MANAGING ANGER AT WORK PLACE USING KOGI STATE UNIVERSITY AS A CASE STUDY: COUNSELLING IMPLICATIONS

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ABSTRACT: *This study focused on the management of anger among workers of Kogi State University, Anyigba and it counselling implications. The population consisted of all the workers of Kogi State University, Anyigba. Four hundred workers were sampled for the study through purposive, stratified and random sampling techniques. The instrument employed was "Anger Management Strategies for Workers (AMSW)". The test retest reliability of the instrument yielded a reliability coefficient of .69 which attests to its reliability. Four research questions and three hypotheses were generated for the study. The significance of the answers to the research questions were determined by the mean score and 2.5 was the benchmark. The hypotheses were tested using Analysis of Variance and T-test at .05 alpha level. The results revealed that most of the strategies for anger management were sufficient and a significant difference was found among the age groups in the management of anger. Counseling implications include the need for personal-social counseling for staff. It is recommended that there is the need to always give orientation to workers on assumption of duty and also to rekindle the counseling centre in the university.*

KEYWORDS: managing anger, work place, Kogi State, university, counselling implications

INTRODUCTION

Anger is a dangerous instinctual drive that manifests itself in virtually every human being. It is characterized by an unpleasant emotional outburst that permeates the life of man. It is found in various settings like school, church or home and even work setting. Anger, to some extent could equally be an expression of inadequacies or an unwholesome issue that needs to be attended to. However, on a general note, anger has never yielded any noticeable positivity in the life of man.

While arguing in favour of anger, Traveus (2000) averred that anger, among others, is capable of removing obstacles towards a goal, mobilizing psychological resources and determination of wrong behaviour, very useful in negotiation. Unfortunately, anger can lead to challenges of health like high blood pressure and stress. Not only does it make an individual to be animalistic in disposition, the individual becomes a nuisance to him/herself and the environment of domicility. It equally leads to reduced productivity. However, anger only exist among human beings, by implication, it can only be expressed where individuals cohabit.

Employees in any work setting spend more time in their various working environment than their homes. This leads to more serious relationships and interactions with colleagues than family members. They exchange ideas with one another. That is, they cross fertilize ideas. In the course of these, divergent views atimes breed conflicts, disagreements, exchange of words which may trigger vulgarism that can ultimately lead to expression of anger and its attendant consequences on the individual and the working environment. In view of these, what are the variables that can manage this unpleasant situation – anger? What are the conselling implications?

This work is an attempt to see how anger is managed among employees of Kogi State University, Anyigba and how counselling can be used as a panacea.

Purpose of the study
The purpose of the study is to find out which of management strategies for anger would be significant. Again, whether significant differences exist:
i)   between the male and female staff of Kogi State University with regards to the anger management strategies;
ii)   between the junior and senior staff of Kogi State University with regards to the anger management strategies;
iii)   between the various age groups of staff of Kogi State University in the anger management strategies.

Need for the study
Any organization desires a peaceful coexistence among the workers. Among several other service conditions in an organization is the prohibition of fighting or quarrelling. A high level of productivity can only be attained when the working environment is serene, violent free, where happiness and joy reigns. A rancorous working environment where violence and antisocial conducts like anger permeates reduces productivity. It leaves such organization with a bad tone and a legacy of building enmity among staff. These strategies, therefore, will educate various organizations, individuals and especially Kogi State University, Anyigba on how to manage anger. It will also give an exposition of the need to activate the counselling centre in Kogi State University.
Again, for now, salary payment has not been steady and people have no alternative sources of survival. Kogi State is a purely dominated by civil service, and people are hungry and easily infuriated at home and even at work place and if not checked, it can easily lead to unpalatable consequences.
Therefore, this study has become germane, especially, in the university system, an ivory tower.
Research questions
1.   Which of the management strategies of anger would be significant with the benchmark at 2.5?
2.   What significant difference exists between the male and female staff of Kogi State University with regards to the management strategies of anger?
3.   Would there be any significant difference between the junior and senior staff of Kogi State University with regards to the management strategies of anger?
4.   Would there be any significant difference among the various age groups of staff of Kogi State University in the anger management strategies?

