REVIEW ON CRITICAL EVALUATION OF IT EMPLOYEES AND THEIR USE OF MANAGEMENT SKILLS IN THE PROFESSIONAL AND PERSONAL LIFE: WITH SPECIAL REFERENCE TO IT INDUSTRIES IN WESTERN MAHARASHTRA

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Abstract : Good administration abilities are fundamental for any association to succeed and accomplish its objectives and goals. A director who encourages great administration aptitudes can drive the organization's crucial vision or business objectives forward with less obstacles and complaints from inside and outside sources. Management and leadership skills are often used interchangeably as they both involve planning, decision-making, problem-solving, communication, delegation, and time management. This study is about evaluation of It Employees and the Management Skills used by them in professional and personal life. IT Employees are technically very sound. They have Technical skills. But it many times we do not consider the Management Skills used by them in the work and personal situation. Pune is fast racing to the top slots in the Indian software industry. Till some years ago, people living in Mumbai thought of Pune as the ideal place to get away for a weekend. About a 5-hour drive from Bombay, Pune seemed an idyllic place with a laid-back attitude. But how the little town has metamorphosed into a buzzing metropolis Pune is today fast emerging as an InfoTech hub, challenging biggies like Bangalore and Mumbai to emerge as one of the top contenders for the 'Silicon Valley of India' slot. In this project author work on to study the Information Technology Industry of India and its effect and to do the Evaluation of the Employees of Information Technology Industry, to study the functions, managerial qualities and principles of Management, to find out the benefits of using Management Skills by Employees of Information Technology Industry in professional life, to find out the benefits of using Management Skills by Employees of Information Technology Industry in personal life., to analyze the experience of IT Customer from IT Employees in connection to Management skills. To gives suggestion to gain knowledge of Management skills and use of Management skills by Employees of Information Technology in Professional and Personal life. In this study the research problems will be to evaluate the IT Employees by various aspects like what is Education? Do they have learned additional skill during job, what is their satisfaction level in job? What is their interested area of work? These are the research problems for evaluation of IT Employees. Other aspect of this study is about using Management skills in professional and personal life. In this regard following research problems can be studied. Do they have Management skills? Where does they use? How they use? How does it beneficial to IT Employees to use Management skills? Does it have any relation to reduce the stress? How they can raise productivity by using Management skills? How personal life effect on professional life of IT Employees? Does IT Employees like social life? All these are basic question for this topic. By asking these type of question it may help the researcher to reach output.

Index Terns: Critical Evaluation of IT Employees, Management Skills in professional and Personal Life, IT Industry.

I. INTRODUCTION

Innovation has profoundly affected aptitudes that businesses need from business graduates today. The move from a modern economy to a data society and an office economy implies that numerous occupations presently place an accentuation on honesty, correspondence, and adaptability. Generally, specialized aptitudes, otherwise called hard abilities, were the main aptitudes vital for profession business; however the present work environment is demonstrating that specialized aptitudes are insufficient to keep people utilized when associations are correct estimating and cutting positions. Since delicate aptitudes are basic for beneficial execution in the present working environment, current and future business pioneers are underlining the improvement of delicate abilities. Data innovation in India is an industry comprising of two significant parts: IT Services and business process outsourcing (BPO). The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.5% in 2012. According to NASSCOM, the sector aggregated revenues of US$100 billion in 2012, where export and domestic revenue stood at US$69.1 billion and US$31.7 billion respectively, growing by over 9%. Information technology is playing an important role in India today & has transformed India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs. The IT sector in India is generating 2.5 million direct employments. India is now one of the biggest IT capitals of the modern world and all the major players in the world IT sector are present in the country. This will be very

interesting to study the IT Industry as it changes the India's social and economic situation. As every aspect has two sides hence it is needed to study opportunities and challenges of this industry. The output will give us suggestion to take step towards for facing challenges and grabbing opportunities. Pune is one of the prime centres for IT industry is concern in Maharashtra state. This study will consider India's IT Industry but sample for primary data will be taken from Pune IT people. Employee plays vital role in IT sector as all of them goes out of the campus and come again next day. This is very difficult situation. If employee don't come then and all knowledge goes out. This study is about evaluating the IT Employees and to find out Management skills used by them during professional life and personal life. Management skills are very vital in this globalized environment. If we use these skills in our life it will definite gives us an extra benefits. Productivity also gets increase.

1.1 Background of IT Industry in India

The Information Technology Industry of India dates back to 1967 when the Tata Group in collaboration with Burroughs set up the first software zone, SEEPZ in Mumbai. In 1973 SEEPZ became the first software export zone which saw 80% of the software export in the 1980s. Since then, the IT sector of India has grown by leaps and bounds and has acquired India a brand name in the IT and ITES (Information Technology Enabled Services) sector in the global scenario. The major hubs for the IT export sector are Bangalore, Chennai, Hyderabad, Delhi, Mumbai and Kolkata. Bangalore has earned the sobriquet, 'The Silicon Valley of India' owing to the maximum IT export (generating 77% of the net IT export revenue of India).

The growth in the BPO sector under the supervision of the IT-ITES sector has been phenomenal. According to NASSCOM, "The IT-BPO sector in India aggregated revenue of US$ 100 billion in FY 2012, where export and domestic revenue stood at US$ 69.1 billion and US $31.7 billion respectively". The industry is also an employment intensive sector. The estimated employment generation in the FY 2012 was an expected 230,000 thus providing direct employment to 2.8 million and indirect employment 88.9 million people all over the country. According to a report prepared by Gartner, the top five outsourcing companies of India are TCS, Cognizant, Infosys, Wipro and HCL Technologies.

