

Anger management as a novel management pattern to achieve positive change in performance: An analytical study in Egyptian hotels

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Abstract

Understanding emotions, behavior, feelings, physiology, and thoughts can help to plan ways to change management performance in a positive way. Anger is an expression of hostility in reaction to dissatisfaction. Consequently, strategies and techniques that individuals can use to control their response to anger provoking situations need to be provided, and this is called anger management. Moreover, performance management affects the person's behaviour and emotions since it is considered a vital part of human behavior. Therefore, this paper aims to focus on understanding the concept of anger and developing and activating ways to manage it. The purpose of this is to enable hotel managers and seniors to use anger management as a valuable tool to achieve a positive change in their performance. The research methodology includes descriptive analysis, deductive reasoning, and spss-V-16 for data analysis. The results driven from the self-administrated survey used show that redirecting anger and turning anger around helps hotel managers and seniors to lessen and finally overcome their anger. In addition, this has had a positive effect on their performance inside the operation and with the staff, especially with regard to the decision-making process. Finally, this paper provides a framework plan for the Egyptian hotel managers to enable them to apply the ABC actions strategies (affective, behavioral, and cognitive).

Keywords: Anger, anger management, positive change, triggers.

Introduction

It is natural to sometimes feel angry this is human nature. Moreover, feeling angry is a respond when people are frustrated, attacked, deceived or offended. However, excessive anger may indicate problems related to mental health (Ames, 2014). Anger is also considered a problem when it results in causing harm to the angry person himself or the surrounding people. Expressing anger or controlling it and the way it is expressed defines anger as harmful or not (Ames, 2014). Actually, uncontrolled anger may have negative effects, especially in the work environment. For example, it can cause mistrust and disrespect and destroy relationships among the employee and his bosses and colleagues. Sometimes anger is expressed due to a quick reaction based on misunderstanding and a feeling of threat (Smith, 2015). In addition, feeling angry cannot be defined as an accepted or unacceptable mean to express emotions. When the person experiences mistreatment or offence, feeling angry becomes normal and healthy. It is not wrong to feel angry. However, the problem may lay in the way of expressing this anger, especially when it is harmful. Therefore, anger management is an art. Besides, mastering it needs heavy practice. Anger management can lead to many prosperous results. It can improve relationships among people and quality of life. It also makes the person more focused on achieving his goals (Segal and Smith, 2015). In addition, anger management provides the skills needed to identify sings of anger and how to positively deal with it (American Psychological Association, 2015).

Literature Review

Understand anger as a normal human feeling.

Anger is a basic emotion that plays a vital role in our life. But it is still unique, the definition of anger differs depending on many factors. Therefore, anger is defined as a stiff emotion, that occurs in the event of real or estimation. Frustration, threat can prompt a person to eliminate the disturbing. (Malhotra, 2019). There are different levels of anger that vary from mild irritation to rage. Moreover, it is difficult for many people to differentiate between anger and aggression. On the one hand, an aggressive person means to mistreat or hurt others or to destroy a property. Moreover, the aggressive behavior is expressed through hostility, which is a set of negative judgements and attitudes. (Reilly et al., 2002). On the other hand, anger may reflect hostility to show dissatisfaction. A person can control his motions, thoughts, behavior and physiology when understanding them. (Tucker-Ladd, 2015). Anger is considered a “normal physical response”. It activates the “fight or flight” system of the body. Actually, physical reactions increase when the person gets more angry. Therefore, recognizing the body’s response to anger helps with managing it. (Segal and Smith, 2015). Inner (2015) have also stated that anger is an emotion. It comes as a reaction to perceiving unfair treatment. The anger feeling itself is not a problem. Moreover, it is healthy and normal when expressed in an appropriate way. However, the actions taken based on this feeling could be accepted or not. Thus, it is not accepted to cause harm to oneself, others or property. Besides, uncontrolled extreme anger can destroy relationships and negatively affect physical and mental health (Segal and Smith, 2015). Finally, Anger is an “emotional, physiological, cognitive and internal state”. It brings about different reactions and behaviors. It could be harmful or beneficial. For example, anger could be useful in case it motivates taking actions, which are not aggressive, to correct situations (Tucker-Ladd, 2015).

