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Workplace Anger: A Solution Perspective

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ABSTRACT

One of the main components of natural emotion for every normal person is anger. Both suppressing and venting of resentments create unhealthy relationship in the workplace. A better alternative for controlling anger is to harness it rather than minimizing it completely. The purpose of this study is to find out what causes workplace aggression and its consequences as well as why is it better to divulge constructively instead of concealing it. This study involves semi-structured interviews with 35 participants of different levels of organization from within five different selected sectors of Bangladesh. Analysis of the data suggests several themes within the categories of causes and consequences of anger episodes. Thus this study helps the managers to gain new insights for reducing incidents of anger experiences as well as contributing towards the development of better coping skills to turn problematic situations into progressive solutions. In other words, it is better to be aggressively progressive than being progressively aggressive.

Key Words: Anger, Anger Management, Workplace Behavior, Managing Human Resources.

INTRODUCTION

One typical Monday morning, Ms. Gloria found that things are not normal like other days. She had a terrible fight with her spouse, she did not get proper transport while coming to office and finally after reaching her workplace it was already late. None of the students brought their assignments and this also triggered her anger and frustration since she is punctual, prim and proper in every task she does. And finally, she became dumbfounded when she realized that she is being blamed for what she has not done previously by her superior.

No matter what profession are we in, our life has become more stressful these days and the above scenario is quite common. Therefore, it is natural that employees will frequently experience anger while working with so many people each day – colleagues, students, superiors, suppliers, customers, other staff members. Anger is the basic reflection of human emotion which can be deflected from its origin towards a direction which is void of any positive outcome. Gibson and Barsade (1999) reported that almost half of all workers felt "a little angry" at work and almost a quarter felt chronically angry (Gibson & Barsade, 1999). Furthermore, on a study conducted for two-week period, participants at work, who in total recorded 168 anger events, experienced 42 percent "higher anger" events (i.e. events about which they reported that they felt either "quite a bit" or "extremely" angry) Grandey et al. (2002). Sometimes due to various reasons beyond control human mind being tormented can lead to willful mistakes. Still there is a lack of empirical research into the experience of anger in the professional environment and how to deal with it. This study tries to explore how to manage anger constructively in the workplace and provides suggestions for avoiding fostering anger (Nordqvist & Christian, 2013).

OBJECTIVE AND STRUCTURE OF THE STUDY

The main purpose of this study is to explore what makes employees of different categories/levels angry and what individuals and employers/organizations can do to control it constructively. And finally providing some measures which individuals as employees or employers as well as organizations can utilize to enhance productivity and remain successful globally.

In this paper a comprehensive summary of literature review is discussed. The discussion is in the areas of causes of anger, its consequences and how to manage anger in the workplace. These topics are reviewed to determine any common themes or vital differences. Any interrelationships between these areas are also considered and discussed. After the summary of the comprehensive literature, this paper tries to identify possible ways to manage anger in a useful way so that a harmonious situation at the professional environment can be induced.

METHODOLOGY

This study was conducted from January to March, 2016 on the basis of primary information through interview techniques (asking participants questions about their experience of anger in their workplace to identify prototypical features of their anger episodes). Interviews provide qualitative data which have the advantage of being more sensitive to respondents' meanings and interpretations (Coyle & Williams, 2000). 35 full

time employed participants were recruited through opportunity sampling, among 25 males and 10 females. A total of 10 participants were in the strategic level management positions, 13 were from mid-level and 12 were in operational level positions of five organizational sectors-small enterprises, education, telecommunication, banks, and health care. Interview question pattern was semi-structured including some open-ended questions and was conducted on one to one basis. Participants were reassured that their responses would be confidential and anonymous. Some personal observations were included to make this study clearer. The secondary data was collected from the existing literature on anger management, various published sources: research journals, articles, online articles, and books. The data was analyzed using descriptive pattern coding by hand.

LITERATURE REVIEW

Anger

Anger is a natural emotion that we all experience. It is a mood most people are worst at controlling (Tice, 2000). Mild forms of anger may include displeasure, irritation or dislike. When people react to criticism, threat or frustration, anger ignites- and usually this is a healthy response. When anger becomes a full-blown rage individuals' judgment and thinking can become impaired and they are more likely to do and say unreasonable and irrational things. According to the American Psychological Association, "Anger is a completely normal, usually healthy, human emotion." However, when it gets out of control it can become destructive (Holloway, 2016).

