 1503.667$, $p < .001$ while multivariant analysis shows that anger management and employee resilience shows strong significant relationship with organisational growth at $F(4, 227) = 1178.410$, $p < .001$. The research concluded that management of anger in our organisation will spur employees to be resilient and enhance workflows, maximize performance and enable organisational growth. Finally, the research recommended that: management should train and retrain employees on stress management, emotional intelligence, they should provide training opportunities for employees on counseling services, workload support and resting period, they should also train employees in identifying and subsequently replacing negative thoughts with positive or realistic mindset and interpretations of challenges in the workplace and above all, managers should promote and create a culture that values respect, teamwork and work-life balance.

Keywords: Anger management, employee resilience, organisational growth, emotional regulation, stress management, cognitive restructuring, relational resilience, adaptive resilience physical resilience

INTRODUCTION

The ever-increasing volatility, fragility and complexity of modern-day business environment, necessitated by emerging globalization, digital disruption and transformation, nose-diving of economic activities and uncertainties, changing organisational needs and structures and even security challenges have abruptly made employee resilience an important and critical competency that cannot be overlooked in today's business environment and emerging economies. It involves emotional, psychological and behavioural strength and capacity to effectively cope with prevailing stress, excessive workloads and unplanned setbacks, changes in technologies, restructuring of organisation and other eminent job-related pressures, notwithstanding still asserting high levels of accomplishment and/or performance and without losing their well-being.

Basically, employee resilience is mainly influenced by organisational and individual factors, such as, self-efficacy, optimism, coping knowledge, emotional intelligence and adaptability that are associated with individual factors while on the other hand, organisational factors are influenced by effective communication, strategic employee development opportunities, good insurance policies and purposeful leadership. Employee resilience is an important characteristic that helps organisations and individuals surmount challenges, adjust to changes and achieve optimal and sustainable performance, and productivity.

Nevertheless, employee resilience is a variable of individual differences. It is not only a unique component of an individual's personality, but also an individual's dynamic ability to use the protective resources in the organisation and the environment to interact dynamically with the environment to accomplish goals and achieve their own growth (Liang & Cao, 2021). According to Liang and Cao (2021), in their views states that employee resilience responds to adversity based on workplace behaviour rather than belief in their own abilities. They said, a resilient workforce can react positively and powerfully in adversity, which is essential for the survival and future prosperity of the organisation.

In addition, humans are emotional beings and wherever they find themselves, they tend to make best out of it and by so doing it involves social, business and cultural interactions among peers and/or colleagues and these interactions are regular occurrences within and outside the business environment. It is on these interactions, engagements with business partners, clients, and the entire external and internal environment that mostly pose anger triggering situations and emotions as a result of frustrations, disappointments, conflicts, stress, ill health, and social and economic pressures employees faced on daily basis. In this vein, anger is a natural emotional phenomenon that occurs whenever a human is faced with some level of threat, unfair treatment and/or psychological imbalance that may require clinical attention or counseling. Notably, anger is not harmful but it becomes harmful and destructive when it is been expressed in an aggressive and bad manner or high tune when communicating with colleagues in the workplace.

Additionally, anger is a natural powerful emotion that involves mild irritation to an intense range of irritation. Irrespective of the facts that anger is believed to be a normal phenomenon that is responding to frustrations, injustice or unfair treatment and threats, it is problematic when it becomes explosive, deep-seated and habitual that is capable of being destructive when it is being expressed in catastrophic manner. Anger management does not mainly mean never to feel angry or in a way suppressing it, but it typically involves recognizing things that triggers you, learning and adapting to catch up with early warning signs and; intentionally develop coping and considerable strategies to manifest and express emotions modestly and constructively within or outside the business environment. Similarly, anger can also influence an employee's job performance. An employee who is constantly angry may become less productive, as their focus is diverted from work tasks to the sources of their anger (Spector & Fox, 2005).

Similarly, rather than suppressing emotions, effective anger management enables individuals to express frustration appropriately, resolve conflicts peacefully, and maintain positive interpersonal relationships (Deffenbacher *et, al..,* 2002). Conversely, employees who possesses strong anger management skills demonstrate better emotional regulation, teamwork, communication, leadership effectiveness. Notably, the relationship that exist between the construct of anger management and employee resilience is gaining and receiving scholarly attraction and attention as the both significantly contributes to the psychological well-being of employees cum organisational growth and performance.