Anger as a valuable sign

Anger is an important sign that a problem exists. However, anger does not solve the problem. Furthermore, anger occurs when people fail to get what they want, anticipate a problem, feel helpless, sad, down or negative in general (Anderson, 2014).

Understanding Triggers

There are triggers to anger. An “anger trigger” is defined as something that regularly causes anger. Anger triggers could be certain people or situations. The person may not understand why he feels angry but he is irritated by them. The effect of anger triggers can be reduced through understanding the phase that precedes anger. Moreover, recognizing certain triggers can help deal well with them in the future. There is a strong relationship between triggers and thoughts, especially quick automatic thoughts. Additionally, when people do not think over about the things that frequently makes them angry, they will always feel angry whenever they occur. On the other hand, when the anger trigger is realized, the person can deal with it in a different and more positive way (Charles, 2010).

Aggression as a part of anger

Provocations are external events that initiate angry thoughts and actions; therefore, they lead to aggression. Abusive relationships, bitterness, extreme sadness, victim mentality and low self-esteem, all of these lead to aggressive behavior (Anderson, 2014). In addition, people behave in an aggressive way in order to express their anger, feel relieved or even overawe others. An

aggressive person aims to harm others through attacking them. First, he may attack them verbally, using threats, insults, mockery, etc. or attributing nasty motives to them. Second, he can resort to physical attack through imposing restrictions and punishment. (Tucker-Ladd, 2015). In addition, aggression results in negative consequences that would affect the individual. For example, opportunities in work and life become limited for him; dealing with community and being engaged in it would be very difficult for him; his family and social relationships are damaged; and he would be physically and emotionally unhealthy (Ryan et al., 2014). Finally, there is difference between aggression and anger. For example, vicious thoughts and dreams about taking revenge of enemies are not considered aggression but related to feeling angry (Tucker-Ladd, 2015).

Positivity in anger

Generally, anger is considered a negative feeling. However, a person can make use of such angry feelings in a positive way. Anger draws attention to the fact that there is a problem; and it can be a motive to find solutions to it. Moreover, anger can help express feelings and, consequently, feeling relieved (Black et al., 2005).

Anger management as a novel management pattern

Anger management creates enthusiasm and prompts solving problems, building on relationships, enhancing communication, achieving goals, dealing with emergent situations (Prailey, 2001). In addition, anger management techniques have been highly effective when used with aggressive employees. Besides, employees provided with anger management training would show more self-esteem, less problem behaviors, less violence and less alcohol consumption and drug usage. However, anger management failed to delinquent behavior and the advantages of anger management on the long term have not been proven yet (Skiba and McKelvey, 2008). Actually, anger management works on controlling feelings and physiological reactions caused by anger. It is difficult to neglect or discard anger triggers. On the contrary, it is available to learn controlling reactions caused by them (American Psychological Association, 2015).

Anger management leads to positive change

Anger management provides employee with the required tools to control their actions and reactions with regard to a potential conflict. This results in achieving positive change in the employees' behavior. Anger management tips include listening to music, playing music, dancing, trying to draw your anger or even scribble it or expressing angry feelings through written them down. Moreover, doing sports or working out is very helpful since physical activity is a great way to get rid of angry feelings. Furthermore, it is recommended to try breathing exercises, focus on thinking about another thing, relax and remember that anger is an emotion everyone could experience. Communicating with friends and changing the surrounding environment would also help with managing anger (Skiba and McKelvey, 2008). Furthermore, it is useful to recognize your anger triggers, which irritate you and arouse your anger, and stay away from or learn strategies to handle them. It is also important to delay any conversations related to what arouse your angry feelings until you calm down and have the chance to rethink about it. (Christensen, 2014).

