

**A STUDY ON MEASURING EMPLOYEE PERCEPTION ON  
KEY PERFORMANCE INDICATOR IN CRI PUMPS PRIVATE LIMITED,  
COIMBATORE.**

PROJECT REPORT

Submitted by

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A PROJECT REPORT

submitted

In partial fulfillment of the requirements

for the award of the degree

of

**MASTER OF BUSINESS ADMINISTRATION**

**Department of Management Studies**

**Kumaraguru College of Technology**

(An autonomous institution affiliated to Anna University, Coimbatore)

**Coimbatore - 641 049**

**May, 2012**

## DECLARATION

I affirm that the project work titled “**A Study on measuring Employee Perception on Key Performance Indicators at CRI pumps,**” being submitted in partial fulfillment for the award of master of business administration is the original work carried out by me. It has not found the party other project work submitted for award of any degree or diploma, either in this or any other university.

  
Signature of the Candidate

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I certify that the declaration made above by the candidate is true.



Signature of the Guide

**Mrs. PriyaDharshini.A**

**Assistant Professor**



## BONAFIDE CERTIFICATE

Certified that this project report titled “A Study on Measuring Employee Perception on Key performance Indicator in CRI Pumps, Coimbatore” is the bonafide work of Ms.KALPANA.S.K, 10MBA023 who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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Director

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Submitted for the Project Viva-Voce examination held on

18.05.2012

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Internal Examiner

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External Examiner

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I also express my sincere gratitude to **Dr. Vijila Kennedy, Director, KCTBS** for her continuous encouragement throughout the project.

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I thank **Mr. ShyamSundar.R**, Deputy Manager HR, for his valuable support and guidance throughout my project.



**C.R.I. PUMPS**

07<sup>th</sup> May 2012

To,  
Dr.Vijila Kennedy  
Director,  
Kumaraguru College of Technology Business School,  
Coimbatore – 641 006.

Dear Madam,

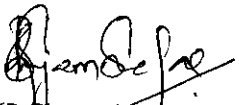
**Sub:** Ms. Kalpana S K (Second Year – Masters in Business Administration) Project Work Completion Certificate - Reg.

This is to certify that Ms.Kalpana S.K – Reg. No. 10MBA23, second year student of Masters in Business Administration from KCT Business School, had done her Project Work in our company on the topic “A Study on Measuring Employee Perception on Key Performance Indicator with special reference to CRI Pumps Private Limited, Coimbatore” from 01<sup>st</sup> February 2012 to 30<sup>th</sup> April 2012.

We certify that her character and conduct during the aforesaid period is good.

Yours faithfully,

**For C.R.I. Pumps Private Limited**

  
(R. Shyam Sundar)

**Deputy Manager - HR**

**C.R.I. PUMPS PRIVATE LIMITED**

CORPORATE OFFICE

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## **ABSTRACT**

Key Performance Indicator (KPI) helps an organization to define and measure its progress towards organization goals. Once an organization has analyzed its mission, identified its stakeholders, and defined its goals, it needs a way to measure progress toward those goals. The term KPI has become one of the most over-used and little understood term in business development and management.

The main benefit of keeping tabs on Key Performance Indicator (KPI) is that it keeps the entire organization working towards common goals. People work only on meaningful projects and eliminate useless activity. A company is also more likely to accomplish its objectives if it has clearly defined them.

## **CHAPTER-1 : INTRODUCTION**

# **CHAPTER: 1**

## **INTRODUCTION**

### **1.0 Introduction about KPI**

Key Performance Indicator (KPI) are goals or target that measure how well an organization is achieving its overall operational objectives or critical success factors for a particular project. Key Performance Indicator (KPI) must be objectively defined in order to provide a quantifiable and measurable indication of the organizations progress towards achieving its goals. Every company measures themselves to some degree. Often these measurements are based on historical information. It is also critical that KPIs be closely aligned to strategic company goals and implemented in such a way as to support positive change.

### **1.1 Theoretical Concepts**

#### **1.1.1 Introduction about KPI**

Key Performance Indicator (KPI) are goals or target that measure how well an organization is achieving its overall operational objectives or critical success factors for a particular project. Key Performance Indicator (KPI) must be objectively defined in order to provide a quantifiable and measurable indication of the organizations progress towards achieving its goals. Every company measures themselves to some degree. Often these measurements are based on historical information. It is also critical that KPIs be closely aligned to strategic company goals and implemented in such a way as to support positive change.

#### **1.1.2 KPI Vs Organization Goals**

Whatever Key Performance Indicator (KPI) are selected, they must reflect the organization's goals, they must be key to its success, and they must be quantifiable (measurable). Key Performance Indicator (KPI) are usually are long term considerations. The goals for particular Key Performance Indicator (KPI) may change as the organization's goals changes, or as it gets closer to achieving a goal. A KPI can follow the SMART criteria. This means the measure has a Specific purpose for business, it is Measurable to really get a value of the KPI, the defined norms have to be Achievable, the improvement of a KPI has to be Relevant to the

success of the organization, and finally it must be Time phased, which means the value or outcomes are shown for a predefined and relevant period.

