COGNITO - TECTONICS IN STRESS INDUCED EMOTIONAL BEHAVIOUR

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Abstract

Introduction: *The success of an institution is mainly dependent on its effective human capital and in execution of strategic sustainable HR functions. Currently, human resources are under colossal pressure to ascertain its value, facing severe demands to create an innovative, result-oriented workforce. Ecological - connect practices save money through awareness and communication while reducing environmental predicaments. Personal or professional engagement of individuals will have a long-lasting effect on the environment. Innovation coupled with business processes can change the mindsets of people and businesses and reduce incremental costs. The hallmark of ecological - connect is that it brings about enduring stress - induced thinking competence. One of the prime doctrines of ecological - connect is maximization of positive benefits of an institution for all stakeholders and specifically it should commence with its domestic human resources.*

Purpose: *Today's institutions are seeking for a committed workforce as institutional commitment and emotional involvement in one's respective job profile is viewed as a business necessity. Stress - arresting Devoutness can be thought as an effective tool in mounding the human resources as it creates a deep sense of interconnectedness, to collectivism, which may be either physical in nature (e.g., group of people) or not physical (e.g., belief). The purpose of the paper is to find the intertwining seismic between engagement as a calling, self-efficacy, emotional intelligence, resilience and optimistic explanatory style to find answer to what happens if engagement is considered not just as a means of earning money.*

Design / Methodology / Approach: *Recent research on psychological well-being has identified the psychosocial dynamics of human contentment. The advancement in the area of positive psychology has greatly facilitated this research. Drawing on these contemporary developments, it is asserted that engagement-seeking and contentment need not be viewed as separated, often incompatible (Devoutness) processes.*

Findings: *The explication of empirical research attests to the assertion that engagement seeking and contentment constitute a unitary (Devoutness) process.*

__Practical Implications__: The positive psychological concepts such self-efficacy, optimism, resilience, emotional intelligence and growth mind-set are well-incorporated in contentment. These positive attributes are also needed for successful engagement seeking emotional behavior. The self-efficacy offers the confidence of executing a function competently. Optimism provides the supportive cognitive style to pursue both the engagement and contentment. Resilience builds capacity to deal with adversity. Emotional intelligence furnishes the human factors of empathy and compassion. The growth mind-set leverages the abundance of energy. An integrative approach to blend engagement seeking with contentment fulfills the objective of innovation and flourishing

__Originality/Value__: This paper has brought out the potential benefits of bringing stress - arresting Devoutness into the workplace, providing suggestions for HR and behavioural practitioners to incorporate stress - arresting Devoutness in institutions. Seeing engagement through the lenses of calling, employees attach themselves to the institution to an extent, such that it results in enhanced employee performance that helps the institution to achieve business objectives

__Key Words__: Work as Call, Contentment, Self-Efficacy, Optimism, Resilience, Emotional Intelligence

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Researchers have shown that with the help of modern brain imaging technology and intelligent IT we are indeed able to detect exactly the corresponding brain activity, when these precognitions occur.
This approach provides us a direct link to the emotions and experiences behind our decisions, before conscious thoughts or self-regulation can take place.
..... Thomas Feiner

Introduction

Identifying and examining factors that contribute to an individual's sense of well-being is one major goal of psychosocial and quality of life research. Keeping in tune with the positive psychology movement, which tries to understand and enhance positive and adaptive aspects of the human experience rather than focusing only on symptoms, deficits, and limitations (Seligman and Csikszentmihalyi, 2000), researchers in healthcare and rehabilitation have begun focusing on subjective well-being, including ideas such as life satisfaction, as the preferred outcome in persons with disabilities (Chou et al., 2013). The identification of factors that could influence well-being and life satisfaction, and consequently may be targeted for intervention, is of primary importance (Chou et al., 2013; Hampton, 2004; Kobau et al., 2010; Vestling et al., 2005).

Life would be simple indeed if our needs were automatically gratified. But, as we know, many obstacles, both personal and environmental, prevent this. Such obstacles place adjustive demands on us and can lead to the experience of stress. The term, stress has typically been used to refer both to the adjustive demands placed on an organism and to the organism's internal biological responses to such demands. Carson, Butcher, and Coleman (1988) referred to adjustive demands as stressors and to the effects they create within an organism as stress.

The hallmark of ecological - connect is that it brings about enduring stress - induced thinking competence. One of the prime doctrines of ecological - connect is maximization of positive benefits of an institution for all stakeholders and specifically it should commence with its

domestic human resources. Human resources occupy the pivotal position in an institution for effectively coordinating with other factors of production. The success of an institution is mainly dependent on its effective human capital and in execution of strategic sustainable HR functions. In this age of fierce competition, human beings and their performances at workplaces can assist in enhancing institutional effectiveness that will help them to sustain in this ambiguous and uncertain work environment. At present, the prime concern of any institution is empowering this resource to reap the benefits in the long-run. The urge for loyal employees for realizing the institutional goals is found as a major researchable domain in the fields of management institutional awareness and behavioural science.

Theories that correlate human personality and emotions posit that individuals have stable emotional styles or personality traits, emphasizing that personality can affect the expression of emotions (Burger, 2008). Also, individuals turn to emotions as sources of information, and dissimilar types of emotions suggest dissimilar types of information. (Schwarz et al., 2010). However, the traditional approach to engagement-seeking and contentment have not considered this assessment done by an individual and has viewed these two phenomena as the pole-points of a continuum of human motivation.

The (Devoutness) process of engagement-seeking is considered as the preliminary step towards attainment of contentment at the apex Dockery (2003). Keeping in line with the abovementioned idea, the recent developments in emotional behavioural science, particularly in the area of positive psychology, reorient our out-look on the matter. This New Look Approach treats engagement-seeking and contentment as a unitary (Devoutness) process. This assertion is strengthened when engagement-seeking and sustainable contentment are regarded as continuous strivings towards meaning making (citation,). Hence, the paper tries to bring a conceptual model interlinking engagement as a calling, self-efficacy, resilience, emotional intelligence and supportive cognitive style. It has tried to establish how important it is to make engagement not only a way to earn (spiritual) institutional living but also a means for social acceptance, integration and contribution, providing sufficient platform for corroborating model both empirically and conceptually in future research.

Engagement: A Call

The selfish side of human beings, that of Adam Smith's famous "invisible hand," is the basis of traditional economic theory. But this selfish side is just a partial approach to the complex human dimension, being necessary to incorporate the emotional side to the economic models, to include the passions that often cloud reason, empathy and trust generation, the collaborative and cooperative spirit, the psychological biases that make markets fall into bubbles, overreactions and panics and our powerful "unconscious rationality", which dominates much of daily decisions.

..... Sebastian Laza (Argentina)

One point that comes across loud and clear is that a young person need not be gainfully employed in a high-paying, high-status position to gain enormous satisfaction. Positive psychology pioneer Martin Seligman (2002) describes positive persons dissimilarly. According to him, such engagement seekers do not see themselves as just having engagements, instead, they have callings.

The engagement is not the ultimate goal of any person, rather it serves as a way to gain resources which help them enjoy their life as a whole even away from work. They are not only interested in the monetary gain work provides but also satisfied with the deeper personal investment achieved through occupational structure. This may lead to achievement of higher social standing and coherence with increased 'mitochondrial' impact and higher self-esteem (Bellah et al., 1985). Finally, people viewing work as callings find that their work to be an inseparable part of their existence and always looking forward to the all-round fulfillment that work provides (Wrzesniewski et al., 1997).

Amy Wrzesniewski (1997) explicates the notion of calling. Adults with a calling see their engagements as contributing to greater good, as something larger than they are, hence the meaning making is entirely appropriate. The engagement is fulfilling in its own rights, without regard for money or for advancement. An important discovery in the field denotes: Any engagement can become a calling, and any calling can become a engagement. Viewed from this broad perspective, there are common drivers for the dual success of engagement seeking and contentment. These include self-efficacy, optimism, resilience, emotional intelligence and growth mind-set. A brief discussion on each of these parameters would attest to the unifying (Devoutness) process of engagement seeking and contentment.

Dynamics of Dual (Devoutness)

It happens that the emotional side of Economics has been approached in a very simple way by neoclassical tradition, through the indifference / utility curves (tastes and preferences), weighed against the cold rationality of income restriction (the consumer's pocket). Neoclassical microeconomics has always assumed (wrong) that reason (income restriction) dominates emotion (utility curves), reaching optimal equilibrium for the rational consumer. But this optimization is clearly far from reality. So, something does not fit between theory and practice.
..... Sebastian Laza (Argentina)

As outlined earlier, the vision of positive person is based on the quality of performance. Although a number of stable predictors such as intelligence and self-esteem have been identified in the past, the growth of positive psychology and its emphasis on psychological capital have demanded our attention to examine some of the factors that remain under-utilized. Those factors are highly pertinent in the context of competence and motivation. One such robust construct is the integrative framework of self-efficacy.

Self-efficacy denotes one's competence belief. Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Bandura (1977) articulated a robust theory of social learning to explain the (Devoutness) process of observational learning. Later he unconventional the construct of self-efficacy (Bandura, 1997) within the framework of social learning. It is important to distinguish skill execution from skill acquisition. Skill is acquired when one goes through institutional awareness and training settings. For skill execution to occur, one needs a belief system that he or she can execute the function. Thus, self-efficacy refers to the extent of belief that he or she can execute the function competently.

