RESEARCH ARTICLE

Multiple Faces of Anger: Managements' Valuable Perceptions and Reactions Based on Real Work Life Experiences

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Abstract

This paper aim to examine the characteristic, types, intensity as well as the real life experiences of workplace anger. This qualitative study conducted comprehensively using interviews with 50 participants holding the post of managerial and above from numerous organizational sectors at Klang Valley, Malaysia. Participants were interviewed and the conversation has been tape recorded. The design of the questionnaires consisted of the general questions on the occurrence of anger at workplace followed by more precise questions according to the specific aim of this study. The result is demonstrated in several themes segregated with different categories of characteristics, types and intensity of workplace anger. It signifies that, participants experienced mild and chronicle types of anger where it can be common or dangerous, constructive or destructive. It is hoped that, the result of this study will enable top management to recognize causes that can mitigate the incident of anger in workplace and implement the best solution available to cater an aggrieved employee given the fact of the adverse impact of continuous anger that can create damage to the organization.

Keywords: *Anger, Stress, Trait, Turn over, Temperament.*

Introduction

In today's busy day to day life, we encounter many types of emotion such as happiness, sad, anger, hatred and so on. Specific emotion such as anger has become part of our daily life. We encounter colleagues, superiors, friends, family members including children and others that we associate with, who are angry. It is an emotional state that varies in intensity from mild irritation to intense fury and rage. Anger is an emotion that can be considered as prototypical, where people experience frequently [1]. Anger can be a reaction to an external or internal event. External event that could lead to anger, to name a few include traffic jam, power failure, muddy road, leaking tap and etc. In contrast, internal events may lead to anger including, worrying and brooding about your personal and family problems and difficulties encountered achieving your targets [2]. Surprisingly, anger in workplace is seen as an individual problem associated with one's personality. As noted, the lack of accurate data, based upon a clear and agreed upon results, has impaired the ability of organization to allocate sufficient resources towards a satisfactory resolution.

Therefore, the present research is to address the issues of anger at work which aim to cater the root causes rather than assuming anger as a common emotion. As a result, multiple faces of anger with various issues related to workplace anger have been identified. It reflects a more general and growing interest in the role of emotion across a range of academic disciplines [3-4]. This literature takes into account of the wider context of anger concerned issues within employees in workplace rather than just what happens between individuals. This interest is generated by the study of anger in workplace by [5]. The article addresses the issues outlined in the figure 1 below:

Fig. 1: Anger in work place

Method

Participants were selected using convenient sampling. 50 of them range from managerial

level and above, 25 participants from middle management, 17 general managers, 3 non-managerial, 3 lower management, and the remaining 2 is CEO or president of the company. Out of total participants, 33 of them are male and 17 are female. The participants range from 39 Malays, 8 Indian, 2 Chinese and 1 from others. A total of 18 participants range from age 25 to 35, 18 for above 45 age, 11 from 35 to 45age and 3 participants aged below 25. As for the tenure, 18 participants have worked with the company for 1 to 5 years while 14 participants for 6 to 10 years. Experience participants who have worked more than 15 year is 12 in total, 3 worked for the company from 10 to 15 years and another 3 worked less than 1 year.

Interview Schedule

The questionnaire is designed using interview with open-ended questions. The first part of the question is on demographic profile followed by an opinion, personal experiences and incidents of anger.

Data Collection

We spent 6 months for interview session conducted at the participants' workplace. The interview last from 1hour to 1an half hour. We use the same interview guide to ensure consistency. Prior to the interview, participants were asked to sign consent forms even though they were reassured that their responses were strictly confidential and anonymous. All the answers given had been tape recorded in addition to hand written note.

Results and Discussion

Themes

The results for each specific research issue as outline in figure 1 are presented below. Each theme is supported from previous findings to validate the result from the interviews. The textual data are summarised with statements from the participants and a brief discussion for each theme.

Opinion about the Characteristics of Anger

A total of 8 themes, in relation to the characteristics of anger were identified under this topic (fig. 2). The themes are discussed below.

Emotion

The study by [6] explains that anger as one of the basic emotions inherent in both animals and humans across all ethnical groups.

Fig. 2: Opinion about the characteristics of anger

Agreement exists that individual differences in anger vary from the normal to the psychopathological range.

Temper

Individuals with a tendency to 'lose their temper easily' possess high levels of both impulsivity and anger [7-8].

Frustration

A person who cannot regulate his or her thoughts, feelings, or behaviours is more likely to lash out in anger when frustrated, handle conflicts less constructively, and engage in antisocial behaviour [9].

Trait

Anger resulting from temperament and requiring no provocation, called 'trait anger (temperament)' [9].

Agitated

Anger is considered as the increase of certain response characteristics, such as; to lend more energy to one's behaviour, which is linked to agitation [11]. For example, Kamal mention: Anger means someone who easily gets agitated

Temperament

Trait anger is considered to be a general temperament of low threshold reactivity in which angry feelings are experienced in response to a very wide variety of relatively innocuous generates. [12-16]. According to Kate's opinion:If we are talking about individual characteristic, anger is related to a person who has temperament and fails to manage conflicts and problems.

Aggression

The deed that seems most likely to occur as a result of anger is aggression [17].