Most people experience anger a few times a week, says Kassinove (1997). According to a study by him and his colleagues, 58 percent of anger episodes include yelling or screaming. And less than 10 percent involve physical aggression. Even then, the aggression is usually mild and consists of throwing small objects, such as pencils, or shoving. Anger can even be positive. But problematic or dysfunctional anger can negatively affect their relationships, health and jobs. This workplace anger presents what one author called a "very real problem" for business, adding that "management cannot just ignore this any longer" (McShulskis, 1996).

Ellis (1977) said that anger is a rather strong emotion that tends to overlap or enter into areas of our life. Most people express anger to their associates with whom they are not angry. It leads to tension and counter-productive situations (Ellis, 1977). DiGiuseppe (1995) found that anger expression is at times non-verbal in nature, like becoming cold or indifferent to the activating source and where the actual objective is to hurt the transgressor or instigator, to get the transgressor to comply with one's wishes but in the long run seriously damaging the relationship (Di Giuseppe-1994/95).

Factors Increasing Anger in the Workplace

Anger stems from multifarious causes. It can be aroused because of financial problem, tiredness, grief, hunger, pain, injustice or may be humiliation etc. The most common factors that make people angry are:

Stressors

In life there are obstacles, both environmental and internal, that interfere with need gratification. Such obstacles bring about stress in the individual. Stressors such as interpersonal and intrapersonal conflicts can lead to situational anger. Several stressors in employees could be work pressure, conflicts with superiors and peers, or failure of work.

Personal and personnel problems

Sometimes a person's personal problems of home may affect their normal workplace behavior and trigger anger at workplace affecting others. So, personal problem could be diverted as personnel problem.

Overly strict or harsh leadership

Leaders, who are overly autocratic and coercive, their behavior might increase stress and leads to anger. Some leader may think that anger, aggression, and intimidation help them earn respect and get what they want, which is not true. True power doesn't come from hounding others. People may be afraid of you, but they won't respect you if you can't control yourself or handle opposing viewpoints. Others will be more willing to listen to you and accommodate your needs if you communicate in a respectful way.

Problematic colleagues

Some of the colleagues' behavior and attitude is so complex and complicated that could be a stressor for increasing anger of a person.

Culture

According to cross-cultural psychologists who align with the relativist view, thought and behavior can never be separated from specific historical and cultural contexts. Within this arena a complex confluence of perceptions, language, beliefs, religion, myths, longings and other attributes of human condition exhibit their deeply intense and quixotic dramas and are often aligned with cognitive anthropology, semiotics and hermeneutics (Lonner, 2002).

Family environment

DiGiuseppe (1995) mentions that "an individual learns a functionally alternative emotional script such as annoyance or non-disturbed anger and disturbed anger or rage from their family and culture" (Keats, Munro & Mann).

Since we are surrounded by a lot of factors creating anger, we have to understand how we can harness anger by confronting negative factors that directly influences mind and affluences perception.

Consequences of Anger

Workplace resentments have negative as well as positive consequences. Experiencing anger has been implicated to somatic problems and health concerns for the individual concerned. For example, some studies have linked the chronic suppression of anger with coronary heart disease and even cancer onset and progression (Booth-Kewley Friedman, 1987; Williams, 1987), while others have suggested that the chronic expression of anger is associated with increased systolic blood pressure (e.g. Vogele and Steptoe, 1993; Siegman, 1993; Spicer & Chamberlain, 1996). Workplace anger also has negative outcomes for the organization leading, for example, to theft, revenge and even violence and aggression (Deffenbacher et al., 1996; Fitness, 2000). According to a leading conflict management practitioner in America, workplace anger creates a "pressure-cooker environment that can lead to hostility and even violence" (Maurice, 1999). It would thus be a valuable contribution to organizational development if leaders and managers were able to manage anger in an appropriate way; "good supervisors know how to diffuse employee anger, placate angry customers and control their own angry impulses" (Ramsey, 2004) (20).

Anger Management

Anger management is a procedure of acquiring the skills to recognize signs that create anger, and taking action to deal with the situation in a positive way. In no way does anger management mean holding the anger in or trying to keep from feeling anger. Proper management of anger helps to understand whether to express or suppress anger.