Self-efficacy can take three dissimilar forms: generalized self-efficacy, domain-specific efficacy and collective efficacy. Generalized self-efficacy is a trait; an individual may believe in his or her overall competence. However, such an individual may not be willing to save a drowning child because he/she does not have swimming competence. Thus, what is important

is the domain-specific self-efficacy. This is a state-like concept which is developable in an individual. A driver may be having driving efficacy and a teacher need to have teaching efficacy. Engagement-seekers are expected to have engagement efficacy. The domain-specific efficacy can be measured by presenting a number of odds and asking the target population to indicate the level of confidence with which he/she can overcome. Sahoo and his associates (Sahoo and Batra, 1997) have used domain-specific self-efficacy measures in a variety of contexts (academic, work, home management). Exhibit 1 shows a representative sample of items.

Exhibit 1
Academic Efficacy Measure
(Courtesy Prof F.M. Sahoo)

Encircle the number which is applicable for you.
"I can complete my engagement assignment even if - - - - - - -

	1 Do not agree	2 Slightly agree	3 Moderately agree	4 Fully agree
I am tired	1	2	3	4
I am distracted	1	2	3	4
Relatives come to our house	1	2	3	4
I am worried	1	2	3	4
Manager is angry with me	1	2	3	4
Situations are difficult	1	2	3	4
There are disturbances outside	1	2	3	4
I am not fed enough	1	2	3	4
Friends irritate me	1	2	3	4
There is sickness in my family	1	2	3	4
There is an interesting television show	1	2	3	4
There is continual power failure	1	2	3	4

Drawing on Bandura's concept of self-efficacy, a number of researchers have developed measuring instruments. Since Bandura emphasizes context-specific measurements, the investigators have developed area-specific scales. For example, Skill Confidence Inventory Scale (SCIS) measures self-efficacy in vocation and careers. It consists of 10 items relating to self-confidence in career making (Betz, Borgen and Harmon, 1996). Another example of a domain-specific scale is the mathematics self-efficacy (Betz and Hackett, 1983). In addition to domain-specific self-efficacy, there is a third form of self-efficacy termed collective efficacy. It refers to the extent of group belief that group members collectively can successfully execute a function. Collective efficacy is a stable predictor of many institutional, social and cultural change.

Since self-efficacy is a state-like construct (developable through learning and training), the antecedents to the development of self-efficacy have been delineated (Bandura, 1997). A very powerful antecedent to efficacy formation involves the exposure to mastery experiences. Individuals need to broaden the range of their experiences. Individuals who expose themselves to new kinds of experiential exercises expand their self-efficacy. Those who participate in extra-institutional seminars, workshops and conferences build strong self-efficacy. In general, they tend to go out of their comfort zones. In a recent study, Kumpikaite and Duoba (2013) have shown that students being abroad more than 3 months develop some core competencies.

Second, an intelligent structuring of initial experiences is needed. Many people seek easy tasks and assured success. However, easy successes in the beginning may make it difficult to bear with failures when encountered. If people take very difficult tasks in the beginning, repeated failures may induce a sense of helplessness (Sahoo, 2002). Hence an intelligent strategy is to structure initial experiences with tasks of moderate difficulty level. It is always better to start with tasks of moderate difficulty level and then systematically increase the level of difficulty in subsequent undertakings.

Third, the impact of modelling on personal self-efficacy is well-documented. One precaution is necessary. When people adopt a very distant role model, they may adore the role model, but rarely imitate. The dissimilarity between the role model and the target reduces the possibility of imitation. Hence, it is suggested that role models be adopted from the immediate surroundings. The element of similarity between the role model and the target with respect to some characteristics such as age, gender and background motivates the target to follow. The role model functions as a source of information and inspiration.

Finally, social persuasion is also impactful. For building self-efficacy, people ought to engage in self-talks: I can do it. For building efficacy for others, they need to offer encouragement: You can do it. Parents and teachers must keep saying: you can do, you can do. In the context of positive training, adults need supportive interventions and/or counselling. A schematic representation of such tips has been depicted in Exhibit 2.

Exhibit 2

Efficacy - Based Counselling / Intervention Components

Components	Specific Steps
Exposure to mastery experience	• A great deal of practice • Breaking learning goals into proximal, tangible and attainable sub-goals • Offering feedback on each step
Use of role models	• Drawing individuals' attention to role models in immediate surrounding • Indicating similarity (age, sex, and other socioeconomic factors) between role models and individuals • Demonstrating as to how the selected role models can function as sources of information and inspiration
Social persuasion	• Keep saying "You can do it" • Offer positive comments

Business institutions fostering Stress - arresting Devoutness in the Workplace such as bringing together employees' emotional need, motivation at work and encouraging them to find meaning in work, often boosts institutional commitment (Jena and Pradhan,2014). Today's institutions are seeking for a committed workforce as emotional involvement in one's respective job profile is viewed as a business necessity. Thus, workplace stress - arresting Devoutness (WS) can be considered a major construct in creating sustainable business institutions. A potential means to achieve a sustainable HR practice is through creating a

positive psychological contract between the employee and the employer resulting in increased trust, commitment, institutional citizenship, engagement and a sense of fairness (Guest and Conway 1997; Stajkovic and Luthans, 1998). HR effectiveness can be best seen as a dependent variable linked to sustainable practice as previous models on ecological - connect literature focusing on development of sound strategies. Keeping the preceding discussion in mind, the present paper undertakes this novel opportunity to complement the existing literature by examining the theoretical and practical functionality of WS and explicitly defining the relationships between stress - arresting Devoutness and ecological - connect leading to "HR effectiveness".

Characterizations of Stress

Adjustment demands or stressors stem from a number of sources. These sources represent three basic categories, such as, frustrations, conflicts, and pressures. These three categories of sources are closely interrelated. The following are some important definitions given by various eminent psychologists and physiologists. Lazarus and Folkman (1984) defined stress as an internal state which can be caused by physical demands on the body or by environmental and social situations which are evaluated as potentially harmful, uncontrollable or exceeding our resources for coping. Zimbardo (1979) defined stress as a nonspecific physiological and psychological response of an individual to any environmental demands or challenges to the integrity of the individual. According to Back (1977), stress refers to any force which physically and/or psychologically strains the coping mechanisms of an organism. In the opinion of Hans Selye (1976), a Canadian Physiologist, stress is the nonspecific response of the body to any demand made on it. Maher (1966) said that stress refers to any of a wide range of factors-physical, physiological, or psychological that place demands upon the organism's capacity to react to a degree that is uncontrollable or threatening. All situations positive or negative that require adjustments are stressful. Thus, according to the Canadian Physiologist, Hans Selye (1976), stress is of two types – positive stress or eustress, and negative stress or distress. Both types of stress tax the individual's resources and adjustment, though distress typically has the potential to do more damage.

Stressors Types

In the opinion of Zimbardo (1979), anything potentially injurious to the organism, either physically or psychologically, that taxes the adaptive capacity of the organism, is called a stressor. Holmes (1984) said that changes in one's life are important stressors. Similarly, in the words of Back (1977), a state of stress, composed of the threat, is called a stressor. In other words, any unpleasant, painful, dangerous, embarrassing or otherwise aversive event that causes or induces stress in the organism is called a stressor. In short, stressor is an agent of stress. Stressors are broadly **categorized** into the following four types.

Physical Stressors which include such stressors as injury, infection, electric shock, fasting, body restraint, immobilization, hypertonic saline, water immersion, predator, inadequate living space and the like.
Psychological stressors which include such stressors as threats to self-esteem, failure in an intellectual task, interaction with a hostile person, frustrations, conflicts, poor health, poor financial conditions, life crisis and so on.
Environmental stressors which include stressors like crowding, loud noise, extreme heat, high temperature, excessive cold, pollution of air and so on.

Social Stressors which include such stressors as social isolation, cultural deprivation, social disadvantages, poor socioeconomic status, disturbed family, low social status, lower social class and race, malnutrition, undesired social activities, breakdown of social networks, and so on.

Physiology of Stress

Emotional arousal is one of the most frequent causes of stress. The physiological reactions that accompany emotions and stress are regulated by the two parts of the Autonomic Nervous System (ANS) – sympathetic and parasympathetic systems. Activation of the sympathetic nervous system readies the body for vigorous activities, producing such reactions as increases in heart rate, blood pressure, and respiration. In contrast, activation of the parasympathetic nervous system influences activity related to restoration of the body's resources.

Research findings indicate that dissimilar emotions, and thus stress, are associated with dissimilar physiological reactions and patterns of brain activity. Positive emotional reactions are associated with greater activation of the left cerebral hemisphere, while negative emotional reactions are associated with greater activation of the right cerebral hemisphere. In addition, the physiological reactions to stressors involve such structures, named as, hypothalamus, pituitary gland, and adrenal glands.

Hypothalamus is the chief brain centre for internal bodily reactions. It is situated just below the thalamus. Hypothalamus is intimately connected with the functioning of the Autonomic Nervous System (ANS). Both the parasympathetic and sympathetic activities of the ANS are controlled by the hypothalamus. Hypothalamus controls emotions, stress reactions, body metabolism, temperature regulation, blood chemistry, sexual activities, and various other needs.

