

**INFLUENCE OF PERCEIVED ORGANIZATIONAL  
CULTURE AND EMOTION REGULATION ON WORK  
VIGOUR AMONG EMPLOYEES OF COMMERCIAL  
BANKS IN MAKURDI, BENUE STATE**

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**ABSTRACT:** Following the continuous need for innovation prompted by increasing competition in the banking industry, banking organizations are saddled with the challenge of building and developing work vigour among their employees. Consequently, organizational researchers and professionals in the sector have started dedicating attention and resources to understanding the antecedents of employees' work vigour. This study is therefore one of those research efforts targeted at understanding the antecedents of work vigour in the workplace by investigating Perceived Organizational Culture, Emotion Regulation and Work Vigour among employees of commercial banks in Makurdi, Benue State. Cross-sectional research approach was used and a total of 207 (147 males and 60 females) respondents were purposively selected for the study. Their ages ranged from 27-58 years with a mean age of 46.39 years. Fifty-seven of the participants were senior staff members while one hundred and fifty were junior staff members. Organizational Culture Scale (OCS), Emotion Regulation Scale (ERS) and Utrecht Work Engagement Scale (UWES) were used to assess Perceived organizational culture, Emotion regulation and work vigour of participants respectively. Results showed a significant positive prediction of perceived organizational culture on work vigour [ $F(1,201) = 20.228, P < .001$ ]. The results of the study also indicated that emotional regulation significantly predicted work vigour [ $F(1,201) = 17.441, P < .001$ ]. There was also a significant joint prediction of perceived organizational culture and emotion regulation on work vigour, [ $R^2 = .108, F(4, 202) = 5.15, P < .001$ ]. The implications of these findings to the banking sector were that favourable organizational culture will provide employees with better emotion regulation and the opportunity to exert more efforts towards achieving organizational goal. It was recommended among other things that bank employees should be provided with an enabling organizational culture where they could effectively control their negative emotions as this will make them demonstrate their unique skills thereby fostering work vigour.

**Keywords:** Perceived Organizational Culture, Emotion Regulation, Work Vigor, Bank Employees, Makurdi

## **INTRODUCTION**

Organizations in the present fast-changing and competitive world of business face an increasing demand to engage in innovative behaviour to create and deliver new products or services in order to gain sustainable competitive advantage. To accomplish this task

successfully, organizations nowadays rely substantially on their employees' work engagement. The survival of corporate industries such as banks is dependent on maximizing profits from existing capabilities, while recognizing and adjusting to the fact that what may work today may not necessarily work in the future (Kortmann, Gelhard, Zimmermann & Piller, 2014). Therefore, understanding how to manage the balance between employee relations, adopting innovation and maximizing profits is critical by ensuring the retention of engaged and motivated employees. Empirical studies have revealed that work engagement is associated with various positive behaviours and outcomes for both employees and the organization (Kirkpatrick, 2007).

Engaged people are open to new ideas, are both physically and mentally healthy, look for their authentic talents, and start every day full of energy and vigour and ready to work. This is not just a positive for the person himself, it also stimulates their immediate coworkers and has a positive effect on the organization. Vigour refers to energy, mental resilience, determination and investing consistent effort in job (Rayton & Yalabik, 2014). Vigour is one of the aspects of work engagement that implies high levels of energy and mental resilience while working. Vigour refers to high levels of energy, feeling fit and strong, being able to work for long periods without getting tired. The enthusiasm shown by a person to do its personal job could be seen from the high stamina and energy while working, the willingness to take a serious effort in doing work and persistence and perseverance in facing the job difficulties. Vigour owned by each employee could affect their performance in the company. Performance is a result of the achievement in a certain task. If the employees carry out their work with high vigour, then they would complete their work optimally and it would have an impact on increasing the performance. Thus, it could be suggested that vigour has an effect on employee performance.

Given the continuous need for innovativeness in the banking sector in this era, the choice is now between survival and extinction. To survive, however, there is a need for the bank to encourage and promote innovative behaviour of their employees and this could be achieved through an organizational culture that nurtures work vigour. This is because some of the best suggestions and innovative ideas come from the most engaged and committed employees. On account of their constant interaction with customers and knowledge of the competition has to offer, employees are the best people who understand the pulse of the market and should be encouraged to come up with ideas that will help in creating innovative products and services that will benefit the institution as a whole. In order to promote organizational performance among organizations, substantial research efforts have been made to understand the determinants of work engagement. However, little of this research focused on Nigeria in general and the Nigerian banking industry in particular. Also, work vigour as a single factor especially in association with Organizational culture and emotion regulation was not given the desired attention in this sector. This study, therefore, takes a step further to bridge the gap in the research literature by examining the influence of perceived organizational culture and emotion regulation on bank employees' work vigour in Makurdi, Nigeria.