1.2 Current IT Industry in India

The major cities that account for about nearly 90% of the sector's exports are Bangalore, Hyderabad, Kolkata, Chennai , Trivandrum, Noida, Mumbai and Pune. Bangalore is considered to be the Silicon Valley of India because it is the leading IT exporter. Exports dominate the industry and constitute about 77% of the total industry revenue. However, the domestic market is also significant with a robust revenue growth. The industry's share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 25% in FY2012. According to Gartner, the "Top Five Indian IT Services Providers" are Tata Consultancy Services, Infosys, Cognizant, Wipro, and HCL Technologies.

1.3 Management Skills

The world of Business is not possible to manage without the Management skills by the responsible persons. The use of Management skills gives us extra benefits in every aspect. The difference between Management work and ordinary work is easily getting understood. From the Business to Industry and Industry to Home has become a prime instrument of everyone. Employees are the main power of any industry. If we talk about IT Industry then it has become a necessary to have skillful employees. Management skills give the employees more sharpness, accuracy, standard working style, productivity, innovative, speed and many more things in work. All these output are finally been use by employees in during working hour. The benefits go to company because it brings good quality of work. It can be stated that Management skills are necessary to every employee. When some of the skills used in working condition it makes effect on employees and they start to use these skills in personal life too.

1.4 Parameters of the study

The study is conducted in this paper to critically evaluate the Management skills. So we famed these management skills as the parameters of the study.

1.4.1 Parameter on the basis of Functions of Management

1) Planning
2) Organizing
3) Staffing
4) Leading / Directing
5) Controlling

1.4.2 Parameters on the basis of Managerial Qualities

1) Technical
2) Human
3) Conceptual
4) Design

1.4.3 Parameters on the basis of Principles of Management

1) Division of Work
2) Authority and Responsibility
3) Discipline
4) Unity in Command
5) Unity in Direction
6) Subordination of the Individual Interest to the general interest
7) Remuneration
8) Centralization or Decentralization Approach
9) Scalar Chain
10) Order

11) Equity
12) Stability of Tenure of Personnel
13) Initiative
14) Espirit de corps

Thus, the above mentioned parameters are considered while evaluating the management skills that are used by the employees of the IT Industries in their work place as well as their personal life too

1.5 Maharashtra and IT Industry

Maharashtra accounts for more than 30 percent of the country's software exports, with over1,200 software units based in the State, thus providing a familiar and friendly environment for the IT companies. The Government of Maharashtra has recognized IT industry as an important thrust area in the State. It is largely focusing on providing IT related infrastructure, fiscal incentives to IT units, IT in governance and institutional framework for the IT sector. These initiatives have enabled the IT industry of the State to establish a firm foundation for itself in the country. The whole State has been connected through an Optical Fibre Cable Network and a statewide network of competent training institutions have been established for building a pool of world class IT professionals, in order to provide strength and support to the IT industry in the State. Besides, the State Government has framed an IT policy so as to make Maharashtra the most favored destination for investments in the IT and ITES industry. The Government has undertaken a number of initiatives to promote further development of IT/ITES sector in the state. The steps include formulation of a progressive sector-specific policy, development of IT parks and the knowledge corridor. In order to provide further impetus to the IT industry, Government of Maharashtra has set up several state-of-the-art IT parks within the State. These IT parks provide a perfect base of operations for the best international and national IT houses.

Western Maharashtra is also known as "Paschim Maharashtra". It is a region of India's western Maharashtra state. It includes districts of Pune, Solapur, Satara, Sangli, Kolhapur and Ahmednagar (Ahmednagar being a part of Nashik division is not a part of Khandesh region, it is a part of Desh region). This prosperous belt is famous for its sugar factories. Farmers in the region are economically well off due to fertile land, good irrigation. Few area have IT industry.

1.6 The most prominent Information Technology Parks in Maharashtra

1) Talawade IT Park, Dehu-Moshi Road, Pune.
2) Millennium Business Park (MBP), Navi Mumbai
3) Hinjewadi IT Park Phase I, Hinjewadi, Pune
4) Hinjewadi IT Park Phase II, Hinjewadi, Pune
5) Kolhapur IT Park, Kolhapur
6) Sangli IT Park, Vishrambag, Sangli
7) Nagpur IT Park, Nagpur
8) Deogiri Infotech Park, Aurangabad
9) Kharadi IT Park, Kharadi, Pune

Maharashtra possesses distinct competitive advantages that facilitate further development of the IT/ITES sector in the state.

1) 40 per cent of India's Internet users
2) 35 per cent of PC penetration in the country
3) 169,000 trained technical personnel added to the manpower pool each year
4) Development of a large number of IT parks in both the public and private sector

Besides, the Mumbai-Pune Knowledge Corridor is fast emerging as the IT hub of the country. It is a six lane, dual carriage expressway built to link the two cities of Mumbai and Pune. These two cities provide the best infrastructure in terms of housing, education, transport and power, making them the perfect hosts for the IT industry. Prominent IT players present in the state include Tata Consultancy Services, Infosys Technologies, Wipro, Patni Computers, i-Flex Technologies, Veritas. BPO centres of large national and international players have also come up in a big way in the state. These include LG, HSBC, Aviva, vCustomer, Xansa, EDS and e-Gain, among others.

1.7 Pune is major place of IT Industry in Western Maharashtra

Pune is fast racing to the top slots in the Indian software industry. Till some years ago, people living in Mumbai thought of Pune as the ideal place to get away for a weekend. About a 5-hour drive from Bombay, Pune seemed an idyllic place with a laid-back attitude. But how the little town has metamorphosed into a buzzing metropolis Pune is today fast emerging as an InfoTech hub, challenging biggies like Bangalore and Mumbai to emerge as one of the top contenders for the 'Silicon Valley of India' slot.