Redirecting anger as a management technique

Jefferson (2011) has clarified that in order to redirecting anger is achieved through the following:

Finding a Cause: find about your passion and fully pursue it. For example, you can do voluntary work such as helping a nonprofit organization in your place or visiting and assisting the elderly in a nursing home. Finding a Hobby: search for things that help you to relax, such as painting, watching movies, reading books or doing yoga. Exercise: it is helpful to do physical activities, such as riding bikes, walking, running, etc., to release anger. In addition, there is a method called "ABCDE". It helps the person to monitor the anger triggers and assess the strategies he adopts to control them. First, there are the three A's (A1, A2, A3) approach. It consists of Awareness (A1) of the anger triggers, stress level and symptoms; Acknowledgment (A2) that anger is a problem that needs a solution; Actions (A3) that include applying the A-B-C strategies. First, the A refers to "Affective" strategies such as crying, dancing, praying or accepting the matter. Second, the B refers to "Behavioral" strategies such as taking a break and delaying talking about the issue that caused anger, learning to give up your rights ensure your safety over your rights for the time being if that is needed to guarantee your safety. One may also consider the "Emotional (Assertive) Communication" to express needs and feelings without criticizing and demanding. This can be done through using sentences such as "I feel..... when you (say, do) Could you.....?" (Nay, 2004).

Anger management programs in business

Prailey (2001) has explained that anger management programs introduced in business in order to achieve validation since they help to evaluate performance and professionalism. The program should address the following questions:

- Do the various aspects of individual needs included in the program provide a strong case for offering this program?
- Are the aims and goals of the program clearly identified, reflecting the expected outcome and direction of the program?
- Do the unit objectives support the goals of the programs?
- Does the employee evaluation effectively measure the objectives of the program?
- Does the definition of anger management include the knowledge and content for this program?

Methodology

Research objectives and Hypotheses

The research aims to develop a meaningful understanding of anger and ways to express and manage. This is in order to make the hotel managers able to use it as a valuable tool to achieve positive change. This can be done through a set of sub-objectives that include: first, evaluating the temper and level of anger of hotel managers and seniors in Cairo; second, investigating their mood and behaviors when working under pressure; third, setting a clear and specific framework plan to develop the anger management techniques in order to achieve a positive change in performance.

Study model

Study model illustrates the impact of activating anger management program on the senior hotels managers as a new pattern and how the positive change could be occurred. The model includes four variables one of them is independent (Anger management Program), and three are dependent (Stress - Anxiety - Anger) as depicted in figure (1).

