

Full Length Research Paper

Anger in school managers: Continuity, direction, control and style

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School managers undertake an important duty in structuring of education institutions. In the study carried out in this context; anger conditions, continuity, and direction of anger, anger control levels and anger styles of school managers who are the decision makers in schools were examined according to the ages, working periods, duty types, ways to become a manager, perceived socio-economic level, number of children and birth order of the managers. The study was carried out with 113 school managers in total and the data was obtained using "Personal Information Form" and "State Continuous Anger Scale". The study was performed with relational screening method. Some results of the study can be stated as follows: The continuity of the anger felt by the school managers, repression of the anger, expression of the anger and anger control were found to be at medium level. Anger repression and control levels of the managers show difference in terms of working period. Perceived socio-economic level was found to be a factor in the expression of the anger felt. Birth order was found to be a factor in controlling the anger felt by the managers.

Key words: School managers, anger, education.

INTRODUCTION

Anger is defined as a quite intensive, negative emotion which is felt in situations such as being prevented, attacked, threatened, bereft, restricted, etc. and which may result in aggressive behaviors towards the causing thing or person by some means or other (Budak, 2003). Direct aggression towards the source of prevention is not always possible or appropriate. Sometimes the source is uncertain or it has no physical difference. The individual feels anger and looks for an object to transfer these feelings (Atkinson et al., 1996). Individuals frequently have to regulate their emotions, especially negative ones, to function successfully (Maussa et al., 2007).

In a research study on violent video games and anger as predictors of aggression, a total of 167 undergraduate students (79 females, 88 males) first completed a measure of anger and were then randomly assigned to play either a non-violent or violent video game. After the

video game play period, participants completed ambiguous story stems in order to assess aggression. In the result of the research, it was found that participants who were angry were more affected by violent video games than participants who were not angry (Giumetti and Markey, 2007).

In a study that researches anger levels of prisoners according to gender, results indicated significant main effects for gender in a majority of the subscales of the two measures, with significant differences found in both the experience and expression of anger for male and female prisoners. Women displayed higher scores on: state anger, trait anger, angry reaction, angry temperament, anger in, anger out and anger expression. The males scored significantly higher on only one sub-scale, anger control (Suter et al., 2002). Another study that researches anger expression types of the managers reveals that female managers express their angers more often than male managers (Demirkasımoğlu, 2007).

Various features of the anger episodes differed according to the status of the respondent, with superiors

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angered by morally reprehensible behaviors and job incompetence, co-workers angered by morally reprehensible behaviors and public humiliation, and subordinates angered by unjust treatment. Subordinates were less likely than superiors to confront the anger target and more likely to consider the incident unresolved (Fitness, 2000).

Deffenbacher et al. (2002) carried out a study participated in by 55 psychology students, who got high scores in Driving Anger Scale (scored in the upper quartile), who had a problem with driving anger and who wanted to have psychological consultancy. In this study, relaxation and cognitive-relaxation interventions lowered indices of driving anger and hostile and aggressive forms of expressing driving anger and increased adaptive/constructive ways of expressing driving anger. The cognitive-relaxation intervention also lowered the frequency of risky behavior. Both interventions lowered trait anger as well.

Anger is an emotion that is commonly addressed in therapy situations, and particularly in music therapy since music, by its nature, is evocative of emotion. In a study it is examined that music therapists' experience and respond to client anger utilizing a multiple instrumental case study design. The results of the study analyses revealed four groupings of therapists' responses, the division of which is primarily based on the therapists' intent, and which are described as models of response. They include the Redirection Model, Validation Model, Containing Model, and the Working-through Model (Jackson, 2010).

In a research studying the paradoxical phenomenon of over-control of anger reactions in individuals who have committed serious acts of violence, analysis suggests that violent offenders are indeed heterogeneous in terms of the functional antecedents for their violent acts. Even in offenders where anger is an important antecedent, high inhibition of anger may be problematic as well as the more recognized deficiencies in controlling anger (Davey et al., 2005).

In a study aiming to describe the relation between the attachment styles of the education managers, anger and anger expression styles, a linear and significant relation is seen between managers with fearful attachment, dismissing attachment and preoccupied attachment styles and their continuous anger levels. A linear significant relation was found between insecure attachment style (fearful, preoccupied and dismissing) and anger inside and also between fearful and preoccupied attachment and outward anger (Akmaz, 2009).