### **1.1.3 Characteristics of KPI**

“SMART” Key Performance Indicator share five important characteristics. They are Specific, Measurable, Achievable, Relevant, Time-based:

**Specific:** Each KPI is a metric that directly supports understanding how the company is performing relative to one or more of its goals.

**Measurable:** Each KPI is expressed quantitatively. The measured value can be used to determine if the performance towards a goal is getting better or worse.

**Achievable:** The target for each KPI is attainable. That is, the desired result must be within the reach of the organization.

**Relevant:** For the KPIs to be effective, they must enable the business the business executives to understand the health of the organization by focusing on a few key indicators.

**Time based:** The KPIs measure performance over time.

### **1.1.4 Benefits of KPI Implementation**

Managing executive’s performance through KPI system can give some positive benefits for the company. Here are some of the benefits of Key Performance Indicator implementation.

- Through the method of Key Performance Indicators, the performance of each executive can be evaluated in a more objective and measurable. So as to reduce the element of subjectivity that often occurs in the executive’s performance appraisal process.
- Through the determination of Key Performance Indicator (KPI) is appropriate, each executives also become more aware of the work was expected of him. This will encourage executives to work more optimally to achieve predetermined performance target.

- Through the establishment of Key Performance Indicator and measurable objective, then the process of coaching executive performance can be made more transparent and systematic.
- The score of Key Performance Indicator and measurable objective can also be used as a basis for granting executives reward and punishment. Thus, better performing executives will get a reward. Otherwise the working poor will get the punishment.

### **1.1.5 The Benefits of Measuring KPI**

- Can allow management to see the company or department performance in one place.
- A team can work together to a common set of measurable goals.
- It can be a very quick way of seeing the actual performance of a goal or strategic objective.
- Decisions can be made much quicker when there are accurate and visible measures to back them up.

## **1.2 INDUSTRY PROFILE**

### **1.2.1 Indian Pump Industry**

The growth of Indian pump industry was quite satisfactory in the last few decades as domestic requirement of pumps was high due to infrastructure development and large population to cater. With Government restrictions for import till few years back, indigenous manufactures of all sizes were developed. Now country has large and medium scale manufacturers in the organized sector producing pumps for various applications at all price levels and in the small scale sectors there are hundreds of small units catering basically domestic and agriculture sector. About 14 lakhs pumps are produced every year. Though there are no established figures, the market is believed to be worth about Rs 2500 crore. Indian manufacturers had always adhered to quality standards with many companies having ISO 9000 certification, now even small scale manufacturers are growing conscious about quality. With globalization and economic boom, mindset has changed in recent times; customers are demanding good quality and trouble free performance and ready to pay for it.



## **1.2 .2Challenges in pump industry**

Indian manufactures had faced several obstacles including labour issues and extremely high manufacturing costs on one hand and cheap exports on the other. The imports have been freed. There is mismatch between the input tariffs for the raw material and the prices at which the pumps are being imported. Constant availability of better pumps for better price is the challenge to the industry faces, the entry of foreign companies is likely to further hit the industry and margins are likely to be thinner as these pumps are priced more competitively with improved technology.

## **1.2 .3Indian companies in Global Market**

The globalization of Indian economy has developed keen interest in the international pump community. With the excellent engineering expertise available in the country along with cheap labour, it is not workable to import pumps. Design modifications are always required due to poor power supply and other ground realities. To overcome this international players are planning to set up a manufacturing base here and cater other markets in south East, Far East, Africa and middle East and also for buy back and re-export. Setting up a joint venture with major foreign equity shares "is more beneficial and a long term strategy. There are many other companies who are exporting centrifugal, submersible and even special application pumps. Since growth is not forthcoming in India, manufacturers are taking keen interest in exports, where they get better margins.

Besides companies in the organized sector, there are several small scale units in various parts of the country who are producing world class castings with excellent machining capabilities as per orders in their hand from developed countries.

## **1.2.4Major Players of Indian Pump Industry**

About 30 of the total 500 units dominated by SMEs have already entered the Asian markets, Middle-east, Egypt, USA, Italy, Greece and southern parts of African countries. Some of the leading exporters from India include Kirloskar Copeland, Tecumesh products (India) Ltd.,

BHEL, Ingersoll-Rand, Elgi Equipments, CRI pumps, Sharp pumps, Aqua sub pumps, Suguna motors & pumps, Texmo pumps, Mahindra pumps etc.

