



Effective factors on outcomes of anger management in workplace

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ABSTRACT

A social problem in the field of sociology of emotions is addressed in this study. The focus of this study was the significance of EGFI as a public service organization which allows the development of non-oil export revenues, and attitude of employees toward their emotional labor which may result in success or failure of EGFI. The methodology used was descriptive survey. The studied population included EGFI employees in 2013. In total, 142 questionnaires were distributed among personnel of whom 117 questionnaires were completed. This study used the theories of sociologists of emotions like Hochschild, Harlow and Kang. The input data was analyzed by LISREL and SPSS and hypotheses were tested. Individual factors such as age, gender and education and organizational factors including experience and organizational position were effective on anger management and its negative outcomes.

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1. Introduction

Although emotion is the direct result of culture, it acts as a signal to guide people how to behave in a social setting. Emotions are the same respond to social situations based on relationships and social learning. Sociological approach to emotions focuses on the neglected social aspects of emotions including historical and cross-cultural variables, their hidden social functions, and their relationships with social conflict as well as their modification with the social institution. According to sociologists of emotions including Hochschild (1983), emotions similar to other behavioral patterns appear within the framework of social laws and norms. According to Hochschild (1983), people realize their conditions based on which they show emotions. People not only know the emotions they need to show, but also control their emotions to suit the current situation even if the conditions do not correspond to their inner emotions. When people control their emotions as a part of their job, their feelings turn into goods. In other words, emotion management is sold for wages. In this case, emotion management becomes emotional labor. Emotional labor is in fact human capability in stimulating or suppressing and maintaining emotions in the face and external appearance to induce right mental conditions in others (Hochschild, 1983). Emotion management is essential to promote and carry out activities in the

workplace. However, outcomes of emotion management are also highlighted. One will be satisfied with his job if his emotion management is followed by positive outcomes and positive attitude, while negative outcomes of and negative attitude toward emotion management in the workplace will be followed by job dissatisfaction. Export Guarantee Fund of Iran (EGFI) is an organization affiliated to the Ministry of Industry and Trade and Mines and an independent legal and financial entity which helps exporters improve their commercial situation and allow the development of non-oil export revenues. EGFI is an internationally known organization specialized in domestic and international levels and interacts with its customers. Most of the studies on emotion management have been conducted in the same service sector. Since this study addresses a social problem, it is an applied research to achieve the following objectives:

- Identify the level of emotion management in the workplace (EGFI employees)
- Determine the negative outcomes of anger management in the workplace
- Identify effective factors of emotional labor (anger management)
- Identify the role of individual and organizational factors in outcomes of emotional labor

By reviewing literature, the theories of emotion management are discussed below. Studies have been conducted worldwide on the factors effective on emotion management as well as its relationship with other variables. The basic ideas of these studies can be used for the studies conducted in Iran. However,

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there is no available study on emotion management in Iran. It is noteworthy that the sociological study of the subject according to processes and social realities of Iran, such as depression, alienation and job dissatisfaction which lead to operational inefficiency are important and it will be certainly followed by interesting results. Theories of Hochschild, Kang and Harlow are used to develop the theoretical framework of this study.

Hochschild (1983) proposed the idea of emotion regulation. Emotion regulations are actually cultural norms which govern the role and real experience of emotions. Hochschild believes that people control their emotions by outward expressions (surface acting); they even manage their old thoughts and memories by deep behaviors to express their feelings fitted to social norms. Hochschild (1983) called this social process as emotional labor or emotion management and warned that those who are committed to emotional labor for a long time will suffer one of the following three potentially dangerous outcomes: 1) destruction of essential self and its integration in the job role which may ultimately lead to the experienced depression; 2) alienation of essential self and job role which may destroy essential self and ultimately lead to the experience of unrealistic feelings and their imposition upon essential self; 3) integration of job role in essential self and ultimately destruction of job role, leading to unrealistic feelings or pessimism in the workplace (Maslach, 1976). The careers presented by Hochschild (1983) as the jobs requiring emotional labor were mainly in relation to the service sector. Harlow (2003) also addressed those professionals whose emotional labor was in favor of both customers and superiors in the workplace. Harlow (2003) also examined the ways in which the race of professors influenced their emotion management in the classroom. He realized that black professors experienced complex emotions different from their white peers in the classroom. He showed that black professors had to control their emotions and reactions to the challenges in their scientific credentials, qualifications and abilities to teach and assess students. In fact, Harlow believed