Retaliate

When individuals recognize outcomes to violate fairness, they are likely to experience anger [18-21] and retaliate [22]. Hale defines anger as; My opinion about the characteristic of anger is feeling retaliate especially if they perceive as being treated in an unfair manner.

Types of Anger: Common or Dangerous, Constructive or Destructive

The second aim of this study was to specifically focus on the opinions of participants on whether anger is common or dangerous, constructive or destructive and their justification about it. Graph 1 below indicates that out of 50 participants 27 of them feels neutral about it and explains that it depends on the circumstances in which the individual reacts in an angry manner. 7 of them feel anger is common, 10 of them feel anger is dangerous or destructive and 6 of them feel anger is constructive. The themes for their justification are discussed below in figure 3, 4 and 5:
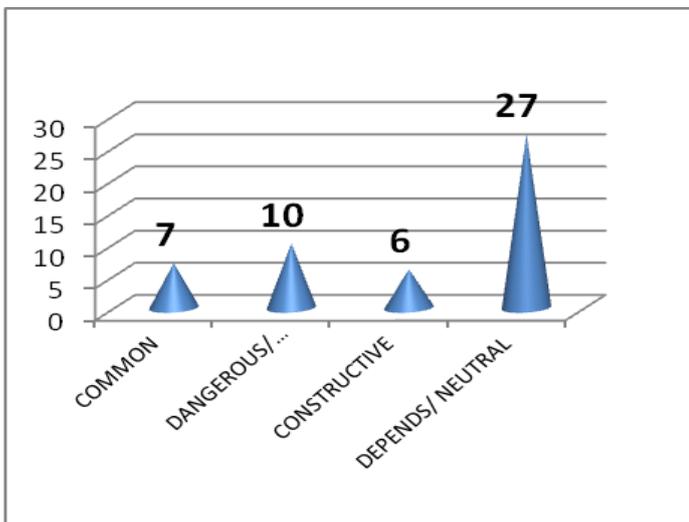
Fig.3: Types of Anger

Fig. 4: Common Anger

It Happens Everywhere to Everyone

Our day–to-day life is full of work related responsibilities as well as family responsibilities causing stress. It is not unusual for us to get angry every now and then. We encounter colleagues, superiors, patients, family members including children and others we associate with who are angry. It has become part of our daily life [2].Karthik comments: Anger is definitely common because it happens in every organisation and almost is experienced by everyone. It's something that you cannot deny.

Part of Human

Anger is a completely normal human reaction. It is, at times, a secondary emotion because some people express sensitive inner feelings as anger. Anger is occasional in most people and does not interfere with day-do-day work and relationships [2].Kamal spoke calmly: Anger is common because its part of us being human, we are not perfect. There's no one who have not experienced anger in their life.

Fig. 5: Constructive anger

Enhance Performance

Research examining emotion regulation suggests that individuals want to experience emotions that will support them in getting closer to their performance goals [23-24] to such a degree that they may be willing to experience unpleasant emotions to that end [25]. Lily spoke firmly: In my opinion…when talking about getting thing done from your subordinates, you have to get angry to certain characteristics of people especially the lazy ones because only then you will see the results.
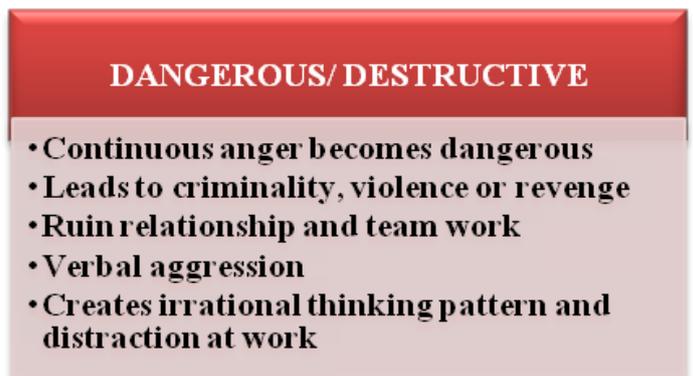
Fig. 6: Dangrous and Destructive

Continuous Anger becomes Dangerous

Workplace anger also has negative consequences for the organisation leading, for example, theft, revenge and even violence and aggression [26-27]. Shan indicates: If anger persist without being managed can eventually become dangerous.

Leads to Criminality or Violence

Researchers have linked workstation anger to a number of negative outcomes, including violence and hostility [28] and antisocial behaviours such as theft [29]. Mark refers to media and spoke: As all of us are aware that anger can be very destructive, exactly as we witness events such as murder, theft and so on in the media. Once someone has becaome chronically angry, somehow they do have the guts to do anything under the sun.

Ruin Relationship and Team Work [18]

State anger is perhaps the most prominent and pervasive emotions that may arise in conflict. In conceptualizing the role of anger in social conflict, it is useful to make a distinction between intrapersonal effects and interpersonal effects [30-31]. At the interpersonal level emotions convey information to others about an individual's feelings, social intentions [31], and orientation toward the relationship [32]. Expressions of anger in conflict may for example serve as a threat ("I will harm you if you do not back down"), communicate a competitive stance ("I will not relent in this competition'), or signal one's commitment to a particular issue ("this issue is too important for me to concede on") [33]. Angela voices: To me anger is definitely destructive. One of the most important aspects in work is public relation. We form many types of relationship such as relationship with business partners, team members, communicating with peer friends, dealing with colleagues in upper level or lower level….you see…everything deals with relationship…how can you afford to be angry and hurt people's feelings. I mean, that's the ultimate thing to do…and believe me you will eventually ruin everything….I honestly don't see anything positivity in becoming angry.