### **Perceived Organizational Culture and Work Vigour**

Robbins and Judge (2015) stated that organizational culture refers to a system of meaning-sharing done by members that distinguishes an organization from other organizations. Namrita and Yoginder (2017) investigated the relationship between organizational culture and employee engagement in the Himachal Pradesh hospitality industry and the results of the study show that there is a relationship between organizational culture and the dimensions contained

in employee engagement. Employee performance is influenced by enthusiasm and dedication at work, where the presence of these factors makes employees more involved with their work

A research conducted by Akbar (2013) on the impact of organizational culture on employee engagement among Primatexco Indonesia Employees in Batang shows that there is a significant influence of organizational culture on employee engagement, with an effective 2.6% contribution of organizational culture variables. These studies indicate that the stronger the organizational culture, the higher the level of employee engagement among employees (Akbar, 2013). Denison (2010) stated that employee engagement is the result of a well-formed organizational culture. Thus, organizational culture is an important factor that can increase employee engagement. Saks (2006) stated that job characteristics, rewards, recognition, supervisor support, distributive and procedural justice are the factors that influence employee engagement. He concluded that one of the impacts of the factor of employee engagement is Perceived Organizational Culture.

The theoretical background of employee engagement is discussed by Shaukat and Asadullah (2014). According to Shaukat and Asadullah, the Social Exchange Theory (SET) provides theoretical foundation of engagement of employees. According to SET, when employees are given Perceived Organizational Culture in form of values by empowerment and training, the employees feel sense of consideration and they repay the organization by showing engaged behaviour. This engaged behaviour of employees motivates them to perform more than their duties and results into the employees' performance being increased and more talented people attracted to the organization while disengaged employees are a liability to an organization (Ramachandran., Deepa, & Vallabi 2022)

Van den Berg and Wilderom (2004) also stated that organizational culture can better be defined by organizational practices such as recruitment, selection, training and development. These practices form the glue that holds the organization together which can be referred to as organizational culture and stimulate employees to engage to the organization. Van den Berg and Wilderom (2004) further argued that although values are typically not directly visible for employees, it is assumed that organizational values are expressed, in part, in organizational practices.

According to Jung, Munene and Ntayi (2009), Perception of Organizational Culture is widely considered to be one of the most significant factors in bringing about organizational change. This change can in turn influence employee engagement. Performance of organizations is dependent on the extent to which employee values are aligned to company strategy. Further in this regard, Lather et al. (2010) argue that organizational culture creates both stability and adaptability for organizations. Organizational culture also fosters adaptability by availing a clear set of principles to follow when designing strategies, for example performance management that is aimed at creating employee engagement to cope with new circumstances. Ramlall (2008) and Peters and Waterman (1982) cited in Kagaari, Munene, Ntayi, (2010) state that organizational culture has a positive effect on firm performance and that organizational culture is a key variable in achieving high level of engaged employees. In essence, it is possible to have engaged employees since organization's culture is a powerful driver of employee behaviour.

According to Wellins, Bernthal, and Phelps (2009), people are more likely to be engaged if their jobs and the culture of the organization match both their abilities and skills, and their

motivation and values. People also want to be recognized and rewarded for their contributions. Rewards and recognition come in many forms, including competitive compensation packages, a healthy Work Life Balance, among others. But perhaps more important is the heightened sense of what employees feel when their leaders take just a few minutes to let them know that they are doing a great job and that their contributions are valued and appreciated (Wellins et al., 2009). In addition, Denison (2010) 's study unearthed the fact that certain cultural attributes can make people satisfied and committed and more so simultaneously make them increasingly engaged. An organization 's cultural attributes measured in terms of what is expected of members is likely to drive employee engagement.

According to Tricia (2007), as cited in Kakongoro (2008), Perception of organizational culture ought to implant among other things employees' participation. The degree to which employees see themselves as participating in the decision-making process of an organization, directly influences their work and work mates, then, they adhere more to their roles and are finally engaged. Employees therefore need to always be given roles that are defined clearly in order to achieve organisational goals and the organisations need to look closely into supervisory and job-related climates if their employees are to be fully engaged. The job-related climate brings in a situation which indicates how a worker carries out specified duties and responsibilities. Primary findings have revealed that there is a relationship between organizational culture and employee engagement.

### **Emotion Regulation and Work Vigour**

Emotion regulation refers to automatic and cognitive processes that interact to influence the duration, intensity and expression of emotions (Grazt & Roemer, 2004). It is well established that individuals differ in their use of emotion regulation strategies and deficits in emotion regulation are associated with measure of mental health (Aldao, Nolen- Hoeksema & Schweizer, 2010). How employees regulate their own and others' emotions at work appear to play a key role in influencing organisational behaviour.