that black professors had to control their emotions by awareness of racial barriers at the macro level as well as reduced significance of these barriers at the micro level because of concerns about the effect of racist ideas which were imposed on them every day (Harlow, 2003).

Kang (2003) studied manicurists working in barbershops and found that many of them were well trained to take advantage of emotional acts such as sympathy. Hochschild, Kang and Harlow evaluated the outcome of emotional labor on factors such as gender, race and ethnicity (Kang, 2003). Hochschild (1983) believed that women are more likely to engage in emotional labor. He found that women are more likely to be influenced by negative emotions of others and they are expected to express positive emotions. Hochschild (1983) concluded that women are less defensive to emotions than men. This eliminates their advantage of interaction and communication. Following Hochschild, other authors studied gender differences in other professions and drew similar conclusions. Unfortunately, majority of these studies focused on either masculine jobs (e.g. police officer, worker, lawyers) or feminine jobs (such as court clerk, nurse, beautician and hairdoer). These studies confirmed that women quantitatively and qualitatively exercise more emotional labor than their male peers. In other words, women were expected to exercise more emotional labor which was different from men's labor. Based on above theories (Hochschild, Kang and Harlow), this study addresses the individual factors (age, gender, marital status, education and ethnicity) and organizational factors (experience and organizational position) of emotion management and its negative outcomes (depression, alienation, job dissatisfaction).

The analytical model derived from theoretical framework suggests that negative emotion management (anger) in the workplace is effective on negative outcomes (depression, alienation and job dissatisfaction) and emotion management is influenced by individual factors such as gender, age, education, race and ethnicity, marital status, as well as organizational factors such as organizational position, experience and working conditions (Fig. 1).

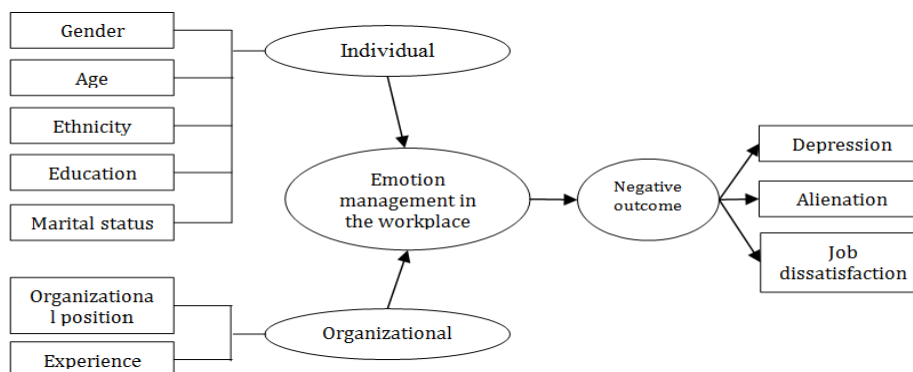


Fig. 1: The theoretical framework

Based on the theoretical framework, five hypotheses and twelve sub-hypotheses are extracted. Hypotheses are listed below:

1. Individual factors seem effective on anger management.

2. Organizational factors seem effective on anger management.
3. Effect of these factors seems different in anger management.
4. Anger management seems effective on negative outcomes (alienation, depression and job dissatisfaction).
5. Effect of anger management factors seems different in negative outcomes (alienation, depression and job dissatisfaction).

