
**IMPACT OF STRESS MANAGEMENT BY DEVELOPMENT OF
EMOTIONAL INTELLIGENCE IN CMTS, BSNL, TAMILNADU CIRCLE- A
STUDY**

R. GOPINATH*

*TTA, BSNL, Trichy SSA, Tamil Nadu Telecom Circle, Tamil Nadu State, India.

ABSTRACT

The aim of this paper is to reduction of executive stress by development of Emotional Intelligence. The study comprises the managing Stress by using behavioural interventions. It is equally divided into Experimental Group and Control Group. The experimental group was administered the behavioural interventions. The control group participants were not exposed to any intervention. Along with the eight weeks period, both Experimental and Control Groups were once again administered Kindler's Stress Inventory Scale among BSNL executives. The investigation focused on somatic, psychological symptoms and stress resilience. The Experimental Group in the after intervention was found to be higher in stress management skills, Emotional Intelligence and reduced stress level than the control Group without intervention. The reason being that Experimental Group got the benefit from Behavioural Interventions. Stress tolerance and impulse control have revealed a greater impact. It has examined the effectiveness of behavioural intervention in enhancing the Emotional Intelligence. The efficiency of working staff will increase due to Interventions given for eight weeks and their mental and physical health will be having a very good improvement. Intervention techniques could be introduced to subjects to help them effectively deal with Emotional Intelligence.

KEY WORD: Stress Management, Emotional Intelligence, Behavioural Interventions.

INTRODUCTION

“Stress is a process in which environmental demands tax or exceed the adaptive capacity of an organism resulting in psychological and biological changes that may place persons at risk for disease”, Cohen (1997). The responses to stress management items indicate an individual’s tolerance to stress and impulse control. Emotional Intelligence is the ability to monitor one’s own and other’s emotions, to discriminate among them and to use the information to guide one’s thinking and actions.

Stress is many-faceted process that occurs in reaction to events or situations in our environment termed stressors. An interesting feature of stress is the wide range of physical and psychological reactions that different people have to the same event; some may interpret an event as stressful, whereas others simply take it in their stride. Moreover, a particular person may react quite differently to the same stressor at different points in time. Stress is the process of appraising events as threatening, challenging or harmful and responding to such events on a physiological, emotional, cognitive or behavioural level.

In 1999, Lazarus suggested that stress and emotions are interdependent – where there is stress there is also emotion. Historically, stress researchers tended not to know or cite emotional research (Lazarus). However, today the practical importance of emotion in stress and psychological and physical well-being are widely recognized (Spector & Goh, 2001).

REVIEW OF LITERATURE

Stress arises when individuals perceive that they cannot adequately cope with the demands being made on them or with threats to their well being, Lazaurs (1966). Stress is many-faceted process that occurs in reaction to events or situations in our environment termed stressors. Stress is the process of appraising events as threatening, challenging or harmful and responding to such events on a physiological, emotional, cognitive or behavioural level.

Emotional Intelligence is the ability to monitor one's own and other's emotions, to discriminate among them and to use the information to guide one's thinking and actions (Salovey and Mayer, 1990). The concept of emotional intelligence is an umbrella term that captures a broad collection of individual skills and dispositions, usually referred to as soft skills or inter and intra-personal skills, that are outside the traditional areas of specific knowledge, general intelligence, and technical or professional skills, Most of the authors on the topic note that in order to be a well adjusted, fully functioning member of society (or family member, spouse, employee, etc.), one must possess both traditional intelligence and emotional intelligence. Emotional intelligence involves being aware of emotions and how they can affect and interact with traditional intelligence (e.g., impair or enhance judgement, etc.). This view fits well with the commonly held notion that it takes more than just brains to succeed in life – one must also be able to develop and maintain healthy interpersonal relationships. Viewed from this perspective, emotional intelligence is nothing new.

According to Mayer *et al.*, (1993) emotional intelligence allows up to think more creatively and to use our emotions to solve problems. Emotional intelligence probably overlaps to some extent with general intelligence. The emotionally intelligent person is skilled in four areas, namely identifying emotions, using emotions, understanding emotions and regulating emotions.

This body of research has examined how organizations, as powerful culture eating institutions, have applied normative expectations and established boundaries for the acceptable expression of emotion among employees through tactics such as applicant screening and selection measures, employee training, off-the-job socialization opportunities, organisational rewards, and the creation of rituals, ideologies, and other symbols for indoctrinating the newly hired into the culture of the organization (Gopinath, 2011c). A study concerned with Workplace Emotion Dimensions of Employees in BSNL, Trichy Secondary Switching Area, Tamil Nadu Circle was undertaken (Gopinath, 2011a). The study was empirically conducted using a structured questionnaire dealing with various aspects of emotional patterns. After thoroughly analyzing the primary data, the researcher concludes that employees at BSNL, by nature as well as by work culture, have developed a high degree of equanimity, balanced altitude and are characterized by high level of self accountability as well as avoidance of personal hatred. Finally, it is concluded that workplace emotions are multi dimensional in the organization and hence, being a service enterprise, the

corporate has the onus of harvesting the flux of emotions to build a professional work attitude in employees. A study was carried out on Employee's work place emotions in BSNL organization (Gopinath, 2011b). It was found out that workplace emotions were multi dimensional in the BSNL organization. Being a service enterprise, the corporate has the onus of harvesting the flux of emotions to build a professional work attitude in employees. Based on the research findings and personal observations, the following suggestions are brought forth for the improvement of the workplace system, Special orientation programmes may be arranged for giving new exposure to higher bench mark standards.