### **1.3 COMPANY PROFILE**

#### **1.3.1 Introduction**

The abbreviation of C.R.I is Commitment, Reliability, and Innovation. The C.R.I is the first pump manufacturing company with the largest number of star rated products. C.R.I received 5 star rating from BEE (Bureau of Energy Efficiency) with 339 models of pump set star rated, out of which 241 models are star rated. Energy star ratings are designed to enhance performance efficiency and save power.

#### **1.3.2 History of the organization**

C.R.I PUPMPS PRIVATE LIMITED, UNIT: RANSAR INDUSTRIES-1[CPPL],Keeranatham Road, Saravananpatti, Coimbatore-641035 is one of the members of C.R.I group of companies, Coimbatore. It was found in the year 1977 as a proprietary concern under the proprietorship of Shri.G.Soundararajan in the name of M/s. Soundararaj Industries. Initially foot valves and check valves were manufactured in this unit. It obtained BIS license for certification of frictionless foot valves (IS: 10805). After starting the production of submersible pump sets, the company had obtained BIS License for certification of submersible pump sets (IS:8034-2002) and motors for submersible pump sets(IS: 9283-1995). Initially company was marking ISI (BIS) for only 6 types. But presently they are marking 164 types. Recently the company had obtained UR &CE certification for its few models.

During March 2003 the manufacturing premises were shifted to its new premises covering 1.45lakh square feet state of art building to fulfill its future requirement. It was converted into a company in the name M/s. Ransar Industris Limited, in the year 1998. The company has introduced and been successfully operating a computerized production control system to monitor the production process and to achieve better material management. The company has established 30+ branches all over country.

As a result of the corporate restructuring, RANSAR INDUSTRIES LIMITED, UNIT-1, got merged with C.R.I. pumps private limited, with the order of the high court of madras dated

25<sup>th</sup> September 2007 passed in C.P.No.129 to 134 of 2007. On and from 21.10.2007 the RANSAR INDUSTRIES LIMITED, UNIT-1 will be known as C.R.I PUMPS PRIVATE LIMITED, UNIT: RANSAR INDUSTRIES-1.

To bring about effective utilization of the time run in the production and to eliminate wastage of the time and bring about efficiency in utilization of both men and machine, the company has successfully implemented the basic level technique of Lean Manufacturing System(LMS) having focus on inventory optimization and shortening the production cycle. This first phase of the LMS commenced in June 2007 and was completed in September 2008.

The company is well known for manufacture and supply of submersible pump sets suitable for various field conditions. The products of the company are marketed under the brand name C.R.I which is well accepted in the market.

The company has technically contributed to BIS committees on pumps & motors in standards formulation and revisions. The company started exploring the export potential in various countries in the year 2000 and now it is exporting their products to many countries including South Africa, UAE, Brazil & USA.

The company introduced and successfully operated a customized computerized production control system to monitor the production process and to achieve better material management. The company has been successfully implemented the ERP (ORACLE-11i) System for planning the production and dispatch schedule and maintaining the better inventory control since July, 2006. Now, all our group concerns are integrated and all our sales Branches are interfaced through this ERP System.

C.R.I five star rated pumps are produced with precision in engineering and a high tech production facility renders high durability and less maintenance. CRI five star rated submersible pump set promises more water in less time and therefore saving electricity up to 40%. The power saving cost per year translates to recovering the cost of the pump in 8 months at rated condition.

The CRI five star rated submersible pump set has an operating efficiency of 60.03%, in comparison an ordinary pump set has an efficiency of only 43.66%. The five star rated pump lives up to the promise of immense benefits and maximum utility.

### **1.3.3 Mission, Vision and Values**

To be the industry leader providing best in class fluid management solutions to individual and institutional customers and societies in our chosen markets.

We will achieve this through our dedicated efforts to enhance the welfare of all our stakeholders and by living by our values of commitment, reliability, and innovation.

### **1.3.4 Products of C.R.I**

#### **Home Pumps**

- 80 mm (3") Borewell Submersible Pumps
- 100 mm (4") Borewell Submersible Pumps - SR, SM, SH, S4H & S4D Series
- Horizontal Openwell Submersible Pumps - CSS Series
- Vertical Openwell Submersible Pumps - CVS Series
- Centrifugal Monoblock Pumps - ACM Series
- Centrifugal Jet Self Priming Pumps - CJS Series
- Regenerative Monoblock Pumps - NR & ENR series
- Regenerative Monoset Pumps - ARM & ASM series
- Centrifugal Jet Pumps - AJ & BP Series

#### **Agriculture Pumps**

- 100 mm (4") Borewell Submersible Pumps - SR, SM, SH, S4H, S4D & S4G Series
- 150 mm (6") Borewell Submersible Pumpsets - SR, S6G, S6E, S6S & SM Series
- 175 mm (7") Borewell Submersible Pumps - CM Series
- 200 mm (8 inch) Borewell Submersible Pumps - CR & CM Series
- Horizontal Openwell Submersible Pumps - CSS & CSM Series
- Vertical Openwell Submersible Pumps
- Centrifugal Monoblock Pumps - CH, CS & BP Series
- 250 mm (10 inch) Borewell Submersible Pumps - CM Series