Sub-hypotheses are also listed below:

- Individual factors and anger management:
 1. Gender seems effective on anger management.
 2. Age seems effective on anger management.
 3. Ethnicity seems effective on anger management.
 4. Marital status seems effective on anger management.
 5. Education seems effective on anger management.
- Organizational factors and emotion management:
 6. Organizational position seems effective on anger management.
 7. Experience seems effective on anger management.
- Anger management and negative outcomes:
 8. Anger management seems effective on depression.
 9. Anger management seems effective on alienation.
 10. Anger management seems effective on job dissatisfaction.
- Anger management factors and negative outcomes:
 11. Individual factors seem effective on negative outcomes of anger management.
 12. Organizational factors seem effective on negative outcomes of anger management.

2. Materials and methods

This section first defines the basic concepts addressed in the study:

Emotion management: When people control their emotions in their private lives (for example, expression of sorrow at a funeral or happiness in a wedding), it is believed that emotions have practical value. Hochschild (1983) called this social process as emotion management. Emotions have long been a mystery of human. Typically, we develop emotional modes without knowing what is happening inside. Everyday life is full of pleasant and unpleasant modes, which allow one to define himself and his identity if they are experienced. In many cases, human does not trigger these modes; he is only exposed to their experience. This is why human has always been concerned with this mysterious aspect (Rabbani and Kianpour, 2009). In this study, emotion management focuses on negative emotions, particularly anger, in the workplace.

Alienation: literally, alienation means loss or disconnection of something. The term was particularly noted in Marx's Economic and Philosophical Manuscripts (1844), in which alienation is used for a human alienated with human nature (Marx, 1964).

Alienation was first discussed by Hegel. According to Hegel, alienation refers to unawareness of the basic fact that there is nothing but mind. Each stage of history unaware of this fact is alienated. Hence, Hegel's alienation is closely related to awareness even though awareness refers to the knowledge on general and absolute mind and any look grasping beyond the mind is faced with alienation because there is nothing beyond the mind and absolute spirit.

Depression: Depression is a state of sadness, helplessness and hopelessness caused by failures. Depression is characterized by feelings of sadness, low self-esteem and lack of interest in any activity and everyday pleasure. Depression is also called mental cold. Depression leads to significant disability in the areas of personal and social life and employment. Depression affects daily functions such as eating and sleeping and health. Depression depends on several factors, including dissatisfaction with society and psychological factors related to the society (Seyedjavadin, 2004).

Job dissatisfaction: job dissatisfaction refers to one's attitude toward his job. Job dissatisfaction may result from different causes in different levels. For example, a person may feel dissatisfaction with his payments, while he is satisfied with other factors. One's satisfaction in the team may be influenced by colleagues, managers and supervisors.

Employee dissatisfaction may influence their absence and displacement. Dissatisfied employees do not go to work for various excuses or seek another organization. In contrast, satisfied employees go to work on a regular basis.

The methodology used was a quantitative survey using a researcher-made questionnaire, which contained questions on the factors effective on anger management in the workplace and its negative outcomes. Questions measured the variables and tested hypotheses. Respondents included EGFI employees of both genders regardless of their education or position. Thus, census was considered for this study. Questionnaires were distributed among 142 respondents, of which 117 questionnaires were completed.

Formal validity was measured by experts (advisors and consultants). Raising questions using the considered theory provided construct validity. Reliability was measured by Cronbach's alpha for the questions which were scored on a Likert scale. The Cronbach's alpha (0.754) confirmed the reliability based on pre-test data of 30 subjects.