Arslan (2009), used a survey model with 499 students between 16 and 18 years of age to investigate associations between perceived social support, self-esteem, trait anger, and anger expression. There is a significant negative relationship among anger expression and the social support and trait anger perceived from family and teachers, and between self-esteem and trait

anger.

In a research studying associations between perfectionism, anger, somatic health, and positive affect, trait anger was found to be associated with self-oriented perfectionism rather than with socially prescribed perfectionism. Both socially prescribed perfectionism and self-oriented perfectionism showed weak positive correlations with self-reported somatic complaints, particularly symptoms of tension and fatigue, and more clearly in women than in men, whereas other-oriented perfectionism appeared as a predictor of whether the participants were undergoing medical treatment or not (Saboonchia and Lundh, 2003).

In a research studying personality and attempted suicide, part of a previously reported sample was analysed in order to test anger, impulsivity and temperament/character scales as predictors of aggression and self-aggression in suicide attempters and to compare anger- and aggression-related traits between impulsive and premeditated suicide attempts as well as between violent and non-violent suicide methods. Higher aggression scores, were predicted by being male, meeting criteria for borderline personality disorder and having higher angry temperament scores; low cooperativeness was also associated with aggression (Giegling et al., 2009).

In a study of Barber et al. (2005), at anger memories were found to be the most important aspects in forgiving oneself, and dealing with revenge thoughts were found to be crucial when exploring issues around forgiving another person. In a research studying the relationship between social support, social comparison, anger and anger expression, it is found that social comparison was related negatively to anger in and anger out and positively to anger control (İskender and Tanrikulu, 2010).

In a research studying social anxiety and the experience of positive emotion and anger in everyday life, results showed that social anxiety was associated with less time spent feeling happy and relaxed and more time spent feeling angry throughout the day. In general, people felt happier when they were with other people compared to being alone (Kashdan and Collins, 2010).

Accordingly in this study; anger conditions, continuity, and direction of anger, anger control levels and anger styles of the school managers who are the decision makers in schools were examined according to the ages, working periods, duty types, ways to become a manager, perceived socio-economic level, number of children and birth order of the managers.

METHODS

The study was performed with relational screening method. In the research, firstly the continuity of the anger felt by the managers, its direction towards the person, its direction towards someone else, anger control and anger styles were determined. These situations were also taken as dependent variable in the study. In the study, it

Table 1. General anger at school managers.

Anger conditions	N	Mean	Standard deviation
Continuous anger	113	19.44	3.89
Anger inside	113	15.36	3.20
Outward anger	113	14.80	2.84
Anger control	113	21.62	4.31
Anger style	113	51.78	5.51
Valid N (listwise)	113		

was researched whether these dependent variables show differences according to ages, working periods, duty types, ways to become a manager, perceived socio-economic level, number of children and birth order of the managers. These factors were taken as independent variable in the study.

Participants

The study was performed with 113 school managers in total. 9.7% of the participants were female and 90.3% were male, their average age was 39.31 (SS = 7.42), average of working period was 16.02 (SS = 7.70) and 39.8% of the participants became a manager with exam, 39.8% without exam and 20.4% with assignment. 33.6% of participants were managers, 12.4% were head deputy managers and 54.0% were deputy managers. 7.1% of the participants have no children, 29.2% have one child, 37.2% have two children, 16.8% have three children and 8.8% have four and more children. It was found that 27.4% of the participants are the first child, 51.3% are the middle child and 21.2% are the last child. The income of the participants were found as follows: 6.2% as 1000 to 1500 tl, 78.8% as 1500 to 2500 tl, 10.06% as 2500 to 3500 tl and 4.4% as 3500 and over.

State continuous anger scale

The scale which was developed by C.D. Spielberger in 1983. includes 44 points. 10 of the points measure anger, 10 of them measure state anger and 24 of them measure anger expression style. Subscales of expression style scale: Restrained anger, expressed anger and repressed anger (Savaşır and Şahin, 1997).