#### **Pressure Boosting Pumps**

- Multistage Horizontal Booster Pumps - MHS & MHL Series

- Multistage Vertical Centrifugal (Inline) Pump - MV Series
- Centrifugal Monoblock Pumps - BP series
- Centrifugal Monoblock Pumps - CTS Series
- Centrifugal Jet Selfpriming Pumps - JTS series
- Circulatory Pumps - CC series

### **Waste Water Pumps**

- Surface Sewage Pumps - SM Series
- Self-Priming non-Clog Pumps - SPE Series
- Light Sewage Submersible Pumps
- Anti - Corrosive Sewage Pumps
- Light Drainage Submersible Pumps
- Anti Corrosive Industrial Submersible Drainage Pumps

### **Industrial Pumps**

- Centrifugal Monoblock Pumps BP series
- Centrifugal Monoblock Pumps - CTS series
- Centrifugal Jet Self-priming Pumps JTS series
- Multistage Horizontal Booster Pumps - MHS & MHL Series
- Vertical Centrifugal (Inline) Pumps MV series
- 100 mm (4") Borewell Submersible Pumps - SR, SM, SH, S4H & S4D Series
- 150 mm (6 inch) Borewell Submersible Pumps - R, SR, S6G, S6E & SM Series
- 200 mm (8 inch) Borewell Submersible Pumps - CR & CM Series
- Horizontal Openwell Submersible Pumps - CSS & CSM Series
- Vertical Openwell Submersible Pumps - CVS, CV & CVH Series
- 250 mm (10 inch) Borewell Submersible Pumps CM Series

### **Accessories**

- Foot Valves
- Air Valves
- Non Return Valves

- Check-Valve

## **Cables**

### **1.3.5 Executive Levels in the Organization**

There are 7 levels of executives in the organization. Those levels are listed below

Level 1: Chief Executive Officer

Level 2: A-Senior Vice President

B-Vice President

Level 3: A-Senior General Manager

B- General Manager

C-Senior Manager

Level 4: A-Manager

B-Deputy Manager

C-Senior Executives

D-Executives

Level 5: Senior Officers

Level 6: Associate Officers & Junior Officer

Level 7: Management Trainee

### **1.3.6 CSR ACTIVITIES**

#### **1. Infrastructure**

- Construction of additional class rooms and laboratories based on requirement.
- Carry out civil works such as repair, renovation of classrooms, staff rooms and noon meal centre kitchen etc.

- Provision of facilities for sufficient potable drinking water and ensuring availability of it on continuous basis.
- Repairing and maintenance of toilets
- Ensure availability of leveled playground
- Guarding the school premises by providing compound wall
- Ensuring availability of security personnel during night time.

In addition to the CSR activities at adopted Government Schools, CRI Trust carried out a major project in Siddhapudur Government Higher Secondary School, Coimbatore. The basic infrastructure work was carried out in this school and in addition, an exclusive multipurpose auditorium was built with,

- All sophisticated audio visual facilities.
- This auditorium is being used for conducting programmes as well as for indoor games.
- The auditorium built up area is 400 sq.mtrs and it can accommodate 350 participants..
- It is rated as one of the best auditorium in Coimbatore as well as in the State.
- This Auditorium is being managed by the Coimbatore Corporation and all important

## **2. Education**

- In addition to the availability of Government Teachers, CRI appoints teachers to maintain the teacher – student ratio of 1:40.
- The CRI appointed teachers take the additional responsibility of coaching the identified slow learners in the standards between 1-9th .The school final year students are given additional coaching after school hours in the school premises by our teachers.
- Provide notebooks, Computers, Desk ,benches for school & writing materials and bags for needy students
- Providing Rank badges for class toppers in order to motivate them to excel in the academics.

- Monitor absenteeism level among students and counsel the identified absentees on continuous basis
- Providing Merit Certificates and Cash awards for students excelling in academics, sports and literary fields. Extend Motivation class to the final year students through professionals for development of
- Concentration power, memory skills and confidence to face public examination. Provide model Question papers with answers for students' reference to improve their performance in board examination
- Extend Educational scholarship for meritorious students to continue higher studies after school final.

### **3. Health, hygiene, sports**

- Ensure availability of Scavengers at adopted schools.
- Provided cleaning materials, Garbage bins etc to schools.
- Mass cleaning of campus has been carried out at schools.
- Arranged health camps for school children.
- Carried out Tree plantation in schools.
- Conducted Yoga and Meditation classes for school students.
- Provide sports equipments and materials for use by the school students.