Research hypothesis

1.   There is no significant difference in the strategies employed by staff of Kogi State University in the management of anger on the basis of sex.

2.   There is no significant difference in the strategies adopted by staff of Kogi State University in the management of anger on the basis of age.

3.   There is no significance difference in the strategies employed by staff on the basis of status in the management of anger.

METHODOLOGY OF THE STUDY

This is a descriptive survey research which involves the exploration of an observed phenomenon that requires a representation of the population whose stock-in-trade is to assemble people, their thoughts, feelings and behaviours. It is geared towards determining the situation as it exists. The target population consists of all staff of Kogi State University who were successful in the ongoing screening exercise by the Kogi State Government.

The stratified and random sampling techniques were used to select a total of 400 samples for the study which cut across all categories of staff ranging from the cleaners to professors. The instrument entails 12 strategies for managing anger in work place, an adapted version from Akunade (2013). It was subjected to further validation. The test-retest reliability of the instrument to 10 workers in Ankpa local government yielded a coefficient of correlation of .69 which was reliable enough, the instrument is tagged "Anger Management Strategies for Workers (AMSW)". It consists of two sections. Section A deals with demographic data of the respondents that include information on gender, age, and rank.

The researchers used the four point likert scale type rating scale format. Section B contains the management strategies for anger that has to be responded to using the likert scale scoring in section B which is patterned as follows:

Strongly Agree   - 4 points
Agree   - 3 point
Disagree   - 2 points
Strongly Disagree   - 1 point

In section B, the highest score for an item is 4 while the least score for everybody is 1. Average point mean score is 2.5. Therefore, the mean score from 2.5 and above is considered significant.

In section A of this instrument, percentage was used to analyze the generated new data. Section B was analyzed using one-way analysis of variance and t-test. In the view of Adams (1996), t-test is a percentage test most often used by the researchers to compare the means of two different groups while hypothesis one was tested using ANOVA since the means are more than 2 variables while hypothesis 2 & 3 employed t-test.

RESULTS

Demographic Data

Table 1: Gender of the respondents

Gender	Frequency	Percentage
Male	302	75.5
Female	28	24.5

The table above shows that out of 400 respondents, 302 (75.5%) were male while the remaining 28 (24.5) are females.

Table 2: Age brackets of the respondents

Age brackets	Frequency	Percentage
18 – 28	41	13.7
29 – 39	55	17.5
40 – 50	71	19.5
51 & above	233	51.25

From the above table 2, the age bracket of 51 & above are 233 (51.25%) followed by those between the age bracket of 40 – 50 (19.5%). Those of 29 – 39 constitute 55 (17.5%) while the respondents between the ages of 18 – 28 constitute the lease 41 (13.7%).

Table 3: Status of the respondents

Status	Frequency	Percentage
Junior Staff	140	35
Senior Staff	260	65

From table 3, 260 (65%) of the respondents are senior staff while the remaining 140 (35%) are junior staff.

Research questions

Which of the strategies for the management of anger are significant?

Table 4: Mean, standard deviation and significance of the anger management strategies as responded by the staff

S/N	Strategies	Number of respondents	Mean	S.D
1.	Remove anger triggers	400	3.39	.83
2.	Change environment	400	3.30	.87
3.	Do not move under gossip	400	3.64	.69
4.	Be humorous but not sarcastic	400	3.64	.62
5.	Use avoidance technique	400	3.86	.49
6.	Use prefer communication	400	3.69	.70
7.	Do not take yourself that serious	400	3.89	.40
8.	Discuss your frustration without discussing the next person	400	3.53	.74
9.	Remove yourself from the situation	400	3.20	.90
10.	De-escalate your thinking	400	3.92	.41
11.	As much as possible, put on a smiling face.	400	1.93	.56
12.	See them as ignorant	400	1.99	.60

Table 4 shows that all the items have mean score above the average mean score of 2.5 which is the benchmark for ascertaining the major strategies for handling anger among staff. Items 10, 2, 5, 6, 4 & 3 with mean values of 3.9, 3.89, 3.85, 3.8, 3.63 and hence were ranked 1st, 2nd, 3rd, 4th, 5th and 6th respectively. In very clear terms, they indicated the workability of these items in the management of anger except items 11 and 12 that is putting on a smiling face and seeing them as ignorant respectively.