Verbal Aggression

Expressing anger in an aggressive manner include verbal aggression, physical aggression and becoming destructive [2]. Ridzuan expresses:
If anger leads to shouting and saying vulgar words, eventually it will lead to destructive consequences.

## Creates Irrational Thinking Pattern and Distraction at Work.

Anger has long been viewed as one of the most destructive emotions. It has been associated with distorted perceptions of reality, and impairment in the ability to make a correct assessment of the nature of things [34]. This view of anger as an affliction or impediment to reason is not new and, as noted by [35], "the argument that angry emotions, when poorly regulated, understood and expressed, make a major contribution to human distress is a compelling one". Indeed, current conceptions of anger tend to regard it as a multidimensional construct consisting of "physiological (general sympathetic arousal, hormone/neurotransmitter function), cognitive (irrational beliefs, automatic thoughts, inflammatory imagery), phenomenological (subjective variables (facial expressions, verbal/behavioural anger expression strategies)" [36]. Such definitions are consistent with recent research which regards emotions as episodic rather than dispositional, and experienced as a pattern of specific cognitions, subjective experiences, and physiological reactions [37]. Robert gave his remarks clearly:[…..erm] I would say that, if you have pro-longed anger within you, it is destructive. Eventually your emotion will carry away your taught, you'll lose touch with reality…have irrational taught and may longer not able to concentrate in your job.

Intensity of Anger

The third specific purpose of this study was to investigate the intensity of anger experienced by participants and their personal experience which differentiate the level of intensity. Graph 2 below indicates that out of 50 participants 31 of them claim that they experience mild anger, 8 of them experienced chronicle anger while 11 of them experienced both slight and chronicle anger. Their explanations for experiencing different intensity of anger are discussed below in figure 8 and 9:
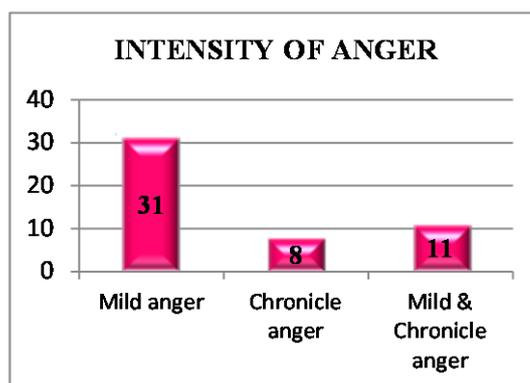
Fig. 7: Intensity of anger
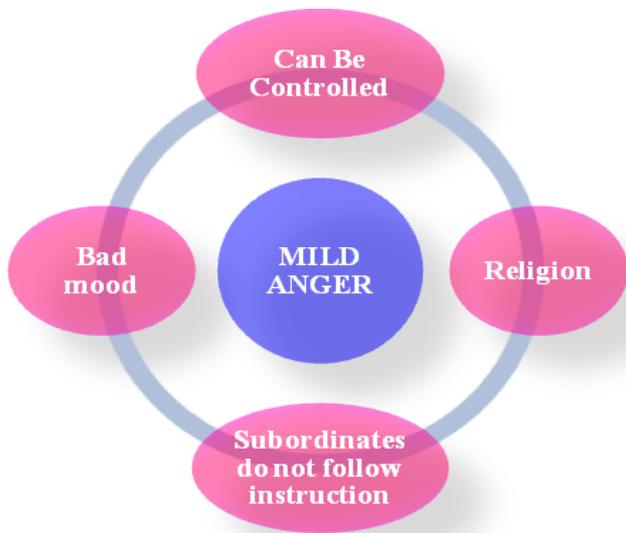
Fig.8: Different intensity of anger (Mild anger)

Fig. 9: Different intensity of anger (Chronic anger)

Religion

Study by [38]; suggest that prayer may be an effective way to down-regulate anger and aggression. For example, Julia mentions: Usually I experience slight anger because we believe that being patient and tolerant leads to heaven.

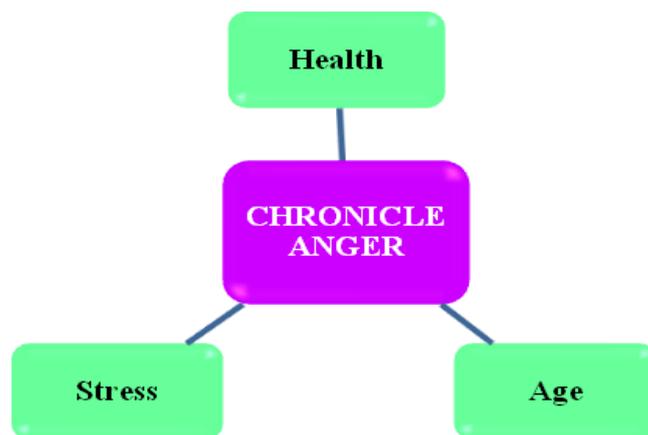### Subordinates do not Follow Instruction

High-status individuals may feel angry and irritated if they perceive themselves as strong and see others as interfering, not following instructions that were given, or not showing proper respect [39]. Based on his experience, Cheng describes: I do experience slight anger when my subordinates do not comply with their duties.