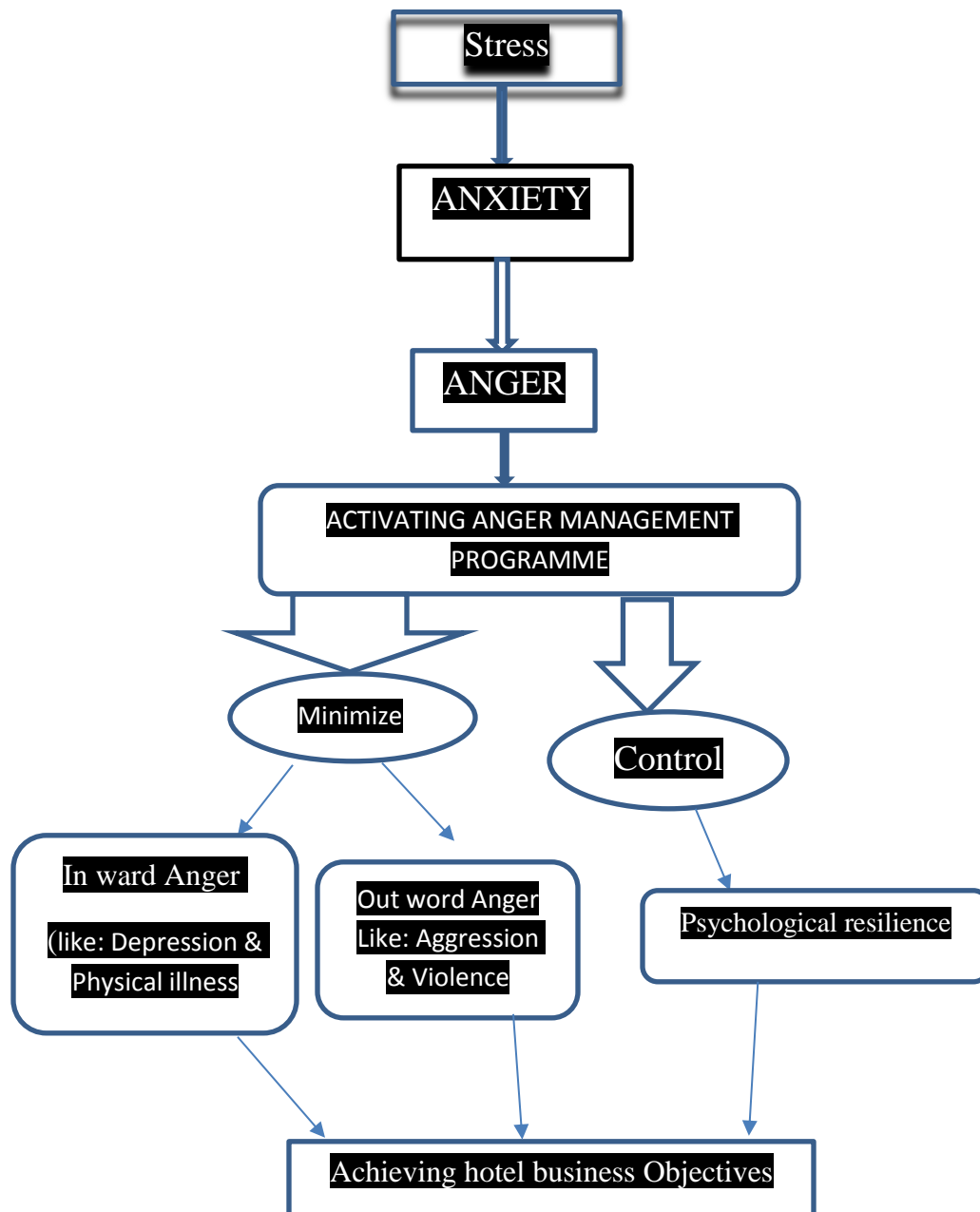


Figure (1): The study model

Study Hypotheses

Based on the objectives of the study, a number of hypotheses are formulated:

- 1- There is a statistically significant relationship between the training program for anger management and its positive impact on the responses of senior hotel managers in Cairo.

- 2- There is a statistically significant relationship that varies according to gender regards to activating anger management on senior hotel managers in Cairo.
- 3- There is a statistically significant relationship that varies according to age regards to activating anger management on senior hotel managers in Cairo.
- 4- There is a statistically significant relationship between activating anger management technique and the psychological resilience of the senior hotels managers in Cairo.
- 5- There is a statistically significant relationship between activating anger management in hotels and controlling out word anger for senior hotel managers in Cairo.
- 6- There is a statistically significant relationship between activating anger management in hotels and controlling in word anger for senior hotel managers in Cairo.

Study Instrument

To identify the actual relationship between senior managers and juniors staff, the current study employed data analysis based on the most of international hotels located in Cairo over 2020/2021. Because of the large size of the total population that is thirty-five (35) hotels in Cairo and the discrimination in their policies in several hotels, the questionnaire survey has been managed through an online survey cloud based site called “survey monkey”. It’s considered the most adequate site to be applied in collecting data. Questionnaire has been distributed to senior hotel managers e-mails from October 2020 to April 2021, a total of the online questionnaire were received to 350 managers of 35 five star hotel in Cairo, to get the most accurate results only 320 passed and finish the online survey from only 32 hotels. That represents 91% of the total sample.

Limitation of the study

This study has some limitations as follows: First, the title of this study was anger management as a pattern and how to apply in a large sample of Cairo five star hotels therefore generalization of these results would be difficult in application as it takes a psychological perspective to some extent, whose impact may be difficult to determine. The forthcoming studies might explore the subject from a more psychological angle with its own scale, as well as helping of some psychologists. Second The anger management program can be activated on various staff “not only managers “in the hotel sectors, specifically young employees in the vital departments that have direct contact with the guest, in order to reduce the volume of anger and control it and thus increase performance and achieve the objectives of hotel business. Finally, this study concentrates only on anger management as an independent variable effect on staff performance but in the future study could examine both quantitative and qualitative approach on new management pattern that may provide better performance or hotel loyalty.