Anger is usually dealt with by exhibiting aggressive behavior, but it can also be suppressed and create other emotional problems. Anger is expressed when an employee conveys felt anger to individuals at work who are associated with or able to address the anger provoking situation. Sometimes this expression crosses the limit which the observer finds socially or culturally inappropriate. This kind of irritated responses can be muted or suppressed also. These different forms of workplace anger should be managed positively. Several factors can make the difference between constructive and destructive anger. Constructive anger expression usually involves both people, not just the angry party. In the best-case scenario, the angry person expresses his or her anger to the target, and the target hears the person and reacts appropriately (21).

Technique for Managing Anger

Although several techniques are there for managing anger but Kassinove and Tafrate (2002), visualize similar combinations of interventions in a model that incorporates four stages of changing aggressive behavior (22):

- Stage-I: Preparing for change.
- Stage-II: Changing
- Stage-III: Accepting and adjusting
- Stage-IV: Maintaining change

ANALYSIS AND DISCUSSION

In the competitive and ever changing multicultural working environment, people of different needs, aspirations, personality, perceptions, abilities and attitudes are there to make managing human resources more challenging. From various literary sources, it is derived that anger may stem from varieties of factors. But how would the personnel react depends on the exact situation, in which position they are in or the role they are being played, personal capability of dealing with these situations etc.To make it clearer, the data gathered from participants of interview has been classified into different themes. The textual data are summarized and discussed below.

Flow of Anger From Different Levels of The Organization

It becomes quite difficult sometimes to figure out why employees show rage in the workplace, what organizations/ employers can do to reduce anger (both superiors' and subordinates')(23). To understand it more clearly we have to think, how anger flows from different hierarchical levels, what the incumbents want and how supervisors express their rage to their subordinates. So the main aim of the study was to find out how anger flows from different hierarchical levels.

Unlimited discretionary power of the top management level may tempt to bury the hatched and as a result they may want to unwind their fault by putting the blame on others who are down the line of management. More than half of the participants from the tactical level actually faced this kind of situation.

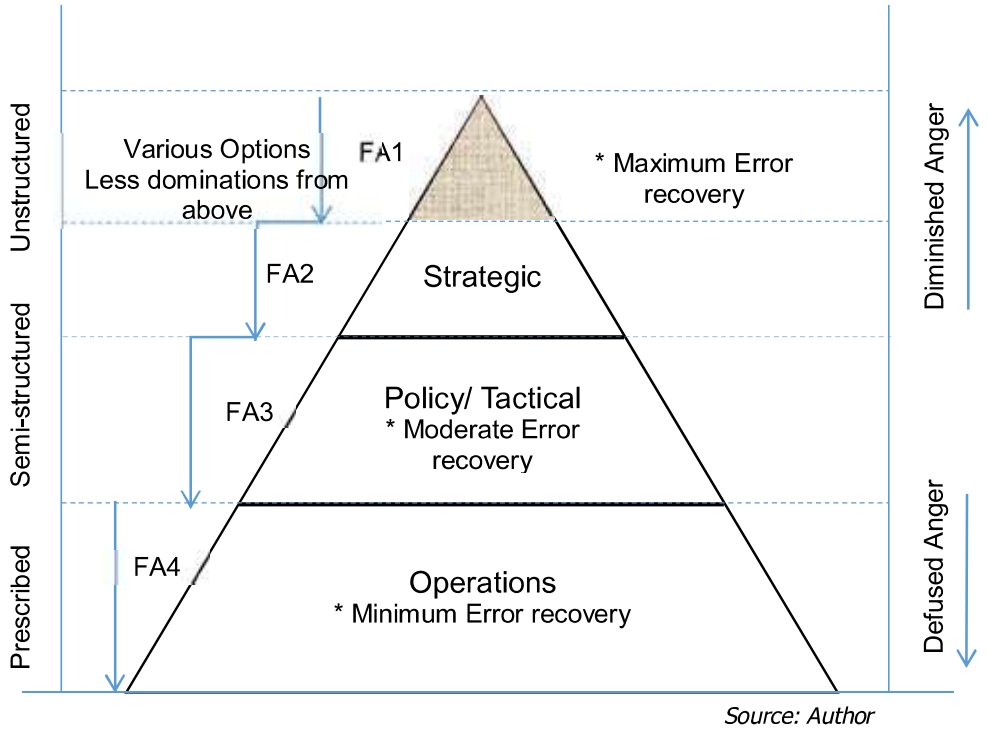

Figure I : Flow of Anger (FA) from Different Levels of the Organization (Sedimentation of Anger). Source: Authors