In addition to the huge number of educational institutions and universities, Pune has statistics to back its claim for the numero uno destination for IT investments. As per a recent IDC report, Pune has the highest PC penetration among households and has overtaken the much-fancied Bangalore. Pune is also home to well known giants of the Indian software industry like Wipro, Infosys, Satyam, Tata Technologies, TCS, Kanbay, Veritas, Cognizant, PCS and Mahindra British Telecom. A further feather in the cap is the 'Indian Institute of Software Engineering' coming up in association with Carnegie Mellon University, USA. Close proximity to the financial capital and rapidly improving infrastructure have made Pune one of the most sought-after commercial destinations in the country today. The recent attractions have been the expressway connecting Mumbai and Pune, which has reduced the traveling distance and time substantially

1.8 Research Problem

This study is about evaluation of It Employees and the Management Skills used by them in professional and personal life. IT Employees are technically very sound. They have Technical skills. But it many times we do not consider the Management Skills used by them in the work and personal situation. In this study the research problems will be to evaluate the IT Employees by various aspects like what is Education? Do they have learned additional skill during job, what is their satisfaction level in job? These are the research problems for evaluation of IT Employees. Other aspect of this study is about using Management skills in professional and personal life. In this

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II. REVIEW OF LITERATURE

The research work done by the various authors are studied and reviewed in this paper for better understand the gap between the present research and Past research of the issues.

Samuel Ryan Norman et al. (2014) Management is essential to any organization that wishes to be efficient and achieve its aims. Without someone in a position of authority there would be organizational anarchy with no structure and very little, if any focus. There would be a case of absolute confusion where people working in the organization wouldn't clearly know which tasks to perform. The 21st century has brought with it a new workplace, one in which everyone must adapt to a rapidly changing society with constantly shifting demands and opportunities. The economy is constantly changing and has become global and is driven by innovations and technology and organizations have to transform themselves to serve new customer expectations. The competition has also increased where in various firms now provide a variety of products and services in the market. This increases the choice of the customer to choose different products and services which best suit his needs. Management is a vital aspect of the economic life of man, which is an organized group activity. Henry Fayol was considered the father of Modern Management. Fayol laid the foundation of management as a separate body of knowledge. He always insisted that if scientific forecasting and proper methods are used in management then company can get satisfactory results. According to Fayol, management was not personal talent; it is a knowledge based skill. Today's economy presents challenging opportunities as well as dramatic uncertainty. The new economy has become knowledge based and is performance oriented. In the light of the above challenges an innovative kind of leader who uses his skills and expertise in the field of management is needed to guide the business through turbulence. Managers who are a part of the organizations perform this herculean task.
Research Gap: Thus Samuel has focused on the management is essential to every organization but in this research paper we critically examine Fayol's principles of management which have a large impact on the goals and objectives of the business organizations and also help it to remain healthy, inspired and productive.

Sachin Murali et al. (2017) Employees are considered the core of an organization and the success or failure of the organization is attributed to the performance of the employees. It is of prime importance that the employees are loyal to the organization and don't actively search for other alternative opportunities. Loyalty, as a general term can be defined as a person's devotion or sentiment of attachment to a particular object, which may be another person or a group of persons, an ideal, a duty, or a cause (Encyclopedia Britannica, 1998). This study was conducted to examine the importance of Employee Loyalty in Organizational Performance and hence the feasibility of its subsequent inclusion into Performance Evaluations. The 411 respondents in this study were randomly selected participants of an internet based survey (restricted to the group of working people aged 20-60). The significant majority share the opinion of having their loyalty acknowledged and rewarded. A survey was conducted by using a questionnaire through online survey form for gathering information about Employee Loyalty, relating it to Organizational Performance and taking the respondent's opinion of its inclusion into Performance Evaluations.
Research Gap: The research exists out there that tries to link loyalty with organizational performance, but what they miss out on is the people's opinion on it. As long as the people think it affects the organizational performance, it will invariably go on to, and that is more than enough substantial ground for it to be included in performance evaluations as a critical factor**.**

Khawaja Jehanzeb et al. (2013) In 1970s, the efforts of career planning and development were mainly dedicated on young employees those demonstrate to have a high potential. It has been suggested for the organizations to make plan for future and provide training and development to their fresh employees for the high-ranking positions in future (Moses 1999). However, the career path model develops very well through the conservative commitment which employees would offer to their organization. The purpose of this paper is to present a conceptual study established on the employee training and development program and its benefits. This paper will inspect the structure and elements of employee training and development program and later the study present what are the positive outcomes for employees and organizations. Organizations find it difficult to stay competitive in recent global economy. Importance of employee development program is growing for the organizations those pursuing to receive an advantage among competitors. Employees are esteemed resource of the organization and success or failure of the organization relay on the performance of employees. Therefore, organizations are financing large amount on employee training and development programs. Furthermore, in training program it is supportive for companies to emphasis on knowledge, expertise and ability of employees. There is substantial discussion among professionals and researchers on the affect that development program has on both employee and organization. The study described here is a vigilant assessment of literature on fundamental of employee development program and its benefits to organizations and employees.
Research Gap: The existing analysis of literature proposes that these benefits vary from individual and organizational performance. To understand the benefits of training and development program, we implemented different level and different disciplinary perspective of employee development program. In our study we also involved the discussion, how to increase the benefits of training.