### **1.4 Statement of the problem**

Though all employees know about the key performance indicators but their performance level is not up to the mark when measured in terms of the indicators this might be because of assumptions and varying perceptions about the performance indicators.

### **1.5 Objectives of the study**

#### **1.5.1 Primary Objective**

To measure the employee perception on key performance indicators.



### **1.5.2 Secondary Objective**

To identify the extent of realization of the roles and responsibilities.

### **1.6 Scope of the study**

The study was conducted on measuring the employee perception on key performance indicator in CRI PUMPS, Coimbatore. This study also helped in finding the awareness of the KPI among the employees of the organization.

## **CHAPTER-2: REVIEW OF LITERATURE**

## **CHAPTER: 2**

### **REVIEW OF LITERATURE**

#### **Key performance indicators for measuring construction success**

**Albert P.C.Chan<sup>1</sup>-1994 Publisher: Emerald Group Publishing Limited**

The construction industry is dynamic in nature. The concept of project success has remained ambiguously defined in the construction industry. Project success is almost the ultimate goal for every project. However, it means different things to different people. While some writers consider time, cost and quality as predominant criteria, others suggest that success is something more complex. The aim of this paper is to develop a framework for measuring success of construction projects. In this paper, a set of key performance indicators (KPIs), measured both objectively and subjectively are developed through a comprehensive literature review. The validity of the proposed KPIs is also tested by three case studies. Then, the limitations of the suggested KPIs are discussed. With the development of KPIs, a benchmark for measuring the performance of a construction project can be set. It also provides significant insights into developing a general and comprehensive base for further research.

#### **American society of civil engineers(ASCE)<sup>2</sup>**

The lack of proper categorization of performance indicators hampers frequent and widespread use of performance metrics by the facility management industry. The purpose of this paper is to identify Key Performance Indicators (KPI's) and categorize them into specific aspects of facility performance measurement. A qualitative approach, based on the literature, is adopted, which identified KPI's based on a literature search. The KPI's were, then, arranged into three major categories, based on their purpose and content: financial, physical, and functional. This categorization may offer a more practical use by facility management practitioners. Examples of the indicators identified, with their description, units of measurement, and literature sources are presented. Future research should focus on further analysis of KPI's in order to generate a

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<sup>1</sup> Albert P.C.Chan (1994), "Publisher: Emerald Group Publishing Limited"

<sup>2</sup> "American society of civil engineers(ASCE)"

more concise list of indicators that exhibit wide applicability and valid categorization.

### **Maritime Electric Company, Limited Development of Key Performance Indicators (KPIs)**

John Murphy<sup>3</sup>- August 2, 2007 The financial performance of a utility must be within a reasonable range so that the financial markets consider the utility financially secure, while at the same time not exceeding the regulatory approved return that is set to assure rates are “just and reasonable”. The KPIs identified for tracking financial performance are: Return on Equity is the primary Financial Performance Indicator, Capital Structure (% Common Equity), Debt Interest Coverage (Times), Net Profit as Percentage of Energy Costs, Return on Average Rate Base (%), Accounts Receivable as a Percentage of Revenue from Energy Sales.

### **Application Of Key Performance Indicators In South-Eastern European Construction**

Mladen Radujković<sup>1</sup>, Mladen Vukomanović<sup>2</sup>, Ivana Burcar Dunović<sup>3</sup><sup>4</sup> Received 8 Jun. 2009; accepted 1 Jul. 2010. The authors elaborated significance, role and types of Key Performance Indicators (KPI) in the construction industry and show how different management perspectives perceive the indicators. This study identified a low level of awareness of KPI models and performance management processes among the companies.

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<sup>3</sup> “John Murphy : Maritime Electric Company, Limited Development of Key Performance Indicators- August 2, 2007”

<sup>4</sup> “Mladen Radujković<sup>1</sup>, Mladen Vukomanović<sup>2</sup>, Ivana Burcar Dunović<sup>3</sup> KPI in South-Eastern European Construction –July2010”

**A methodology for improving enterprise performance by analysing worker capabilities via simulation.**

Lynch, Andrew<sup>5</sup>; Oct2011, Vol. 49 Issue 20, p5987-5998, 12p, 2 Charts, 3 Graphs.

Concept of this author is to improving the overall performance of small to medium sized enterprises (SMEs) by analysing worker capabilities through simulation and modeling. We firstly examine key performance indicators (KPIs) of the SME in its as-is state the overall impact of this experimental methodology is that it can make recommendations to an organization about which worker to upgrade with which skill, and how the training should be implemented, to yield the optimal improvement to the enterprise

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<sup>5</sup> "Lynch, Andrew- A methodology for improving enterprise performance Oct2011, Vol. 49"

### **CHAPTER-3: RESEARCH METHODOLOGY**

## **CHAPTER: 3**

### **RESEARCH METHODOLOGY**

#### **Need for the Study**

The key to success of a business is dependent on good management information. Thus while monitoring profitability and cash flows, a business also need to keep its Key Performance Indicator (KPI) under a tight check. Any Key Performance Indicator is selected, it is vital to identify what the organization's goal is, which are in turn dependent upon its mission and stakeholders. After the key performance indicator has been defined and a way to measure it has also been determined, a clear target has to be demarcated which should be understandable by everyone. The target should also be specific so that every individual can take actions towards accomplishing it. Therefore, it becomes necessary to carry out a study that determines the awareness level of KPI concept among executives and how far the executives are performing their job with respect to the job description. And to further analyze whether they need any support from top management to perform their job better.