Bad Mood

Although there are related terms like emotions and moods, affect is considered a general category for the mental feeling process including emotions, moods, and attitudes [40]. Positive affect denotes pleasurable engagement, whereas negative affect is associated with such feelings as anger, contempt, disgust, guilt, and nervousness [41]. Lai describes: If my peer do not sense my mood and tense me, obviously I'll experience mild anger.

Health

Anger is associated with systolic blood pressure and heart rate [42]. Sarah explains based on her personal experience: I have seen how people with poor health condition do reacts to situations, sometimes they just over react. I guess since they are already disturbed by their health conditions, circumstances can just trigger them to experience chronic anger. Actually, both is interrelated, health and anger because chronic anger eventually will worsen their health condition too.

Age

It is possible that with age and experience, people have less intense anger or learn to manage it more constructively. Contemporary theorists propose that emotional development continues throughout adult life [43]. Karthik shares:Based on my personal experience, I sense that our age plays a crucial part in reacting towards situation. I can recall from my past, that when we were younger, we tend to get angry easily and normally its chronic anger. We'll just do anything stupid out of it, like breaking things, hitting on the wall, screaming as if we are out of our mind and etc., but then as we grow older and become wise, we tend to be more tolerant. As a result of that, somehow we manage to control our anger.

Stress [44]

Interview results identified the negative impact of stress on staff morale, reporting that many of the senior academics they interviewed were angry, embittered and felt devalued and abandoned. Mark sighs and told: When I'm stressful it leads me to experience chronic anger. I know it's not good; well that's why I guess I'm kind of now practicing to cope with my stress in a healthy manner.

Employee's Justification: Agree or Disagree about Anger in Workplace

The following, we are discussing whether the participants agree or disagree about getting angry in workplace and their justification towards it. Fig.10 below indicates that out of 50 participants 34 of them agree about getting angry in workplace and 16 of them disagree. Their justifications are discussed below in figure 11 and 12.
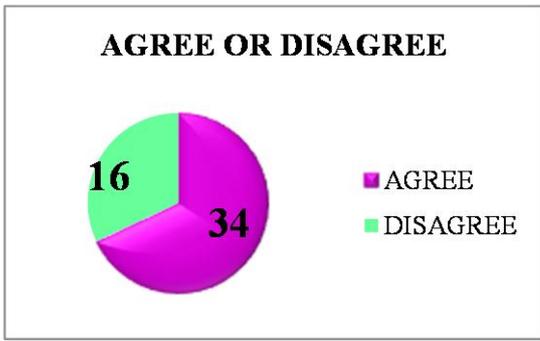
Fig.10: Agree or Disagree

AGREE	
	Poor working conditions
	Humiliating offences
	Unjustly criticized
	Treated unfairly
	Subordinates behaved in a morally reprehensible way
	Subordinates does not accomplish task on time
	Incompetence subordinate
	Financial problem at home
	Leaders have to display a wide variety of emotions including anger
	Colleagues who does not cooperate with you
	Boss
	Achieve organization goals
	Work pressure
	Factors related to work dissatisfaction
	Family problem
	Customer shouting at you
	Arguments with colleague
	Conflict

Fig. 11: Agree

Poor Working Conditions [45-47]

explains often-cited reasons for anger in workplace includes lack of employment security, salary inequity, poor working conditions, low job control, interpersonal conflicts, worker alienation, and work harassment by supervisors and co-workers. Kate point out:In my experience, poor working conditions can be an important factor contributing to anger such as pressure from management, staffs' benefit is not taken care of and lack of facilities such as the workplace is congested that you cannot even breathe, no aircond and its too hot or the computer is always jam. These factors can increase the level of stress day by day and really upset you.

Humiliating Offences

Humiliating offences elicited more intense hate and with a perceived successful resolution of the anger-eliciting event [27]. Lily recalls and states

that:[……] your peer start humiliates you because he is jealous of you. Probably because you can finish your
work in advance compare to him. Eventually these things provoked you; you can get very angry and go mad.

Unjustly Criticized

In line with research by [27]on prototypical anger-eliciting events, the largest overall event category (44 per cent) involved being directly and unjustly treated by another; e.g., being falsely accused of lying, stealing, or poor performance; being unjustly criticized; having a reasonable request denied, or being given an onerous workload. Mega specifies:I hate it especially when I'm criticized for the wrong things that I'm not accountable for. I just wonder what kind of a boss are they, when they accuse me for things that I'm not responsible for…. just by listening to someone else, it just makes me mad.

Treated Unfairly

A number of researchers, e.g., [1]; [48] Smith and Ellsworth, (1985) have found that anger is elicited by the appraisal that one had been treated unfairly, or unjustly, by another. For example, Angela mentions that:Employees get angry at work when they feel that the workload is distributed unfairly, especially when you see that one party is always getting more work load than the others.