Measurement of descriptive statistics

A designed sample model of questionnaire consists of variable items, these items rated on a five-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The questionnaire divided into two parts: the first part asked the respondents about all the specific demographic profile related to the seniors and head departments managers of the Cairo hotels such as gender, age, the level of education and the experience years of working as a manager. That clarify their characters and features which may effect on their anger to measure the manager’s perceptions and their way of thinking and treatment with the junior hotel staff during the working hours of the day. The second part of the respondents were asked to answer twenty-seven (27) questions

that is reflected and pointed to many factors such as the personality, their way in solving problems, and the range of controlling their anger.

Results and Discussion

Reliability of the measure was first assessed by using Cronbach's coefficient alpha. Its considered the most accepted formula to check reliability of measurement with multi point items before testing the hypotheses. Therefore, researcher concerned with reliability and validity in order to ensure the quality and credibility of the research measurement. This study was determined Cronbach's alpha to check that specified items are sufficient in their acting of the underling constructs in the questionnaire. Reliability alone is not enough to consider that an instrument is adequate suitable, to validate the constructs of all the study and to obtain the content validity existing scale were identified from the review of literature and the overall reliability and validity coefficient of the instruments presented in Table (1).

Table (1): Coefficient of reliability and validity

Instrument	No. of items	Cronbach's Alpha Coefficient
The manager's personality from Construct Statements (CS) 1 up to (CS) 7	7	.882
2-The manger's treatment from (CS) 8 up to (CS) 13	6	.753
3- The rang of controlling both of manager's tamper and anger from (CS)14 up to (CS) 27	15	.872
Total overall scale	28	.836

According Tavakol & Dennick (2011), reliability coefficient of 0.70 or higher is considered acceptable and taken in social science research cases. The results of reliability analysis reported in table (1) revealed that all the correlations were above (0.70) for all items of the questionnaire. Therefore, the majority of the constructs of the questionnaire had a relatively accepted score of reliability.

Respondent's profile

The demographic profile of the respondents is presented in Table (2). The results showed that there were 84% Males and 16% Females. In terms of the manager's age, there were 28% and 25% of the respondents were from 35 years and less than 40 indicates that most of the manager's sample are young that may have a great rapidly effects on their anger and temper. Regarding to the education level of the respondents the majority were bachelor degree with 39% than 34% of them were high school with experience, and only 7% were holding a PhD degree. About the working area, the greatest ratio goes to the difference and various departments of hotels with 34% but the least ratio goes to housekeeping department with 17%. Regards to their experiences in works, respondents who had experiences in work from five to less than ten years were 38% than who had less than five years were 36% and only 26% of the respondents were had experience ten years and more indicates that the level of long experience in hotels decreased nowadays due to financial affairs that may effect on their level and control of angers through facing staff problems or working troubles.

Table (2): The demographic profile of the seniors and head departments managers

Factor	Partial Factors	Frequency	Percentage %
Gender	Male	270	84%
	Female	50	16%
Age	-Less than 35 years	90	28%
	-35 years to less than 40	80	25%
	-45 years to less than 45	70	22%
	-45 years to less than 50	50	16%
	-50 years and more	30	9%
Educational level	-High school with experience	110	34%
	-Bachelor degree	125	39%
	-Master degree	65	20%
	- PhD degree	20	7%
Department	-Front office	70	22%
	-Food and Beverage	85	27%
	-House keeping	55	17%
	-Other miscellaneous depts.	110	34%
Experience in work	- Less than 5 years	115	36%
	-5 to less than 10 years	120	38%
	-10 years and more	85	26%

Table (3) shows, that, there are correlations between the survey sample items that represents (27), and there is a limited range of variance represents (224), which indicates the homogeneity of the three axes related to each other that are the managers' personality, their way in solving problems and the range of controlling their anger with M=252, accept the hypotheses.

Table (3): Descriptive Statistics of Total Sample Correlations

Inter- item Correlations	Mean	Minimum	Maximum	Range	Maximum/ Minimum	Variance	N of Item (CS)
	252	.828	1.000	1.828	1.208	224	27

It is Shown in Table (4) that results of correlation coefficient showed that the construct statement of the first axes that is related to manager's personality (MP) could be sometimes $R = (.005)$ and other construct statement is $R = (.001)$ whereas in both the p value (Sig.) is smaller than the level of significance $\alpha = 0.01$. Indicated that there is a significant relationship between anger management program and the applying it on their senior manager's personality.