The concept of EI has been extensively popularized in the lay press and corporate would as individual purport the potential ability of EI to predict various markers of success was examined by Romanelli *et al.*, (2006). EI most commonly incorporates concepts of emotional expression and regulation, self-awareness, and empathy. Emotional intelligence in Promoting Self-efficacy of the Visually Impaired fresh Students of Federal College of Education (Special) was carried out by Eniola & Busari, (2007). Besides this, EI training program in promoting self-efficacy of the visually impaired student showed no improvement in the self-efficacy. Emotional intelligence training and its implications for stress, health and performance was carried out by Slaski and Cartwright (2003). Differences were found in scores before the program and after the program. The training improved mental health and decreased the feelings of occupational stress.

The interventions included Anger Relaxation Technique, Genital Muscle Relaxation Technique, Slow-Deep Breathing Exercise, Benson's Relaxation Response, Simplified Kundalini Yoga, Laughter Technique and Reduction of Breathing Rate. The Respective Group in the after intervention was found to be higher in stress management skills, Emotional Intelligence and reduced stress level than Respective Group before intervention the reason being that Respective Group post test got the benefit from Behavioural Intervention (Gopinath *et al.*, 2014).

OBJECTIVES OF THE STUDY

1. To examine the level of Somatic symptoms, Psychological symptoms and Stress Resilience among the executives.
2. To assess the Emotional Intelligence and Stress level after application of behavioural intervention.
3. To evaluate the effectiveness of behavioural intervention to reduction of stress and improve the Stress Resilience.

METHODOLOGY

SAMPLE FRAME

The sample size was restricted to 186 executives. 93 executives were assigned randomly to the Experimental and Control Groups respectively. Similarly, both technical and non-technical cadre Executives were involved. Both groups were included male and female and their age group is 25 to 56 years. The study the sample unit is chosen on Stratified Proportionate sampling method.

MAIN STUDY AND RESEARCH DESIGN

The research design adopted in the present study that, the sample population is 186. It is equally divided into Group-I (Experimental) and Group-II (Control). The experimental group was administered the behavioural interventions. The interventions included Anger Relaxation Technique,

Genital Muscle Relaxation Technique, Slow-Deep Breathing Exercise, Benson's Relaxation Response, Simplified Kundalini Yoga, Laughter Technique and Reduction of Breathing Rate. Sufficient care was taken to teach the interventions to the experimental group participants until they were comfortable with doing them on own. Participants were asked to practice the interventions twice a day for eight weeks. The control group participants were not exposed to any intervention. After eight weeks period, both Experimental and Control Groups were once again administered Kindler's Stress Inventory Scale. Finally control group executives also administered the behavioral interventions. After eight weeks control group were once again administered Kindler's Stress Inventory Scale.

The standardized questionnaire was given to both the groups. The Kindler's Stress Inventory Scales of the Experimental Group Pre-Test Phase-I before intervention is denoted by "A".

"B" pertains to the Kindler's Stress Inventory scale is the Post-Test after intervention (Phase-II) of the experimental group after eight weeks.

"C" Corresponds to the Kindler's Stress Inventory scale is the Pre-Test Phase-I of the control Group, before intervention.

The Kindler's Stress Inventory scale is the Post-Test phase-II of the control group without intervention after eight weeks is named "D".

The nomenclature "E" stands for the Kindler's Stress Inventory Scale after eight weeks for the control group Post-Test phase-III.

STATISTICAL TOOLS

Primary data were collected, tabulated. A pilot study was carried out to revise the questionnaires and for item analysis. The validity and reliability of the questionnaires were measured. The internal consistencies of scale were assessed through computing Cronbach's Alpha. The questionnaire shows the reliability value is 0.9. Implication from these values indicates that all of the items used for each component in the questionnaire have a high and consistent reliability values.

MATERIALS

- 1) Socio - Demographics Dimensions
- 2) Stress Inventory Scale (Kindler, 1981).
 - a) Somatic and Psychological Symptoms
 - b) Stress Resilience

BEHAVIOURAL INTERVENTIONS

- 1) Anger Relaxation Technique (Ganesan, 1980a).
- 2) Genital Muscle Relaxation Technique (Ganesan, 1980b; 1984).
- 3) Slow-Deep Breathing Exercise (White, 1975).
- 4) Benson's Relaxation Response (Benson, 1998).
- 5) Simplified Kundalini Yoga (Maharisi, 1972).
- 6) Laughter Technique (Ganesan, 1990a).
- 7) Reduction of Breathing Rate (Ganesan, 1990b).

All the above Behavioural Interventions are known as Training Methods or Techniques. Each of them involves simple practices. A minimum of 10 minutes and a maximum of 20 minutes can be allotted for each technique.