Harshit Topno et al. (2012) Training like any other organizational activity requires time, energy and money. It's a critical investment in a strategy that leads to internal promotion, succession planning and employees development. It's an investment in employees" productivity and retention by providing for career progression and employees job satisfaction over the long time (Bowes, 2008). Therefore the organization needs to know whether their investment is being spent effectively or not. For this continuous evaluation of

training and development is necessary. Evaluation of training and development means assessment of the impact of training on trainee's performance and behavior Training and development enhances efficiency and develops a systematic way of performing duties and assigned tasks. Moreover it bridges the gap between job requirement and employees present specification. Training like any other organizational activity requires time, energy and money. It's an investment in employees' productivity and retention by providing for career progression and employees job satisfaction over the long time. Therefore the organization needs to know whether their investment is being spent effectively or not. For this continuous evaluation of training and development is necessary. Evaluation of training and development means assessment of the impact of training on trainee's performance and behavior. The present paper is descriptive in nature falls under the category of general review for understanding the conceptual framework of evaluation, its needs and purpose and the various models adopted by organization for evaluation purpose. Finally in conclusive remark paper suggests the most widely used model and what are the issues which lead to ignorance of evaluation as well as in the course of evaluation

Research Gap: The main reasons is that all models are descriptive and subjective in nature, its indicators for evaluating training and development is not clearly given and explained. From the above discussion it has been found out that Kirkpatrick model is widely used model at reaction level but in this case also what should be the main indicators at reaction level and other levels is not explained properly.

Barbara Cimatti et al. (2016) any organization is made of people and its success depends mainly on the capabilities of the human resources and on the kind of collaboration they are able to establish. Human capital is then a fundamental component for any enterprise and the quality of it deeply affects the results that the company can achieve. Soft Skills is a very popular term nowadays, used to indicate personal transversal competences such as social aptitudes, language and communication capability, friendliness and ability of working in team and other personality traits that characterize relationships between people. Soft Skills are traditionally considered complementary of Hard Skills, which are the abilities to perform a certain type of task or activity. Soft Skills are strategic to be successful in personal and professional life then is essential for a candidate when he tries to obtain any kind of job. Enterprises generally hire new employees, in particular recent graduates, taking more in consideration their Soft Skills than their Hard Skills. This happens also for technical professions, such as engineers, because the company, in order to be competitive, needs to create good and effective teams and a collaborative working atmosphere. The quality of products provided by any industry then doesn't only base on the materials chosen and on the technology used, neither only on the expertise of workers who contribute to their fabrication, but also on the quality of the enterprise in its whole. And this quality strongly depends from the human resources involved and their capability of positively interacting to achieve a common aim: the company success.

Research Gap: Soft Skills are difficult to define in a univocal simple way. Making a "shopping list" of skills isn't a real solution, neither over-simplify. Many elements must be considered to effectively define them Soft Skills must be taught since the primary School and even before within the family.

Dr.S.Jansirani et al.(2013) Performance appraisal is an integral part of HRM and HRM deals with personnel is people. "People" is the important and valuable resource that every organization or institution has in the form of its employees. Dynamic people can build dynamic organization. Effective employees can contribute to the effectiveness of the organization. HRM has multiple goals, which include employee's competency development, employee motivation development and organization development. Employees require a variety of competencies, knowledge, attitude, skills in technical area; Managerial areas, behavioral and human relations areas and conceptual area to perform different tasks or functions required by their jobs. In this study the operative function in the human resource department are analyzed with the contribution of employees and their opinion about the function performed by the employees and their opinion about the function performed by the HR Department in Wipro Infrastructure Engineering Pvt Ltd, Chennai. . The employees in the organization are directly interviewed and related data's where collected through the questionnaire. The data's are analyzed through the percentage analysis and chi-square method. From these inference were drawn, based on the inference it is found that most of the respondents fells that the performance appraisal system done by the organization is comfortable and satisfactory. From the study it is found that they are enriching their knowledge with appraisal system and necessary findings are made and suggestions were given. Within a short period of time the employees are aware about the various policies are implemented by the company and also it gain goodwill in the minds of employees. Is suggested that the company should introduce new methods to provide good services promptly and efficiently at the time of employees' measures. Thus the study is mainly focus on performance of the employee among executives, and their opinion efficiently and effectively.

Research Gap: The performance appraisal technique prevailing in the organization is fair. Employees are satisfied with the present performance appraisal system that is a traditional one. As many new appraisal techniques are emerged, the organization can implement modern technique which would be more effective. The welfare measure of organization is at par with the company policies and has brought a great sense of involvement in work among the employees of the organization.

Rafikul Islam et al. (2005) In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieving the goals of the organization. Performance appraisal is defined as "the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance" (Lansbury, 1988). The terms 'performance assessment', 'performance evaluation', 'performance management' are also used to describe the process. Employee performance evaluation is designed to assess each individual's contribution to the organization. The performance of individuals against organizational goals determines whether the organization meets its goals. The basic objectives of performance evaluations are two-fold: firstly to reward employees for meeting organizational objectives and secondly to identify which objectives are not met and to develop action plans to ensure they are achieved in future. The present paper uses analytic hierarchy process (AHP) to evaluate employees performances based upon the criteria: quantity/quality of the work, planning/organization, initiative/commitment, teamwork/cooperation, communication and external factors. Each of these criteria has been divided into 3 sub

criteria. Two hundred and ninety-four employees of Inter System Maintenance Services Sdn. Bhd. are evaluated on these sub criteria. Overall ranking of the employees has been obtained using the absolute measurement procedure of AHP.