Moreover, when employees are resilient, they will be in a better position to handle surmountable challenges that will enhance organisational growth and performance. According to Masten (2001), resilient employees are more likely to view setbacks as opportunities for growth rather than as insurmountable obstacles. The interrelationships between anger management, employee resilience and organisational growth depict and shows how the interconnections of these construct will enhance growth of organisations by properly harnessing all anger management techniques that will enable employees to bounce back and/or recalibrate their emotions for productive engagement. Ultimately, anger management, employee resilience and organisational growth when properly manage will create seamless workflows

that leads to enhanced market share, customer satisfaction and general performance for organisational growth.

The research paper adopted the emotional intelligence theory by Mayer and Salovey, (1990). The theory state that individuals have different ability to regulate, recognize, and understand their emotions and including the emotions of other persons. This presupposes that anger management is closely related to emotional intelligence as an employee that have high emotional intelligence are more likely of spotting and controlling anger triggers emotions and; swiftly responding to workplace stress in a mutual way.

In specificity, the study examined the relationship between emotional regulation and social (relational) resilience; investigate the relationship between stress management and adaptive resilience; and to ascertain the influence of cognitive restructuring and physical resilience; and lastly to examine the influence of the independent variable (anger management) and the dependent variable (employee resilience) on organisational growth of deposit money banks in Yenagoa, Bayelsa state, Nigeria. Empirical evidence from this study will help organisations, groups and individuals, the academias and the general public to have a good and; near comprehensive knowledge on why anger management is important if we must have a resilient workforce in our organisations and in our daily lives for purposes of organisational resilience, productivity, sustainable performance and the general well-being of our human resource which is the hallmark of our business organisation.

Furthermore, many organisations and employees are grappling with emotional instability, burnout, workplace stress and decreasing adaptability are pointing to the fact that many business organisations have not judiciously and adequately looked into emotional balance and competencies thar are prerequisite for sustainable employee resilience. This noticeable gap set the center stage for the study to examine the extent to which anger management influence or contribute to employee resilience on organisational growth of deposit money banks in Yenagoa, Bayelsa state.

Conceptual Framework

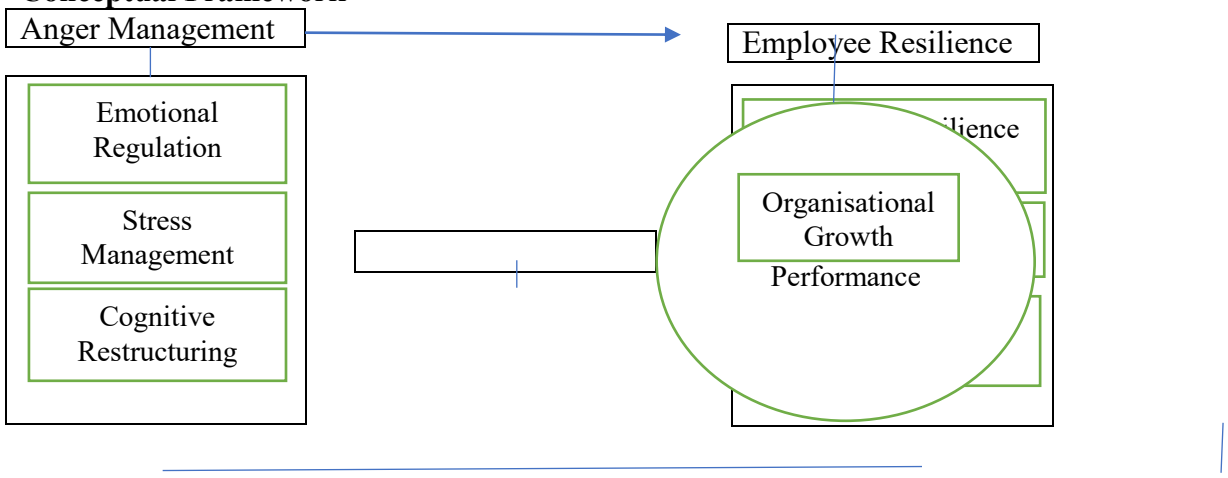

Fig. 1.1 Conceptual Framework on Anger management and Employee Resilience as a Function of Organisational Growth.

Source: Researcher desk, 2026.