Hypotheses testing
Three hypotheses were formulated and tested for this study. The hypotheses were tested using t-test and one-way analysis of variance at 0.05 alpha level of significance.

Hypothesis I
There is no significant gender difference on the strategies employed by Kogi State University workers on the strategies for management of anger.To test this hypothesis, the t-test was used and the result is given below:

Table 5: Mean, Standard deviation and t-value comparing male and female respondents on strategies employed in controlling anger.

Gender	Frequency	$\bar{x}$	SD	df	cal	t-value
Male	302	33.4	3.10	398	0.000	0.05
Female	98	15.94	3.51			

Table 5 above shows that calculated t-value of 0.000 is less than critical value at 0.05 level of significance. Thus, the hypothesis is rejected and re-stated that:
A significant difference exists between male and female in their management strategies of anger.

Hypothesis II
There is no significant difference on the strategies employed by workers for management of anger on the basis of age. To test this hypothesis, the one-way analysis of variance was used.

Table 6: One way analysis of variance (ANOVA) in the strategies adopted by staff on the basis of age.

Source	S S	df	ms	f	Critical sig
B/w group	41102.7	3	13700.9	789.358	.000
Within group	7052.058	396	17.308		
Total	48154	399			

Table 6 above shows a calculated P value of 0.000 is less than the critical value at 0.05 alpha level. Thus, the hypothesis is rejected and re-stated that:
There is a significant difference among the age groups on the strategies they employed in the management of anger.
For further clarification of the result of the analysis of variance (ANOVA), a post-hock test was conducted and yielded the following result.

Table 7: A post-hock test to determine the ANOVA result on the difference among age groups.

DUNCAN Test

Age group	Frequency	Subject to alpha 0.05	
		1	**2**
18 – 28	41	13.80	
29 – 39	58	14.38	
40 – 50	71	14.69	
51 & above	233	.68	34.87

From the results on table 7, it is revealed from the post-hock test that age groups 18 – 28, 29 – 39, 40 – 50 had similar means while age groups 50 and above had higher means than the other groups.

Hypothesis III
There is no significant difference on the strategies adopted by the staff on the basis of status.

Table 8: Mean, Standard deviation containing the junior and senior staff respondents on the strategies employed in the management of anger.

Staff Status	Frequency	$\overline{x}$	SD	cal	t-value
Junior	140	16.0	3.7	.000	0.05
Senior	260	34.3	3.1		

Table 8 revealed a calculated t-value of .000 is less than the critical value at 0.005 level of significance.

Thus, the hypothesis is rejected and restated that:
A significant difference exists between the junior and senior staff in the employment of strategies for the management of anger.

DISCUSSIONS

The focus of the study was to find out how anger is managed at work place using Kogi State University as a case study. Again, to equally discuss the counselling implications. The strategies as revealed in the study include the following:
  i.   Remove anger triggers
 ii.   Change environment
iii.   Do not move under gossip
 iv.   Be humorous but not sarcastic
  v.   Use avoidance techniques
 vi.   Use proper communications
vii.   Do not take yourself that serious
viii.   Discuss your frustration without discussing the next person
 ix.   Remove yourself from the situation
  x.   De-escalate your thinking