As a part of chain reaction as mid-level managers have auto discretion capability and they are only accountable to the top authority, they may have a tendency to put the blame on the operations level employees. Almost every participant of this particular level has frustrations for accountability to the supervisory level. Still they have limited discrete exercising capacity. Finally, as it is said by the operational level employees, since there is no hierarchical continuation, frustration mainly occurs in the operational level employees. They are highly engaged with the plan execution in a prescribed form. They literally do not have any option to show their sedimentary anger with their superior and as a reaction peer to peer conflict may arise.

Causes of Anger

From the analysis of data, a total of 16 categories of factors were identified and important themes are discussed.

Disrespect

20 participants from operations and mid-level of this study sometimes treated in a disrespectful manner by their leaders. Such kind of situations can be for instance, "Mr. Bob is a nice person but being a team leader he never tolerates any deviated performance of the team mates. He is straight forward so openly blames and insults others about their faults and believes that his behavior when angry is justified, thereby diluting motivation to change. He is considered as rude person and not liked by his team mates. In most of the cases, his brutal behavior ignites his team mates' frustration and resentments."

Unequal treatment

A total number of 18 participants, where majority are from operational level felt that they had been unequally treated in some way, (e.g. no promotion despite of meeting every criterion, no recognition, lower salary level compared to others who are in the equivalent position). For example, Ms. Jamima is highly capable and really knows how to do the task in an effective way but she is least interested to do so. Her reluctance is due to the recent promotion of her co-worker despite of her performance being less than Jamima. To make the matters worse, she found her friend doing the same job and making more money in some other organization, on the same level. This feeling of inequality makes her furious.

Excessive work pressure

Almost every respondent from different levels of different sectors mentioned this issue. They felt the huge work pressure were like mental harassment, these were mostly responsible for creating excessive heat in the work atmosphere, especially when it was time for meeting deadlines, they behaved in an inappropriate manner with their colleagues and family members.

Lack of enablement

13 participants raised another major issue that ignites anger while working with other colleagues. Some of the colleagues made unintentional mistakes. For instance, "Mr. Tamim is a highly engaged person, full of energy and moderately competent. Despite of such characteristics, he has not been ranked as a good performer by his superior. Most of the times he cannot meet his superior's expectations, as to him given goals are too high to meet. This makes him frustrated and furious. In this case, he cannot blame his supervisor. His supervisor and organization has the key to change this frustrated person."

Lack of engagement

Some of the corporate level and mid-level employees responded that they became less engaged when the organization failed to meet up their expectations. Some high proficient employees became reluctant to engage with high priority works when they were treated unreasonably.

Miscommunication

Bad communication often stimulates angry responses, said by some of the participants. One respondent complained he found an email which was from a colleague who belongs to other team. They blamed his team for the fault which was found in the order process. That was not actually done by this team. He was thinking furiously of some apt answers to heave to that person and tried to find the loop holes of that particular team's processes. The language of an email has the power to start a blame game.

Unprofessional behavior

12 participants raised another issue that their colleagues behaved in a manner which triggered their resentments. Some colleagues never able to manage the deadlines and because of them the respondents suffered. Some of them faced this issue while dealing with the suppliers.

Improper expectation management

Participants who raised this issue are mainly from operations level, explained that when organizations could not meet up their expectations (e.g. pay raise, promotion, and other financial and non-financial rewards) they felt frustrated. On the contrary 7 participants from top level management expressed that their resentments and frustrations increased when they found less standard performance from their team mates (subordinates).

Lack of proper leadership

A number of participants explained they were not being supervised properly and this created bad impact on their performances. Mostly their leaders were not empathetic and they were reluctant or unable to understand their team mates' emotion. Respondents also said that they were not listened by their superiors. They could not participate in the decision making processes.

Absence of recognition and support

11 respondents said they never been rewarded for their hard efforts. They had never been appreciated by their leaders and peers which sometimes became a trigger for resentments.

Lack of authority

8 participants faced aggressiveness in their behavior when they felt they had no authority over the situation. They found they were being controlled by their superiors and mostly they were being blamed for what was not actually their fault.