It was found that continuous anger level point averages of the participants were $\bar{X} = 19.44$ and standard deviations were $SS = 4$. Standard deviation quantity was accepted as $4 \pm$ and point range as middle level; the points below the average point origin were accepted as low and those above the average point end value were accepted as high continuous anger condition. Continuous anger point ranges: 10 to 15 points were accepted as low, 16 to 24 as medium and 25 to 40 as high. Anger inside point ranges: 8 to 11 points were accepted as low, 12 to 18 as medium and 19 to 32 as high. Anger outside point ranges: 8 to 11 points were accepted as low, 12 to 18 as medium and 19 to 32 as high. Anger control point ranges: 8 to 17 points were accepted as low, 18 to 26 as medium and 27 to 32 as high.

Procedure

In the research, data was obtained using "Personal Information Form" and "State Continuous anger scale". In the personal information form; questions for obtaining information such as gender (since gender variable does not show normal distribution in the variables; it is not included in the analysis), age, ways to

become a manager, working period, duty type, perceived socio-economic level, number of children and birth order of the managers were included. "State Continuous anger scale" was used to determine the anger continuity of managers, introversion and extroversion conditions, anger control and anger styles.

To put forth the situation in the analyses of the data in the research as it is; continuousness of the anger in managers, introversion and extroversion, anger control level and anger styles were determined by making average and standard deviation calculations. Variance group analysis was carried out to determine the fact if the period of the anger felt by the managers, introversion or extroversion of it, anger control and anger style show difference or not according to ages, working periods, ways to become a manager, their duties in school, number of children, perceived socio-economic level and birth order of the managers; and Scheffe test which is one of the multiple comparison tests was carried out to determine the group which the difference results from. Results are given with graphics and tables.

FINDINGS

Findings on general anger level of school managers constituting the sample were examined in Table 1. According to research, the findings are as follows: continuous anger level average of school managers is ($\bar{X} = 19.44$), their standard deviation is ($sd = 3.89$); anger inside level average of school managers is ($\bar{X} = 15.36$), their standard deviation is ($sd = 3.20$); outward anger level average of school managers is ($\bar{X} = 14.80$), their standard deviation is ($sd = 2.84$); anger control level average of school managers is ($\bar{X} = 21.62$), their standard deviation is ($sd = 4.31$); anger style level average of school managers is ($\bar{X} = 51.78$), their standard deviation is ($sd = 5.51$).

Anger conditions of managers according to their age groups are given in Table 2. When continuous anger conditions of managers were examined according to their ages, it was seen that age is not a factor for continuous anger condition [$F_{(3-109)} = 1.273$, $p > 0.05$]. When anger inside conditions of managers were examined according to their ages, it was seen that age is not a factor for anger inside condition [$F_{(3-109)} = 1.405$, $p > 0.05$]. When outward anger conditions of managers were examined according to their ages, it was seen that age is not a factor for outward anger condition [$F_{(3-109)} = 0.764$, $p > 0.05$]. When anger control conditions of managers were examined according to their ages, it was seen that age is not a factor for anger control condition [$F_{(3-109)} = 0.906$, $p > 0.05$].

Table 2. Anger conditions of managers according to their age groups.

Anger conditions	N	Mean	Standard deviation	Df	Mean square/sum of squares	F	Sig.
Continuous anger	34 and lowest	26	20.23	3-109	Between groups = 19.08 Within groups = 14.99	1.27	0.28
	35-36 age	20	18.60				
	37-42 age	39	19.92				
	43 and highest	28	18.64				
	Total	113	19.44				
Anger inside	34 and lowest	26	15.27	3-109	Between groups = 14.22 Within groups = 10.12	1.40	0.24
	35-36 age	20	15.25				
	37-42 age	39	16.10				
	43 and highest	28	14.50				
	Total	113	15.36				
Outward anger	34 and lowest	26	14.69	3-109	Between groups = 6.19 Within groups = 8.10	0.76	0.51
	35-36 age	20	14.20				
	37-42 age	39	15.31				
	43 and highest	28	14.61				
	Total	113	14.80				
Anger control	34 and lowest	26	20.58	3-109	Between groups = 16.88 Within groups = 18.64	0.90	0.44
	35-36 age	20	21.30				
	37-42 age	39	21.92				
	43 and highest	28	22.39				
	Total	113	21.62				
Anger style	34 and lowest	26	50.54	3-109	Between groups = 52.53 Within groups = 29.77	1.76	0.15
	35-36 age	20	50.75				
	37-42 age	39	53.33				
	43 and highest	28	51.50				
	Total	113	51.78				

When anger style conditions of managers were examined according to their ages, it was seen that

age is not a factor for anger style condition [$F_{(3-109)} = 0.158, p > 0.05$].