Pituitary gland is located near the bottom of the brain. It is connected to and largely controlled by the hypothalamus. Pituitary gland is known as the body's master gland, because its hormones help to regulate the activity of other glands in the endocrine system. Its most important function is regulating the body's reactions to stress and resistance to the diseases. Pituitary gland secretes hormones that have other effects on the body, notably in controlling blood pressure, thirst, and body growth. One specific function of the pituitary gland is particular importance to newborn infant. When the newborn infant sucks the mother's breast nipples, a neural message is sent to the mother's hypothalamus, which sends message to the pituitary gland.

Adrenal glands are a pair of glands that sit atop the two kidneys. They play an important role in emotional arousal and stress, and they secrete a variety of hormones important to body metabolism and sexual arousal. When stimulated either by a hormone from the pituitary gland or by the sympathetic division of the autonomic nervous system, the adrenal glands secrete three important hormones such as epinephrine, norepinephrine, and cortisol. Both epinephrine and norepinephrine increase blood pressure by increasing heart rate and blood flow. Cortisol increases the body's immunity to diseases. These three hormones are stress hormones.

Because threatening situations generally call for vigorous activity, the autonomic and endocrine responses that accompany them are catabolic in nature; that is, they help mobilize the body's energy resources. The sympathetic branch of the ANS is active, and the adrenal glands secrete epinephrine, norepinephrine, and cortisol, which is a steroid stress hormone.

Because the effects of sympathetic activity are similar to those of the adrenal hormones, here we give much importance to the hormonal responses.

Epinephrine affects glucose metabolism, causing muscle glycogen to become available to provide energy for strenuous exercise. Along with norepinephrine, this hormone also increases blood flow to the muscles by increasing the output of the heart. In doing so, they also increase blood pressure, which, over the long term, contributes to cardiovascular diseases. The other stress-related hormone secreted by the adrenal glands is cortisol, which is called a glucocorticoid because it has profound effects on glucose metabolism. In addition, glucocorticoids or cortisol help break down protein and convert it to glucose; help make fats available for energy, increase blood flow, and stimulate behavioural responsiveness, presumably by affecting the brain. Thus, the secretion of glucocorticoids does more than help an organism react to a stressful situation – it helps it survive.

When an individual is in a stressful situation, the stressors activate the nerve cells of the hypothalamus to secrete a hormone-like chemical substance called corticotrophin-releasing factor (CRF). This CRF flows from the hypothalamus to the pituitary gland through a specialized system of blood vessels. Being stimulated by the CRF, certain cells in the anterior pituitary gland increase secretion of adrenocorticotropic hormone (ACTH) into the bloodstream. The rate of ACTH secretion is in part, controlled by the CRF. Then the ACTH stimulates the cells of the adrenal glands so that epinephrine, nonepinephrine, and cortisol are secreted into the bloodstream. It is the inner tissue of the adrenal glands that is activated as part of the emergency response to give us an activating "shot of adrenalin". Cortisol and other similar hormones, like epinephrine and nonepinephrine, have many actions which allow the body to deal adaptively with stressors for long periods of time.

Stress Effects

We generally speak of two types of health – good health and bad health. Good health refers to the total "physical, mental, social, and spiritual well-being". Bad health, on the other hand, usually refers to the health that is suffering from varieties of illness or sickness.

Long-term stress definitely can be hazardous or harmful to one's health, and can even result in brain damage. A pioneer in the study of stress, Hans Selye (1976) suggested that most of the harmful effects of stress were produced by the prolonged secretion of glucocorticoids. Although the short-term effects of glucocorticoids are essential, the long-term effects are damaging. These damaging effects include increased blood pressure, damage to muscle tissue, steroid diabetes, infertility, inhibition of growth, inhibition of the inflammatory responses, and suppression of the immune system. High blood pressure can lead to heart attacks or stroke. Inhibition of growth in children subjected to prolonged stress prevents them from attending their full height. Inhibition of the inflammatory responses makes it more difficult for the body to heal itself after an injury, and suppression of the immune system makes an individual vulnerable to infections and, perhaps, cancer. Thus, the most important cause of the harmful effects of stress is elevated levels of glucocorticoids, but the high blood pressure caused by epinephrine and norepinephrine also plays a contributing role.

Immune System

Stress has been labeled as the "silent killer",
because it can quietly chip away at our immune system,
thereby weakening our body's ability to prevent or fight off illness and diseases.

The immune system is one of the most complex systems of the body. Its function is to protect us from infections caused by the attack of foreign viruses, microbes, fungi, bacteria, and other types of parasites. The immune system derives from white blood cells that develop in the bone marrow and in the thymus gland (i.e., situated on the chest). The thymus gland secretes a hormone called thymosin which supports immune responses of the body. Some of the white blood cells roam through the blood or lymphatic system; others reside permanently in one place.

The immune reaction occurs when the body is invaded by foreign organisms, including bacteria, fungi, and viruses. Two types of reactions, such as, nonspecific and specific, occur. One nonspecific reaction called as inflammatory reaction, occurs early, in response to tissue damage produced by an invading organism. The damaged tissue secretes substances that increase the local blood circulation and make capillaries leak fluids, which cause the region to become inflamed. The secretions also attract phagocytic white blood cells that destroy both the invading cells and the debris produced by the breakdown of the body's own cells.

Another nonspecific reaction occurs when a virus infects a cell. The infection causes the cell to release a peptide called interferon, which suppresses the ability of viruses to reproduce. In addition, natural killer cells continuously prowl through tissue; when they encounter a cell that has been infected by a virus or that has become transformed into a cancer cell, they engulf and destroy it. Thus, natural killer cells constitute our first defense against the development of malignant tumors.

Two types of specific immune reactions occur which are known as chemically mediated and cell-mediated. The chemically mediated immune reaction involves antibodies. All bacteria have unique proteins on their surfaces, which are called as antigens. These proteins serve as the invader's calling cards, identifying them to the immune system. Through exposure to the bacteria, the immune system learns to recognize these proteins. The result of this learning is the development of special lines of cells that produce specific antibodies. These antibodies are nothing but proteins that recognize antigens and help kill the invading microorganism. One type of antibody is released into the blood circulation by B-lymphocytes, which develop in bone marrow. These antibodies are called immunoglobulins, which are nothing but chains of proteins. The immunoglobulin binds with antigen on bacterium; kills it directly or attracts other white blood cells which then destroy them.

The other type of defense by the immune system is known as the cell-mediated immune reactions, which are produced by T-lymphocytes, which originally develop in the thymus gland. These cells also produce antibodies which remain attached to the outside of their membrane. T-lymphocytes primarily defend the body against fungi, viruses, and multicellular parasites. When antigens bind with their surface antibodies, the cells either directly kill the invaders or signal other white blood cells to come and kill them. Thus, the white blood cells (i.e., the natural killer cells) are the primary defense of the body against infections.

General Adaptation Syndrome (GAS)

Stress is a psychobiological state manifested by a syndrome, that is, a set of symptoms. Hans Selye (1976) termed the body's response or reaction to stressors the general adaptation syndrome (GAS), which consists of three major stages: (i) the alarm reaction, (ii) the stage of resistance, and (iii) the stage of exhaustion, which are discussed below:

(i)   **Alarm Reaction:** The alarm reaction is essentially the emergency response of the body, which consists of the physiological changes that are the organism's first response to a stress –

provoking agent or stressor. All organisms seem to complain of such symptoms as headache, fever, fatigue, arching muscles and joints, loss of appetite, and a general feeling of being "run down". In this stage, prompt responses of the body, any of them mediated by the sympathetic nervous system, prepares us to cope with he stressor here and now.

  (ii) **Stage 'F' Resistance:** If the stressor continues to be present, the stage of resistance begins, wherein the body resists the effects of the continuous stressor. The symptoms that occurred during the alarm stage disappear, even though the disturbing stimulation continues.

  The resistance to the stressor seems to be accomplished in large part through increased levels of secretions of ACTH by the anterior pituitary gland and of cortisol by the adrenal glands. Cortisol and other similar hormones like epinephrine and norepinephrine, have many actions which allow the body to deal adaptively with stressors for long periods of time during the stage of resistance. But maintained high levels of these hormones can be harmful. For instance, cortisol promotes the formation of glucose (blood sugar) – a fuel needed for nerve and muscle activity−by breaking down fats and proteins. In the short run, this is adaptive; the body has more fuel available. In the long run, though, the increased use of protein to make fuel may be serious because proteins are needed in the manufacture of new cells. For example, white blood cells, which are crucial for fighting infection, have a short lifetime and must be continuously replaced. If the proteins needed to make new white blood cells are in short supply because they are being used to make fuel, fewer white blood cells can be produced and the body will be less able to fight infection. Add to this, the inhibitory action of cortisol on the formation of the infection – fighting proteins called antibodies together with shrinkage of the tissues which manufacture white blood cells, and it is clear that high levels of cortisol can, in the long run, seriously impair the body's defenses to infection. Prolonged elevation of cortisol levels can also have other harmful effects, such as raising blood pressure. In addition to cortisol, other stress hormones like epinephrine and norepinephrine, which, in excess, may have their own harmful effects on the body during this stage of resistance.