In the organisational psychology literature, research focusing on emotion regulation has emerged over two decades (Grandey, 2000) and interest in emotion regulation at work is growing rapidly (Yongmei, 2006). This interest may be attributed to the literature on emotional labour which is defined as "the management of feeling" (Hochschild, 1983). Hochschild assumed that customers could be described as the audience while employees could be described as the actors and the work setting as the stage. According to this framework, achieving organisational or personal goals requires regulating emotion at the workplace. For example, if employees were to display undesired emotions towards colleagues or customers, this would likely often reduce their job performance.

Wu, Yeh and Xu (2019) examined the effect of emotion regulation on work engagement and applied the environmental service companies of spiritual leadership as the moderator. 472 employees took part in the study and data was collected using questionnaire. Hierarchical regression was used to test the data collected and results show that emotion regulation significantly predicted work engagement with spiritual leadership moderating the negative effect of emotion regulation on work engagement. Few gaps can be identified in most of these reviews

### Hypotheses:

1. There will be a significant influence of perceived organizational culture on work vigour among employees of commercial banks in Makurdi, Benue State.
2. There will be a significant influence of emotion regulation on work vigour among employees of commercial banks in Makurdi, Benue State.
3. Perceived organisational culture and emotion regulation will jointly influence work vigour among employees of commercial banks in Makurdi, Benue State.

## METHOD

### Design

The study employed a cross-sectional survey approach. This is a design that involves the collection of data from a relatively large number of participants to make references about a population of interest at one point in time. The variables of the study are perceived organizational culture, emotion regulation and work vigour.

### Participants

The participants for this study consisted of 207 employees purposively selected from 15 commercial banks in Makurdi, Benue State, Nigeria. The participants comprised of 147 (71.01%) males and 60 (28.99%) females. The age of the participants ranged from 27–58 years with a mean age of 46.39 years. One hundred and seventy (82.13%) of the participants were of Christian faith while 37 (7.87%) were of Muslim faith. In respect to job position, 57(27.54%) of the participants were categorized as senior staff members while 150 (72.46%) were categorized as junior staff members.

### Instruments for Data Collection

A set of questionnaires was used for data collection in this study. The questionnaire consists of the following:

1. **Organizational Culture Questionnaire:** Perceived Organizational culture was measured using the Organizational Culture Scale developed by Gosh and Srivastava (2014). The scale consists of 23 items assessed via a 5- point Likert type scale ranging from 1- strongly disagree to 5- strongly agree. The present study has a Cronbach's Alpha of .74 reported for the scale.
2. **Emotion Regulation Questionnaire:** Emotion regulation was measured using Emotion Regulation Questionnaire developed by Gross and John (2003). This is a 13-item scale measured on 7-point Likert format of 1- strongly disagree to 7- strongly agree. The present study obtained an overall Alpha 's coefficient of .77. Sample items include; "I control my emotions by not expressing them."
3. **Work Vigour Questionnaire:** Bank employees' work vigour in this research was measured using the short form of the Utrecht Work Engagement Scale (UWES 9) developed by Schaufeli et al (Schaufeli et al, 2002). This measure is a three-factor scale consisting of nine items aiming to measure the three dimensions of work engagement- vigour; dedication and

absorption. Three items were used to measure vigour dimension. Items used to address the vigour dimension of work engagement include statements like (V1) At my work, I feel bursting with Energy, (V2) At my job, I feel strong and vigorous, and (V3) When I get up in the morning, I feel like going to work. All items were anchored on a seven-point Likert-type scale ranging from 1 (never) to 7 (always). Cronbach reliability coefficient for the work vigour subscale obtained during this investigation was .85.

### **Procedure for Data Collection**

Permission was sought from the management of each of the banks. The purpose of the study was explained to the participants. They were also given assurance of confidentiality and anonymity of their identities and responses. They were also informed that participation was purely voluntary and that they were free to stop whenever they felt uncomfortable to continue with the research. In total, two hundred and twenty (220) copies of the research instrument were administered to participants, however, only Two hundred and seven (207) representing 94% response rate were filled and returned for analysis.

### **Data Analysis**

Data collected for this study were analysed using Statistical Package for Social Sciences (SPSS) Version 26. During the analysis, frequencies were used to summarize and describe the demographic characteristics of the participants. Standard Multiple Regression was used to test the hypotheses postulated for the study; that is, to assess the independent and joint influence of perceived organizational culture and emotion regulation on work vigour.