Anger conditions of managers according to their working periods are given in Table 3. When

Table 3. Anger conditions of managers according to their working periods.

Anger conditions	N	Mean	Standard deviation	Df	Mean square/sum of squares	F	Sig.	
Continuous anger	10 and lowest	23	20.26	3-109	Between groups = 12.32 Within groups = 15.18	Between groups = 36.98 Within groups = 165.88	0.81	0.49
	11-13 year	31	19.68					
	14-18 year	26	19.92					
	19 and highest	33	18.64					
	Total	113	19.44					
Anger inside	10 and lowest	23	15.65	3-109	Between groups = 16.25 Within groups = 10.06	Between groups = 48.75 Within groups = 1097.36	1.61	0.193>4
	11-13 year	31	15.39					
	14-18 year	26	16.23					
	19 and highest	33	14.45					
	Total	113	15.36					
Outward anger	10 and lowest	23	14.87	3-109	Between groups = 3.75 Within groups = 8.17	Between groups = 11.26 Within groups = 891.10	0.45	0.71
	11-13 year	31	14.84					
	14-18 year	26	15.23					
	19 and highest	33	14.36					
	Total	113	14.80					
Anger control	10 and lowest	23	20.13	3-109	Between groups = 45.84 Within groups = 17.84	Between groups = 137.53 Within groups = 1945.10	2.56	0.054>1
	11-13 year	31	21.42					
	14-18 year	26	21.19					
	19 and highest	33	23.18					
	Total	113	21.62					
Anger style	10 and lowest	23	50.65	3-109	Between groups = 17.09 Within groups = 30.75	Between groups = 51.27 Within groups = 3352.19	0.55	0.64
	11-13 year	31	51.65					
	14-18 year	26	52.65					
	19 and highest	33	52.00					
	Total	113	51.78					

continuous anger conditions of managers were examined according to their working periods, it was seen that working period is not a factor for continuous anger condition [$F_{(3-109)} = 0.812, p>0.05$]. When anger inside conditions of

managers were examined according to their working periods, it was found that the individuals who have worked for 14 to 18 years experience the anger more inside than the ones who have worked more than 19 years [$F_{(3-109)} = 1.614,$

$p>0.05$]. When outward anger conditions of managers were examined according to their working periods, it was seen that working period is not a factor for continuous anger condition [$F_{(3-109)} = 0.459, p>0.05$]. When anger control conditions

Table 4. Anger conditions of managers according to their duty types.

Anger conditions		N	Mean	Standard deviation	Df	Mean square/sum of squares		F	Sig.
Continuous anger	Director	38	19.05	3.90	2-110	Between groups = 10.62	Between groups = 21.64	0.70	0.49
	First assistant director	14	18.79	3.89					
	Assistant director	61	19.84	3.90		Within groups = 15.18	Within groups = 1670.61		
	Total	113	19.44	3.89		Total = 1691.87			
Anger inside	Director	38	14.82	3.90	2-110	Between groups = 9.64	Between groups = 19.29	0.94	0.39
	First assistant director	14	15.29	2.43					
	Assistant director	61	15.72	2.85		Within groups = 10.24	Within groups = 1126.83		
	Total	113	15.36	3.20		Total=1146.12			
Outward anger	Director	38	14.79	3.44	2-110	Between groups = 0.45	Between groups = 0.90	0.05	0.94
	First assistant director	14	14.57	2.95					
	Assistant director	61	14.85	2.41		Within groups = 8.19	Within groups = 901.41		
	Total	113	14.80	2.84		Total = 902.31			
Anger control	Director	38	22.32	4.73	2-110	Between groups = 34.62	Between groups = 69.24	1.89	0.15
	First assistant director	14	19.71	3.10					
	Assistant director	61	21.62	4.20		Within groups = 18.30	Within groups = 2013.39		
	Total	113	21.62	4.31		Total=2082.63			
Anger style	Director	38	51.92	7.35	2-110	Between groups = 17.09	Between groups = 51.27	0.55	0.64
	First assistant director	14	49.57	3.94					
	Assistant director	61	52.20	4.32		Within groups = 30.75	Within groups = 3352.19		
	Total	113	51.78	5.51		Total = 3403.46			