3. Results

In this section, the encoded data was analyzed by SPSS and LISREL and interpreted. The individual

factors included gender, marital status, age, education and ethnicity. Organizational factors included experience and organizational position. Respondents were of both genders (72.6% male and 27.4% female). Respondents were married (82.1%) and single (16.6%). The age groups included 35-40 years (22.2%), 40-45 years (32.5%) and over 45 years (23.1%). Education of respondents varied from high school diploma (21.4%), associate degree (9.4%), Bachelor's degree (29.9%) and master's degree (37.6%). Respondents were of different ethnicities including Fars (40.2%), Turk (24.8%), and Lor (9.4%). The respondents included general employees (26.5%), executives (35%), head of department (18.8%), deputy director (5.1%) and manager (11.1%). Respondents had less than 5 years (9.4%), 5-10 years (10.3%), 15-10 years (38.5%), 15-20 years (22.2%) and over 20 years (19.7%) of experience. Questions measured the variables including negative emotional state, anger cause, anger control, voluntary anger control, depression and job satisfaction. As the results show, people get angry very rarely in the workplace, while they never get angry with the client. People get angry rarely

because of the inequality in status (rewards and respect) in the workplace, while they get angry very rarely due to work conditions (hours of work and facilities). People highly control their negative emotions (such as anger) in the workplace. People strongly agree that negative emotion control (such as anger) is part of their job. People very highly avoid hurting others' (colleagues and customers) feelings. People very rarely express negative emotions (such as anger) to maintain their positions. People feel less growth in their current job. People very rarely feel depression at the end of the working day. People highly value the quality of their task. People lowly believe that they should change their jobs periodically.

3.1. Normal distribution of variables

Variables are normally distributed ($\text{sig} > 0.05$); thus, the null hypothesis is not rejected at 95% confidence level. Parametric tests were used to test the hypotheses (Table 1).

Table 1: Distribution of variables

Variable	k.s value	Sig.	Result
Negative emotional state	0.837	0.485	Sig>0.05 normal distribution
Anger cause	0.770	0.593	Sig>0.05 normal distribution
Anger control	0.742	0.640	Sig>0.05 normal distribution
Voluntary anger control	0.617	0.841	Sig>0.05 normal distribution
Depression	0.666	0.766	Sig>0.05 normal distribution
Emotion management	0.879	0.422	Sig>0.05 normal distribution

3.2. Hypothesis testing

Parametric tests were used to test hypotheses considering Kolmogorov-Smirnov results. The sub-hypotheses 1, 2 and 5 were confirmed. This means that gender is effective on anger management (mean = 3.27 for women and 2.99 for men). Moreover, there is a significant difference in emotion management of employees in different age groups; thus, age is effective on emotion management. Moreover, there is a significant difference in emotion management of employees with different levels of education; thus, education is effective on emotion management. However, the sub-hypotheses 3 and 4 were rejected. That is, ethnicity and emotion management are not correlated. Therefore, ethnicity is not effective on emotion management. Moreover, marital status and emotion management are independent variables. Therefore, marital status is not effective on emotion management. The sub-hypotheses 6 and 7 were confirmed; that is, organizational position and experience are positively effective on anger management. For the sub-hypothesis 6, $\varphi_c = 0.531$, representing a mean association between organizational position and emotion management; thus, organizational position is effective on emotion management. For the sub-hypothesis 7, $\varphi_c = 0.627$, representing a mean association between experience and anger

management; thus, experience is effective on emotion management. As the findings related to organizational factors show, the hypothesis 2 is confirmed. However, there is a difference between organizational position and experience.

The hypothesis 3 was confirmed by the sub-hypotheses 1 and 2 and the difference in classifications considered for each hypothesis; that is, the effect of individual and organizational factors is not similar on anger management. The sub-hypotheses 8, 9 and 10 were confirmed. That is, anger management is positively effective on alienation and depression. People who exercise more emotion management are more prone to depression. Moreover, anger management is negatively effective on job satisfaction. People who exercise more emotion management are less satisfied with their jobs. These findings confirm the hypothesis 4. To test the sub-hypothesis 11, the effect of individual and organizational factors was evaluated on outcomes of emotion management. As the findings show, individual factors except ethnicity are effective on negative outcomes of anger management (Table 2).

As shown in Table 2, $\text{sig} = 0.000$ for gender, marital status, age and education. Since $\text{sig} < 0.01$, the null hypothesis is rejected; thus, there is a correlation between individual factors and negative outcomes of emotion management at 99% confidence level. Moreover, $\text{sig} = 0.540$ for ethnicity.