The results of Spearman correlation coefficient showed that the correlation coefficient related to the second axes that starts from construct statement (CS) 8 up to (CS) 13 are also the same, whereas $R = (.005)$ and other construct statement $R = (.001)$ means in both, the p value is (Sig.) smaller than the level of significance $\alpha = 0.01$. Indicated that there is a significant relationship between anger management program and the manager's treatment and in controlling their anger.

It's also shown that the correlation coefficient that is from (CM) 14 up to (CM) 27 are the same in the p – value that is (Sig) means smaller than the level of significance $\alpha = 0.01$. So we conclude that there is a significant relationship between applying the anger management program and The rang of controlling both of manager's tamper and anger (the third axes). The results of Mann Whitney test showed that there are not statistically significant differences between the gender and each axes of anger management. The P- value (Sig.) is greater than the level of significance $\alpha = 0.05$. So we concluded that gender has no effect on each axes or dimension on anger. There was statistically significant difference between the age and time management program and also between age and senior's managers temper and angers. The P- value(Sig) was smaller than the level of significant $\alpha = 0.05$. concluded that, age has no effect on anger management activation.

Table (4): Correlation Analysis and Mann Whitney for Hypotheses

Construct Statements (CS)	Scale Mean if Item Deleted	Scale Variance if Item Correlation	Squared Multiple Correlation and Significantly	Mann Whitney if Item Deleted
(1)The manager's personality from (CS)1 up to (CS) 7				
1. Actually, I don't show my anger about what.	66.27	69.358	.132	.005*
2. I still get angry when I think of the bad things people to me in the past.	64.67	74.108	.240	.010*
3. Waiting in line, or waiting for head managers responding really annoys me	66.16	66.404	.372	.001*
4. I take a rapid action in most of the staff problem I faced.	67.05	69.186	.258	.033*
5. Sometimes , I find myself having heated arguments with the staff that are closest to me.	64.98	58.250	.862	.023**
6. Sometimes I lie at night and think about the things that annoyed me during the day.	66.73	63.914	.613	.055**
7. When staff said or did something that upsets me. I don't usually say anything at the time. I spend some time thinking up replies that should be taken.	66.22	75.651	.384	.011*
2-The manger's treatment in solving problems from (CS) 8 up to (CS) 13				
8. I find it very hard to forgive a staff member who has done wrong.	65.40	79.809	.614	.008*
9. opposing penalties really consider one of the best solutions for staff deterrence.	66.38	60.393	.869	.364**
10. I get angry with myself when I lost control of my emotions.	66.82	70.561	.072	.554**
11. Staff could irritate me when they don't react well.	66.21	63.029	.891	.009*
12. Some of my senior staff, whom I have trusted, have often let me down.	66.82	72.153	.117	.003*
13. Through work, when things don't go my way, I get depressed	65.42	60.538	.887	.001*
3- The rang of controlling both of manager's tamper and anger from (CS)14 up to (CS) 27				

14. I've been so angry at times that some staff didn't obey instructions and rules.	66.15	66.991	.624	.008*
15. After arguing with staff, I blame myself.	65.18	64.076	.830	.333**
16. Some times I've some trouble on the job because of my temper.	65.83	68.546	.317	.700**
17. When riled up, I often blurt out things then later regret	66.63	67.357	.243	.002**
18. Junior hotel staff are afraid of my bad temper.	66.21	63.029	.891	.001*
19. When I get frustrated, I comfort myself by using drugs.	63.70	66.836	.563	.002*
20. When some colleague managers hurt me, I want to get even them	66.28	64.307	.815	.011*
21. I have gotten so angry at times that I have become violent staff.	64.99	62.135	.862	.032**
22. At times, I feel that the staff's better performance comes after much more anger.	65.93	67.305	.473	.220**
23. Sometimes I feel myself alone in the workplace and no one wants to support me to success.	65.13	61.176	.874	.033**
24. I feel that I need help in controlling my temper and angry feelings because it has already caused me a lot of problems.	66.82	65.382	.717	.541**
25- In general, I found the majority of my staff have a quick temper.	65.86	65.356	.717	.000*
26- My staff get angry with themselves when they make a foolish mistake.	65.53	66.670	.763	.001*
27- I sometimes do something against my staff's morals.	64.24	63.600	.860	.012*
*Correlation is significant at 0.01 level				
** Correlation is significant at 0.05 level				