Research Gap: These purposes represent legitimate reasons for using performance appraisal systems in organizations. A simple and effective appraisal system that emphasizes continuous professional development enhances a firm's overall performance. However, performance evaluation process should be ongoing throughout the year.

Milan Fekete et al.(2014) The long-term viability and competitiveness of any organization depends on its ability to evaluate the performance of the employees and to examine their contribution in achieving the goals assigned them by managers. Therefore, to evaluate the performance of employees is always an important management task. The evaluation of employee performance is also a valuable tool and an essential element of the functioning of any company. Evaluations are used by managers as a motivational tool to communicate performance expectations to employees and provide them with feedback. The evaluation process also identifies areas where an employee needs to improve. It can also provide opportunities for recognition, positive reinforcement, and performance improvement of the employees. Employee job satisfaction and decisions to stay with the company are associated with him or her meaningful feedback about performance especially from their direct supervisors. There are many scholarly articles in the literature sources that refer to the employee performance evaluation topic. Many scholars, for example, describe relations between employees' job satisfaction, or motivation, and their performance. Others deal with the performance evaluation of the whole organization where they include tangible and intangible metrics. However, only few of them provide with such an employee performance evaluation model that could be practically applied in the companies as a reference. The main purpose of this paper is to explain one such practical model in the form of a standard document procedure which can serve as an example to follow it in the companies of different types. The model incorporates employee performance and compensation policy and is based on the five questions that represent the guiding principles, as well. The practical employee performance evaluation model and standard procedure will be explained based on the information and experience from a middle-sized industrial organization located in the Slovak republic.

Research Gap: The main purpose of this paper is to explain one such practical model in the form of a standard document procedure which can serve as an example to follow it in the companies of different types. The model incorporates employee performance and compensation policy and is based on the five questions that represent the guiding principles, as well.

Adnan Shaout et al. (2014) Employee performance is related to job duties which are expected of a worker and how perfectly those duties were accomplished. Many managers assess the employee performance on an annual or quarterly basis in order to help them identify suggested areas for enhancement. Performance appraisal (PA) system depends on the type of the business for an organization. PA mostly relates to the product output of a company or the end users of an organization. Performance evaluation (PE) is key factor in improving the quality of work input, inspires staffs make them more engaged. PE also introduces a foundation for upgrades and increments in the development of an organization and employee succession plans. Performance appraisal system varies according to the nature of the work and designation within an organization. This paper presents a comprehensive survey of classical performance methods such as ranking method and graphic rating scale as well as modern methods such as 360 degree appraisal and Management by Objectives (MBO). The survey also provides a comprehensive review of various fuzzy hybrid Multi Criteria Decision Making (MCDM) techniques such as Fuzzy Technique for Order Preference by Similarity to Ideal Solution (TOPSIS & FTOPSIS), Fuzzy Analytic Hierarchy Process (AHP & FAHP), Multistage and Cascade fuzzy Technique, Hybrid Neuro-Fuzzy (NF) technique and Type-2 fuzzy technique. Furthermore, this paper introduces a new proposal for Performance Evaluation of Sudanese Universities and Academic staff using fuzzy logic.

Research Gap: In this paper a new proposal for performance evaluation of Sudanese universities and academic staff using fuzzy logic was also introduced.

Ovidiu-Iliuta Dobre et al. (2013) All organizations want to be successful, even in current environment which is highly competitive. Therefore, companies irrespective of size and market strive to retain the best employees, acknowledging their important role and influence on organizational effectiveness. In order to overcome these challenges, companies should create a strong and positive relationship with its employees and direct them towards task fulfillment. The majority of organizations are competing to survive in this volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any organization in the long run. On the one hand, measuring performance is critical to organization's management, as it highlights the evolution and achievement of the organization. On the other hand, there is a positive relationship between employee motivation and organizational effectiveness, reflected in numerous studies. This paper aims to analyze the drivers of employee motivation to high levels of organizational performance. The literature shows that factors such as empowerment and recognition increase employee motivation. If the empowerment and recognition of employees is increased, their motivation to work will also improve, as well as their accomplishments and the organizational performance. Nevertheless, employee dissatisfactions caused by monotonous jobs and pressure from clients, might weaken the organizational performance. Therefore, jobs absenteeism rates may increase and employees might leave the organization to joint competitors that offer better work conditions and higher incentives. Not all individuals are the same, so each one should be motivated using different strategies. For example, one employee may be motivated by higher commission, while another might be motivated by job satisfaction or a better work environment.

Research Gap: In this Paper motivation means the willingness of an individual to do efforts and take action towards organizational goals. The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself.

Ninon Dugas et al. (2008) Employee recognition has not been systematically conceptualized nor has it been subject to a satisfactory theoretical integration, which is reflected in the vagueness of the written corpus on the issue. Given employees' urgent need for

workplace recognition and the growing organizational challenges in the areas of human resource management, workplace quality of life and worker engagement, all of which share recognition as a contributing factor, it is critical that we achieve a better grasp of this concept. Moreover, when seen as a work organization and HR management tool, recognition represents a viable alternative to control- and subordination-oriented approaches. Employee recognition is as much an organizational management issue as it is one related to the basic needs of individuals. Although it is gaining wider and wider currency in sociology and organizational psychology circles, this complex notion is still fairly vague in the management world. What exactly is employee recognition? What are its limitations and conceptual nuances? What does the act of recognition entail? These are the central questions addressed by this article. The article starts by examining the growing need for recognition expressed by today's workers. It then goes on to provide an overview of the social and organizational context surrounding the issue. Finally, it presents the various approaches and methods used to promote employee recognition, as well as the sources of this recognition within an organization. Four conceptual approaches to recognition are analyzed: the ethical perspective; the humanistic and existential view; the work psychodynamics school; and the behavioral outlook. An analysis of these different theoretical perspectives reveals that recognition takes four main forms: personal recognition; recognition of results; recognition of work practice; and recognition of job dedication. The field of recognition, meanwhile, is characterized by the presence of five types of interactions: organizational; vertical; horizontal; external and social.