Improper person-job-fit

Some respondents were highly skilled but they were unsuccessful since organizations could not properly match the best person for the job. Some felt demeaned enhanced their frustrations and resentments.

Characteristics of Anger

The next aim of this research was to find out how participants behaved during anger situations as well as their frequency; duration and intensity were also studied.

Behavior of respondents during anger situations

From the responses, three different themes were identified.

Expressed anger: Half of the participants of the interview said that, they usually expressed their anger verbally to the offender. This expression could be either in an aggressive or non-aggressive manner. An aggressive manner involves crossing the line for example- approaching and insulting the offender with offensive language. On the contrary, participants confronted the offender directly to make them understand what made him angry. In non-aggressive manner of anger expression, offender is confronted boldly but politely. Some of the participants said since they cannot approach their team leaders or higher authority they expressed their anger to the third party who is not involved with the issue. Some participants showed rage to some inanimate objects or expressed their rage thorough their gesture and posture.

Suppressed anger: Of the total participants, 9 were suppressed their anger by staying quite or by ignoring the offender.

Controlled anger: Only 5 participants believed that they expressed or suppressed their rage in a controlled manner. They knew when they had to express or suppress it to the offender.

Frequency, duration and intensity

The frequency, duration, and intensity of anger varied from person to person and from situation to situation. Some of the participant's anger fluctuates and less intense, while others felt that their anger lasted for longer hours.

Consequences of Anger

How the participants felt and behaved after anger episodes were coded into different labels. The consequences can be short or long term.

Quitting the job/ strong feeling to quit

For 16 participants,quitting is the ultimate option left to resolve anger. Among them 2 participants actually left their workplace for an anger event with their immediate supervisor. Mostly they think about quitting because of the mismanagement by their higher authority, injustice or being ignored by the senior employees.

Health issues

Ten percent of the total participants became over stressed and had to face chronic anger which is bad for their health.

Bearing anger at home

Almost every participant said their anger incidents affected their personal and family life. They scream at their kids, spouse and other family members.

Relationship severs

Some participants avoided those with whom they faced angry situations and they tried to maintain this since there were some offenders who create irrational problems.

Constructive result

Only few participants said that they found constructive results after angry episodes, e.g. better performance from team mates or their own performance. To enhance progressive results, they prefer to resolve the situations by accepting apology or asking for apology. The participants who faced this never let the resentments of their colleagues to carry on.

Affects the work environment

Workplace anger not only affects individuals involved in it, but also other people working in the same workplace. It affects the whole atmosphere of workplace and team mates' motivation.

Strategies to Manage Anger Constructively

The purpose of this study is not to find out paths for totally eliminating anger from workplace, rather finding out some techniques which will help management practitioners and employees to make problematic situations to a progressive one. Employees as well as their superiors should sharpen up their intelligence to convert occurrences of anger expressions into a constructive booster force. However, the fact is, every time it is not possible to re-channel or transform resentments to a positive action. Different scenarios of resentment require different types of strategies to resolve it.

After discussing about different situations which stimulates anger and resentments of the actors related with the situations, some strategies can be delivered to the employees (superior-subordinates) as well as employers for managing anger and rechanneling energy to a desired direction. (24) (25).

Developing Positive Attitude to Manage Anger

Not everyone feels it comfortable to resolve an angry situation. However, people related with it must have the attitude to understand whether it really makes sense to become rigid for longer hours and find out the factors which stimulate it. Further, thinking it as a force to create a momentum, will ultimately tune their work to perfection. But, there are people who cannot easily change their mentality towards empathetic behavior whenever necessary and thinks their anger is justified in some cases. For them a changed version of the model of four stage techniques of Kassinove et al has been developed into three stages. This will be helpful for developing the attitude of changing or rechanneling anger to an assertive action,

Stage I-Increasing Awareness and Motivation to Change

Before the situation gets worse, related persons must think about the way they behaved and its consequences. It would be helpful if individuals and management try to understand why their mental revolution is necessary. They should grow the positive attitude toward finding out what ignites their anger. Also they have to think logically rather emotionally, as being emotional sometimes ignites frustrations. Some situations are beyond control and are unmanageable. Affirmative awareness will actually affect their productivity and relationship with others, obviously in a positive way. Thus, thinking about what makes them successful

and the judgment of the situation for the betterment will help to grow the urge to make a change.