Table (5): Descriptive Statistics of the total respondents

Construct Statement (CS)	N	Mean	Std. Deviation
1. Actually, I don't show my anger about what.	320	2.10	.708
2. I still get angry when I think of the bad things people to me in the past.	320	3.70	.814
3. Waiting in line, or waiting for head managers responding really annoys me	320	2.21	.736
4. I take a rapid action in most of staff problem I faced.	320	1.32	.468
5. Sometimes , I find myself having heated arguments with the staff that are closest to me.	320	3.39	.934
6. Sometimes I lie at night and think about the things that annoyed me during the day.	320	1.63	.713
7. When staff said or did something that upsets me. I don't usually say anything at the time. I spend some time thinking up replies that should be taken.	320	2.15	.710

8. I find it very hard to forgive a staff who has done wrong.	320	2.97	.828
9. opposing penalties really consider one of the best solutions for staff deterrence.	320	1.99	.772
10. I get angry with myself when I lost control of my emotions.	320	1.55	.499
11. Staff could irritate me when they don't react well.	320	2.16	.570
12. some of my senior's staff that I've trusted have often let me down, leaving me feeling angry.	320	1.55	.499
13. through work, when things don't go my way, I get depressed.	320	2.95	.748
14. I have been so angry at times that some staff didn't obey instructions and rules.	320	2.22	.416
15. After arguing with staff, I blame myself.	320	3.19	.531
16. Sometimes, I have had trouble on the job because of my temper.	320	2.54	.499
17. When riled up, I often blurt out things then later regret .	320	1.74	.840
18. Junior hotel staff are afraid of my bad temper.	320	2.16	.570
19. When I get frustrated, I comfort myself by using drugs.	320	4.67	.473
20. When some colleague managers hurt me, I want to get even them	320	2.09	.523
21. I have gotten so angry at times that I have become violent staff.	320	3.38	.651
22. At times, I feel that the staff's better performance comes after much more anger	320	2.44	.498
23. Sometimes I feel myself alone in the workplace and no one wants to support me to success.	320	3.23	.711
24. I feel that I need help in controlling my temper and angry feelings because it has already caused me a lot of problems.	320	1.55	.499
25. In general, I found the majority of my staff have a quick temper.	320	2.51	.501
26. - My staff get angry with themselves when they make a foolish mistake.	320	2.84	.369
27. I sometimes do something against my staff's morals.	320	4.13	.548

Table (5) shows the mean and SD \of each variable related to the statement constructs of the study. About the (CS) related to seniors' personality like take a rapid action without thinking and so on. The investigated respondent agreed and strongly agreed on most of the investigated items where the average mean ranged from 1.55 to 3.67. The investigated respondents showed that psychological resilience to the second axe which represents the senior manager's way in solving problem with saying agreed (the lowest M = 1.55 & SD = 3.19). Finally, with regards to the third axes that was manager's way of controlling anger, the majority of the investigated respondents were agreed in these CSs with mean = 1.55 up to 4.13 & SD = .361 up to the highest item the SD was: 840 that is riled up, I often blurt out things then later regret and most of their answers directed to strongly agree. Concluded that, the three axes directed to agreed and strongly agree whether in mean or SD.

Conclusion

This study has categorized the hotel senior managers of the five star hotels in Cairo and how activating the anger management program can effect positively on the hotel business objectives.

A number of 350 questionnaires distributed online to the hotels senior managers and head departments. Sample were collected, entered and analyzed. The findings of this study revealed that most of the respondent reacted agree regarding their way in solving problems and reacted totally agree regards to the range of controlling their anger and temper. There was a strong relationship between psychological resilience and applying anger management program. The results of current study also revealed that there were no statistically significant differences between senior manager males and females of Cairo five star hotels despite of there were statistically significant differences regards to age with respect to their level of anger. Finally, there was a statistically significant positive relationship between activating anger management program in hotels and controlling both of in word and out word anger for senior hotel managers in Cairo.