Research Gap: The impact that recognition or lack thereof has on workers and organizations, as well as the obstacles to providing it, deserve further study. It would appear that, to be well founded, recognition practices must be incorporated into employees' and managers' daily work habits, into routine HR management practices, and into the current organization model. Consequently, there is a need to explore in greater depth the main conditions and dynamics to implementing relevant, wellness-promoting employee recognition strategies.

Asadi Rahil et al. (2017) Employee performance evaluation in most organizations, public and private companies are known under the titles of promotions, competence evaluation and so on. Evaluation is an effective tool in the human resource management if the organizations correctly implement it can help to effectively reach the goals and provide the employee's satisfaction. A manager, during this process try to have an evaluating the employee's performance with the comparison their performance to pre-set criteria then records the results and inform the employee about this measurement result. The main purpose of this paper is to improve and enhance the quality and quantity performance of employees in the organization to have a successful organization. This aim can be fulfilled and achieved with the actual, genuine and accurate assessment of employee's performance. The evaluation of employee's performance is the main factor for the manager to control his workers performance and an approach to motivate and inspire them. At a next steps in the evaluation process, can providing the ensures and right approach to manner and reform of employee performance and in the necessary conditions must with the interview and meeting identify their problems and issues to impalement corrective action for develop and improve the human resources work in the organization. The lack of real evaluation and assessment tools in organizations is one of the significant points that have been discussed in this article.

Research Gap: Needs the evaluators before the evaluation process, to quite clear what is their expectation of employees so, they know exactly what to do to have a correct action and perform it. Any of the techniques and methods of assessment, including the linear grading method, the ranking system method, the man to man comparison method, the critical incidents method.

Marcel M. Robles et al. (2012) Technology has had a profound impact on skills that employers want from business graduates today. The shift from an industrial economy to an information society and an office economy means that many jobs now place an emphasis on integrity, communication, and flexibility. Historically, technical skills, also known as hard skills, were the only skills necessary for career employment; but today's workplace is showing that technical skills are not enough to keep individuals employed when organizations are right-sizing and cutting positions. Because soft skills are critical for productive performance in today's workplace, current and future business leaders are emphasizing the development of soft skills. Hard skills are the technical expertise and knowledge needed for a job. Soft skills are interpersonal qualities, also known as people skills, and personal attributes that one possesses. Business executives consider soft skills a very important attribute in job applicants. Employers want new employees to have strong soft skills, as well as hard skills. This study identified the top 10 soft skills as perceived the most important by business executives: integrity, communication, courtesy, responsibility, social skills, positive attitude, professionalism, flexibility, teamwork, and work ethic.

Research Gap: This research found that communication, integrity, and courtesy are the most important interpersonal skills for success. Soft skills are critical in today's workplace and should be viewed as an investment. Even though interpersonal skills are critical for employers, many job applicants and current employees in business do not have adequate interpersonal skills. Organizations need to train current employees to enhance their soft skills. Further research is needed to study interpersonal skills and determine if other soft skills are deemed as important as the attributes found in this study.

Mark E. McMurtrey et al. (2008) Understanding the skill sets required of IT personnel is a critical endeavor for both business organizations and academic or training institutions. Companies spend crucial resources training personnel, particularly new IT employees, and educational institutions must know what skills are essential in order to plan an effective curriculum. Rapid advances in technology, as well as changing IT practices, alter the importance of particular skills for IT professionals over time and therefore necessitate that frequent updates be performed. Additionally, previous studies have found mixed results as to which skills were deemed most important for IT professionals. In order to examine which skills are most critical, taxonomy was developed from the literature that divided 42 potentially important skills into four areas: IS Core Knowledge, technical Proficiencies, Business Expertise, and Personal Attributes. This study surveyed 153 IT field personnel from six organizations and empirically examined which skills they thought most important for entry-level IT professionals. Results found that the most important skills for new IT professionals were soft skills, specifically the personal attributes of problem-solving, critical thinking, and team skills. However, the study also found that technical skills were essential, especially database knowledge and proficiency, knowledge of programming languages, object-oriented knowledge, and web development skills. Some skills were not considered very important, particularly specialized software for applications such as

decision support systems, expert systems, GIS, and ERP systems. Some skills in the area of business expertise were also rated highly, especially ethics/ privacy and security issues. In comparing the four skill areas, the study found that each area was significantly different than the other three in terms of importance, in this order: personal attributes, business expertise, IS core knowledge items, and proficiencies

Research Gap: Research will include investigating the compliance of universities, and other institutions, in terms of updating curriculum to meet the skill needs of recent IT graduates. Additional research should focus on the different perspectives regarding skill needs based on gender and experience. Longitudinal studies are needed to ensure that IT professionals are adequately prepared and trained, on the front-end of their careers, with skills that will serve them well as their careers progress in an ever-changing IT world.