of managers were examined according to their working periods, it was found that the managers who have worked for 19 years and more control their angers more than the ones who have worked for 10 years and less [$F_{(3-109)} = 2.569$, $p > 0.05$]. When anger style conditions of managers were examined according to their working periods, it was seen that working period is not a factor for anger style condition [$F_{(3-109)} = 0.556$, $p > 0.05$].

Anger conditions of managers according to their duty types are given in Table 4. When continuous anger conditions of managers were examined according to their duty types, it was seen that duty type is not a factor for continuous anger condition [$F_{(2-110)} = 0.7$, $p > 0.05$]. When anger inside conditions of managers were examined according to their duty types, it was seen that duty type is not a factor for anger inside condition [$F_{(2-110)}$

$= 0.942$, $p > 0.05$]. When outward anger conditions of managers were examined according to their duty types, it was seen that duty type is not a factor for outward anger condition [$F_{(2-110)} = 0.055$, $p > 0.05$]. When anger control conditions of managers were examined according to their duty types, it was seen that duty type is not a factor for anger control condition [$F_{(2-110)} = 1.891$, $p > 0.05$]. When anger style conditions of managers

Table 5. Anger conditions of managers according to their perceived socio-economic income level.

Anger conditions	N	Mean	Standard deviation	Df	Mean square/sum of squares	F	Sig.
Continuous anger	1000-1500 tl	7	20.43				
	1500-2500 tl	89	19.48		Between groups = 11.94	Between groups = 35.82	
	2500-3500 tl	12	18.08	3-109			0.78 0.50
	3500 tl and highest	5	20.60		Within groups = 15.19	Within groups = 1656.05	
	Total	113	19.44			Total = 1691.87	
Anger inside	1000-1500 tl	7	16.00				
	1500-2500 tl	89	15.15		Between groups = 8.03	Between groups = 24.10	
	2500-3500 tl	12	15.92	3-109			0.78 0.50
	3500 tl and highest	5	17.00		Within groups = 10.29	Within groups = 1122.01	
	Total	113	15.36			Total = 1146.12	
Outward anger	1000-1500 tl	7	14.14				1>3&4
	1500-2500 tl	89	14.52				2>3&4
	2500-3500 tl	12	16.50	3-109	Between groups = 20.34	Between groups = 61.03	2.63
	3500 tl and highest	5	16.60		Within groups = 7.71	Within groups = 841.23	0.53
	Total	113	14.80			Total = 902.31	
Anger control	1000-1500 tl	7	22.71				
	1500-2500 tl	89	21.55		Between groups = 13.69	Between groups = 41.06	
	2500-3500 tl	12	22.42	3-109			0.73 0.53
	3500 tl and highest	5	19.40		Within groups = 18.73	Within groups = 2041.56	
	Total	113	21.62			Total = 2082.63	
Anger style	1000-1500 tl	7	52.86				
	1500-2500 tl	89	51.21		Between groups = 52.00	Between groups = 156.00	
	2500-3500 tl	12	54.83	3-109			1.74 0.16
	3500 tl and highest	5	53.00		Within groups = 29.79	Within groups = 3247.46	
	Total	113	51.78			Total = 3403.46	

were examined according to their duty types, it was seen that duty type is not a factor for anger

style condition [F(2-110) = 1.318, p>0.05]. Anger conditions of managers according to their

perceived socio-economic income level were examined in Table 5. When continuous anger

conditions of managers were examined according to their perceived socio-economic income level, it was seen that perceived socio-economic income level is not a factor for continuous anger condition [$F(3-109) = 0.786, p > 0.05$]. When anger inside conditions of managers were examined according to their perceived socio-economic income level, it was seen that perceived socio-economic income level is not a factor for anger inside condition [$F(3-109) = 0.781, p > 0.05$]. When outward anger conditions of managers were examined according to their perceived socio-economic income level, it was seen that perceived socio-economic income level is not a factor for outward anger condition [$F(3-109) = 2.636, p > 0.05$] (according to LSD multiple comparison results). When anger control conditions of managers were examined according to their perceived socio-economic income level, it was seen that perceived socio-economic income level is not a factor for anger control condition [$F(3-109) = 0.731, p > 0.05$]. When anger style conditions of managers were examined according to their perceived socio-economic income level, it was seen that perceived socio-economic income level is not a factor for anger style condition [$F(3-109) = 1.745, p > 0.05$].