RESULTS AND FINDINGS

Table -1. Kindler's Stress Inventory of the Experimental and Control Groups in the Before Intervention

(N=186)

Sl. No.	Dimensions	Experimental Group(A)	Control Group(C)	Modulus of Mean Difference	Critical Ratio (t)
		Mean (S.D.)	Mean (S.D.)		
1	Somatic Symptoms Score	14.04 (1.37)	14.82 (1.35)	0.77	4.47
2	Psychological Symptoms Score	35.30 (2.53)	35.47 (1.71)	0.17	0.53
3	Stress Resilience Score	43.23 (2.96)	45.26 (1.83)	2.03	5.61

Table-1. Shows the score of the participants before intervention on the three dimensions of Kindler's Stress Inventory for the Experimental and Control Groups. When compared to the mean values of the three dimensions on Kindler's Stress Inventory between experimental and control group, the somatic symptoms score, Psychological symptoms score and Stress Resilience score of the control group are found to be slightly higher than those of the experimental group.

The above values indicate that both the experimental and control groups are more or less homogeneous. The average values obtained on each of the three dimensions of Kindler's Stress Inventory are closer to the normative mean in the case of both the Experimental and Control Groups. Hence, it is inferred that the minor variations in the case of three dimensions of Kindler's Stress Inventory may be attributed to random variation.

Table -2: Kindler's Stress Inventory of the Experimental and Control Groups in the after intervention

(N=186)

Sl. No.	Dimensions	Experimental Group(B)	Control Group(D)	Modulus of Mean Difference	Critical Value (t)
		Mean (S.D.)	Mean (S.D.)		
1	Somatic Symptoms Score	6.41 (1.22)	14.92 (1.96)	8.52	36.68**
2	Psychological Symptoms Score	8.37 (0.96)	29.44 (2.07)	21.08	84.96**
3	Stress Resilience Score	25.39 (1.98)	39.84 (2.86)	14.45	40.14**

** $p < 0.01$

Tables-2. shows the mean, standard deviation and mean difference of the Experimental and Control Groups on Dimensions for the various dimensions of Kindler's Stress Inventory.

Hypothesis-1:

There exists a significant difference among the Somatic Symptoms Score of after Intervention on Experimental and Control Groups.

The Somatic Symptoms Score Mean and S.D. scores among the experimental group, post test (B) are 6.41 and 1.22 respectively; the same scores among the Control group post test (D), are 14.92

and 1.96 respectively. This confirms an improvement of the Somatic Symptoms Score post test (B) of the respondents after eight weeks of the application of intervention. The mean difference scores between the experimental group post test (B) and control group post test (D) was found to be 8.52 and it is significant (Critical Ratio= 36.68; $p < 0.01$). Therefore there is a significant difference among the Somatic Symptoms Score of after Intervention on Experimental and Control Groups.

Hypothesis-2:

There exists a significant difference among the Psychological Symptoms Score of after Intervention on Experimental and Control Groups.

The Psychological Symptoms Score Mean and S.D. scores among the experimental group, post test (B) are 8.37 and 0.96 respectively; the same scores among the Control group post test (D), are 29.44 and 2.07 respectively. This confirms an improvement of the Psychological Symptoms Score post test (B) of the respondents after eight weeks of the application of intervention. The mean difference scores between the experimental group post test (B) and control group post test (D) was found to be 21.08 and it is significant (Critical Ratio= 84.96; $p < 0.01$). Therefore there is a significant difference among the Psychological Symptoms Score of after Intervention on Experimental and Control Groups.

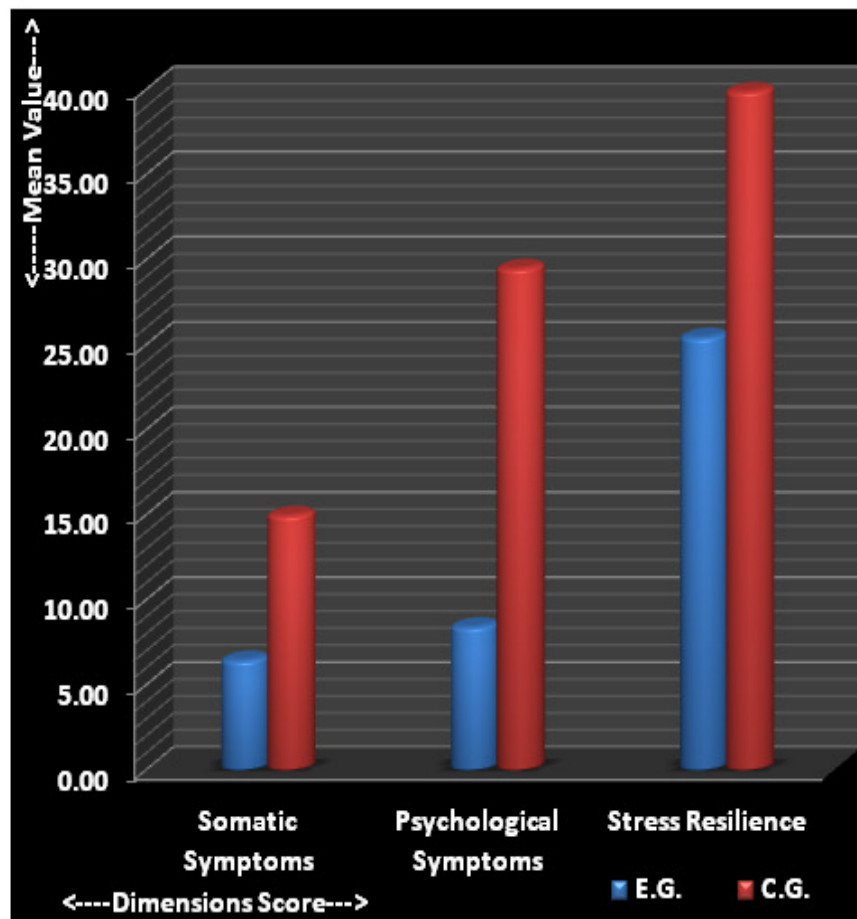


Chart - 1. Kindler's Stress Inventory on Dimensions of the Experimental and Control Groups in the After Interventions

Hypothesis-3:

There exists a significant difference among the Stress Resilience Score of after Intervention on Experimental and Control Groups.