Vinesh et al. (2014) Organizations which approach training and development from this stand point inevitably foster people who perform well and progress, and importantly, stay around for long enough to become great at what they do, and to help others become so. Training is a very commonly used word, it traditionally 'belongs' to the trainer or the organization, it should be about whole person development– not just transferring skills, the traditional interpretation of training at work. Being realistic, corporate attitudes and expectations about what 'training, and does cannot be changed overnight, and most organizations skill see 'training' as being limited to work skills, classrooms and power point presentations-However, when your start to imagine and think and talk about progressive attitudes to developing people beyond and traditional skills training. Training and development is the field which is concerned with organizational activity aimed at bettering the performance of Individuals and groups in organizational setting. It is a combined role often called human resources development (HRD) meaning the development of "Human" resources to remain competitive in the marketplace. Training focuses on doing activities today to develop employees for their current jobs and development is preparing employees for future roles and responsibilities. It carry out an analysis that the objective of training and development is to creative learning organizations which ensure that employees through value addition can effectively perform their jobs, gains competitive advantage and seek self-growth: this measurable performance resulting from good training and development, shall enhance organization development. It is a process transferring information and knowledge to employers. It is equipping employers to translate that information and knowledge into practice with a view to enhancing organization effectiveness and productivity, and the quality of a management of people. It should be considered along with education policies and systems which are crucial to the development of human resources.

Research Gap: Due to this gap, companies now feel that there should be a close liaison between such institutions and the industry so that employee development programs are made more purpose oriented. There are training institutions which offer customized as well as off-the-shelf programs based on their client's business operations but yet, there is much to be improved.

Cheryl L. et al. (2009) Academic programs have declined significantly in recent years, (Granger, et al., 2007; Patterson, 2005; Pollacia and Russell, 2007). Several studies have investigated potential causes of the enrollment decline, attributing it most often to factors such as curriculum problems. Enrollments in Information Technology (IT)-related academic programs have declined significantly in recent years. Paradoxically, the U.S. Department of Labor predicts that the demand for IT professionals will grow much faster than the average for all occupations through the year 2016. To meet increasing demand, IT-related academic programs must attract more students and produce graduates who possess the technical, interpersonal and organizational knowledge and skills required of entry-level IT workers. The purpose of this study is to determine whether the importance of various skills for entry-level IT workers is perceived differently by faculty in academia than it is by IT managers in industry. The results reported in this paper are based upon a survey of the knowledge and skills required of entry-level IT workers as perceived by 350 IT managers and 78 faculty teaching in IT-related academic programs. Finally, implications of the survey results for faculty teaching in IT-related disciplines and for ongoing IT-related curriculum development, as well as implications for IT managers, are discussed.

Research Gap: This paper is that there is no disconnect between faculty and IT managers with respect to the perceived relative importance of these skill categories for entry-level workers. Specifically IT managers place more importance than faculty do on hardware concepts, operating systems, leadership skills, entrepreneurial/risk taker traits, high overall college GPA, packaged software skills, and work experience.

III. MANAGEMENT SKILLS OF IT EMPLOYEE

Good management skills are vital for any organization to succeed and achieve its goals and objectives. A manager who fosters good management skills is able to propel the company's mission and vision or business goals forward with fewer hurdles and objections from internal and external sources. Management and leadership skills are often used interchangeably as they both involve planning, decision-making, problem-solving, communication, delegation, and time management. Good managers are almost always good leaders as well. In addition to leading, a critical role of a manager is to also ensure that all parts of the organization are functioning cohesively. Without such integration, several issues can arise and failure is bound to happen. Management skills are crucial for various positions and at different levels of a company, from top leadership to intermediate supervisors to first-level managers.

Types of Management Skills

According to American social and organizational psychologist Robert Katz, the three basic types of management skills include:

1. Technical Skills

Technical skills involve skills that give the managers the ability and the knowledge to use a variety of techniques to achieve their objectives. These skills not only involve operating machines and software, production tools, and pieces of equipment but also the skills needed to boost sales, design different types of products and services, and market the services and the products.

2. Conceptual Skills

These involve the skills managers present in terms of the knowledge and ability for abstract thinking and formulating ideas. The manager is able to see an entire concept, analyze and diagnose a problem, and find creative solutions. This helps the manager to effectively predict hurdles their department or the business as a whole may face.

3. Human or Interpersonal Skills

The human or the interpersonal skills are the skills that present the managers' ability to interact, work or relate effectively with people. These skills enable the managers to make use of human potential in the company and motivate the employees for better results.
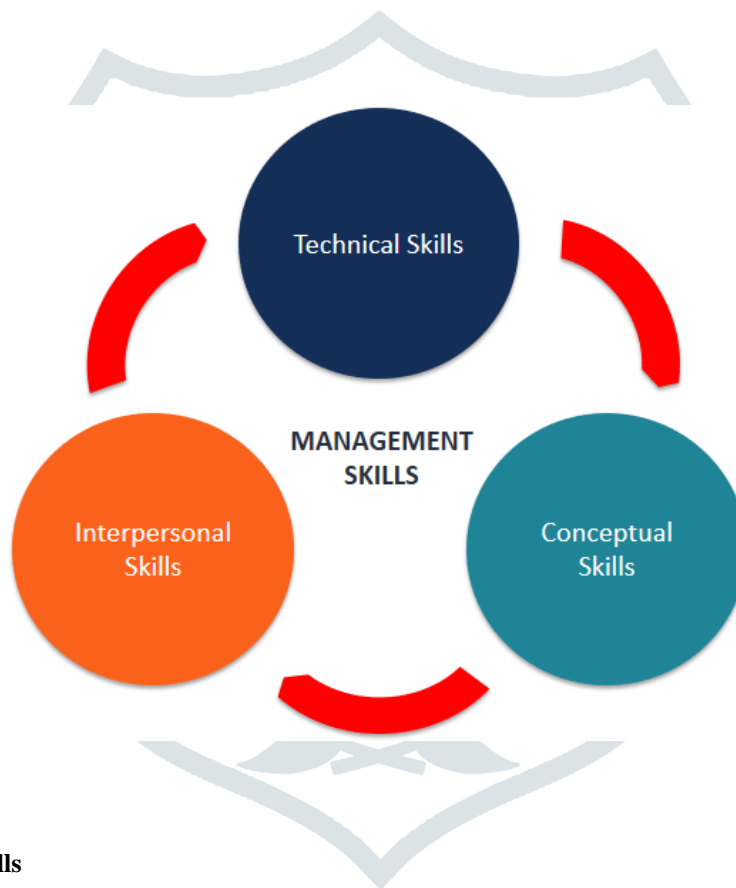
Examples of Management Skills