  (iii) **Stage Of Exhaustion:** If exposure to the injurious stressor continues too long a point is reached where the organism can no longer maintain its resistance. It then enters into the final phase called the stage of exhaustion. The anterior pituitary gland and the adrenal glands are unable to continue secreting their hormones at the increased rate. This means the organism can not continue to adapt to the chronic stress. Many of the symptoms of the alarm reaction begin to reappear. If the stressor continues to act upon the organism after this time, death may occur. For instance, due to the actions of cortisol described above, a person may no longer be able to ward off infection and may become sick and perhaps die. Or, because of other stress-induced hormonal effects, such as, stomach ulcers, diabetes, skin disorders, asthma, high blood pressures (which may lead to heart attacks and strockes), cardiovascular diseases, increased susceptibility to cancer, hypertension, headaches, or a host of other psychosomatic diseases/disorders may occur at this stage or late in the stage of resistance (Selya, 1976; Allen, 1983). However, it is rare for stress not to be relieved before the stage of total exhaustion is reached.

  Several lines of research suggest that stress is related to aging in at least two ways. First, older organisms, even when they are perfectly healthy, do not tolerate stress as well as younger ones (Shock, 1977). Second, stress may accelerate the aging process (Selye, 1976). Sapolsky and his colleagues (1986), have investigated one rather serious long-term effect of stress, that is, brain damage. They reported that the hippocampal formation (hippocampus is a structure of the limbic system in the brain) plays a crucial role in learning and memory, and evidence suggests that one of the causes of memory loss that occurs with aging is degeneration of this

brain structure. Research with animals has shown that long-term exposure to cortisol or glucocorticoids destroy cognitons located in a particular zone of the hippocampal formation. The hormone appears to destroy the cognitions by making them more susceptible to potentially harmful events, such as decreased blood flow, which often occurs as a result of the aging process. The primary effect of the hormone is to lower the ability of the cognitons in the hippocampus to utilize glucose, so that when the blood flow decreases, their metabolism falls and they begin to die. Perhaps, then, the stress to which people are subjected throughout their lives increases the likelihood of memory problems later in life. Uno and his coworkers (1989) found that if stress is intense enough it can even cause brain damage in young primates as well as in humans.

Coping with Stress

Emotions and stresses are the spices of life; they are just like the salt in curry; without these life is not a life. There is no life without stress; and no stress without life. Some amount of stress is essential for life because the achievements of an individual are possible, in part, due to stress. Therefore, an optimal amount of stress in one's life is a blessing in disguise; though a chronic stress is harmful.

Almost any change in the environment or life demands some coping. Though the susceptibility to stress effects varies greatly from person to person, there are some events which seem to be stressors for many of us. Chief among these are injuries or infections of the body, annoying or dangerous events in the environment, major changes or transitions in life, which force us to cope in new ways.

The term, coping process (Lazarus, 1966) has been applied to the various mechanisms a person can use to escape, modify or learn to live with a threat. Many cognitive factors appear to be central to the coping process – particularly, evaluation of the stressful stimuli, expectations of their effects, and the individual's more or less enduring predispositions/personalities.

Coping Strategies: There are several methods of coping with stress. Chief among them are :
- Transcendental meditation (TM)
- Relaxation training
- Hypnosis
- Biofeedback
- Systematic desensitization

Since the severity of stress effects varies from individual to individual, the coping strategies may also vary from person to person. Depending upon the stress effects, individuals may take any one or more coping strategies to adapt to their stressors. The impact of stressor can sometimes be reduced if a person has control over the stressors (Cohen, 1980).

Human beings are organisms of incredible adaptability. They adapt to what is available sometimes by altering the environment to make it more livable. The capacity to imagine an environment better suited to our needs and the ability to create it are hallmarks of the human species. It is the refined development of our cerebral cortex that enables us to think, plan, and solve problems through manipulation of abstract symbols. Through cognition and the use of language we can profit from our past mistakes to transform the present into a more desirable

future. Adaptability is given a big boost by our ability to learn much from merely observing the effects of stressors.

It is the brain's Reticular Activating System (RAS) that has the job of "waking up the cortex". It makes the organism vigilant and aware of what is happening in the environment and to it. The RAS is a bundle of nerve fibers running from the Spinal Cord through the medulla into the cortical regions of the brain. These fibers receive inputs from all the senses, thus helping put the total organism in better contact with its environment. They then make the organism alert, aroused, and sensitive to changes in environmental stimuli. This generalized arousal, coupled with appropriate information about bodily needs and environmental demands, plays an important role in determining the ultimate expression of behavior.

Contact with a stressor stimulates a complex system of the hypothalamus, the cerebral cortex, the reticular formation, the limbic system, the autonomic nervous system, and the endocrine system. This complex physiological response marshals the body's full energy resources almost instantly. It does so without conscious preparation. Human beings adapt not only biologically, but also psychologically. The key to human adaptation goes beyond survival at any cost. Therefore, I wish you to think positive, to do positive, and hope for positive.

Role of Spiritual Awareness

"Institutional awareness is learning what you didn't even know you didn't know."
- Daniel J. Boorstin

Institutional awareness is an essential tool for creating ecological - connect in institutions. Whoever owns the knowledge controls the power. Institutional awareness should play an important role in ecological - connect programs. In contemporary times of knowledge economy, adequate institutional awareness is required to succeed in any workplace whether it is a business institution, an institutional awarenessal institution or manufacturing plant. Even in developing countries, a large section of the adult population in neglected communities is functionally illiterate and less likely to embrace ecological - connect. Institutional awareness geared toward the new ecological - connect direction will be needed to participate actively in the society.

Currently, human resources are under colossal pressure to ascertain its value, facing severe demands to create an innovative, result-oriented workforce. Ecological - connect practices save money through awareness and communication while reducing environmental predicaments. Personal or professional engagement of individuals will have a long-lasting effect on the environment. To meet the immense challenges of the present and the future, it is important that all undergraduate and graduate college students learn about our environmental and social ecological - connect challenges and be provided with learning opportunities that engage them in solutions to these challenges. The impact of these decisions will affect the quality of life across the globe. stress - arresting Devoutness is seen not as a process of inner transformation but as an umbrella word which covers a wide range of faith-related traditions, rituals, beliefs, forms of worships, customs, ceremonies, and institutions. – stress - arresting Devoutness refers to other people's stress - arresting Devoutness, e.g. 'local people's stress - arresting Devoutness', 'indigenous people's stress - arresting Devoutness', and 'stress - arresting Devoutness of rural communities' – stress - arresting Devoutness is studied from materialistic perspective to sharing economic growth.

Zajonc (2000) proposes a constructivist view of reality wherein knowledge is conceived of as an event, not an object. He describes knowledge as an epiphanic moment of knowing, and it is through knowing that institutional awareness becomes a process of transformation. Sustainable relationships start with flirting, that artful skill of getting someone to notice you. Once people have each other's attention, they build a connection by focusing on what makes the other person happy. If they both sustain a high level of energy for meeting one another's needs, the attachment between them becomes secure.

But so much can go wrong in relationships. Often people pick poorly at the outset. They flirt with people with whom they have a superficial attraction. It's like buying a car that's beautiful, but has a poor reliability record. It's destined to break down sooner or later. Attraction is important, but it must be backed up by an ability to consistently keep another person's best interest in their heart. There are many questions to be answered to determine whether someone will be able to provide the ingredients essential for maintaining a loving connection. Can they listen, empathize, negotiate, respect, trust, adapt, have fun, be romantic? Were their parents able to be that way with each other? If so, they grew up with a good model of how to sustain a satisfying marriage. If not, their ability to love will remain stunted until they develop the skills required to engage in a healthy loving relationship. The 3R are the pillars of spiritualism that is *Reflection->Realization->Recognition*

Discipline Towards Ecological – Connect

Mindfulness helps one to connect positively with the world outside. Mindfulness connects the conscious inner self with the universality or the ultimate existence of life on the planet or maybe with the entire spectrum of life in the universe. The mind continues to be connected to the universal truth mired by the pleasures and pains of life. The discussion between whether one should remain within the actual state of physical reality or transcend to the higher unconscious levels will always remain alive.

The indispensable question that comes to our mind is that why institutions are opting for ecological - connect programs and what kind of job description is expected out of HR professionals to be a part of this ecological - connect journey? Primarily, the birth of a formal institution set up is because of market imperfectness and they would not have a place if markets get themselves operated effectively. The perfection is in terms of 'internalizing' recurring economic exchanges, enhancing the efficiency for resource allocation and reducing the cost of individual transactions through standardization and establishing routines (Coarse, 1937). Therefore, the strategic intent of institutions' is 'to harness private interests for serving the public interests' and to engage a range of stakeholders in decision making and sharing of rewards (Zappala, 2010). Adding with the term "ecological - connect" in this context is to keep a composed view recognizing that institutional values are incorporated in its conceptualization through balancing the competing interests, values and priorities of stake holders (Robbin and Hariadi, 2010). This is through realizing effective internal and external stakeholder management which entails specific capabilities, such as dialogue, long-term stress - induced thinking, critical reflection, systemic stress - induced thinking, conflict management and collaborative skills (Gao and Zhang, 2006). The incessant requirements for collaborative skills and systemic management amongst its stakeholders induce institution to have the discipline of human resource as its biological off spring.

A number of scholars mention a paradigm shift in institutional sciences, management theory and practice in the past two decades. It is given in a diagram the evolution of spiritualism in

management science. It seems the paradigm shift is complex and includes multiple dimensions such as moving from a predictable outlook to chaos (Gleick, 1987), from command and control or fear-based approaches to trust and empowerment (Conger and Kanungo, 1988), from simplicity to complexity (Lewin, 1992), from transactional leadership to transformational leadership (House and Shamir, 1993), and from closed systems to complex adaptive systems (Dooley,1997). These changes in management include a shift from an economic focus to a balance of profits, quality of life, stress - arresting Devoutness, and social responsibility concerns (Walsh, Weber, and Margolis, 2003; DeFoore and Renesch, 1995), a shift from self-centeredness to interconnectedness (Capra, 1993), a shift from self-interest to service and stewardship (Block, 1993; Neck and Milliman, 1994), and a change from materialistic to a spiritual orientation.