#### **3.1 Research Design**

This research is conducted as a descriptive research. The major purpose of descriptive research is description of the state of affairs as it exists in present. This can also be called as Expost facto method. The main characteristic of this method is that the researcher has no control over the variable.

#### **3.2 Source of Data**

The data will be collected from Primary and Secondary sources.

- **Primary Data**

It is obtained from respondents through the structured questionnaire

- **Secondary Data**

Secondary data was collected from the books and records of the company or by personal interview with the officials of the company

### **3.3 Time Period Covered**

The total time period of the study was 90 days. The time taken to finalize the research design, (i.e. review of literature, objective formations, selecting dimensions to measure, questionnaire formation, refining the questionnaire, etc) was around 60 days.

### **3.4 Sampling Design**

#### **Population**

There are 175 executives at Level 5 & 6 in the company which constitutes the population of the study.

#### **Sample Size**

Sample size is 175.

### **3.5 Sampling Technique**

Stratified sampling method is followed.

### **3.6 Tools for Data Collection and Data Analysis**

#### **3.6.1 Questionnaire**

Questionnaire is used to collect the data.

#### **3.6.2 Data Analysis**

The collected data were analyzed with reference to each of the specific objectives of the study and the following statistical tools were used in the study.

- Simple Percentage Analysis
- ANOVA Analysis
- Cross Tab



### **3.7 Limitations of the Study**

- This study is done only for level 5 and 6 executives and hence may not be generalized for the other level of the executives.
- This research may not be useful for the companies in the same pump industry due to difference in the working pattern



## CHAPTER: 4

### Analysis and Interpretation

#### 4.1 PERCENTAGE ANALYSIS

Table 4.1.1 Age of Respondents

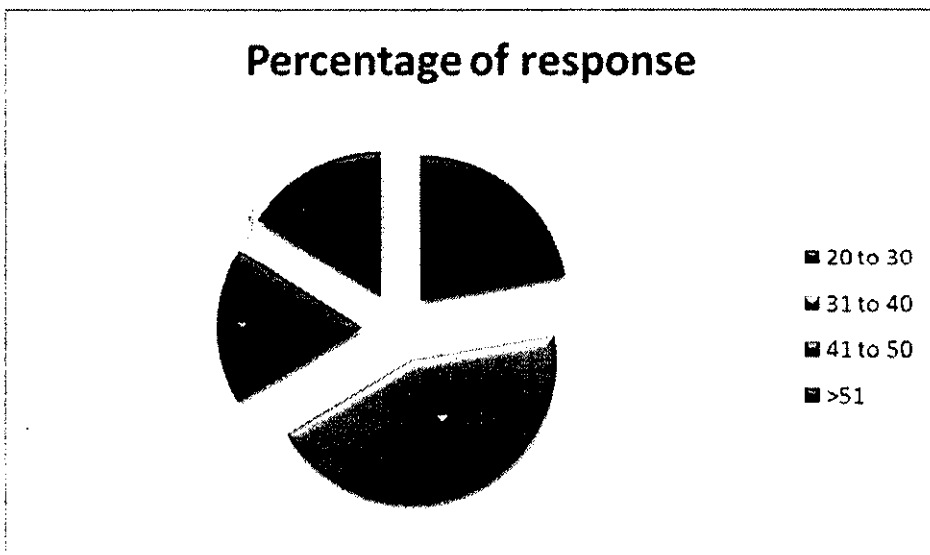
|          | No. of respondents | Percentage of response |
|----------|--------------------|------------------------|
| 20 to 30 | 39                 | 22.3                   |
| 31 to 40 | 77                 | 44.0                   |
| 41 to 50 | 31                 | 17.7                   |
| >51      | 28                 | 16.0                   |
| Total    | 175                | 100.0                  |

#### Interpretation

The table 4.1.1 emphasizes the age of respondents. 44.7% are found in age group between 30 to 40 years, 22.3% are found in age group between 20 to 30, 17.7% of respondents are between 40 to 50, 16% of respondents are greater than 50.

#### Inference

The table 4.1.1 infers that 44% of respondents are in the age group of 30 to 40.