Since sig >0.01, the null hypothesis is not rejected; thus, ethnicity and negative outcomes of emotion

management are independent variables at 99% confidence level.

Table 2: effect of individual factors on outcomes of anger management

Individual factors	Chi-Square Tests		Symmetric Measures			
	Chi square	Sig.	Phi	Sig.	Cramer	Sig.
Gender	1.4091	0.000	0.591	0.000	0.591	0.000
Marital status	1.9327	0.000	0.630	0.000	0.630	0.000
Age	2.9666	0.000	0.445	0.000	0.445	0.000
Ethnicity	6.271	0.540	0.244	0.540	0.173	0.540
Education	3.0589	0.000	0.647	0.000	0.647	0.000

Organizational factors (organizational position and experience) are effective on negative outcomes

of anger management. Thus, the sub-hypothesis 12 is confirmed (Table 3).

Table 3: Effect of organizational factors on outcomes of anger management

Organizational factors	Chi-Square Tests		Symmetric Measures			
	Chi square	Sig.	Phi	Sig.	Cramer	Sig.
Organizational position	2.5018	0.000	0.419	0.000	0.419	0.000
Experience	34.69	0.000	0.527	0.000	0.527	0.000
Working conditions	2.9826	0.000	0.481	0.000	0.481	0.000

As shown in Table 3, sig = 0.000 for organizational position and experience. Since sig <0.01, the null hypothesis is rejected; thus, there is a correlation between organizational factors and negative outcomes of emotion management at 99% confidence level.

The findings related to the sub-hypotheses 11 and 12 confirm the hypothesis 5; that is, individual factors except ethnicity and organizational factors are effective on negative outcomes of anger management.

3.3. Evaluation of the effect of emotion management on negative outcomes

First, the structural model developed for the effect of emotion management on negative outcomes was run in LISREL. Fig. 2 shows the first standardized estimation model. The LISREL output shows that $\frac{\chi^2}{df} = 1.846$ and RMSE = 0.067. Moreover, the standardized estimation models show the magnitude of the effect of variables in the distributed variance of variable scores.

3.4. Fitness tests on the Structural Equations Model

The results of fitness test show that the indexes are acceptable and the model is well fitted to data (Table 4).

Table 4: Fitness indexes of the final model

Fitness index*	CMIN/DF	SRMR	RMSEA	GFI	AGFI	NFI	NNFI	IFI
Acceptable values	<3	<0.05	<0.08	>0.9	>0.9	>0.9	>0.9	>0.9
Calculated values	1.843	0.043	0.067	0.92	0.93	0.95	0.96	0.97

* NFI = Normed Fit Index; NNFI = Non-Normed Fit Index; PNFI = Parsimony Normed Fit Index; CFI = Comparative Fit Index; IFI = Incremental Fit Index; RFI = Relative Fit Index; RMR = Root Mean Square Residual; SRMP = Standardized RMR; GFI = Goodness of Fit Index; AGFI = Adjusted Goodness of Fit Index; PGFI = Parsimony Goodness of Fit Index

Obviously, the model consists of 4 latent variables (2 external and 2 internal) and 20 manifest variables.

Individual factors included marital status (a2), age (a3), ethnicity (a4) and education (a5). Organizational factors included organizational position (a6), experience (a7), working conditions (a12, a13). The standardized estimation models show the magnitude of the effect of variables in the distributed variance of the variable scores. Age ($\beta = 0.95$) and ethnicity ($\beta = 0.44$) have the highest and the lowest contribution in distribution of variance for individual factors. Organizational position ($\beta = 0.86$) and experience ($\beta = 0.48$) have the highest and the lowest contribution in distribution of variance for organizational factors.

Positive coefficients indicate a direct relationship between variables. The highest coefficient (0.76) is

related to the effect of organizational factors on emotion management. This coefficient is equal to 0.32 for individual factors.