The Stress Resilience Score Mean and S.D. scores among the experimental group, post test (B) are 25.39 and 1.98 respectively; the same scores among the Control group post test (D), are 39.84 and 2.86 respectively. This confirms an improvement of the Stress Resilience Score post test (B) of the respondents after eight weeks of the application of intervention. The mean difference scores between the experimental group post test (B) and control group post test (D) was found to be 14.45 and it is significant (Critical Ratio= 40.14; $p < 0.01$). Therefore there is a significant difference among the Stress Resilience Score of after Intervention on Experimental and Control Groups. It is shown in Chart – 1.

Table -3: Kindler's Stress Inventory of the Experimental Group in the Before and After Interventions

(N=186)

Sl. No.	Dimensions	Pre Test (A)	Post Test(B)	Modulus of Mean Difference	Critical Value (t)
		Mean (S.D.)	Mean (S.D.)		
1	Somatic Symptoms Score	14.04 (1.37)	6.41 (1.22)	7.63	40.66**
2	Psychological Symptoms Score	35.30 (2.53)	8.37 (0.96)	26.94	97.75**
3	Stress Resilience Score	43.23 (2.96)	25.39 (1.98)	17.84	47.78**

** $p < 0.01$

Table-3. Shows the Mean, S.D. and Mean Difference score of the experimental group before and after interventions of Pre Test (A) and Post Test (B) values on the various dimensions of Kindler's Stress inventory.

Hypothesis-4:

There exists a significant difference among the Somatic Symptoms Score before and after intervention on experimental group.

The Somatic Symptoms Score Mean and S.D. score among the experimental group before intervention pre test (A) are 14.04 and 1.37 respectively, after intervention post test (B) they are 6.41 and 1.22 respectively. This confirms that there is an improvement of the Somatic Symptoms Score of the respondents after eight weeks of the application of intervention. The mean difference between before and after intervention was found to be 7.63 and it is significant (Critical Ratio= 40.66; $p < 0.01$). Therefore there is a significant difference among the Somatic Symptoms Score before and after intervention on experimental group.

Hypothesis-5:

There exists a significant difference among the Psychological Symptoms Score before and after intervention on experimental group.

The Psychological Symptoms Score Mean and S.D. score among the experimental group before intervention pre test (A) are 35.30 and 2.53 respectively, after intervention post test (B) they are 8.37 and 0.96 respectively. This confirms that there is an improvement of the Psychological Symptoms Score of the respondents after eight weeks of the application of intervention. The mean difference between before and after intervention was found to be 26.94 and it is significant (Critical Ratio= 97.75; $p < 0.01$). Therefore there is a significant difference among the Psychological Symptoms Score before and after intervention on experimental group.