Subordinates Behaved in a Morally Reprehensible Way

The second largest event category (23 per cent) involved cases where the participants believed the target of his or her anger had acted in a morally reprehensible way, such as being lazy or dishonest; telling lies, stealing, cheating (e.g., on expenses), 'budging' or taking advantage of others [27]. Faristha complaints:I get angry when I see my colleagues are lazy, not accomplishing their duties, sometimes I used to ponder ……..why in the first they are coming to work if they do not have any sense of responsibility towards their job, they just make life miserable for everyone else.

Subordinates does not Accomplish Task on Time

According to the research done by [49], one of the identified toxic behaviour that display anger are when employees missed the deadline. This usually causes the colleague or boss to yell at them. Alan admits: I admit getting angry when employees missed their dateline. I must say that accomplishing task before or by the dateline is a necessity quality for an efficient employee. Well some of them just have the procrastination habit,

so you have to be stern so that the task is accomplished.

Incompetence Subordinate

In line with research by [50], superiors were most often angered by rule violations and incompetence on the part of subordinates. According to Imran's judgment: In my personal experience working in bank as a manager, I can't afford to have incompetence employees. Therefore when I see one, I do become angry as I can foresee this ineffectiveness eventually will create serious damages in long run and effect the organizations financial performance.

Financial Problem at Home

 Based on the study by [51-52] older persons have the lowest levels of anger of any age group in large part because they have high levels of financial satisfaction. Shanshilah touches aspects out from workplace and shares:
The anger or the consent of someone becoming angry can either originate in the workplace or it can start from other circumstance which is not related to workplace, but it has been brought to the workplace. Example if he is facing financial problem at home and needs to pay off debt or having difficulty to support his family…..obviously his mind is not peaceful. Therefore whenever somebody is in a bad situation, he becomes very easily agitated. Agitated means he is very easily being affected, small matters can trigger them to be angry. If they have personal problem plus workplace is stressful to them, such as having deadline to complete a project soon and everybody's expectation is high towards him. All this can cause stress and anger.

Leaders have to Display a Wide Variety of Emotions Including Anger

The findings by [53], offer specific implications for leadership issues. One of the professional categories examined was that of "supervisor" (boss, manager, team leader, etc.) and the results have implications for the emotional behaviour of leaders. Leaders are "allowed" to express anger and indeed, it is very much expected that an angry boss makes their feelings clear. Leaders then do have some freedom to express their emotions and it could even be that leaders who do not get angry (when appropriate) could be viewed as less effective as they violate expectations. Leaders who attempt to control and manage their anger may well then, be doing themselves a disservice. Mei spoke confidently: Well sometime with your subordinates you have to create a little barrier, and you have to display anger towards them depends on the situation and their character.

Colleagues who does not Cooperate with you

The outcomes by [54], reveals high negative affect is unpleasant and relates to the more specific affects of anxiety and anger. For example, consider someone with the goal of completing a task by a deadline, where completion of that task is dependent upon cooperation from a colleague. If the colleague refuses to cooperate, then the rule is instantiated 'lack of cooperation' that activates a category 'things that hinder completing task by deadline'. Activation of this category causes an inference on the reduced rate of goal progress, which then causes unpleasant affect of anxiety and anger. Liza express frustratingly:When certain team members do not co- operate, it do irritate me and my other committed team members because it will either not allow us to complete our task perfectly or might cause us to carry their burden. Hence, we tend to express our anger towards them.

Boss

The summary by [27], outlines lower power workers are likely to become angry over unjust treatment by higher power workers, and to appraise the events as highly unfair. Kranjit spoke infuriatingly: I hate to go to the office. I don't want to see his face. I just could not see my boss. Every time when I see him, I become extremely angry. Whenever I'm in the lift with him, I prefer to face the wall. You know why I can do it, because my CEO is backing me up. So, I dare to do that. If my CEO is not backing me, I definitely will walk off from the office... It's because he is injustice and treats the colleagues based on favouritism.

Achieve Organization Goals

Indeed, emotion theorists have discussed that anger expressions serve a number of adaptive functions for individuals in responding to environmental events and reaching interpersonal and intrapersonal goals [55][56] and, in fact, can and do lead to positive outcomes [1] [57] [58]. Kheng relates assertively: To some staffs, you have to show your face with stern voice. You have to do that, in order to get things done. If you just tell someone, e.g. eh, Siva you get this done yar, this,..this…this, it is never accomplished… although sometimes I do remind them several time…still no result…and then when you tell them with anger "hey are you deaf or what? ….this is what I want" …and then only it is accomplished. We have no choice but at times to get angry because our organization is service

oriented. If your service not good, that's it, you will lose your clients.

Work Pressure [59]

Concludes that organizations that do not recognize excessive pressure on the job are more likely to have increased absenteeism, higher rates of turnover and reduced productivity. Unfortunately, unmanaged stress in the workplace often turns into anger. Zalina grumbles: […] working under pressure….can really activates your anger. You realise that you have enormous workload and extremely limited dateline and deep down you know that it is impossible to fulfil the requirement and the worst part is your boss does not give a damn about it. It hurts a lot…..don't even ask.