Fig. 3 shows the significance of coefficients and parameters; the relationships are not significant if $-1.96 < t\text{-value} < 1.96$. The significance of t-value indicates the goodness of the model. In other words, the items are significant for their relevant factors or variables. Fig. 3 shows t-value for variables at 95% confidence.

4. Discussion

According to the findings, gender is effective on anger management; female employees exercise more emotion management than male employees. Therefore, women are more exposed to the negative outcomes. Moreover, there is a significant different

between employees with different ages. The employees aged 40-45 years exercise the highest level of emotion management in the workplace, while employees aged <30 years exercise the lowest

emotion management. This indicates that age is effective in emotion control.

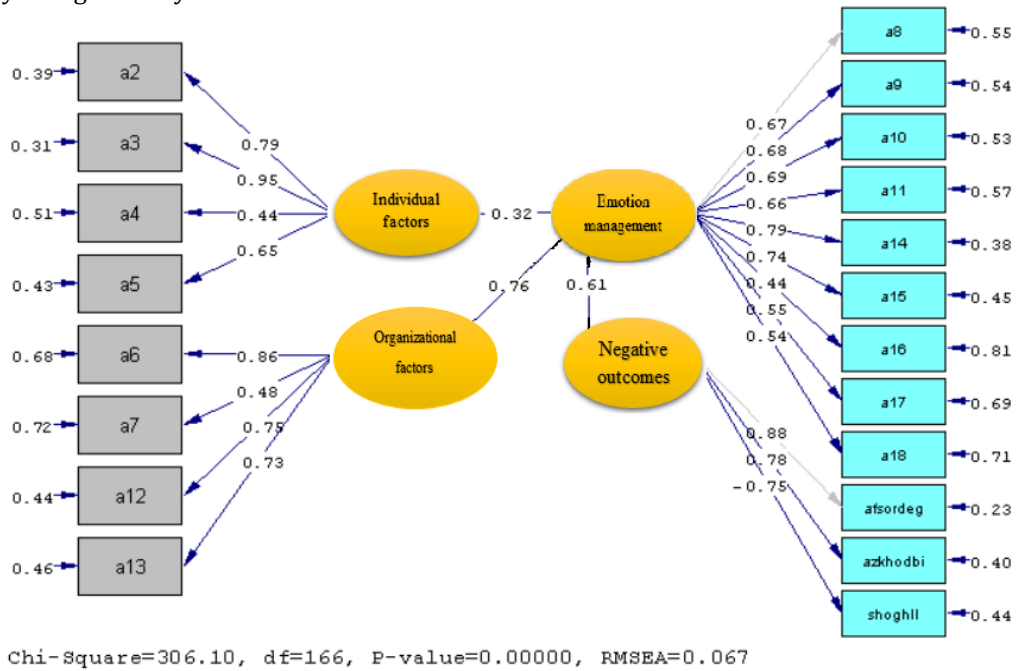


Fig. 2: Confirmatory factor analysis of the standardized estimation model for the effect of emotion management on negative outcomes