Anger Management

Anger is an internal state involving various degrees of, and interactions between, physiological, affective, cognitive, and verbal components (Sharkin, 1998) cited in (Hillman & Chapman, 2018). Anger is often accompanied by other negative behaviours-such as aggression, hostility, and health issues-it is important to explore anger as an independent outcome (Hillman & Chapman, 2018). Interestingly, managing emotion so that it does not lead to anger is important. As anger management typically involves identifying and recognizing emotions early that may trigger anger and this response or skill is called anger

management. In simple term, it means the best way to handle anger in a healthy and safer manner for effective stand point of view.

Emotional Regulation

Emotional regulation is a crucial facet of human affairs and events that directly influence so many spheres of life that has to do with social relationships, cognitive performance and mental health. By regulating emotions, individuals can optimize their cognitive performance (Eysenck *et al*…,2007). According to Gross (1999), cited in Gomez and Cornu-Labat (2024) state that emotional regulation refers to those processes by which individuals exert influence over the emotions they have, when they have them and how they experience and express them. In the same vein, better regulation of emotion will in no doubt help individual or employees to cope with stress and manage depression and; anxiety appropriately.

Stress Management

Stress is undeniably part of workplace and critically, its management is a precursor for organisational growth. Stress is an adaptive response to a situation that is perceived as challenging or threatening to the person's well-being (Mcshane & Von Glinon, 2000) cited in (Thom-Otuya, 2005). Also, according to the study of Quick and Tetrick (2003) posit that stress related absenteeism can cause disruptions in workflow and ultimately affect the bottom line of the organisation. According to (Chakravarty, 2013), posit that research has shown that stressful working conditions are associated with poor mental and physical health. Such effects, may increase organisational healthcare costs, impair employees' performance and generally make for a poorer quality of work life.

Cognitive Restructuring

Cognitive restructuring is a concept that derives it bases from the psychological field of study and as such, it has found its way into the formal organisation, most especially within the context of organisational behaviour and particularly human behaviour. It has to do with the process of identifying and rigorously challenging unhelpful and negative thoughts patterns and; immediately replacing them with positive, productive and more realistic thoughts. Findings illustrated that cognitive restructuring reduced the endorsement of negative statements in clinical participants (Jamieson, 2026). Clinically, cognitive restructuring is a specific therapeutic skill that specifies how an individual should change their thinking, and directs an individual to shift their thoughts and beliefs in a particular adaptive way (Wuthrich & Rapee, 2014). They further state that, cognitive flexibility is likely to be an important mental ability to facilitate the learning of cognitive restructuring as a skill to increase adaptive functioning and the ability to adjust to changes in life circumstances (Wuthrich & Rapee, 2014).

Employee Resilience

Employee resilience is a multidimensional construct that is important for individual employees and for the growth, sustenance and success of organisations. It is therefore imperative that a good and holistic understanding of resilience and the likely factors that my influence its emergence are apparently eminent in every organisation if well-crafted strategies are implemented to enhance resilience. In addition, resilience employees are those workforces who besides all odds, stress, multifaceted pressures have been able withstands, recover and adapt from workplace challenging circumstances. In today's dynamic and unpredictable business environment, employee resilience has become a crucial factor for both individual success and organisational performance (Luthans & Youssef-Morgan, 2017).

Relational Resilience

Relational resilience happens to be a very important social aspect of organisation and employee resilience. It basically duels on the capacity of individual(s) and groups with the purpose to strengthen, maintain and restore or recover constructive and purposeful relationships as they equally deal with stress, change, adversity and conflict. The availability of meaningful relationships can provide individuals with emotional support, practical assistance, information, encouragement, and a sense of belonging, all of which can facilitate adaption to difficult circumstances (Southwick et al., 2014). However, this phenomenon enables individuals to move forward towards their goals and pursue what is perceived to be important to them, 'however slowly or falteringly (Neenan, 2009), cited in (Taylor & Francis, 2014).

Adaptive Resilience

Adaptive resilience has widely gained divergent and positive attention in various and emerging fields, like psychology, ecology, engineering and recently in organisational behaviour. It predominantly refers to the ability or strength of a system irrespective of a community, an ecosystem, organisation or individual to adapt to changes, challenges, stress, disturbances and still maintaining the general essential structure and duty bond functions. In a social context, individuals or communities with high adaptive capacity can develop new strategies to cope with changing environmental conditions or economic shocks (Smit & Wandel, 2006).