Factors Related to Work Dissatisfaction

The workstation has been recognized as one of the most interpersonally frustrating contexts that people have to deal with; therefore it might be expected that workers will frequently experience anger [27] [60] [61] [62]. Furthermore, [62] found that these anger experiences were triggered by a range of events such as perceived personal attacks, perceived incivility, interferences with task achievement and unfair treatment. Yong remarks in a disappointed manner:There are many factors that I realise if not taken care of can lead to experiencing anger frequently. For instance circumstances like, colleagues are always fighting in the office for trivial things, subordinates who lacks discipline and problematic or facing customers who yells at you most of the time.

Family Problem [63]

Research provides a compelling rationale of the most salient forms of chronic stress within major social roles such as the family – especially parenthood – contribute to the experience of emotional agitation, its focus on others as well as on threatening conditions, and its expression in angry outbursts. Charan agrees strongly that family problem do contribute towards anger: There's always a tendency to bring personal problem to office…. just imagine, you fight with your husband and come to the office... then abruptly your peer say "ehh, you suppose to get the task done yesterday, why didn't you get it done?" You are already sad and then you get another instruction, "yeah…..I'm supposed to sort out it yesterday"...... then with all those disturbed emotion buried within you, you call your client and give him a hard time…by yelling at him. It was because you release your emotion to the

client…and then make things even worst for everyone.

Customer Shouting at you

Emotional contagion is the interchange between customer feelings and employee feelings in service interactions. It often generates mimetic responses where others respond by expressing the same tone, posture, and emotions unconsciously [64]. [64] suggest that when people are in certain mood states, like joy or sadness, these moods are often passed on to others. When talking with a sad person, for example, we may feel depressed; while talking with a cheerful person may make us feel happy. Likewise, the feelings of both customers and employees are likely to be consistent due to the contagion effect; that is, we mirror the same feelings as others [65]. Studies have demonstrated that service providers in particular, are easily contaminated by negative feelings from their customers during interactions. In addition, the intensity of the feelings that the receiver catches is the same as that of the transmitter [66]. Hafiz shares an incident at his workplace: Yesterday, there was a customer who came to the office and was shouting because she is dissatisfy and do not want to hear my explanation. Then I also burst up ….I'm human, I also have emotion, I really got angry with her attitude.

Arguments with Colleague

A study done by [67] show that there are three groups of people: (a) high trait anger individuals who recognized personal anger problems (HR); (b) high trait anger individuals who did not recognize personal anger problems (HNR); and (c) low trait anger individuals not reporting personal anger problems (LNR). Compared to LNR participants, HR and HNR groups reported more anger-out (i.e., outward negative expression of anger such as arguing with others). Mohan said:Based on my experience, ermm…the thing that easily can lead to anger in the workplace is when I have argument with my colleague.

Conflict

A wide range of emotions are relevant to intergroup conflict. Nevertheless, anger is one of the most powerful and common [68]. Certainly, studies of the conflicts in Northern Ireland and the Basque country have showed that anger toward the rival may constitute a significant emotional barrier to negotiation, compromise, and forgiveness [69]; [70].These findings show that individuals react differently to an anger-related stimulus associated with a conflict related event (i.e., peace talks) based on their differential levels of long-term sentiment (in this case, hatred)

toward the opponent. James mentioned that:[….] of course, when there are conflicts, it could make people feel angry

Fig, 12: Disagree

Creates Stressful Environment

Nevertheless, the findings suggest that the impact of angry workplace interactions may be potentially greater or longer lasting for subordinates; thus, superiors may be unaware that subordinates are experiencing ongoing feelings of distress and distrust in the aftermath of an angry workplace interaction [27]. Chong disagrees towards becoming angry in workplace: Well, in the workplace, I would say that you should not become angry because it creates a stressful environment among colleagues or subordinates. I rather say that if you become angry in the workplace, the best way to tackle the situation is by having a personal talk with the person you are angry at. Discuss professionally and handle stuffs in a best way possible. Do not let the feeling of anger get all over you. It's not a good attitude to simply express your anger towards other people at workplace. I must agree that anger event can occur in the workplace and you cannot deny it because it is free will. The most important thing is to control your anger. As a doctor, surely I cannot express my anger towards my patients.

Subordinates will Retaliate and be Disrespectful to you. [71]

Clearly defines emotions such as frustration, resentment and anger can contribute to situations where individuals experience a "loss of temper" and indulge in some form of retaliatory aggressive behaviour and can expect to be worse off as a result. Yuva objects the idea of expressing anger in workplace: No, I completely disagree in becoming angry especially if you are in a position. If you are angry, your colleagues will not be happy to co-operate or support you, therefore you will be having hard time to give instruction or work in team. If you are a boss who handle things tactfully and skilfully, your subordinates will be loyal to you and be a loyal citizen for the organization. They will be willing to stay back for you till 12am or 2am. If you keep expressing anger and shouting at them eventually they will disrespect you and retaliate against you. It's just a matter of time.

Generates Displeasure, Demotivation and Moody Emotional State [72-74]

Describe state anger as a psychobiological, subjective experience that, over time and across situations, 'usually refers to an emotional state that involves displeasure and consists of subjective feelings that vary in intensity, from mild irritation or annoyance to intense fury and rage. Adrian gave his view: Getting angry is definitely not something good as it creates bad emotional state in you and the others who are affected from you. It creates negative emotions such as displeasure, demotivate and moody. These will form an unhealthy organization climate which ultimately hinders the job performance and productivity.