Anger conditions of managers according to their birth order are given in Table 6. When continuous anger conditions of managers were examined according to their order of being born, it was seen that birth order is not a factor for continuous anger condition [$F(2-110) = 0.376, p > 0.05$]. When anger inside conditions of managers were examined according to their order of being born, it was seen that birth order is not a factor for anger inside condition [$F(2-110) = 0.525, p > 0.05$]. When outward anger conditions of managers were examined according to their order of being born, it was seen that birth order is not a factor for outward anger condition [$F(2-110) = 0.780, p > 0.05$]. When anger control conditions of managers were examined according to their order of being born, it was seen that birth order is not a factor for anger control condition [$F(2-110) = 3.883, p > 0.05$]. It was found that anger control level of middle child is higher in comparison with the first and last child. When anger style conditions of managers were examined according to their order of being born, it was seen that birth order is not a factor for anger style condition [$F(2-110) = 1.505, p > 0.05$].

DISCUSSION

In this part, the results obtained with the research, discussion on these results and whether the results fit for the present literature or not are included.

1) The continuity of the anger felt by the school managers, repression of the anger, expression of the anger and anger control was found to be medium level. In the study carried out by Kiral (2008), it was found that the stress symptom experienced most among the psycholo-

gical stress symptoms by the school managers is not to make the anger felt by other around them. When the continuity of the anger, repression of the anger and medium level anger control is associated with the profession, this reveals the risk of being managed by the anger instead of managing it. This may result from the fact that multiple factors which may affect managing processes are experienced at the same time and this factors need to be controlled properly. Managers carry out the duty to be a balance element in the institution. If he puts the managing duty forward, it is inevitable that the applications centralizing the institution will emerge. And this may cause the manager to neglect the human element which is an absolute must. The mentality, the rules and interests of the institution are above all, may become the basic style of the individuals with these managing organizations. The managing mentality which drives the managing forward and which centralizes the wishes of the individuals may become a factor which avoids institutionalizing and the emerging of institution culture. This situation pushes the managers to repress the feeling of anger. Repression of the anger may avoid its expression and thereby the factors driving the feeling of anger may cause the increase of uncompleted works, professional exhaustion and a process which may result in injuring mental health.

2) Age is not a factor in the continuity of the anger felt by the school managers, repression and expression of the anger and anger control. In the study carried by Akmaz (2009), it was found that continuous anger and anger expression style do not differ according to age. When the age groups of the participants are taken into consideration, it can be said that they are at the stage of "Intimacy vs. Isolation" and "Generativity vs. Stagnation" from the stages of psychosocial development of Erikson (Senemoğlu, 2004). The managers are in the position of developing loving and meaningful relations because of the developmental stage they are in and as a part of their job. In medium adulthood stage, they can be said to be in a process to help others and in other words to educate people with the experience they have. Accordingly, the school managers need to manage the anger in an efficient and functional way to organize the environments which may contribute the education of many people and to be productive.

3) Anger repression and control levels of the managers show difference in terms of working period. The reason why managers who have worked for 14 to 18 years express anger more compared to the ones who have worked more than 19 years is the lack of belief regarding the ability to control the potential situations which may occur in case of expression. Another reason is the uncertainty regarding what s/he may face with in case of expressing the anger. One of the methods applied to tolerate the uncertainty is irresponsiveness. Seniority is an important variable in expression of anger by the managers (Demirkasimoğlu, 2007). As the working period

Table 6. Anger conditions of managers according to their order of being born.