This new paradigm that is emerging in institutions has also been called as "the stress - arresting Devoutness movement". Ashmos and Duchon (2000) have described the stress - arresting Devoutness movement as "a major transformation"where institutions make room for the spiritual dimension, which has to do with meaning, purpose, and a sense of community. This new spiritual dimension embodies employees' search for simplicity, meaning, self-expression, and interconnectedness to something higher.

Figure-1
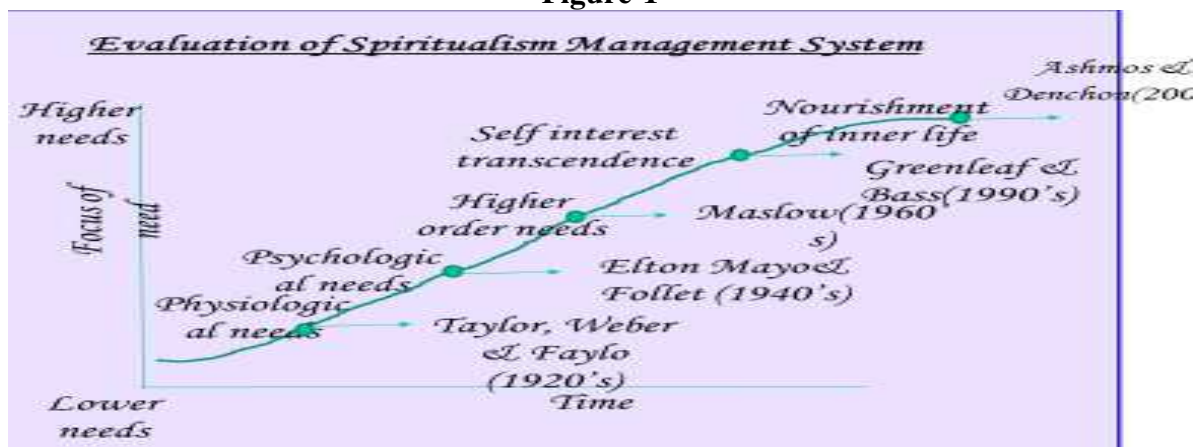
Therefore, in a macro perspective human resource practice, such as individual professional's creativity, risk-taking and innovative capabilities, stands as an outcome of sustainable practice and holds as a key mediator between ecological - connect objectives and institutional performance. These practices contribute to institutional performance through an ability to attract and retain employees, fostering a greater sense of institutional justice and employee commitment, improving employee perception of the institution leading to morale enrichment and job satisfaction (Brammer et al 2007; Kuvaas and Dysvik, 2009).In this connection, though many scholars and practitioners have hypothesized that there is a relationship between institutional ecological - connect and HR effectiveness, however there is a little research has been carried out to simultaneously investigate the factors of HR outcome and ecological - connect initiatives for bringing out a single entity.

Accordingly, human capital is as crucial to development and ecological - connect as physical capital is. The investment in human resource development through institutional awareness must be given top priority in the overall ecological - connect strategy. More employers today are encouraging stress - arresting Devoutness in the workplace to enhance employee morale, commitment and productivity. Research suggests fostering stress - arresting Devoutness and

allowing free expression of stress - arresting Devoutness at work enables employees to feel complete and authentic at work (Burack, 1999); which leads to a high degree of personal fulfillment and moral. This is a workplace stress - arresting Devoutness model provides the medium to inculcate the spiritualism.

Figure-2:
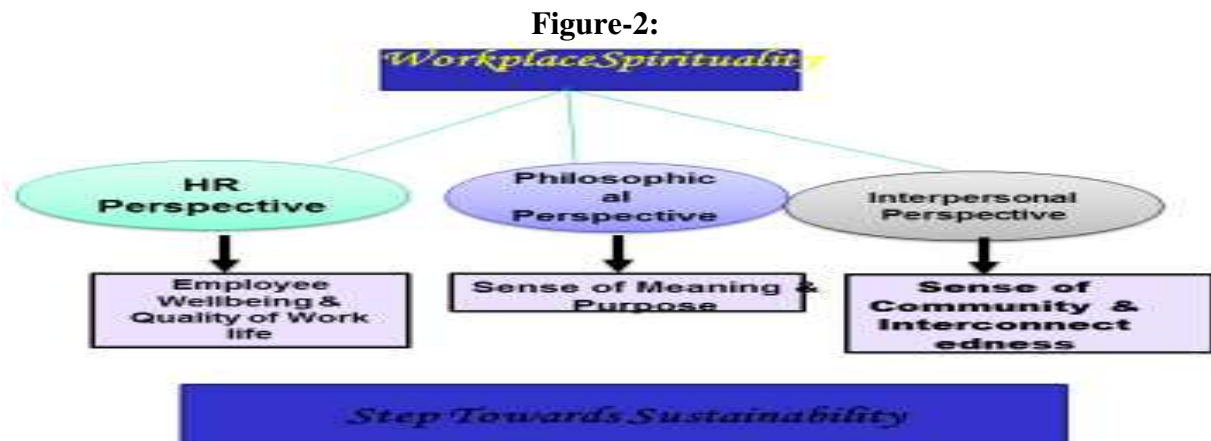
Human resources perspective: Stress - arresting Devoutness enhances employee well-being and

quality of life;

- **Philosophical perspective**: Stress - arresting Devoutness provides employees a sense of purpose and meaning at work;

- **Interpersonal perspective**: Stress - arresting Devoutness provides employees sense of interconnectedness and community.

First Dimension HR Perspective: This includes individual level positive effects of stress - arresting Devoutness; including subjective well-being, morale, and commitment. This perspective purports that incorporating stress - arresting Devoutness at work a) increases employees' well-being by increasing their morale, commitment, and productivity; b) decreases employees' stress, burnout, and workaholism in the workplace. Several researchers found that employees began to feel distanced, vulnerable, and cynical because of downsizing, restructuring, reengineering, delayering, layoffs, and other current changes in institutions. Research suggests that the development and expression of the spirit at work may indeed solve these problems of stress and burnout, as well as have beneficial consequences for the well-being of employees.

Second approach the issue from philosophical and existentialist perspective; which is connected to the concepts such as the search for meaning and purpose in what employees are doing at the workplace. Providing a deeper sense of meaning and purpose for employees is important; as this enables employees to perform better and to be more productive and creative at work. This perspective contends that incorporating stress - arresting Devoutness at work provides employees and managers a deeper sense of meaning and purpose at work.

Third approach the topic from an interpersonal and community perspective, which is connected to the concepts of belonging, community, and connectedness. This perspective is centered on the interpersonal relationships, collective dimensions, and social dynamics of stress - arresting Devoutness. This perspective contends that incorporating stress - arresting Devoutness at work provides institutional members a sense of community and connectedness; thus, increases their attachment, loyalty and belonging to the institution

Stress - Arresting Devoutness

Stress - arresting Devoutness plays an important role in transforming our lives and bringing us from darkness to goal-oriented behaviour. It is beyond the physical world but it includes the growth of an individual's self. Our lives have fragmented into pieces because of complexities and the stresses of life. Stress - arresting Devoutness helps us integrate as a whole and gives meaning and purpose to our lives. In the present era, companies are facing many hurdles due to the absence of stress - arresting Devoutness in the workplace, for example: stress, absenteeism, and institutional politics (Ashmos and Duchon, (2000), Workplace stress - arresting Devoutness (WPS) aims at meaningful work, sense of community, and value of institution.

In the paradigm of conventional development, the term 'development' implies an action undertaken by a group of powerful human beings to develop powerless others. If the powerful is not spiritually matured, the question likely to arise in their self-centered mind are: In what way are we to develop others if we are benefit from that development? What development models are we to adopt to develop others if we are benefit from that development? It promotes exploitation and accumulation of wealth. Hence, it leads to inequality. It gives higher priority to material wealth than to relationships; but stress - arresting Devoutness promotes sharing of material wealth, hence leads to equity and gives priority to relationship. Development does not cause too much stress on natural environment. Hence, it is sustainable.

Ecological - connect is the capacity to endure. In ecology, 'ecological - connect' describes how biological systems remain diverse and productive over time. For human beings, ecological - connect is the potential for long-term maintenance of well-being, which has environmental, economic and social dimensions. The SPIRIT Cycle is shown in the following Fig.1.
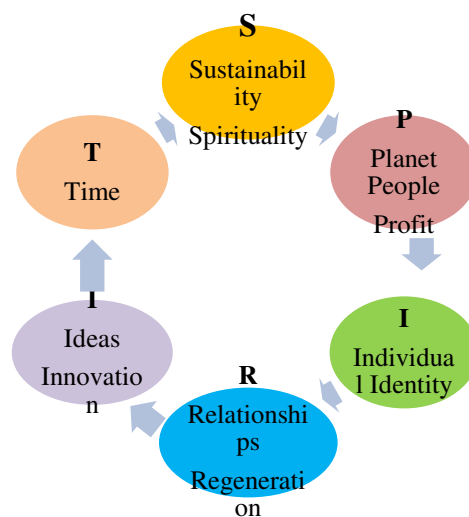

Fig.3 Spirit Cycle

Technology overrides conventional workplaces to increase the revenues of the stakeholders without any major leverage affecting the revenues, thus creating a loss of institutional stress - arresting Devoutness at many workplaces (Khan, Khan, and Chaudhry, (2015).