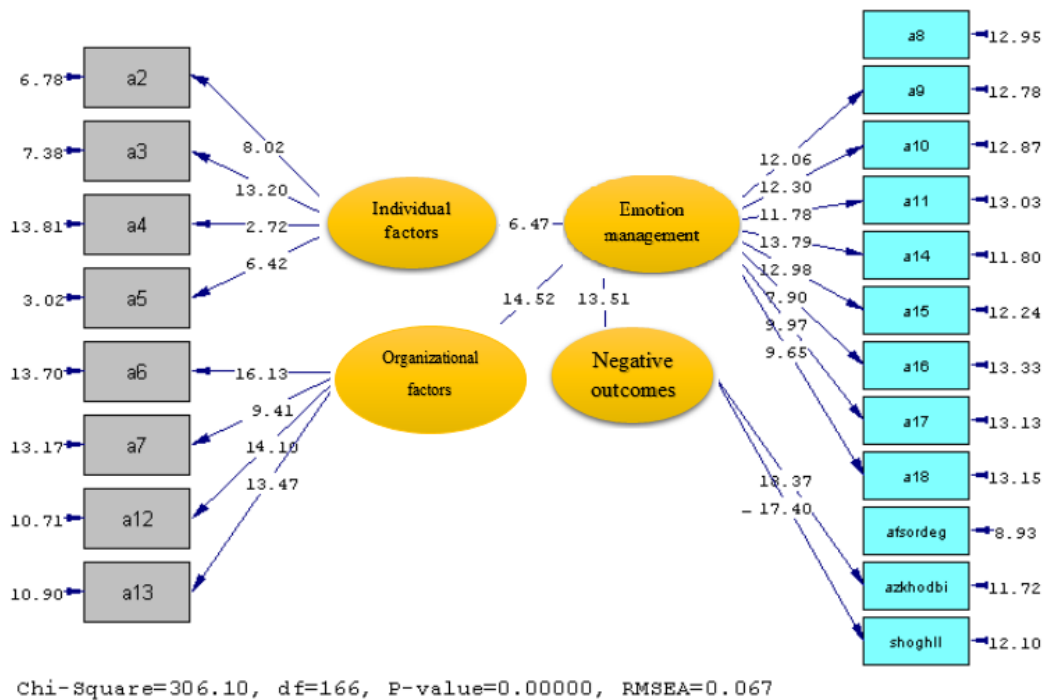


Fig. 3: Confirmatory factor analysis for the effect of emotion management on negative outcomes for significant parameters

However, ethnicity and marital status have no effect on emotion management. There is a direct relationship between emotion management in the workplace and education of employees. In this study, people with higher education exercised more emotion management than people with lower education. The mean of emotion management is higher in employees with master degree than in employees with high school diploma. Experience is

effective on emotion management, while organizational position is significantly effective on emotion management. Managers exercise more anger management than heads of the departments and executives. Furthermore, findings show that emotion management is positively effective on depression. Those who exercise more emotion management are more prone to depression. The same is true for alienation. That is, people with

higher emotion management experience higher alienation. Moreover, job satisfaction is very low in these people. The findings related to the effect of individual and organizational factors on negative outcomes of emotion management indicate a correlation between individual factors and negative outcomes. However, $\text{sig} = 0.540$ for ethnicity; thus, ethnicity and negative outcomes are independent variables. Organizational factors are correlated to negative outcomes of anger management. The positive coefficients indicate a direct relationship between variables. The highest coefficient (0.76) is related to the effect of organizational factors on emotion management; this coefficient is equal to 0.32 for the effect of individual factors on emotion management.

Considering the findings, several solutions are provided as follows:

- 1) It is recommended to provide training courses on anger management for the personnel.
- 2) The employee may not notice the manifested outcomes of anger management. The organization needs to inform the personnel about the negative outcomes of emotion management by training courses.
- 3) Recreational programs for personnel regardless of their position as well as their families seem effective in establishing deeper relations and reducing negative outcomes.
- 4) Recreational programs are specially recommended for women.
- 5) Considering the effect of age on emotion management, cautions are required for younger people.
- 6) Anger management is more exercised by women; thus, women are more exposed to the outcomes of anger management. Hence, it is recommended to analyze this difference and assign women to positions with less emotional labor.
- 7) Education is an effective factor of emotional labor. Fitness of education and position may reduce this emotional labor and hence its negative outcomes.

8) The informed consent on anger management may correct the misinterpretation of mandatory emotional work. This can reduce the negative outcomes of anger management.

Sociologically, this study addressed the anger management exercised in the workplace. Unfortunately, no study has been conducted in Iran on the subject to compare the results. Employees play an effective role in development of an economy. Active participation and mental health of employees is of great importance. As the employees administer the current affairs of an economy, their behaviors as well as their efforts can lead to significant achievements for that economy.

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