Physical Resilience

Physical resilience is a multifaceted complex concept in psychology, genetic and lifestyle paradigm that critically influences the ability and capacity of individual(s), organisations and the society at large. A resilient individual or body will be better placed to be able to adapt to the eminent changes that may arise as a result of old age, infrastructural designs, health challenges and stressors. Physical resilience can be achieved through regular exercises, medical check-ups, adherence to proper dieting and nutrition. According to Lee *et al*. (2012) state that regular physical activity and a healthy diet can improve physical resilience and lower the incidence of chronic diseases over time.

Organisational Growth

Organisational growth in the area of management is the increase in an organisational scope, size, capacity, finance and sustainability over time. It can be measured in several ways, such as number of employees, revenue, products or services offered and market share etc. organisational growth comprises of internal and external growth. The external growth can be achieved through acquisitions, mergers, partnerships and strategic alliances. While internal growth is achieved through the expansion of organisation operations with its human and material resources, and; its strategic efforts to increase production capacity, introduce new products or services and/or entrant to new markets. According to Hill *et al*. (2002) external growth can provide organisations with a competitive edge by combining complementary resources and capabilities.

Financial Performance

Financial performance is noted to be one of the main and relevant dimensions that have widespread literatures. It is a very important measure to organisational growth and performance as it is in modern day management literature. It is apparently used to measure and evaluate business enterprise financial ability and they allocate and; utilize resources efficiently and effectively. Financial performance refers to the overall financial health of a company (Mairafi et al., 2021) cited in (Al-Obaidi & Ahmed, 2026). It is typically measured using financial indicators that evaluate profitability, efficiency, liquidity, solvency, and other key metrics (Al-Obaidi & Ahmed, 2026).

METHODOLOGY

The research chose to adopt a cross-sectional correlational design. The decision of considering this research design was reach because the study examine and ascertain the relationship between anger management and employee resilience as a determining variable of organisational growth of deposit money banks in Yenagoa, Bayelsa state. This approach or method empowered the researcher to empirically determine the strength and direction of the level of significant relationship between anger management and organisational growth and as well between employee resilience and organisational growth.

The population of this research include employees of selected deposit money banks doing business in Yenagoa, Bayelsa State. As at 18th of August, 2026 there are fifteen (15) deposit money banks in Yenagoa, Bayelsa state. The population figures from their human resource desks stood at five hundred and fifty (550). A multistage sampling technique was employe in the study and the sample size was determine using the Taro Yamane's formula at 0.5 level of significant to arrive at the sample size of 232. The Linear regression statistical tool was used to determine the extent to which anger management and employee

resilience cumulatively and independently relate or predict organisational growth. Finally, the hypotheses will be tested using the statistical package of social science (SPSS) version 25.

RESULTS

Test of hypothesis 1

Table 1: Summary of Multiple Linear Regression Analysis

There is no significant relationship between Emotional Regulation and Relational Resilience

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df2	Sig. F Change
1	.954[a]	.909	.909	.38060	.909	2304.234	1	230	.000
a. Predictors: (Constant), Emotional Regulation									
b. Dependent Variable: Relational Resilience									

Table 1 indicated that R = .954 which demonstrates an exceptionally strong positive linear relationship between relational resilience and emotional regulation. While R^2 = .909 Indicates that 90.9% of the variance in emotional regulation is directly explained by relational resilience. It also shows that F (1, 230) = 2304.234, p < .001 (Sig. F Change = .000): The model is statistically significant at the 1% significance level. relational resilience is a statistically significant predictor of emotional regulation.

Test of hypothesis 2

Table 2: Summary of Multiple Linear Regression Analysis

There is no significant relationship between Stress Management and Adaptive Resilience

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.964[a]	.929	.928	.29299	.929	2992.672	1	230	.000
a. Predictors: (Constant), Stress Management									
b. Dependent Variable: Adaptive Resilience									

Table 2 report shows that R = .964 demonstrates an exceptionally strong positive linear relationship between relational resilience and emotional regulation. While F (1, 230) = 2304.234, p < .001 (Sig. F Change = .000): The model is statistically significant at the 1% significance level. stress management is a statistically significant predictor of adaptive resilience.

Test of hypothesis 3

Table 3: Summary of Multiple Linear Regression Analysis

There is no significant relationship between Cognitive Restructuring and Physical Resilience

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.931[a]	.867	.867	.34221	.867	1503.667	1	230	.000
a. Predictors: (Constant), Cognitive Restructuring									
b. Dependent Variable: Physical Resilience									

Table 3 also shows that R = .931 represents a very strong positive linear relationship between cognitive restructuring and physical resilience. While F (1, 230) = 1503.667, p < .001 (Sig. F Change = .000): The regression model is statistically significant at the 1% significance level.