xi.   As much as possible, put on a smiling face.
xii.   See them as ignorant

The were all significant in the course of the research except "putting on a smiling face" and "seeing them as ignorant" since the average mean for determining the significance level is 2.5. These two were all below the benchmark of 2.5. They study revealed that there is significant difference among the age groups on the strategies for maintaining anger. The Null hypothesis was, therefore, rejected. The difference was noticed with a mean score of ages 51 and above having higher means than those of 18 – 28, 29 – 39 and 40 – 50. Age as a time of life is distinguished with characteristics or qualifications or power or capacity arises. Elderly people demand a lot of attention which makes them resilient and conservative. They have diminished capacity and physical deterioration and the indignities anger bring about. They often express their own flaw and embarrassment and discomfort as hostility. They become hostile when their ability for independence diminishes. They use anger to control others; Lack of expression lead to depression, disinterest or withdrawal; by nature, younger ones show more anger; older ones serve as guide to the younger generation; older ones acquire wisdom as a result of vicissitudes of life. They act as model to the younger ones and help them to develop constructively. Conveys the integrity of experience, despite the fact that there is a decline of bodily and mental functioning in total perspective and communicate to younger ones. The younger ones are still exuberant and still trying to find their feet and still learning. Also, the older ones are in leadership position which makes them more peaceful and decorous (Ryckman, 1989).

It was also revealed in the study that a significant difference between the junior and senior staff was found in their management of anger. In the first place, the senior staff are more educated than the junior staff, they are more in authority where policies and ethics in working environment emanates. Therefore, the tendency to violate the decorum in the workplace especially in the area of anger is likely to be more in the junior workers. Education refines behaviour, moulds character and enhances value orientation.

It was also unveiled in the study that a significant difference was found between the male and female workers on the area of anger management. By natural disposition, women could be unreasonably emotional, chicken hearted, lily-livered. They hardly condone and manage issues that threaten their existence. To manage anger therefore becomes an issue. Men are more tolerant and easily adjustable than women. Therefore, they can control anger than women. Although, there is a general belief that men and women get angered just as frequently and just as intensely and go for anger management in roughly equal number (https://www.google.com/angermanagement/2013)

CONCLUSION

On the basis of the findings, the following conclusions are made:
1.   The strategies employed for the management of anger are; Remove anger triggers, Change environment, Do not move under gossip, Be humorous but not sarcastic, Use avoidance technique, Use prefer communication, Do not take yourself that serious, Discuss your frustration without discussing the next person, Remove yourself from the situation, De-escalate your thinking, As much as possible, put on a smiling face and See them as ignorant

2.	There is a significant difference between male and female workers' management of anger.

3.	There is discrepancy between junior and senior staff on the management of anger.

4.	There is significant difference among the various age groups with regards to management of anger.

5.	All the hypotheses were rejected.

Implications to counselling

The university environment is a conglomeration of personalities from different socio-cultural Millen and ethics. It is an ivory tower which is supposed to be a mirror to the society as a whole. The society, therefore expects much from her. They are supposed to be the light of the society in all ramifications. Therefore, there is need to properly handle situations that are causing disharmony, confrontational attitudes and conflicts among staff. It is equally important that the management strategies that are effective are discussed. Counseling centre which has become moribund in the university has to be rekindled where important life skills for harmonious working experiences are taught. Just as orientation programmes are organized for students, this could be done for the university staff at intervals. It could be behaviour modification technique to unlearn bad habits. Staff members could be trained to sublime anger. It is equally necessary to look at daily routine, time, places and people or situations that are sources of frustration and anger and deal with them. When in classes, through groups counseling, others are heard of how they cope with their success and failure. It is a learned behaviour that requires practice and resilience which is a summary submission of the psychoanalytic and learning theories.

Recommendations

The following recommendations are made:

1.	There is the need to reactivate the counseling centre at Kogi State University, Anyigba where counseling, especially personal, be given to others.

2.	There is the need to always give orientation to workers to acquaint them with working conditions at intervals to familiarize them with the ethics of working environment.

3.	There is also the need to do away with every variable capable of causing anger among the staff to enable peace to reign.

4.	Personality tests are to be administered to prospective workers to unveil their personality for proper counseling and to see their suitability level in their chosen career.

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