INTRODUCTION

There are two very basic and different aspect of this research; the researcher will proceed to the deep and deep into the subject.

Human Resource Management is gaining more and more importance after 1950, it deals with every aspect of employee life that is from recruitment to training and ergonomics in recent era.

Effective managers:

From years the researchers are trying to find out the difference between successful and effective managers. They believe that although managers who are successful (that is, rapidly promoted) may be astute politicians, they are not necessarily effective. Indeed, the so-called successful managers may be the ones who do not in fact take care of people and get high performance from their units.

From experiences much of the leadership toxicity in business life is explored through the anxiety of perceived threats to personal status, reputation, image and positions. It should be remembered that organizations are intensely charged places which can transform considerate, easygoing people into driven, uncaring, demonic bosses. So there is extreme pressure from how a effective manager can be emerged.

Managerial effectiveness is a leader’s ability to achieve desired results. How well he applies his skills and abilities in guiding and directing others determines whether he can meet those results effectively. If he can, his achievements are poised to help the organization gain a competitive edge against rival organizations heading into the future.

Managerial effectiveness is gauged by the results a leader achieves. Results are generally believed to be influenced by the organization’s established culture. A good leader must adapt to the organization’s culture and make sure her skills are aligned with organizational goals in order to achieve positive results.
The Skills of an Effective Manager:

A manager has a combination of technical, people and conceptual skills that can make him an effective leader, according to theoretical models of leadership. Technical skills include specialized training, skilled performance of specific tasks, expertise in a specific field or industry and the ability to apply specialized knowledge to tasks and objectives. People skills include the ability to work well with others, motivate workers, resolve conflicts, delegate roles and communicate objectives clearly. Conceptual skills are broader and more self-actualized. They include the ability to see the organization in the context of its industry, the ability to understand how each part of the organization functions as a whole, the ability to visualize a future course of action based on current organizational and industry trends, the ability to analyze and diagnose complex situations and the ability to understand the interrelationships at work in the organization.

Senior management is responsible for identifying the core competencies of the organization and making sure those competencies are complemented by its managers and its overall workforce. It is up to senior management to strategically place a manager in the department where her skills and competencies will reflect the current and future needs of the organization in order to effectively achieve results that benefit the organization in the short- and long-run.

A Competitive Edge

In the long run, managerial effectiveness has the potential of creating efficiencies that create a sustainable competitive advantage against rival organizations and increase opportunities for future enterprise. It also fosters individual growth in the manager and her followers and, over time, generates shareholder value for the organization. Management is almost entirely concerned with getting things done and determining how to get things accomplished. In each manager's mind there is a debate over whether more concern should go into low-cost production or to disregard production costs and go after complete satisfaction of goals and objectives. These two paths are known as the decisions which separate "Effectiveness" and "Efficiency."

Effectiveness means that the job was done correctly and was accomplished but does not regard if the job was done inexpensively or on time. Whereas, efficiency means that the job was
accomplished cheaply and on time yet may not be a very thorough and impressive accomplishment.

*In a nutshell managerial effectiveness may be simply defined as the extent to which the manager is meeting the expectations for specific role behavior by the role senders.* (Tsui)

A manager who is effective with one constituency may not be with another. Thus the concept of managerial effectiveness is meaningful only when defined from the perspective of each relevant role sender. Effectiveness results from engaging in role behavior which, corresponds to the expectations of other role set members.

Likert (1961) had emphasized that a manager must be **adaptive** to a specific situation and needs of his/her followers resulting in high degree of effectiveness in meeting the personal and organizational goals.

According to Reddin (1970), managerial effectiveness is nothing more than the **output**, and it is dependent upon the output with regards to one’s position in the organization. He emphasized upon the output without any mention of morale and satisfaction of group members.

**Emotional Intelligence:**

In the last decade or so, we have been witness to a particular growing body of research regarding the importance of emotional intelligence for successful leadership. Underlying this research interest is the view that people with high emotional intelligence competencies are more likely than less emotionally intelligent people to prove effectiveness of managers & gain success in the workplace. The organizational hierarchy, social /emotional intelligence becomes an increasingly relevant determinant of who will and will not be effective.

Though growing evidence indicates that emotional intelligence competency has the potential to improve performance on both personal and organizational levels, we are still only in the initial phase of understanding the extent to which members with high emotional intelligence would be more valued assets than less emotionally intelligent members of their organization. It is more useful and interesting to consider how important it is for effective performance at work.

As per above stated title, the staff for consideration is managerial and supervisory staff and researcher is going to test the relationship between emotional intelligence and managerial effectiveness.
Importance of Emotional Intelligence in workplace

In general, society is the place that our emotions and our qualities could be revealed and developed. (Mole, 1996). By being in society and taking part in social activities like performing job and role in organization and with doing transaction with people, people could learn the strengths and weaknesses of their emotions and would be able to develop them. Through trials and errors in developing their emotions to be more interactive and more social with others, people would be more effective in their performance. Nowadays people especially in the workplace are more evaluated by new criteria, not only with their years of experience, or how much training they have had, or their college shiny marks, but they would also be assessed by the quality of handling relations between themselves and other.