Test of hypothesis 4

Table 4: Summary of Multiple Linear Regression Analysis

There is no significant relationship between, Emotional Regulation, Stress Management, Cognitive Restructuring, Employee Resilience and Financial Performance

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.977[a]	.954	.953	.27785	.954	1178.410	4	227	.000

a. Predictors: (Constant), Emotional Regulation, Stress Management, Cognitive Restructuring, Employee Resilience,

b. Dependent Variable: Financial Performance

Table 4 shows R = .977 (Multiple Correlation Coefficient): Demonstrates an exceptionally strong positive linear relationship between the combined set of predictors (relational resilience, stress management, emotional regulation, cognitive restructuring) and financial performance. While F (4, 227) = 1178.410, p < .001 (Sig. F Change = .000): The overall regression model is statistically significant at the 1% significance level. The four predictor variables together significantly predict Financial Performance.

DISCUSSION OF FINDINGS

Table 1 expressed that there is significant relationship between emotional regulation and relational resilience. This result brings to bear that employee with tenacity to strive, relate with colleagues without acrimony will create harmonious relationships that will guarantee and sustain or improve organisational growth. This finding is in tandem with (Eysenck *et al*…,2007), that by regulating emotions, individuals can optimize their cognitive performance. In reference to this assertion, one can empirically infer that an increase in cognitive performance will lead to an increase in financial performance (organisational growth).

Table 2 empirically evidenced that there is significant correlation between stress management adaptive resilience. The interpretation is that employee who have the capacity and coping know how will manage stress better and it will further set the pace for resilient employee that will carry out productive activities cum organisational growth. In the views of Quick and Tetrick (2003) posit that stress related absenteeism can cause disruptions in workflow and ultimately affect the bottom line of the organisation. This position is a pointer to the fact that a well manage stress will improve employee resilience, workflow and; enhance organisation growth.

Table 3 result demonstrated that there is significant relationship between cognitive restructuring and physical resilience. This is a testament to the fact that employee who redirect their negative energies to a more positive ventures will be physically resilient and productive for the purposes of financial performance (organisational growth). This is to state that an increase in cognitive restructuring will metamorphose to resilient employee's that will create and sustain the enabling environment for organisational growth.

Table 4 multivariant analysis evidenced that there is correlation between emotional regulation, stress management, cognitive restructuring and employee resilience on financial performance (organisational growth). By regulating emotions, individuals can optimize their cognitive performance (Eysenck *et al*…,2007). In a social context, individuals or communities with high adaptive capacity can develop new strategies to cope with changing environmental conditions or economic shocks (Smit & Wandel, 2006). The nexus of correlation is that employees with coping strategies in managing anger triggering stressors

will by implication be resilient to face the tasks ahead and will be capable to give their best that will result in financial performance and in general organisational growth.

CONCLUSION

The centerpiece of this research paper was to investigate the relationship between anger management and employee resilience as a function of organisational growth of deposit money banks in Yenagoa, Bayelsa state. The research dwell on quantitative data and analysis on the empirical findings and subsequently concluded that there is significant correlation, relationship and association between the variables of emotional regulation and relational resilience, stress management and adaptive resilience, and cognitive restructuring and physical resilience and finally, all these variables above, have positive relationship with organisational growth. These findings concluded that deliberate management of anger in our organisation will spur employees to be resilient and resilient employees will put in their best to enhance workflows, maximize performance and enable financial performance cum organisational growth.

RECOMMENDATION

Emotional Regulation: emerging organisations like the banking sector should train and retrain employees on stress management, emotional intelligence and anger control so that they can constructively work under pressure and maintain positive mindset that will lead to improved productivity and organisational growth.

Stress Management: organisations should provide training opportunities for employees on stress management, counseling services, workload support and resting period. Inevitably, it will enable employees to cope with workplace stress or pressures and maximize productivity that will contribute to organisational growth.

Cognitive Restructuring: organisations should train employees in identifying and subsequently replacing negative thoughts with positive or realistic mindset and interpretations of challenges in the workplace. This can be an enabler of emotional stabilities, coping abilities and good decision-making that will enhance financial performance and organisational growth.

Anger Management and Employee Resilience: finally, management should promote and create a culture that values respect, teamwork and work-life balance, and also by recognizing and rewarding deserving employees for their achievements and efforts. This will in no doubt enhance anger management and employee resilient which in turn contributes to the growth of the organisation.

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