Damage your Relationship with others [12]

Enlightens that chronically high levels of anger have numerous adverse consequences, including an increased likelihood of aggressive behaviour and relationship difficulties. Len express unhappily: Most of them dislike angry person...u just feel hurting if someone always reacts with temper, in fact it creates pain that leaves a deep mark. Henceforth, you will that particular individual. What more, in team work we need a harmonious relationship and happy environment to work together. It's not sufficient if someone has a high IQ, but completely lacks in the subject of EQ.

Affect Health Condition

Anger can affect with psychological adjustment, problem solving and performance [75], instigate aggression and violence [76], lead to medical disorders (such as hypertension, [77]. Mustafa gave his understanding calmly: It is not necessary to become angry, you always have a choice of leaving the environment and choose the better environment such as less stressful or soothing environment where you can control your emotion.

You have to make the right choice, because getting angry often can affect your health condition. Therefore you don't waste your time and your life, but wisely implement the essential step to deal with the angry situations.

Lose your Client [78]

Described emotional labor as "the effort, planning, and control needed to express organizationally desired emotions during interpersonal transactions". [79], points out that service provider often undertake acting strategies, surface or deep acting, to manage their emotions and to display their emotional labor. Deep acting refers to cases where employees fully identify with organizationally preferred emotions and are willing to alter their inner feelings to comply with them. Lim offered his thoughtful perception:I always thanked God for the angry clients that have been forwarded to me. Somehow when those people were sent to me and I figure out that it doesn't seem to be that difficult when we talk to them. Well I'm able to manage them because when you have the right choice of words, put yourself in the customer's shoes, try to understand their problems, talk to them with empathy and be sincere with the intention to help them to solve the problem, guaranteed the customer at the end of the day will calm down. Thus, that helps but it requires skill and experience for you to reach to that level. As an insurance agent, if we do express anger, there are high possibilities for us to lose our client.

Lead to Less Productivity [27]

Found that the analysis of the literature suggests that, if human stress or anger increases, his work productivity decreases and systolic and diastolic blood pressure and heart rate increase and vice versa, if human stress or anger decreases, his work productivity increases and systolic and diastolic blood pressure and heart rate decrease. Karim believed that:Well…if you have problem in the workplace…. you actually…hurm… should identify it and try to resolve it…….. as it may reduce the productivity of your company.

Lead to Violence

Workplace violence is usually caused by conduct or events that point to violence, such as threats, inappropriate anger and rage, despondence, exaggerated and persistent perceptions of injustice, erratic behaviour, harassment and stalking, fascination with weapons, paranoia and delusions, and substance abuse[80]. Workplace anger on the other hand, has negative effect for the organisation leading to theft, revenge and

even violence and aggression [81]; [27]; [82]; [83]; [84]; [85].Neeta expressed her opinion that:
Anger is a problem which eventually will turn to violence, and it will create lots of disability. If it is turns into violence, we can see a lot of people that are not motivated and fell unsecured to work.

Lead to Miscommunication or Misunderstanding [59]

Mentioned in his paper that the lack of communication is a major reason why problems exist between managers and employees. When communication is not improved, it may cause stress and anger leading to violence. Meera pointed that:Basically, arr…when you're in anger, first you will loss all the communication with staffs. This miscommunication will then lead to staff turnover… This is what happens…

Employees become Depressed

The pattern of associations among the depressive symptom measure and the anger, social rank, and entrapment measures were similar with clinically depressed participants [86-87]. Mahmud expressly state: People get angry when they stressed up, so when employee get depressed, their working condition is not good.

Lead to Tension

Understanding workplace anger is important for several reasons. In general, there are personal and organizational consequence associated with the experience and expression of anger. For example, anger has been linked to individual consequences, such as coronary disease [88]; disrupted sleep patterns; tension [89]. Hassan indicates that:[…….] when the tension goes up you will easily get angry. I normally get angry with my employees especially when they did not corporate among themselves.

High Turnover [90]

Found that events which provoke anger should be certainly associated with turnover intentions since thinking about leaving an aversive, and potentially unhealthy, situation should bring some measure of relief. Shima revealed: Anger can make the work environment become very sick and you have high staff turnover.

Damage the Image of Organization [91]

Contended that anger was found to be a serious factor in an external public's evaluation for an organizational crisis. Crisis response strategy is an effort organizations make to reduce the damage to the organization's image as well as to reinstate the organization's legitimacy. Yong pointed that:

Generally anger has negative elements in organizations. You should address it because if you don't address it professionally, it will damage the image of organizations.

Employee becomes Selfish [92]

Pointed that anger or fear is strong incentives to people to react in certain ways. These emotions may even induce them to behave in ways not in accordance with conscious selfish rational calculus in a narrow sense. Jeremy is off the opinion: We don't want to work in a stressful environment and full of anger. When you have this kind of feeling, sometimes you become selfish and paranoid.