Anger conditions	N	Mean	Standard deviation	Df	Mean square/sum of squares		F	Sig.	
Continuous anger	First child	31	19.39	2-110	Between groups = 5.73	Between groups = 11.47	0.37	0.68	
	Middle child	58	19.22						3.93
	Last child	24	20.04		3.92	Within groups = 15.27			Within groups = 1680.39
	Total	113	19.44		3.89				
Anger inside	First child	31	15.23	2-110	Between groups = 5.41	Between groups = 10.83	0.52	0.59	
	Middle child	58	15.19						2.65
	Last child	24	15.96		4.06	Within groups = 10.32			Within groups = 1135.29
	Total	113	15.36		3.20				
Outward anger	First child	31	14.94	2-110	Between groups = 6.30	Between groups = 12.61	0.78	0.46	
	Middle child	58	14.50						2.37
	Last child	24	15.33		3.87	Within groups = 8.08			Within groups = 889.70
	Total	113	14.80		2.84				
Anger control	First child	31	20.16	2-110	Between groups = 68.67	Between groups = 137.034	3.88	2>1 0.23	
	Middle child	58	22.66						4.30
	Last child	24	21.00		4.23	Within groups = 17.68			Within groups = 1945.29
	Total	113	21.62		4.31				
Anger style	First child	31	50.32	2-110	Between groups = 45.31	Between groups = 90.63	1.50	0.22	
	Middle child	58	52.34						4.51
	Last child	24	52.29		6.60	Within groups = 30.11			Within groups = 3312.93
	Total	113	51.78		5.51				

increases, the level of controlling the anger also increases. Basic reason of this is that the managers have gained experienced about what to do and how to do it before the anger, during the anger and after the anger during their management period. Another reason is the emerging of a style which may prevent the occurrence of factors causing the feeling of anger in management period. In short it can be said that management period teaches the individual both

how to be angry and how to control this feeling in case of anger.
 4) Working period of the school managers does not cause any difference in period of the anger felt, repression-expression of the anger and anger control levels. A basic reason for this is the institutionalizing the place of duty and emergence of an institution culture. In institutionalizing and in the institutions comprising the institution culture, it is important to work in favor of the institution and

purposes of it instead of personal ambitions and interests. Whatever the management duty is, it is inevitable that every manager should be in a mentality fit for the purpose and behave accordingly. This measures the priorities required by the exams carried out for the managers and shows how important is that the necessary appointments are performed.
 5) Perceived socio-economic level was found to be a factor in the expression of the anger felt. To

have the necessary resources which may cause to perceive themselves in a good condition may bring forth the fact that the anger is expressed instead of repression. The reason may be the fact that the perception to control the situations to be faced in case of repression is high depending upon the economic potential or the mentality that s/he will not be affected by the most negative situations (resignation or to be fined, etc.). One of the factors which are efficient in controlling a situation the individual may face or in developing a belief that he will not be affected in case of not controlling is the economic potential and perception of this potential.

6) Birth order was found to be a factor in controlling the anger felt by the managers. The anger control levels of the managers who are the "middle" children were found to be higher than the ones who are the "first" and "last" children. Anger control levels of the managers who are the "middle" children differ significantly from the managers who are the "first" children. The reason may be sought in childhood. Because according Adler, children develop a life style with respect to positions in family in accordance with their order of birth and to their perception style of these positions. The middle child should cope with his/her more powerful and more talented siblings who are elder than him/her and the ones who are younger but who are more loved by the family. The main aim of this challenge is to get rid of the feeling of deficiency and to achieve to be superior. The reactions given for this challenge form the lifestyle of the individual whether they are real or imaginary. This lifestyle becomes the main factor which determines how s/he will respond to stimulators in educational, professional and social life. Adler argued that success aim carries the individual towards the superiority and helps him/her to cope with difficulties (Corey, 2009).

SUGGESTIONS

- 1) Awareness may be raised among managers regarding personal, social and professional factors affecting anger control. It can be said that awareness regarding these factors is one of the basic points in anger control process. Because the individual can control only what s/he is aware of.
- 2) Personal factors which may affect the management mentality should be determined in manager assignment process and the appointments should be carried out according to this determination.
- 3) In working process, research may be carried out in order to define the factors which affect anger control in a positive/negative way.
- 4) Birth order was found as a factor in the anger control

of the school managers. Researches may be carried out to determine whether this finding is relevant with other institution managers or not.

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