#### 4.1.2: Years of experience

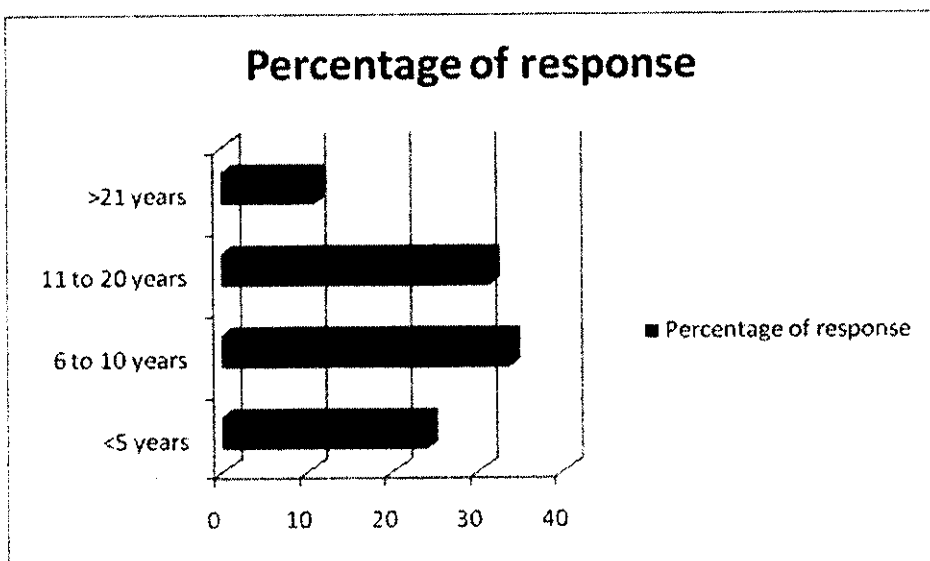
| Description    | No. of respondents | Percentage of response |
|----------------|--------------------|------------------------|
| <5 years       | 42                 | 24.0                   |
| 6 to 10 years  | 59                 | 33.7                   |
| 11 to 20 years | 55                 | 31.4                   |
| >21 years      | 19                 | 10.9                   |
| Total          | 175                | 100.0                  |

#### Interpretation

The table 4.1.2 emphasizes the employees year of experience in CRI. 33.7% of respondents have 6 to 10 years of experience, 31.4% of respondents have 11 to 20 years of experience, 24% of respondents have less than five years of experience.

#### Inference

The table 4.1.2 infers that 33.7% of the responded are experienced 6 to 10 year in this company.



**Table 4.1.3: KPI concept (Understanding level)**

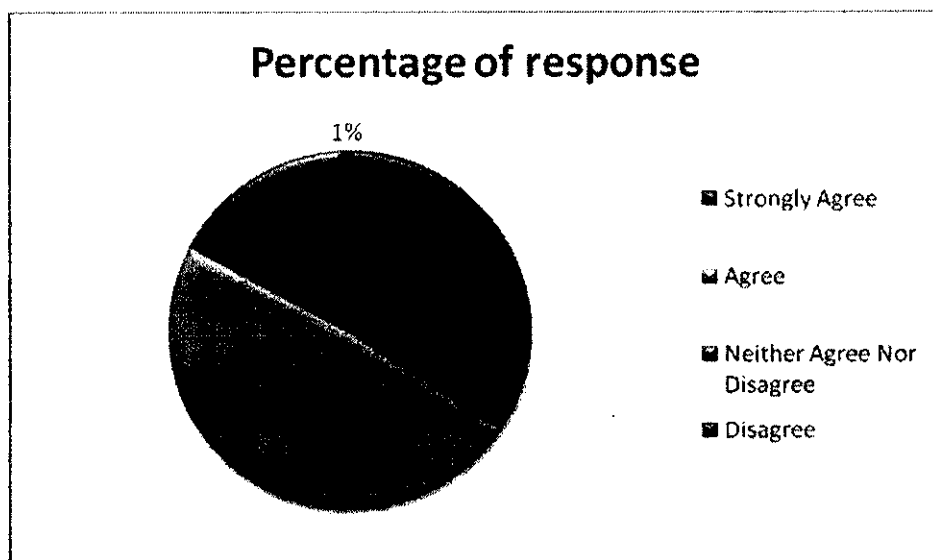
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 60                 | 34.3                   |
| Agree                      | 85                 | 48.6                   |
| Neither Agree Nor Disagree | 29                 | 16.6                   |
| Disagree                   | 1                  | .6                     |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.3 emphasizes the understanding level of KPI concept. 48.6% of respondents agreed, 34.3% of respondents strongly agreed, 16.6% of respondents have neither agreed nor disagreed.

**Inference**

The table 4.1.3 infers that 48.6% of responded are well understood the concept of KPI.