High Level of Absenteeism [93]

Found that some researchers underline economic costs of aggression at the workplace: costs of medical care for the sufferers, legal costs and expenses due to personnel changes, absenteeism, and premature retirement. Kent states that: When you have constant angry events occurring in workplace...it will lead to high level of absenteeism and end up employee will leave the company.

Poor Concentration [94]

In his study tested the hypothesis that the expression of anger will lead to a higher rate of resolution when the recipient of anger is in a weaker position especially will affect the poor concentration of the job. Jacob mentioned: There are poor concentrations when you are in anger state, you won't concentrate….your mind tend to haunt you on those events. You missed; if you missed a small things, then it's should be okay, but if you missed big stuff and just imagine what if your patient die, that caused lot of problem man.

Implications for Top Management, Employees and for Future Research

In this study, an organised approach has been adopted to construct and cross validate taxonomy of anger-related episodes in workplace. The results of our studies suggest that, our attempt has been successful in that we arrived at a taxonomy that is fairly comprehensive and that allows for a reliable categorization. Review of the taxonomy further indicates that the set of anger-related behaviours is much broader than aggression or violent. Many studies seem to address workplace anger as negative though few findings have documented it as positive. In today's competitive working trend, for many of us workstation has become our first home compare to

our residential home. We spend half of the time which is approximately 10 to 12 hours in the workplace and not to forgotten added quarter of time is spent in travelling such as getting train, buses and stuck up in traffic jams especially in the busy cities. In addition with stressful working life, there are additional stressors that exposed by participant and being a victim of anger in work place.

Anger in workplace is generally negative especially if it is often and for inappropriate purpose. Employees would be expecting or deserve to be treated in respect and professional manner. The best way to treat an undesirable character by top management is through professionalism. Correcting an undesirable character through anger may change a person but mostly it is on the expense of undesirable negative consequences. Managers and leaders should realise that anger does not necessarily dissipate quickly, but can fester and lead to serious longer-term organizational outcomes. Weisinger, quoted in [95], stated "workplace anger presents a "very real problem" for business, adding that "management can't just ignore this any longer". Even more worrying are the consequence such as leading to stressful environment, subordinates retaliating and being disrespectful, losing client, violence behaviour and etc. which are likely to have a negative impact on organisational relationships, motivation and productivity. In many organisations, only the most serious incidents of aggression and violence in the workplace are reported. This is due to few factors; first, anger has been considered a part of the job and, as a result, certain administrations have not supported initiatives to prevent incidents or mitigate the impact of anger; second, some organizations have been unwilling to report incidents of due to peer pressure and limited support from supervisors.

Furthermore our findings also reflected employees' perceptions on anger. Based on the findings above, it seems like most of them have a common outlook on anger. These days anger has become very common, as such it is not distinguished as something that should be avoided. Since employees are not aware of the negative consequences of anger, we strongly suggest that they should be educated on this matter. Apart from that, they should be trained to handle unhappy or dissatisfied circumstances wisely because becoming angry eventually they will be reaping the adverse reward of it such as poor health condition, bad relationship, stress or irrational thoughts, displeasure, demotivated,

moody and etc. As a result, they are not going to experience the gifted quality of life and beautiful relationship and might become a benchmark for future generation.

Top management who recognize the realities of workplace anger can better address anger in their workplace. The current study should hold specific interest for leaders and managers, especially when considering the causes and consequences of anger events that have been discovered. With the prevalence of angry employees, whether chronic or episodic, managers and supervisors need to develop their anger management tools to facilitate appropriate expressions in the workplace and to assist employees. Managers and supervisors need to understand their own reactions to employees' various expressions of anger in order to be better prepared in implementing the most effective techniques for dealing with angry employees. Attention must be directed towards the victim who emotionally angry as they may suffer psychological and emotional harms which in turn may remain with them in their normal working and leisure lifestyle for months or years after the incident. Besides including the harm caused by the angry behaviour, top management can plan more effectively to provide better support to their employees. The types of behaviours must be recorded and this information is useful in training the management to become more aware of potentially dangerous situations. Finally, by recording types and severity of the consequences, better intervention strategies and support services can be provided.

All these findings should inspire practitioners to take workplace anger seriously and enable them to use this study as evidence to support organizational development interventions such as anger management programmes or initiatives.

Clearly, practitioners should ensure that there is adequate investment in good practices in terms of good communication and support systems and etc.

In addition, the results from this study have primarily provided data and new information that may not have been revealed by relying on previous research alone. The findings from this study emphasise the need for further systematic research to find out more about the actual prevalence and extent of anger at work.

It is clear that, using this taxonomy in further studies may have many advantages. One may, for instance, think of examining individual differences and additional situational variables, which so far, have mainly been investigated in the context of aggression alone. As is always the case, our studies are limited by the sample (Lembah Klang,

Malaysian employees). Moreover, although there is no reason to think that our participants react differently when angry than participants from other countries from Middle East or USA, there may be reasons to suspect these differences with other for instance because of more distant cultures [96] . In general, a replication using other samples and methods could add to the validity and generalization of our findings. Despite these limitations, the results of the presented studies yield a rich and meaningful picture that replicates, reconciles, and meaningfully extends previous research findings' about anger. As such, we hope to have contributed to a better understanding of anger-related episodes in workplace.

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