Stress - arresting Devoutness and ecological - connect go hand in hand and forces me to believe that the former can help in sustainable development. Similarly living in a sustainable manner helps in spiritual growth. Stress - arresting Devoutness is the state of mind, which

understands that the Truth is beyond the barriers of worldliness, caste, creed, race or geographical boundaries. It is universal in nature and a great spiritual thought is a cause of celebration for the whole mankind. It connects us to universal consciousness and gives a certain perspective in life. Stress - arresting Devoutness keeps our lust for material things in life on hold and sustainable development is bound to happen only when we can control our greed for such materialistic things. Stress - arresting Devoutness is realizing that all meaningful people begin with one own self and facilitating the growth, learning and wellbeing of others.

Mahatma Gandhi has rightly said in this context, "Be the change you want to see in the world". Stress - arresting Devoutness inculcates within us a sense of compassion which changes our mindset to view nature and prevent us from exploiting it. Stress - arresting Devoutness transforms our mind and soul, we become accustomed to the nature, we start enjoying and appreciating the beauty of nature, and this helps us in preserving it as much as possible. Hence, this is the first step towards sustainable living. In all religions of the world the respect for nature is preached and the maxim of simple living and high stress - induced thinking is ingrained. As a person strides on the path of stress - arresting Devoutness, he/she shuns all worldly things and their priorities change.

The focus of life deviates from materialistic needs and desires towards getting personal happiness through mental peace. Practicing Meditation and other spiritual practices help us to achieve that inner peace and form the basis for happiness. This marks the beginning of sustainable development since his or her needs are reduced. There are numerous examples of such great saints like Swami Vivekananda, Sri Aurobindo, Mahatma Gandhi and Einstein who believed in the doctrine of simple living and high stress - induced thinking. With the gradual evolution of technology, we make the optimal use of resources and do things more efficiently and effectively. This assists in conservation of our natural and technical resources which ultimately lead to sustainable development. Therefore, we follow nature where all systems are carried out efficiently with fewer resources and help us to maintain the equilibrium for a longer period of time. Sustainable development therefore can be defined as a process in which we use recyclable materials, resources and energy effectively for our needs in an environmentally sound manner. This process is facilitated by technological advancement and mankind should participate actively to attain ecological - connect. Stress - arresting Devoutness helps us to live in harmony and peace with one another and enable us to achieve that common goal.

By creating some magic, we can foresee the future of a rural based sustainable society driven forward by technological innovation and instilling the benefits of institutional awareness among mankind. Citizens will be able to lead a harmonious, spiritual and happy life. With the availability of Internet, desktop manufacturing, small renewable energy 'mitochondrial' packs and other unconventional technologies being researched in laboratories all over the world, that day is not far away when the world will have the ability to produce multiple products and that vision and dream of a better place can be realized. The most beautiful and precious byproduct of the power of Positive Passion is that it guilds a deep golden path of gratitude in our lives. Journeying on this voyage a person is able to dive into the infinite gentle, nurturing pond of self-love and self-care, empowering the regulating dance of the happy joyous gene expression, inviting balanced health into one's life on a cellular DNA level.

How can we teach the values of stress - arresting Devoutness and sustainable development to our citizens? More than any other human institution or activity, institutional awareness serves as a key social institution connecting individual and collective actions and their impact on the environment. The knowledge and information about it should be imparted to children at an

early age through schools, books and mass media. School curriculum should therefore introduce these subjects in all grades. Only then can the seeds of these ideas in the minds of children can flower and blossom later in their lives. Though we human beings have changed the tapestry of nature through our intervention and have produced the problems facing our planet earth, yet we have that innate ability to take corrective actions once the information and knowledge is available to us. The upsurge of movements around the world in the renewable energy and environmental fields and now the establishment of world forum on ecological - connect attest to this fact. Hence it is the responsibility of all of us especially the mass media to inform the citizens about these issues in a sustained and responsible manner.

There is a tendency to equate institutional awareness with the formal curriculum, but even more significant is its hidden curriculum in which patterns of thought, knowledge, action and association are propagated, normalized, and made uniform across a large population. This hidden curriculum may or may not be intentionally impacted by a society, policy makers, or curriculum specialists depending on their meta-awareness or commitment to social engineering or design. At the same time, there are rich human institutional awareness activities that transpire in the margins or beyond state-structures sanctioning "formal" schooling, and these institutional awareness alternatives are critical to consider in deciphering the enigma of institutional awareness and   ecological - connect. Whether we conceive of it as such or not, institutional awareness is probably the key institution of evolution, whereby we come together to decide the future direction of our communities and species. That we differ on what the future direction should be is what makes institutional awareness diverse and produces the tapestry of visions that constitute the collective vision of humanity.

Optimistic Explanatory Styles

Optimism is one of the most talked about positive psychological resource. In everyday language, an optimist is one who expects positive and desirable events in the future, while a pessimist is one who constantly has negative thoughts (Sahoo, Sarangi and Sahoo, 2017). Optimism is not just a dispositional tendency to expect good things to happen in the future. Optimistic expectations depend on the reasons and attributions one uses to explain why specific events, both positive and negative, occur in the past, present and future (Seligman, 1998). More recently, Davidson and Begley (2012) have identified the cognitological correlates of optimism. It has been shown that the interplay of the left frontal cortex and the nucleus accumbens, our pleasure center, is in focus here. The more signals go from the prefrontal cortex to the nucleus accumbens, gearing it towards increased activity, the more we are on the positive extreme. Elaine Fox (2013) speaks of rainy brain versus sunny brain.

Seligman (1998) interprets optimism as an explanatory style that attributes positive events to personal, permanent and pervasive causes and interprets negative events in terms of external, temporary, and situation-specific factors. On the other hand, a pessimistic explanatory style would interpret positive events with external, temporary and situation-specific attributes and explain negative events in terms of personal, permanent, and pervasive causes.

The optimistic explanatory styles do have great relevance in the context of individuals' success and failure. For better achievements, individuals need to explain their success in terms of personal, permanent and pervasive factors. They need to explain failure in terms of external temporary and situation-specific factors. The socialization plays its role in fostering or hindering the adaptive optimistic style. Research has shown that teachers use double standard while dealing with boys vis-à-vis girls. When boys fail teachers tend to use effort-attribution

"You did not work hard, so you failed" – they tell boys. In contrast, teachers offer ability-attribution, when girls fail. They declare: "you have no ability, so you failed". It is not difficult to surmise that the former is an adaptive attribution, because effort is relatively a controllable factor. Similarly, appreciation in terms of intelligence versus hard work makes difference in the context of success and achievement.

The intervention / counselling tips may schematically be presented in Exhibit 3.

Exhibit 3
Dealing with Positive and Negative Events

Nature of Events	Components	Specific Socialistic Tips
Positive Events (For example, success)	Who is responsible?	Think of your positive role in causing the event
	How long would the effects stay?	Try to stretch the effect over time; Talk about it today, tomorrow and afterwards Spill over good home-related messages to engagement and engagement-related messages to home
	How many domains of your life would be influenced?	
Negative Events (For example, Failure	Who is responsible?	• Consider the role of external conditions; do not blame yourself totally • Consider it very temporary
	How long would the effect stay?	
	How pervasive is its impact?	• Very specific; do not spill it over to other areas of life

Resilience

Perhaps the most parsimonious definition of resilience is "bouncing back". The (Devoutness) process refers to the phenomenon of preventing or minimizing the adverse effects of negative environment.

This broad definition is widely accepted. Dr Emmy Werner sometimes called the "mother of resilience" is a person-focused resilience researcher. She identifies resilient people. However, resilience is manifest in any stage of human development. All resilient people have three attributes: I am, I can and I have. The first attribute refers to the property of self-confidence. Resilient individuals feel that they are capable of completing the engagement competently. The second attribute ("I can") denotes problem-solving competence. The third attribute (I have) is indicative of a special relationship. Resilient individuals do have protective factors. Even if the family life is negative, they have some kind of oasis elsewhere in their social lives. This protective factor insulates them from external adversity.

From a dissimilar stand-point, resilient individuals have three characteristics. First, there is always a blending of optimism and realism. Although they are optimistic, it is not unbounded optimism. It is realistic optimism (functional) optimism. Second, they have the tendency of reinventing the (Devoutness) process. They try to renew the (Devoutness) process. Third, resilient individuals do have a sense of meaning attached to atleast one aspect of their lives.

<u>**Exhibit 4**</u>
<u>**Strategies for Promoting Resilience**</u>
Courtesy: Ann Masten (2001)

Risk-focused Strategy
Prevent faulty prenatal care
Screen for and treat depression in mothers
Reduce environmental crimes

Asset-focused strategy
Provide basic necessities
Educate parents
Provide good institutional awareness
Restore community service
Educate teachers

(Devoutness) process-focused Strategy
Foster secure attachment
Parental-sensitivity training
Nurture healthy brain development
Provide quality experience
Provide positive role models

Resilience is a dynamic (Devoutness) process consisting of positive adaptation to significant adversity and it helps in development of patterns of positive adaptation during or following threats to adaptation (Luthar and Chichetti, 2000). It acts as the protective factor that contribute to a good outcome despite experiences with stressors that can cause prominent distress to health. World Health Institution views resilience as a guard protecting against moderate risk factors, thereby reducing the impact of risk on outcomes (Masten, 2001). Assets which act as protective factors include competence and efficacy; resources, such as family support and community services. As resilience is very important in the course of dealing with the negative, this special adaptational skill is required in the context of successful engagement-seeking behaviour which acts a stressor and contentment pursuits.