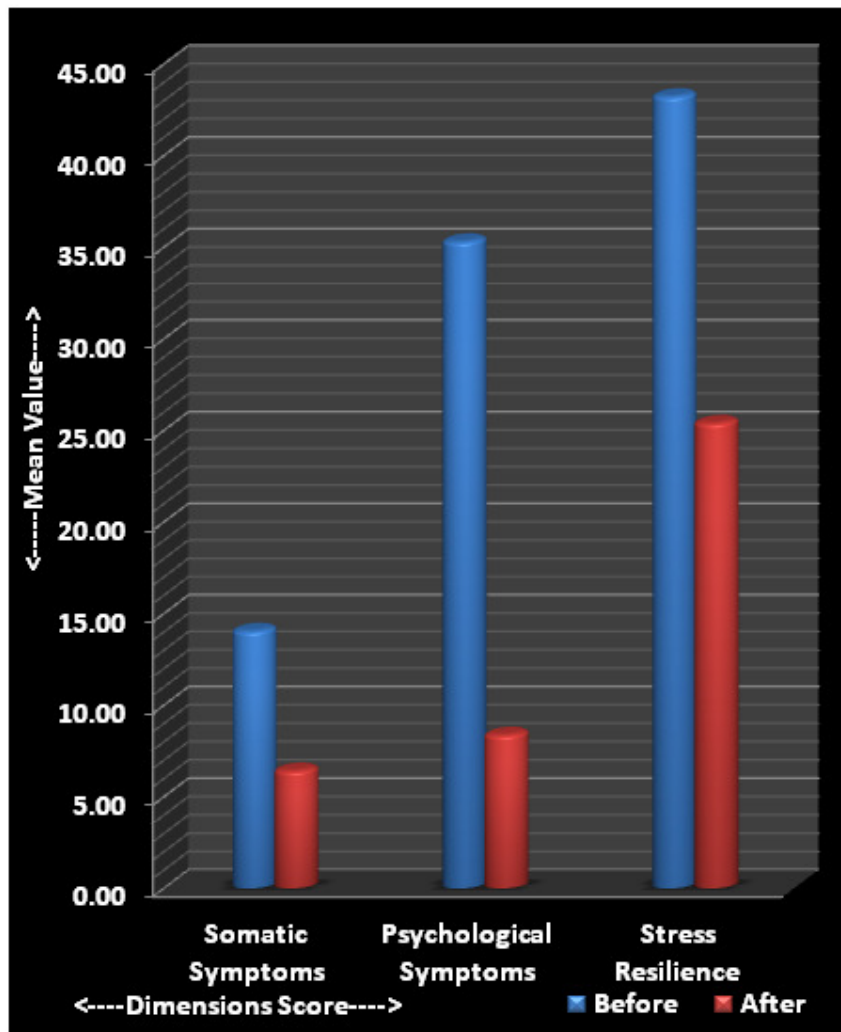


Chart -2. Kindler's Stress Inventory of the Experimental Group in the Before and After Interventions

Hypothesis-6:

There exists a significant difference among the Stress Resilience Score before and after intervention on experimental group.

The Stress Resilience Score Mean and S.D. score among the experimental group before intervention pre test (A) are 43.23 and 2.96 respectively, after intervention post test (B) they are 25.39 and 1.98 respectively. This confirms that there is an improvement of the Stress Resilience Score of the respondents after eight weeks of the application of intervention. The mean difference

between before and after intervention was found to be 17.84 and it is significant (Critical Ratio= 47.78; $p < 0.01$). Therefore there is a significant difference among the Stress Resilience Score before and after intervention on experimental group. It is shown in Chart – 2.

Table -4: Kindler's Stress Inventory of the Control Group in the Before and After Interventions

Sl. No.	Dimensions	Before(C)	After(D)	Modulus of Mean Difference	Critical Value (t)
		Mean (S.D.)	Mean (S.D.)		
1	Somatic Symptoms Score	14.82 (1.35)	14.92 (1.96)	0.11	0.44
2	Psychological Symptoms Score	35.47 (1.71)	29.44 (2.07)	6.03	21.51**
3	Stress Resilience Score	45.26 (1.83)	39.84 (2.86)	5.42	15.48**

** $p < 0.01$

Table-4. Show the mean, standard deviation and mean difference of the Control group Before and After conditions for the various dimensions of Kindler's Stress Inventory.

Hypothesis-7:

There exists a significant difference among the Somatic Symptoms Score Before and After conditions on control group.

The Somatic Symptoms Score Mean and S.D. score among the control group before intervention of Pre Test (C) are 14.82 and 1.35 respectively, after eight weeks without intervention of Post Test (D), are 14.92 and 1.96 respectively. This confirms that there is no improvement of the Somatic Symptoms Score of the respondents after eight weeks of the without intervention. The mean difference between the Control group [Pre Test (C) and Post Test (D)] was found to be 0.11 and it is no significant (Critical Ratio= 0.44; $p > 0.05$). Therefore there is a no significant difference among the Somatic Symptoms Score Before and after conditions on control group.

Hypothesis-8:

There exists a significant difference among the Psychological Symptoms Score Before and after conditions on control group.

The Psychological Symptoms Score Mean and S.D. score among the control group before intervention of Pre Test (C) are 35.47 and 1.71 respectively, after eight weeks without intervention of Post Test (D), are 29.44 and 2.07 respectively. This confirms an improvement of the Psychological Symptoms Score of the respondents after eight weeks of the without intervention. The mean difference between the Control group [Pre Test (C) and Post Test (D)] was found to be 6.03 and it is significant (Critical Ratio= 21.51; $p < 0.01$). Therefore there is a significant difference among the Psychological Symptoms Score Before and after conditions on control group.