There is a wide range of skills that management should possess to run an organization effectively and efficiently. The following are six essential management skills that any manager ought to possess for them to perform their duties:

1. Planning

Planning is a vital aspect within an organization. Planning is one's ability to organize activities in line with set guidelines while still remaining within the limits of the available resources such as time, money, and labor. It is also the process of formulating a set of actions or one or more strategies to pursue and achieve certain goals or objectives with the available resources. The planning process includes identifying and setting achievable goals, developing necessary strategies, and outlining the tasks and schedules on how to achieve the set goals. Without a good plan, little can be achieved.

2. Communication

Possessing great communication skills is crucial for a manager. It can determine how well information is shared throughout a team, ensuring that the group acts as a unified workforce. How well a manager communicates with the rest of his/her team also determines

how well outlined procedures can be followed, how well the tasks and activities can be completed, and thus, how successful an organization will be.

Communication involves the flow of information within the organization, whether formal or informal, verbal or written, vertical or horizontal, and it facilitates smooth functioning of the organization. Clearly established communication channels in an organization allow the manager to collaborate with the team, prevent conflicts, and resolve issues as they arise. A manager with good communication skills can relate well with the employees and thus, be able to achieve the company's set goals and objectives easily.

3. Decision-making

Another vital management skill is decision-making. Managers make numerous decisions, whether knowingly or not, and making decisions is a key component in a manager's success. Making proper and right decisions results in the success of the organization, while poor or bad decisions may lead to failure or poor performance. For the organization to run effectively and smoothly, clear and right decisions should be made. A manager must be accountable for every decision that they make and also be willing to take responsibility for the results of their decisions. A good manager needs to possess great decision-making skills, as it often dictates his/her success in achieving organizational objectives.

4. Delegation

Delegation is another key management skill. Delegation is the act of passing on work-related tasks and/or authorities to other employees or subordinates. It involves the process of allowing your tasks or those of your employees to be re-assigned or re-allocated to other employees depending on current workloads. A manager with good delegation skills is able to effectively and efficiently re-assign tasks and give authority to the right employees. When delegation is carried out effectively, it helps facilitate quick and easy results. Delegation helps the manager to avoid wastage of time, optimizes productivity, and ensures responsibility and accountability on the part of employees. Every manager must have good delegation abilities to achieve optimal results and accomplish the required productivity results.

5. Problem-solving

Problem-solving is another essential skill. A good manager must have the ability to tackle and solve the frequent problems that can arise in a typical workday. Problem-solving in management involves identifying a certain problem or situation and then finding the best way to handle the problem and get the best solution. It is the ability to sort things out even when the prevailing conditions are not right. When it is clear that a manager has great problem-solving skills, it differentiates him/her from the rest of the team and gives subordinates confidence in his/her managerial skills.

6. Motivating

The ability to motivate is another important skill in an organization. Motivation helps bring forth a desired behavior or response from the employees or certain stakeholders. There are numerous motivation tactics that managers can use, and choosing the right ones can depend on characteristics such as company and team culture, team personalities, and more. There are two primary types of motivation that a manager can use. These are intrinsic and extrinsic motivation.

CONCLUSION

From the consideration of all the above points we conclude that this study is about evaluation of It Employees and the Management Skills used by them in professional and personal life. IT Employees are technically very sound. They have Technical skills. But it many times we do not consider the Management Skills used by them in the work and personal situation. Pune is fast racing to the top slots in the Indian software industry. Till some years ago, people living in Mumbai thought of Pune as the ideal place to get away for a weekend. About a 5-hour drive from Bombay, Pune seemed an idyllic place with a laid-back attitude. But how the little town has metamorphosed into a buzzing metropolis Pune is today fast emerging as an InfoTech hub, challenging biggies like Bangalore and Mumbai to emerge as one of the top contenders for the 'Silicon Valley of India' slot. In this project author work on to study the Information Technology Industry of India and its effect and to do the Evaluation of the Employees of Information Technology Industry, to study the functions, managerial qualities and principles of Management, to find out the benefits of using Management Skills by Employees of Information Technology Industry in professional life, to find out the benefits of using Management Skills by Employees of Information Technology Industry in personal life., to analyze the experience of IT Customer from IT Employees in connection to Management skills. to gives suggestion to gain knowledge of Management skills and use of Management skills by Employees of Information Technology in Professional and Personal life. In this study the research problems will be to evaluate the IT Employees by various aspects like what is Education? Do they have learned additional skill during job, what is their satisfaction level in job? These are the research problems for evaluation of IT Employees. Other aspect of this study is about using Management skills in professional and personal life. In this regard following research problems can be studied. Do they have Management skills? Where does they use? How they use? How does it beneficial to IT Employees to use Management skills? Does it have any relation to reduce the stress? How they can raise productivity by using Management skills? How personal life effect on professional life of IT Employees? Does IT Employees like social life? All these are basic question for this topic. By asking these type of question it may help the researcher to reach output.

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