Recommendations

Based on the findings of this study, a number of recommendations are introduced to the senior hotel managers. They should adopt a strategy based on an anger management training program to overcome and manage their anger. Such program would include:

- Repeating calming words or phrases such as "relax" or "take it easy".
- Visualizing a relaxing experience, either from their memory or from their imagination.
- Stepping back when they get involved in a dilemma.
- hotel managers should also handle physically anger exercise program through:
- Taking a break., rewinding the situation., walking, smiling, playing games or doing Yoga.
- Head departments should manage their anger in a professional skilled program that leads them to positive change in their performance which react automatically on hotel business goals. Such a specific program could be applied throughout:
- Leaving the workplace for some minutes, or even hours, prior to talking about sensitive issues that might be irritating and cause angry feelings.
- Writing down a detailed response to the problem prior to handling it.
- Talking over situations with trusted employees and venting to a therapist.
- Writing down all the negative emotions to free themselves.

Finally, such a specific anger management program directed to hotel staff would include:

1. Assume that staff has a right to be angry
2. Listen to emotion without emotion
3. Place the staff first, problem second
4. Look at what went wrong.
5. Correct the issue

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تفعيل إدارة الغضب كنمط إداري مستحدث من أجل التغيير الإيجابي في الأداء: دراسة تحليلية بالفنادق المصرية

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الملخص العربي

يمكن السيطرة على الغضب بسهولة إذا ما تعرفنا على مسبباته، وأهم أسباب الغضب لدى الناس هي مشكلات الماضي، ومن أفضل الطرق للسيطرة على الغضب هي تخيل آثار الغضب إذا ما خرج عن السيطرة. لذا يوجد مفهوم "إدارة الغضب" والذي يعني التعبير عن الغضب بالطريقة الصحيحة دون أن يتأثر الشخص الغاضب نفسه أو الأشخاص المحيطين به بشكل سلبي.. كما أن أفضل وسيلة للتعامل مع الغضب هي مواجهته عن طريق "إدارة الغضب"، وذلك باتباع عددًا من الاستراتيجيات والبرامج بهدف إحكام السيطرة على الغضب والتحكم فيه من أجل تحقيق أداء فعال ومتميز. ولذلك يهدف البحث إلي دراسة أهميه استخدام وتفعيل إدارة الغضب كنمط إداري مستحدث يمكن الاستفادة منه في التحكم في سلوكيات ومشاعر وأحاسيس مدراء الفنادق ومديرين الإدارات والأقسام وذلك من أجل تغييرهم بشكل إيجابي مما بدوره يؤثر علي رفع مستوي الأداء العام بالفنادق. وتم جمع البيانات من خلال استمارة استقصاء وجهت إلي مدراء الفنادق وكذلك مديري الإدارات بفنادق القاهرة. وتم تحليل النتائج التي تم الوصول إليها إحصائيا باستخدام الإصدار العشرين من برنامج تحليل الحزم الإحصائية للعلوم الاجتماعية SPSS. ولقد خلصت الدراسة إلي وجود قصور متمثل في ارتفاع نسبة الغضب اللاإرادي الداخلي لدي أكثر من 88% من إجمالي حجم العينة مما كان له تأثيرا سلبيا علي سلوكياتهم وانفعالاتهم وأيضا توجيههم للموظفين، مما كان له تأثير سلبي وأدى إلى عرقلة الأداء المؤسسي بنسبه كبيرة. ومن ثم توصي الدراسة بضرورة تفعيل وتنشيط استخدام تقنيات إدارة الغضب لدي مديري الفنادق وكذلك مديري الإدارات والأقسام حتي يتمكنوا من إعادة توجيه وإدارة غضبهم بصورة أفضل تؤثر بدورها بشكل إيجابي على أداء موظفي تلك الفنادق بصفة خاصة وأيضا على الأداء المؤسسي بصفة عامة وبالتالي تحقيق أهداف المؤسسة.

الكلمات الرئيسية: الغضب ، إدارة الغضب ، التغيير الإيجابي ، المحفزات