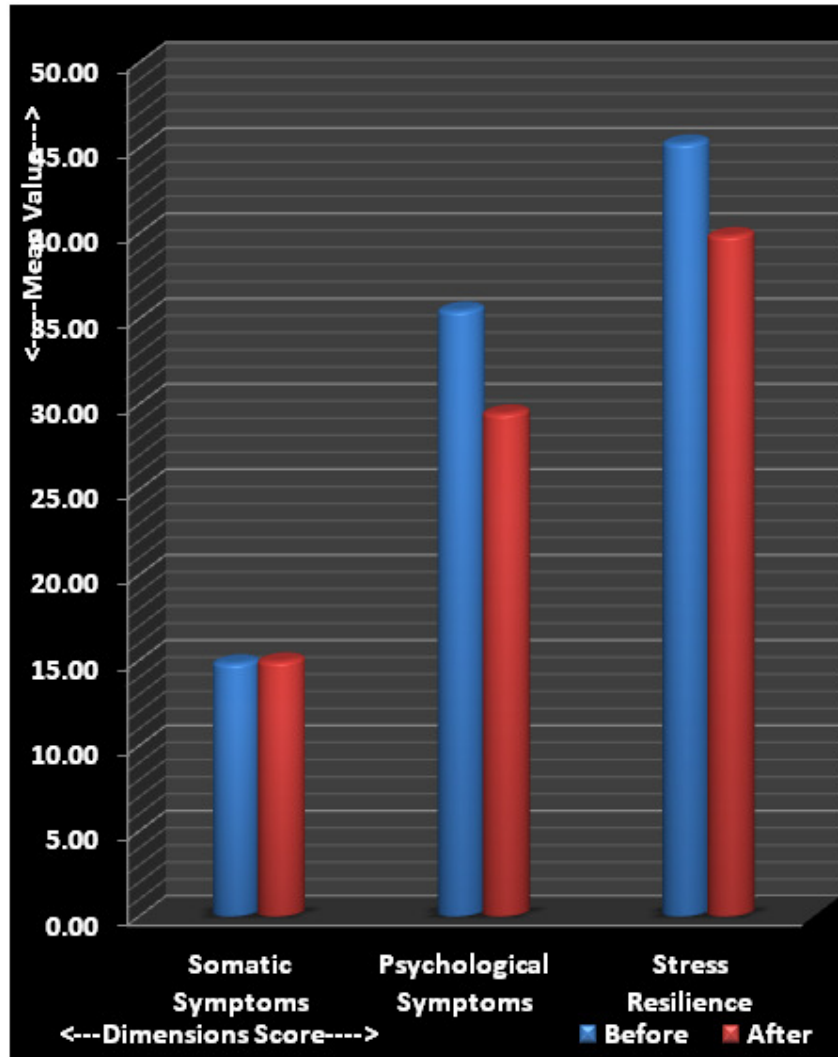


Chart -3. Kindler's Stress Inventory of the Control Group in the Before and After Interventions

Hypothesis-9:

There exists a significant difference among the Stress Resilience Score Before and After conditions on control group.

The Stress Resilience Score Mean and S.D. score among the control group before intervention of Pre Test (C) are 45.26 and 1.83 respectively, after eight weeks without intervention of Post Test (D), are 39.84 and 2.86 respectively. This confirms an improvement of the Stress Resilience Score of the respondents after eight weeks of the without intervention. The mean difference between the Control group [Pre Test (C) and Post Test (D)] was found to be 5.42 and it is significant (Critical Ratio= 15.48; $p < 0.01$). Therefore there is a significant difference among the Stress Resilience Score Before and after conditions on control group. It is shown in Chart – 3.

Table -5: Kindler's Stress Inventory of the Control Group (Test-II) in the Before and After Interventions

(N=186)

Sl. No.	Dimensions	Before (D)	After (E)	Modulus of Mean Difference	Critical Value (t)
		Mean (S.D.)	Mean (S.D.)		
1	Somatic Symptoms Score	14.92 (1.96)	3.04 (0.92)	11.88	60.71**
2	Psychological Symptoms Score	29.44 (2.07)	8.27 (1.23)	21.17	82.81**
3	Stress Resilience Score	39.84 (2.86)	24.67 (2.06)	15.17	40.94**

** $p < 0.01$

Table-5. Shows the mean, standard deviation and mean difference of the Control group (Test –II) before and after interventions for the various dimensions of Kindler's Stress Inventory.

Hypothesis-10:

There exists a significant difference among the Somatic Symptoms Score before and after Interventions on control group.

The Somatic Symptoms Score Mean and S.D. score among the control group before intervention of Post Test (D) are 14.92 and 1.96 respectively, after eight weeks intervention post test (E), are 3.04 and 0.92 respectively. This confirms an improvement of the Somatic Symptoms Score of the respondents after eight weeks of the application of intervention. The mean difference between the Control group before and after interventions [Post Test (D) and Post Test (E)] was found to be 11.88 and it is significant (Critical Ratio= 60.71; $p < 0.01$). Therefore there is a significant difference among the Somatic Symptoms Score before and after interventions on control group.

Hypothesis-11:

There exists a significant difference among the Psychological Symptoms Score before and after Interventions on control group.

The Psychological Symptoms Score Mean and S.D. score among the control group before intervention of Post Test (D) are 29.44 and 2.07 respectively, after eight weeks intervention post test (E), are 8.27 and 1.23 respectively. This confirms an improvement of the Psychological Symptoms Score of the respondents after eight weeks of the application of intervention. The mean difference between the Control group before and after interventions [Post Test (D) and Post Test (E)] was found to be 21.17 and it is significant (Critical Ratio= 82.81; $p < 0.01$). Therefore there is a significant difference among the Psychological Symptoms Score before and after interventions on control group.