Emotional Intelligence

In recent decades psychologists and behavioural scientists have emphasized the role of emotional intelligence. Goleman (1970) stresses that emotional intelligence contributes ninety percent of our success while rational intelligence contributes only ten percent of our success in life. Emotional intelligence includes self-awareness, self-skills (tolerance and motivation), interpersonal sensitivity, and social skills. Optimism and positive moods are also its components. Special mention includes empathy and compassion. It needs no argument to convince one that emotional intelligence is an essential skill for the attainment of engagement and contentment.

Salovey and Meyer (1990) stated that individuals high in EI have certain capabilities to appraise and regulate emotions according to the context and need. In addition to this, they stated that individuals with high EI could accurately feel certain emotions in themselves and others and also bring in changes in themselves and others in order to achieve a range of adaptive outcomes which is specifically needed when you are in search of engagement.

Supportive Cognitive Styles

In addition to the seminal role of self-efficacy (Zimmerman, 1995), resilience, emotional intelligence, and positive explanatory styles (Seligman, 1998), a couple of cognitive style constructs offer significant contributions.

In this context, Carol Dweck (1999) makes a significant contribution. Her early research focused helpless and mastery-oriented behaviours. She noted that some individuals persist in the face of failure while others quit as soon as they encounter difficulties. She started investigating the cognitive beliefs, particularly beliefs about ability that lie behind behaviours. She discovered that individuals' implicit beliefs about the nature of intelligence have a significant effect on the way they approach challenging intellectual tasks. Individuals who view that their intelligence is an unchangeable and fixed internal characteristic tend to shy away from academic challenges. In contrast, individuals who believe that their intelligence can be increased through effort and persistence seek them out.

According to Dweck (1999), individuals who hold an entity theory give up when encountering challenges while individuals who hold an incremental theory persist. Dweck's theory has implications for how the praise of mentors may lead individual to accept an entity view of a resource. Praising an individual for his or her intelligence may reinforce the notion that success and failure depend on something beyond the individual's control (Example: I am so happy you got an A^+ because you are intelligent). In contrast, individuals who are admired for their effort are much more likely to view resource as changeable. Individuals with an incremental view are more likely to work through frustrations and setbacks and reach their full academic potential. Dweck (1999) experimented the impact of fixed entity versus incremental belief systems and found clear supportive evidence.

Psychologist Tory Higging (1996) has also developed a motivational theory concerning goal. His theory maintains that people regulate their goal-directed behaviours in two distinct ways. One focus of regulation is promotion focus while the other is prevention focus. Individuals with promotion focus are concerned with advancement, growth and accomplishment. Behaviours with promotion focus are characterized by eagerness, approach, and "going for the best". The prevention focus is concerned with protection, safety and the prevention of negative outcomes and failures. Prevention focus behaviours are characterized by vigilance, caution and attempts to prevent negative outcomes.

Implications

Work controls more than one-third of waking life for most human adults and satisfaction with work varies among individuals (Staw and Ross, 1985) and it results in subjective well-being of the life of an individual (Loscocco and Roschelle, 1991). Felt power to control situation can reduce the adverse effects of stress. But exposure to the same stressors without the power to regulate them impairs physical as well as mental function (Herbert and Cohen, 1993b). The will to act in support of resilience leads to natural tendency of searching ways to fight adversities when the situation is not conducive and the faceoff with adverse situation at times lead to a new level of growth in the person. Furthermore, if Engagement becomes calling when individual feel engagement to be equivalent to their existence, the factors mentioned can augment this perception.

Emotional Astuteness: Case Study

Introduction

Paternity is currently a challenging responsibility that adults must undertake in their life, and it is generally undertaken with little or no help or preparedness. Being a parent entails a great amount of mental and physical labour, which is accompanied by a variety of sources of anxiety and responsibility. "Parental anxiety," as defined by Abidin (1982), is the anxiety which an individual develops when in the role of parent. According to Abidin, this anxiety can be described by a restriction of the parent's personal activities as a result of her/his continual adaptation to her/his children's expectations and requirements. INSEE (2012) found that mothers, who are typically the primary caregivers, were at increased risk of feeling high levels of anxiety than other caregivers for a variety of reasons. This enormous and on-going duty may explain why working females have poorer mental health when compared to their male counterparts (Veroff et al., 1981). A similar argument has been made by Baruch et al. (1987) who believe that the role of a woman in the family, which combines high levels of psychological demands with low levels of control, might result in high levels of anxiety. Because the mother is in charge of young children, anxiety levels among parents are elevated as well (Matthey, 2011). Having a large number of children at home also increases the amount of anxiety that moms experience (Lundberg et al., 1994). Furthermore, the repetition of her never-ending daily activities contributes to her feelings of anxiety (Fisher, 1991). In addition, when employed moms combine child care with their professional responsibilities, they are more likely to experience not only high levels of anxiety, but also anxiety or symptoms of depression, as well (Naerde et al., 2000). Finally, Lacharité et al. (1992) assert that the process of raising and caring for a child will necessarily result in a condition of anxiety in the adults involved. This long-term state may be a contributing factor to the development of burnout syndrome (Zapf et al., 2001; Roskam et al., 2017).

Emotional intelligence is very important to the mental and psychological health of employed single mothers. Therefore, emotional intelligence training is important to develop the emotional and psychological intelligence of employed single mothers so that their mental health is more secure. Furthermore, in this era emotional intelligence training is becoming increasingly popular in developing the level of emotional intelligence of employed single mothers so that they are not exposed to anxiety in their challenging daily lives. Poverty, depression, disciplinary problems among children, rising cost of living with an uncertain economic environment, social problems and many more are among the issues that single employed mothers have to deal with (Ishaket al., 2009). This is because employed single mothers have been identified as individuals who are often faced with difficult and challenging lives including financial hardship and worrying mental health problems. Thus, emotional intelligence training is able to strengthen the well -being of single employed mothers to face challenges while living life through a healthier and more productive psychology (Cheesemanet al., 2011).

Anxiety Among Single Employed Mother

Mothers' parenting anxiety in the context of a child disability were found to be favourably connected with emotional-oriented coping and negatively correlated with task-oriented coping in a recent study of mothers who had a disabled kid (Najmi et al., 2017). Parents of children with disabilities who use social support coping techniques report lower levels of parental anxiety, whereas parents of children without disabilities who do not use social support coping strategies report higher levels of negative conduct in children (Jones and Passey, 2005). Parents

of children with autism or Down syndrome, on the other hand, are more likely to employ emotional-oriented coping strategies, whereas parents of typically developing children are more likely to use task-oriented coping strategies (Dabrowska and Pisula, 2010).

Working females who were once known for their feminine qualities such as gentleness, affection, patience and so on can experience a drastic change in lifestyle especially in terms of attitudes and perceptions, the way they think and the control of their emotional behaviour. Negative traits and attitudes that are learned or inherent from childhood to adulthood are carried over to this time in turn having a major impact on the anxiety and psychological or financial problems of this adult. Therefore, when a woman holds the status of a employed single mother, then the woman will face cultural shocks such as supporting, managing and leading a family life in a household with various social, mental, economic and child problems. Psychological Conversion Disorders that is, they believe they are sick even though in fact they are not sick (Abdul Hamid, 2008). However, she explained that the effects experienced depend on emotional intelligence, personality, self -concept as well as the way the single employed mother deals with the problem. In addition to moral, financial and material support obtained from families, government institutions and non -governmental organizations (NGOs).

Therefore, these employed single mothers need to be equipped with emotional intelligence, assertive or anxiety -free communication skills that fear if not managed properly there will be emotional behavioural disorders and depression (Abu Bakar, 2011). They can continue to live independently and self -identity so that they dare to make decisions with more confidence for the sake of emotional behavioural stability, spiritual and physical self -development, social relationships at home and at work, performance achievement and job satisfaction (Abdul Rani, 2008). Furthermore, anxiety can contribute to emotional instability for employed single mothers and their children. Balance and emotional stability are very important for employed single mothers especially in a employed context, they need to manage the upbringing of children and be prepared to deal with changes that occur over time (Husain, 2000). For employed single mothers who lose their husbands due to death, they have to adjust to new situations or in other words lose their place of dependence, loved ones, loved ones and grief. Meanwhile, for those who are divorced, they have to fill the 'void' left by their ex -husbands. This means, they have to play the role of mother as well as father. Adding more anxiety to this group if the ex-husband does not pay alimony to help support the children. This situation will be worse if a single mother faces problems with the court when making a claim for alimony or matrimonial property (Asaari Abdullah, 2003).et al., 2009).

Therefore, employed single mothers need to be prepared and strong to face such situations. The big challenge for employed single mothers is forming a good emotional system and management so that such problems do not weaken them and the children. In the context of children, separation or even the death of a father will cause conflict in their souls. If not refined and shaped well, it may cause children to frequently rebel where it is one of the mediums for them to express their feelings. Therefore, emotions will cause a state of physical imbalance and will affect the child's emotional behaviour (Yahaya, 2008). A child's response to a stimulus will evoke an emotion and depend on his past experiences.