Emotional Intelligence and Performance:
The EI’s competencies are quite comprehensive and are able to precisely measure the individual’s EI level, but they still cannot precisely reveal the impact of EI on individual’s performance in the workplace. Although the measurements are capable to evaluate people’s ability and determine how they are able to do the tasks, they cannot predict the people’s performance in future. Another factors like motivation and employee’s values must also be considered in order to examine and investigate how loyal and compatible they are to the organization, and to what extent do their visions and cultures are matched with organization’s visions and cultures.
Thus in a nutshell it is very important to have Emotional intelligence at the workplace, which assists the keeping workplace healthy.

The Census projection report shows that the proportion of working age population between 15 and 59 years is likely to increase from approximately 58 per cent in 2001 to more than 64 per cent by 2021. In absolute numbers, there will be approximately 63.5 million new entrants to the working age group between 2011 and 2016. Further, it is important to note that the bulk of this increase is likely to take place in the relatively younger age group of 20-35 years. Such a trend would make India one of the youngest nations in the world.
In 2020, the average Indian will be only 29 years old. Comparable figures for China and the US are 37, 45 for West Europe, and 48 for Japan. This ‘demographic dividend’ provides India great opportunities, but it also poses a great challenge. It will benefit India only if our population is healthy, educated, and appropriately skilled. Therefore, greater focus on human and inclusive development is necessary to best utilize the demographic dividend. Apart from highlighting the international position of India vis-à-vis other emerging market economies and similarly placed countries in terms of the human development index (HDI).

The Human Development Report (HDR) published by the United Nations Development Program (UNDP) estimates the HDI in terms of three basic capabilities: to live a long and healthy life, to be educated and knowledgeable, and to enjoy a decent economic standard of living. After having a look on human development it is for sure that there is scope for increase in rate of development. There are three sector in which existing human being earns his bread and butter. Primary sector, Secondary sector and Tertiary sector; though these sectors are important in India’s growth and development, researcher will look towards Services sector while limiting the scope of research.

The principal objective of development planning is human development and the attainment of higher standard of living for the people. This requires a more equitable distribution of development benefits and opportunities, better living environment and empowerment of the poor and marginalized. There is special need to empower women who can act as catalysts for change.

Now let us deal with service sector.

**Services Sector**

The services sector has been a major and vital force steadily driving growth in the Indian economy for more than a decade. The economy has successfully navigated the turbulent years of the recent global economic crisis because of the vitality of this sector in the domestic economy and its prominent role in India’s external economic interactions.

The services sector covers a wide range of activities from the most sophisticated information technology (IT) to simple services provided by the unorganized sector, such as the services of the barber and plumber. National Accounts classification of the services sector incorporates trade, hotels, and restaurants; transport, storage, and communication; financing, insurance, real estate, and business services; and community, social, and personal services. In World Trade Organization (WTO) and Reserve Bank of India (RBI) classifications, construction is also included.
## Table 1.1: Performance in Services: International comparison

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Country</th>
<th>Rank for overall services</th>
<th>Share in services % GDP</th>
<th>Services Growth</th>
<th>CAGR 2001-10</th>
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<tbody>
<tr>
<td>1</td>
<td>US</td>
<td>1</td>
<td>1</td>
<td>77</td>
<td>79</td>
</tr>
<tr>
<td>2</td>
<td>Japan</td>
<td>2</td>
<td>2</td>
<td>69.8</td>
<td>71.7</td>
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<tr>
<td>3</td>
<td>China</td>
<td>3</td>
<td>3</td>
<td>39.8</td>
<td>42.1</td>
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<tr>
<td>4</td>
<td>Germany</td>
<td>4</td>
<td>4</td>
<td>69.7</td>
<td>73.7</td>
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<td>5</td>
<td>France</td>
<td>5</td>
<td>5</td>
<td>76.5</td>
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<td>7</td>
<td>Italy</td>
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<td>70.1</td>
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<tr>
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<tr>
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<td>India</td>
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<td>11</td>
<td>50</td>
<td>56.5</td>
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<tr>
<td>12</td>
<td>Russia</td>
<td>12</td>
<td>12</td>
<td>63.3</td>
<td>62</td>
</tr>
</tbody>
</table>
| World   |          |  68.1 | 68.7 | 67.7 | 2.9  | -0.9 | 2.5  | 2.6  |       |}

Source: Computed from UN National Accounts Statistics accessed on 8 February 2012.

Note: Rank is based on current prices.
Share is based on constant prices (US$).
Growth rates are based on constant prices (US$).
CAGR is estimated for 2001-2010.
Construction sector is excluded in services GDP.