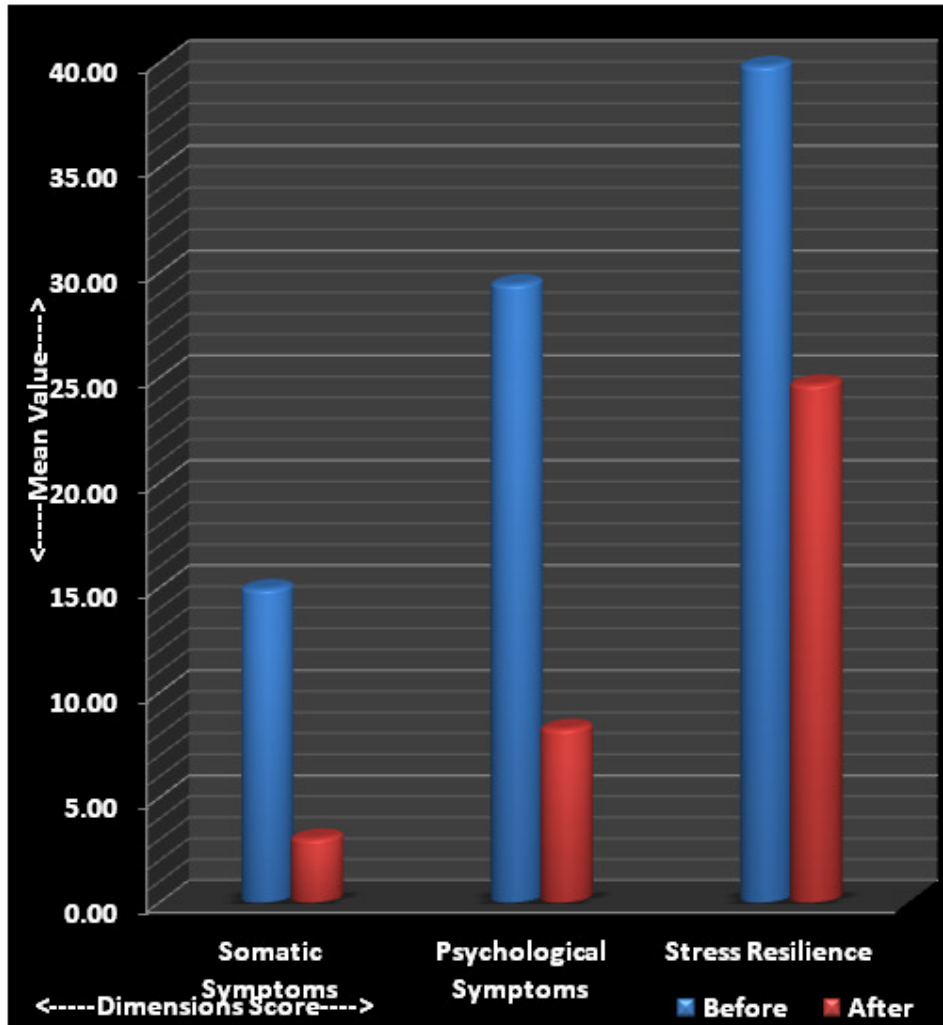


Chart -4. Kindler's Stress Inventory of the Control Group (Test-II) in the Before and After Intervention

Hypothesis-12:

There exists a significant difference among the Stress Resilience Score before and after Interventions on control group.

The Stress Resilience Score Mean and S.D. score among the control group before intervention of Post Test (D) are 39.84 and 2.86 respectively, after eight weeks intervention post test (E), are 24.67 and 2.06 respectively. This confirms an improvement of the Stress Resilience Score of the respondents after eight weeks of the application of intervention. The mean difference between the Control group before and after interventions [Post Test (D) and Post Test (E)] was found to be 15.17 and it is significant (Critical Ratio= 40.94; $p < 0.01$). Therefore there is a significant difference among the Stress Resilience Score before and after interventions on control group. It is shown in Chart – 4.

DISCUSSION

- Significant changes were observed in the control group and experimental group along with the eight weeks of Behavioural Intervention.
- Hence it may be concluded that behavioural intervention is very effective in managing stress and reduction of executives stress.

CONCLUSIONS

Findings from the present study reveal that the behavioral intervention reduced the somatic symptoms, psychological symptoms, enhanced the stress resilience of the executives improved the stress management score and reduced the executive stress herein studied. The sample population (before intervention) was divided into two homogeneous groups namely, experimental group Pre test (A) and control group Pre test (C). Behavioural Intervention for eight weeks was given to Experimental Group Pre test (A) which has now been termed as Experimental Group Post test (B). The Behavioural Interventions included Anger Relaxation Technique, Genital Muscle Relaxation Technique, Slow-Deep Breathing Exercise, Benson's Relaxation Response, Simplified Kundalini Yoga, Laughter Technique and Reduction of Breathing Rate. The Control Group Pre test (C) **without** Behavioral Intervention (**After eight weeks**), is termed as Control Group Post test (D). Intervention for another eight weeks was provided to this Group Post test (D) is called as Control Group Post test (E).

The following **five** comparisons were carried out between the groups; (i) A and C (ii) B and D (iii) A and B (iv) C and D (v) D and E;

Groups A & C: The Experimental and Control Groups before intervention was more or less homogeneous. The results for the average obtained on stress management skills, Emotional Intelligence and reduced stress level are closer to the normative mean in the case of both the Experimental and Control Groups. The minor variations in the case of all dimensions may be attributed to random variation. The reason may be that both groups were not exposed to / did not get intervention.

Groups B & D: The Experimental Group after intervention was found to be **higher** in stress management skills, Emotional Intelligence and reduced stress level than control Group post test, the reason being that Experimental Group post Test got the benefit from **Behavioural Intervention**.

Groups A & B: The Experimental Group in the after intervention was found to be **higher** in stress management skills, Emotional Intelligence and reduced stress level than Experimental Group before intervention the reason being that Experimental Group post test got the benefit from **Behavioural Intervention**.

Groups C & D: The Control Group post test was found to be **slightly higher** in stress management skills, Emotional Intelligence and reduced stress level than control Group pre test. The control group post test has gained more stress resilience as compared to before and after condition. This may be because this Control Group was interacting with Experimental Group. This would have benefited the Control Group. As a result their Stress Resilience would have slightly increased.

Groups D & E: The Control Group post test - II was found to be **higher** in stress management skills, Emotional Intelligence and reduced stress level than Control Group before intervention, the reason being that Control Group post test - II got the benefit from **Behavioural Intervention**.

- Significant changes were observed in the Experimental Group post test and Control Group post test - II after eight weeks of Behavioural Intervention.