And side by side, organizations also need to be changed if they want to retain and develop a successful talent inventory. Employers should develop workforce who are aligned with their role and leaders should change their attitude toward giving the freedom of thoughts and decision making of employees. There should be an open environment where they encourage wild, unrealistic ideas from employees. This would help them to feel that their superiors are at least listen to them. Thus opens up employees' spontaneous creative thinking ability and melt down resentments.

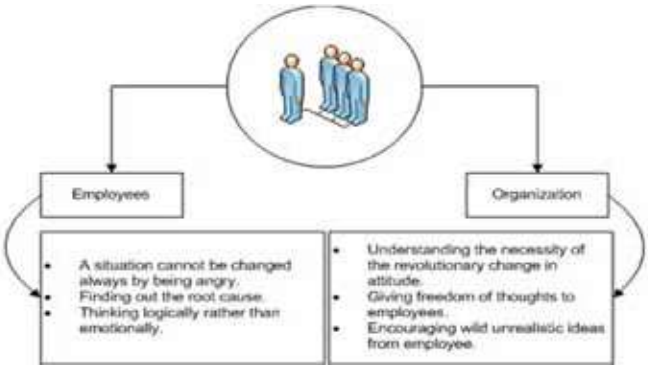

Figure II: Ways of Increasing Awareness by Employees and Organizations. Source: Authors

Stage II- Accepting and Changing the Culture of the Workplace

At this stage, people with anger habits who are willing to change themselves need to find alternative ways of responding to an anger situation instead of regular responses. Organizations should also accept the change when necessary. Individuals must have the courage to avoid or skip the issues which triggers ignition or tackle the situation in a different way other than the way they usually dealt with. However, it is not always possible to think or take everything positively. So, they must learn positive confrontation, that is, the art of saying 'No' whenever needed to enhance their dignity as a human. Developing some virtues like forgiveness, compassion and avoiding feeling of bitterness against those who might anger them would help. Organizations should create an open environment to encourage employees to adopt these changes.

Stage III- Continuous Renewal

Since we live in a hectic, fast paced environment, change for once in a life time would not help. Different other triggers will crop up which re-ignite anger, so maintaining the positive attitude toward continuous rejuvenation of anger triggers to constructive action would be helpful. It is also true that not every anger episode makes sense or manageable. So, it is also important to let go of this type of situations. Finally, adopting what so ever change is required will be a great idea to deal constructively with workplace anger.

Sharpening Emotional Intelligence will be a Great Strategy

The workplace is full of different emotional threats, but mostly these emotional responses end up creating an automatic defaulting expression, which is anger. The current study tries to create a particular interest on employees and leaders to become aware and control their own emotion as well as understand other's emotions. Only developing a positive attitude towards resentment is not sufficient. Individuals must have to detect the situations which stimulate their temper; the factors those creates angry responses and how to deal with it. They need to understand other's emotions as well. This means they must have to be empathetic to others. This understanding is called emotional intelligence. Emotional intelligence is absolutely necessary for managing positive angry responses. Though how much intelligent a person is, depends on the molecular structure of the genes, but he can cultivate it. Employees should build relationships and treat their co-workers with respect; going to the work with positive attitude; if somebody has a bad day, let people know that s/he is struggling. If employees feel that they are getting angry, they should take a moment to examine 'why' before reacting. Organization can help employees who trace the root cause of their discontent by establishing (if not present) Employee Assistance Program (EAP). This would actually help employees to get assistance of therapists in this regard. But only being emotionally intelligent would not just help a person to minimize the pique but also to avoid the perceptual problems which are the starting points of undesired conflicts.

Managing Expectations of Human Resources

Expectation management is proportionate to anger management. Supervisors can defuse the anger triggers if they try to fulfill the expectation of their subordinates.Sometimes employees are dissatisfied because of poor facilities, salary or organizations are reluctant to meet up the rational expectations of the workforces. This will automatically spark the feeling of discontent hence anger ignites. Superiors should give the privilege and make the workplace flexible enough to establish their control over them. Giving training and developing employees to make a proper employee-job-fit is a must for a healthy environment and productive workplace. Employers ever changing expectations or irrationally high expectations towards employees also create frustrations on both ends.