These emotions will affect his adjustment. Some children have learned to express their emotions immediately and others have learned to prevent and suppress their emotional disturbances but will release those feelings of resentment at a more appropriate time. When a child expresses his feelings, it is often said to be immature by others. On the other hand, if his angry emotions are suppressed he will feel depressed and this will cause him to become more

rude, irritable, cruel, unwilling to cooperate and stare about himself. High emotional anxiety will cause the child to feel restless, nervous and unhappy. The dominant emotions experienced by children usually have more influence on a child's personality when compared to emotions thorough tension. The work environment often encourages negative emotional patterns.

Emotional Intelligence Training Approach

In the United States today, single mothers who are initially anxietyed and who are not properly handled are living in a state of "depressed" Alone, with the burden of financial problems as well as the responsibility of caring for and raising children, face risks with children in making psychosocial adjustments (Okun, 2000). The psychological anxiety and emotional burden borne by single mothers is an impact on their psyche involving children, neighbors, relatives and employers. Furthermore, single mothers have psychological implications for the impact of loss of life guidance orloss of self-direction which occurs immediately gives rise to a variety of long -lasting problems from psychological, economic and social aspects (Doshi & Panalal, 2005).

Today, the symptoms or signs of emotional behavioural disorders from the aspect of anxiety may be different from the signs of psychosis (Trinidad & Johnson, 2002). In addition, they may be the result directly of anxiety or may be the result of emotional behavioural disorder issues that occurred at least 6 months ago. Symptoms or symptoms of anxiety in adults include chronic forgetfulness and forgetfulness, anxiety, low self-esteem, job boredom problems, difficulty controlling anger, impulsivity or acting without thinking, drug abuse or addiction, weakness in organizing skills, procrastination or procrastination-procrastination, low frustration tolerance, chronic boredom, difficulty concentrating when reading, emotional changes, depression (Ciarrochiet al., 2002).

What a pity for single employed mothers if this group is also left marginalized by society. It is feared that they will become accustomed to being overly dependent, impulsive or unaware of who they really are. They are less optimistic and the implications of their pessimism make it difficult for them to accept the realities that befall them. However, their self -strength increases and changes in a more positive direction gradually and can help them communicate more effectively and productively in societal life.

Thus, the result of ignorance and slowness of the use of intellect and emotion to be viable in self -development causes others to take over their duties. They can change in a positive or negative direction because they have the right to freedom of choice (D'Mello & Graesser, 2012). If they take chaotic action not to change then the implications indirectly indicate that the lives of some single mothers will have arbitrarily been controlled, manipulated, exploited or influenced by others. With the inability to survive without the support of a communicative, caring and compassionate society, the single mothers are worried that they will be neglected and fall into the valley of uncertainty about a meaningful life that causes them to be careless, careless, forgetful and depressed about responsibilities to family, children and themselves. As a result of such confusion, depression and forgetfulness they unknowingly become part of the main causes or contributors in generating social symptoms, domestic violence if remarried, societal lameness and moral collapse (Hodgson et al., 2001).

Thus, the fate of a single mother employed as a devoted member of society is in her own hands to choose the direction or direction in this life. If they want and strive towards goodness i.e. free from ignorance then they will achieve it and if they, willingly, choose the wrong way

of life, then they will be responsible for their emotional disturbances and emotional behavioural disorders leading to an uncertain life and further bringing destruction to themselves (Widjajanti, 2003). Furthermore, the concept of emotional intelligence describes the emotional qualities that contribute to a person's production of the ability to understand others and act intelligently in human relationships (Trinidad & Johnson, 2002). Recent studies have found that emotional intelligence can be taught i.e. it can increase automatically through emotional intelligence training where it can change emotional intelligence training from avoiding anxiety and improving emotional behaviour in a more positive direction.

Emotional intelligence is also the ability to recognize the meaning of emotions and their relationships as well as solve emotional problems that exist in each other (Mayer et al., 2001). Thus, emotional intelligence encompasses all skills whether interpersonal and intrapersonal skills. Interpersonal skills consist of the ability to understand other people's feelings, emotions, maintain and develop interpersonal relationships and on our social responsibilities. Instead, skills intrapersonal consists of the ability to understand one's own motivations. Emotional intelligence plays an important role in determining life success.

In addition, the effects of divorce as well as factors that can contribute to psychological problems are anxiety, he looked at the positive and negative effects of parental divorce (Hilton & Kopera-Frye, 2003). There are several factors that contribute to the causes of divorce, among them include area function, depression, hostility, drunkenness (alcohol use) and well -being. Maternal and paternal care differences were assessed based on a series of hierarchies used to assess the factors that had helped both groups (mothers and fathers). When comparing maternal and paternal care, most mothers are younger, have less income and have more economic problems. In terms of area function, income and hostility, mothers are more vulnerable to such situations, but on the other hand for alcohol use, mothers are less prone to this problem. Therefore, the issue of divorce should not be underestimated as it involves emotional problems between the children and the mother herself. Good emotional management can provide space and opportunity for single mothers to take wise action in making a decision.

The intelligence training followed by an individual is capable of developing and developing the level of emotional intelligence of that individual (Bar-On, 2000). In other words, several studies have shown that emotional intelligence is a learnable ability (Clyne & Blampied, 2004; Dasborough & Ashkanasy, 2003; Hein, 2005; Kotsou et al., 2011; and Ab. Rahman et al.., 2003). In addition, it was found that the level of mastery of emotional intelligence was found to differ based on factors of gender, age, level of education and other factors related to a person's background.

Observations

Finally, it can be concluded that efforts to conduct emotional intelligence training to increase the level of emotional intelligence and reduce anxiety among single employed mothers should be given attention by all parties whether government, private, NGOs, statutory bodies or individuals. Furthermore, the concept of emotional intelligence provides an opportunity for single mothers employed in such an organization to adapt themselves to their own emotions and shape emotions that are appropriate for their self -interest and the needs of the public. Explorations made by researchers show that emotional intelligence is an internal component of human beings that has the potential to be developed to influence an individual to achieve success in life and career. Emotional intelligence can be used as a form of measurement of an individual's excellence and effectiveness in navigating this challenging life which is associated

with some common mental attitudes such as awareness to understand one's own and others' feelings, empathy, love, motivation, and ability to respond appropriately to certain situations. The phenomenon of single mothers is not something new in our society. But, in recent years, it has become an issue that invites discussion when we talk about working females and families who have the responsibility to support families. Recently we were exposed to the number of single mothers employed so many and increasing day by day. As a sole breadwinner, whether in the public sector or the private sector the majority of single mothers are low -income. Limited financial resources limit their income. This is reflected in the cramped and uncomfortable condition of the house. That has not taken into account other needs such as inadequate food and clothing. Poverty occurs due to factors of large number of dependents, doing jobs that do not generate high income especially in the informal sector, not employed, not doing side jobs, low level of skills and education and old age factors.

Conclusion

The subject of stress - arresting Devoutness is "conspicuously under-represented in development literature and in the policies and programmes in development institution" Ver Beek (2002). Once ecological - connect has been defined, the next steps are the action plans. Communication is a must on what ecological - connect means to the remaining core groups, which is then cascaded down to everyone in the institution. Stress - arresting Devoutness plays an important role in shaping a people's personality and way of handling stress or negativity. Stress - arresting Devoutness can be thought as an effective tool in molding the human resources as it creates a deep sense of interconnectedness, to collectivism, which may be either physical in nature (e.g. group of people) or not physical (e.g. belief). Today's spiritual institution is deliberate in implementing a vision that is built around contributions to the betterment of mankind. It promotes work outside of the institution that contributes to and "gives back" to society through community and volunteer service.

Spiritually aware managers and businesses consider themselves servants of employees, customers, and the community. Today's institutions are also seeking for a committed workforce as institutional commitment and emotional involvement in one's respective job profile is viewed as a business necessity. Investment in human resource development through institutional awareness must be given high priority in the overall ecological - connect strategy. Nevertheless, bringing ethics and spiritual values into the workplace can lead to increased productivity and profitability thereby generating better emotional bonding among employees. More than providing excellent service for customers, global service indicates a larger sense of responsibility to contribute to the betterment of the world.

We believe that our arguments offer initial support for the value of viewing work according to the Engagement-Calling distinction and discusses the roles played by various factor in regulating the association of calling with human desire. The foregoing discussions posit and defend the assertion that the (Devoutness) processes of engagement-seeking and sustainable contentment are not only complementary phenomena, these constitute a unifying (Devoutness) process of making meaning in lives. The parameters that facilitate the (Devoutness) process of engagement-seeking also leverage the pursuit of contentment. This unification (Devoutness) process is clearly visible when engagement is viewed not as a means of survival, but as an effective instrument of fulfilling larger objective of our lives and society. Furthermore, as the environment is constantly changing, developing a flexible attitude among the employees based on cognitive ability will help to reinforce the love for calling.

This paper explores the relationship of various constructs, and based on the literature review a conceptual analysis has been presented. The summary suggests that engagement as a calling is act as a key element for engaging an employee and in turn also boosts employee attachment with engagement. To have a better clarity of the relationship among the various factors, a conceptual framework has been suggested that can be investigated and validated in future research studies.

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