- Among the executives, significant positive changes were observed in the areas of somatic symptoms, psychological symptoms and stress resilience, due to eight weeks of Behavioural Intervention.
- Hence it may be concluded that behavioural intervention is very effective in managing stress and reduction of executives stress.
- The Stress level completely gets reduced and relieved.

ACKNOWLEDGMENT

I express my heart full gratitude to my guide **Prof. Dr. V. Ganesan, Ph. D., The Ex. Professor and Head, Department of Psychology, Bharathiar University, Coimbatore-641046** for his invaluable guidance, incredible encouragement, greatest ideas, deep insight and suggestions in each and every stage during my research study.

REFERENCE

- 1) Bar-On, R. (1997). Bar-On Emotional Quotient Inventory Technical Manual. New York: North Tonawanda, Multi-Health Systems, Inc.
- 2) Benson, H. (1998). The Relaxation Response. Retrieved from <http://www.trancesolutions.com/free-hypnosis-downloads/ts-the-relaxation-response-herbert-benson.pdf>.
- 3) Eniola, M. S., & Busari A.O.,(2007). Emotional intelligence in Promoting Self-efficacy of the Visually Impaired fresh Students of Federal College of Education (Special) Oyo, Nigeria. The Social Sciences Medwell Journal, 2,(2),152-155.
- 4) Ganesan, V. (1980 a). Development of Anger Relaxation Technique for stress management, unpublished paper, Department of Psychology, Bharathiar University, Coimbatore.
- 5) Ganesan, V. (1980 b). Development of Genital Muscle Relaxation Technique for management of various sexual dysfunctions among Women, an unpublished paper, Department of Psychology, Bharathiar University, Coimbatore.
- 6) Ganesan, V. (1984). X-10 Behavioural Techniques, Unpublished paper, Department of Psychology, Bharathiar University, Coimbatore.
- 7) Ganesan, V. (1990 a). Development of Laughter Technique for reduction of stress, unpublished paper, Department of Psychology, Bharathiar University, Coimbatore.
- 8) Ganesan, V. (1990 b). Reduction of Breathing Rate Technique for Stress Resilience, Unpublished paper, Department of Psychology, Bharathiar University, Coimbatore.
- 9) Gopinath, R. (2011 a). A Study on Workplace Emotion Dimensions of Employees' in BSNL, Trichy SSA, Tamil Nadu Circle. Inveni Rapid: Human Resource Vol. 2, Issue 2. Published on Web 19/04/2011 [ISSN 2231- 2625].
- 10) Gopinath, R. (2011 b). Emotion Patterns of Employees' - A Study With Reference To BSNL, Trichy SSA, Tamilnadu Circle. Inveni Rapid: Human Resource Vol. 2, Issue 2 Published on Web 19/04/2011. [ISSN 2231- 2625].
- 11) Gopinath, R. (2011 c). Employees' Emotions in Workplace. Research Journal of Business Management, Vol: 4 issue 2: 1-15 [ISSN 1819-1932] DOI:10.3923/rjbm.2011.
- 12) Gopinath, R. and Ganesan, V. (2014). Stress Management by development of Emotional Intelligence : A study With Reference To CMTS, BSNL, Tamilnadu Circle, Research Journal of Business Management, pp.254-261, [ISSN: 1819-1932] DOI:10.3923/rjbm.2014.254.261.
- 13) Lazarus, R. S. (1966). Psychological stress and the Coping Process. (Ed). New York: McGraw-Hill.

- 14) Maharisi, V. (1972). Yoga for Modern Age. 13th (ed.) the World Community Service Centre, Vethagiri Publications, Erode.
- 15) Mayer, J.D. and Slovey, P.(1993). The intelligence of Emotional intelligence. *Intelligence*, 17(4), 433-442.
- 16) Romanelli, F., Cain, J., & Smith, K. M. (2006). Emotional Intelligence as a predictor of academic /or professional success. *American Journal of Pharmacy Education*, 6, 70-69.
- 17) Salovey, P. & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition, and Personality*, 9, 185-211.
- 18) Slaski, M., & Cartwright, S. (2003). Emotional intelligence training and its implications for stress, health and performance *Stress and Health*, 19, 233-239.
- 19) White, M. G. (1975). Stress management: Relaxation Breathing, *Health Care*, 1-7.
- 20) Dr.C.Vijaya Banu N.Santhosh Venkatakrishnan Y B, “A Study on Stress Management with Special Reference To a Private Sector Unit” *International Journal of Management (IJM)*, Volume 1, Issue 1, 2010, pp. 1 - 16, ISSN Print: 0976-6502, ISSN Online: 0976-6510.
- 21) Dr. Ipseeta Satpathy, Dr. B. Chandra Mohan Patnaik and Ms. Bonita Mitra, “A Study on Stress Management with Special Reference To a Private Sector Unit” *International Journal of Management (IJM)*, Volume 5, Issue 1, 2014, pp. 71 - 79, ISSN Print: 0976-6502, ISSN Online: 0976-6510.
- 22) Minakshi Nagar, University of Kota, Kota (Rajasthan), “Incorporation of Emotional Intelligence (Ei) Into the Business Curriculum: Redefining the Success Mantra at Workplace” *International Journal of Management (IJM)*, Volume 3, Issue 2, 2012, pp. 213 - 221, ISSN Print: 0976-6502, ISSN Online: 0976-6510.