Spiritual Management as a Tonic for Anger Management

Developing an internal control of managing thoughts and emotions can be used as an element to fine tune managing discontent, frustration and reduction of stress. This can be done thorough enhancing spiritual ties through prayers and meditation. This practicing of spirituality creates inner-peace and reverence for life and also multi viewing ability from different angles of perception. Thus it helps to build stronger capability of managing anger for the incumbent. The ability of replacing anger with forgiveness and judgment with compassion also helps a lot. The superiors may play a great role in reducing their subordinate's anger. Being empathetic with subordinates would definitely help to neutralize, if their anger rose because of unfulfilled demands which cannot be met by the organization.

Positive Leadership

Leaders can make employees feel better. Rather than providing big goals, managers should segregate the goals into different milestones. In this way, they can enhance the

success rate as well as produce happy and less stressed workforce. Thus, chances become low to face any anger trigger.

Focusing on Memento

Sometimes the situation is such that we can do anything by confronting with the person responsible for it. Learning to channel anger to some inanimate/ animate objects is a powerful tool that can bring positive change in this type of situations. Incumbents may use tokens of memento representing good memories, for instance, first school prom photo, baby's first pair of shoes, first matchbox car etc. In this way their anger may be diverted and reduced.

Facilitating employees with some recreational programs

Employees are becoming exhausted and they claimed this issue as vital factor for enhancing resentments. Organizations can utilize some relaxation techniques, for example- some space for indoor games, gymnasium, space for relaxation etc.

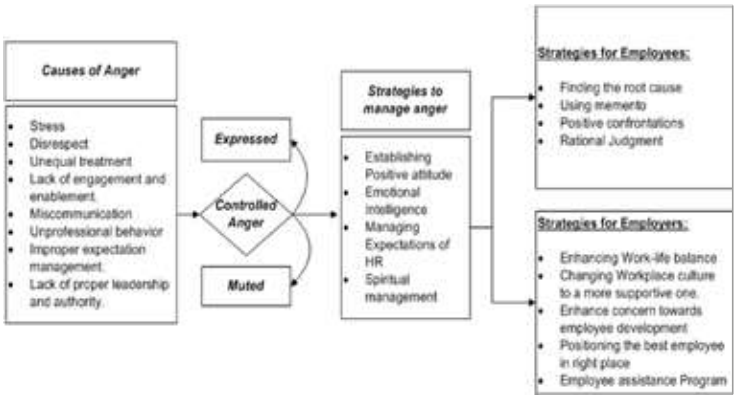

Figure III: Model for Managing Anger. Source: Authors

CONCLUSION

Neither tranquility nor chaos can play a master role in our day to day life. It is always a mixture of these two factors. Depending upon situation the mixture ratio varies. Now the question is where the balance is, naturally the answer is anywhere, depending upon the nature of the situation, managerial capability of the person(s) involved, role being played, working environment and stress, experience level and aptitude.

Theoretical Implication of the Model of Anger management

This study makes clear understanding about how people think and make sense of their emotions in social contexts like the workplace. To trim down workplace aggression, organizations need to make a balance between these factors by facilitating employees to make work-life balance, meeting the rational expectations of employees, enhancing the scope for proper employee-job fit, providing supportive organizational environment and proper resources at the right time etc. Most organizations of Bangladesh are not concerned about the recreational facilities or any training programs to relief employee stress and control anger. Without providing the basic things that employees demand most, even the most motivated employees can become frustrated and aggressive. Some actions could also be taken by individuals who work in organizations as employees. Mental revolution, forgiveness and compassion, ability of searching out the actual problem may be helpful to manage workplace anger. It is also clear that, both the management and employees need to understand that, at some point anger does not make sense on that particular situation. Finally, individuals must consider the fact that although venting resentments is not always a good idea, but if anger cannot be uttered on time, the expression may be devastating.

Practical Implication of the Anger Management Model

However, perceived workplace environment cannot be achieved without receiving the full support from both management and employees. Even though one party follows the strategies given in the model and do not receive the congenial behavior from the other party, this model will not be helpful.

This study has some limitations since it is not corroborated using in depth field study to make a more powerful model for managing anger which could be used by the employers as well as employees. This study has future scope of further investigation and analysis by conducting surveys on real-time anger episodes of employees of specific sectors for finding out different angles and aspects of difficulties which create employee frustration thus enhance rage and resentments.

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