## **RESULTS**

**Table 1: Standard Multiple Regression showing independent and joint influence of perceived organizational culture and emotion regulation on work vigour**

<b>Variables</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>B</b>	<b>t</b>	<b>Sig</b>
<b>Constant</b>	<b>.108</b>	<b>.105</b>	<b>44.580</b>	<b>-</b>	<b>4.415</b>	<b>.000</b>
<b>Org. Culture</b>				<b>.181</b>	<b>3.200</b>	<b>.002</b>
<b>Emotion Regulation</b>				<b>.504</b>	<b>10.215</b>	<b>.000</b>

The results in table 1 show that perceived organizational culture independently and significantly influence work vigour ( $\beta = 0.181$ ,  $t=3.20$ ,  $p < .01$ ). Perceived organizational culture independently accounted for 18.1% of the variance in work vigour. The result implies that favourable organizational culture will increase work vigour of the bank employees.

The influence of emotion regulation on work vigour was also assessed and presented in Table 1. The result shows that there is a significant influence of emotion regulation on work vigour ( $\beta = 0.504$ ,  $t=10.215$ ,  $p < .01$ ). It contributed positively by accounting for 50.4% of the variance

in work vigour among bank employees. The implication of the result is that employees with better emotion regulation will exert more efforts towards achieving organizational goal.

Finally, results presented in Table 1 shows that there is a significant joint influence of perceived organizational culture and emotion regulation on work vigour ( $F(2,202) = 44.580$ ;  $p .01$  with  $R = 0.108$ ,  $R^2 = 0.105$ ). The two predictor variables jointly accounted for 10.5% of the variance in employees work vigour

### **Discussion, Conclusion and Recommendations**

The study investigated the influence of perceived organisational culture and emotion regulation on work vigour among employees of commercial banks in Makurdi, Benue State. Findings from the study show that perceived organizational culture significantly influences work vigour. The findings further indicated that Perception of organisational culture has a significant contribution towards work vigour among employees working at various commercial banks in Makurdi, Benue State. From this study, it implies that organisational culture fosters work vigour. The way things are done in an organization increases employees passion for work and the feeling of wanting to stay and be identified with that organization.

This result is in line with Jung's (2009) finding where he reported that Perception of Organizational Culture is widely considered to be one of the most significant factors in bringing about organizational change. This change can in turn influence employee engagement. Performance of organizations is dependent on the extent to which employee values are aligned with company strategy. Organizational culture creates both stability and adaptability for organizations. Organizational culture also fosters adaptability by availing a clear set of principles to follow when designing strategies, for example performance management that is aimed at creating employee engagement to cope with new circumstances. Denison (2010), also confirms the relationship between organizational culture and work engagement. According to him, if organizations look at employee engagement alone, without considering the culture that employees work in, they potentially leave themselves blind to the strategic strengths and weaknesses in the organization that impact employee engagement and ultimately organizational performance.

Furthermore, analysis shows that emotion regulation has significant independent influence on work vigour. This result implies that the higher the ability of the employee to regulate emotion at work the higher the vigour to work. The employees' sense of attachment shown through physical and mental strength when doing work which turns out to be able to maximize the employee performance is influenced by the way employees manage emotions. This is marked by the high level of mental strength at work for each employee, the presence of optimal energy, the courage to do everything that they can, and the desire and willingness to put in serious effort in order to provide the maximum results in any given tasks is dependent on the emotion of the employee. The findings of this study have lend credence to several other findings. Sponton and Medrano (2019) revealed that emotion elaborative processes were associated with positive affect and engagement at the workplace. Similarly, Alfalah (2013) opined that improving one's own and others' emotions was found to be the most consistent mediator for the effect of the interventions on job outcomes such as work vigour.

Finally, the joint influence of perceived organizational culture and emotion regulation on work vigour was also tested and the results revealed that there was a significant joint influence of

perceived organizational culture and emotion regulation on work vigour among bank employees in Makurdi. This implies that when bank employees are provided with an enabling organizational culture where they could effectively control their negative emotions this will make them demonstrate their unique skills thereby fostering work vigour.

### **Conclusion**

Based on the findings of this study it can be concluded that perceived organizational culture is a significant factor in determining work vigour among bank employees in Makurdi, Benue State. Similarly, emotion regulation was found to be a significant determinant of work vigour among commercial bank employees in Makurdi, Benue State.

### **Recommendations**

Based on the findings of the study, the following recommendations were made:

- i. Bank employees should be provided with an enabling organizational culture where they could effectively control their negative emotions as this will make them demonstrate their unique skills thereby fostering work vigour.
- ii. Since there is a desire to have increased employee engagement at the workplace which leads to increased productivity, there is a need to instil appropriate organizational cultures. This could be done by putting policies and development plans that encourage a culture of creativity and encourages innovation at all levels of the banking system.

### **Limitation and Suggestion for Future Studies**

This study did not look into the effect of dimensions of organizational culture differences by Identifying aspects of Organizational Culture that have the strongest impact on work vigour for specific occupational group like banking sector where is high need for innovation due to the competitive nature of the sector. Along with organizational culture and emotion regulation antecedents, the consequences of work vigour as work engagement factor can also be included in future studies.

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