**Table 4.1.4: Performance measure**

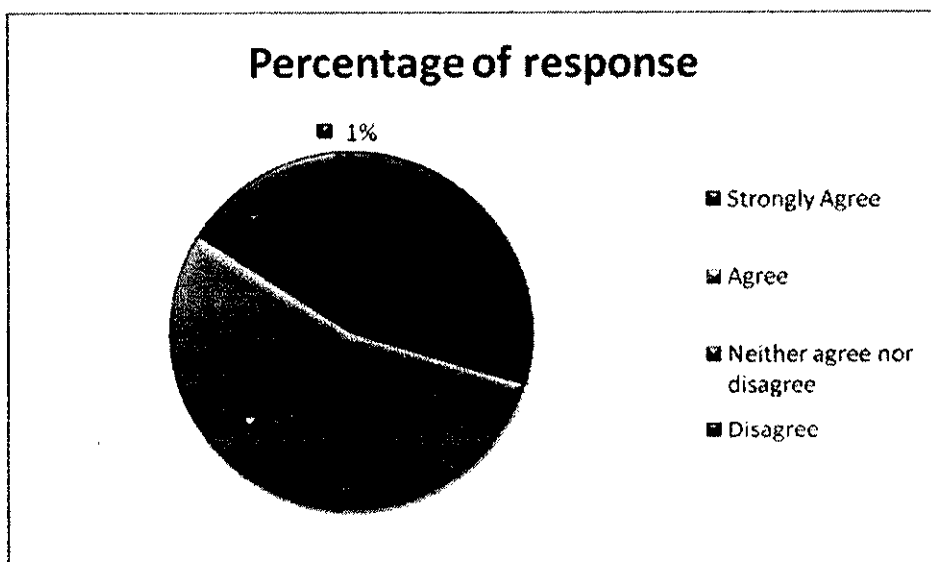
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 52                 | 29.7                   |
| Agree                      | 95                 | 54.3                   |
| Neither agree nor disagree | 26                 | 14.9                   |
| Disagree                   | 2                  | 1.1                    |
| Total                      | 175                | 100.0                  |

### Interpretation

The table 4.1.4 emphasizes that KPI measures performance accurately. 54.3% of respondents agreed that KPI measures performance accurately, 29.7% of respondents strongly agreed, 14.9% of respondents neither agreed nor disagreed and 1% of respondents disagreed.

### Inference

The table 4.1.4 infers that 54.3% of responded are agreed that KPI measures the performance accurately.



**Table 4.1.5: Organizational Goals and Objectives**

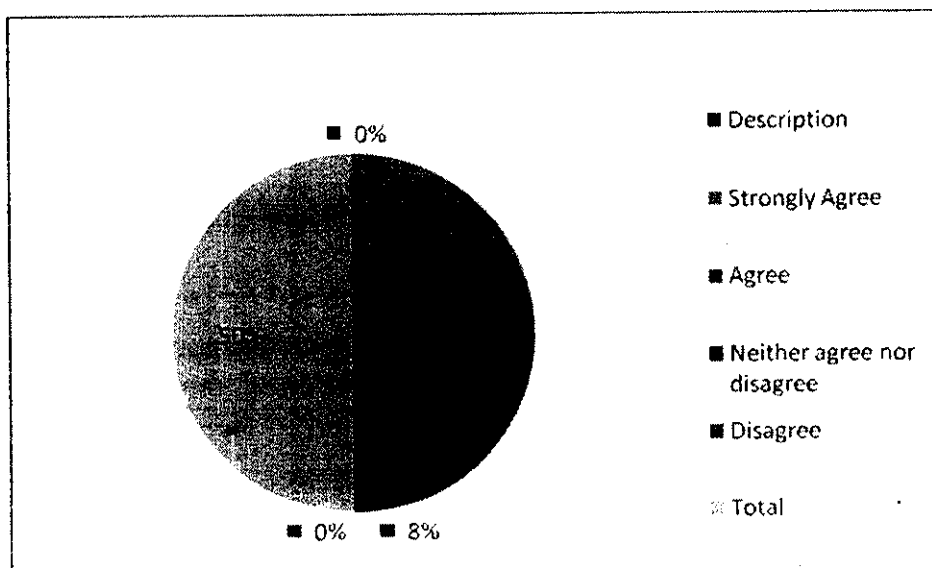
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 75                 | 42.9                   |
| Agree                      | 73                 | 41.7                   |
| Neither agree nor disagree | 27                 | 15.4                   |
| Disagree                   | 0                  | 0                      |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.5 emphasizes that KPI are listed accordance to the Organizational goals and objectives. 42.9% of respondents are strongly agreed, 41.7% of respondents are agreed and 15.4% of respondents are neither agreed nor disagreed.

**Inference**

The table 4.1.5 infers that 41.7% of responded are agreed that KPI are listed in accordance to organizational goals and objectives.



**Table 4.1.6: Training Program**

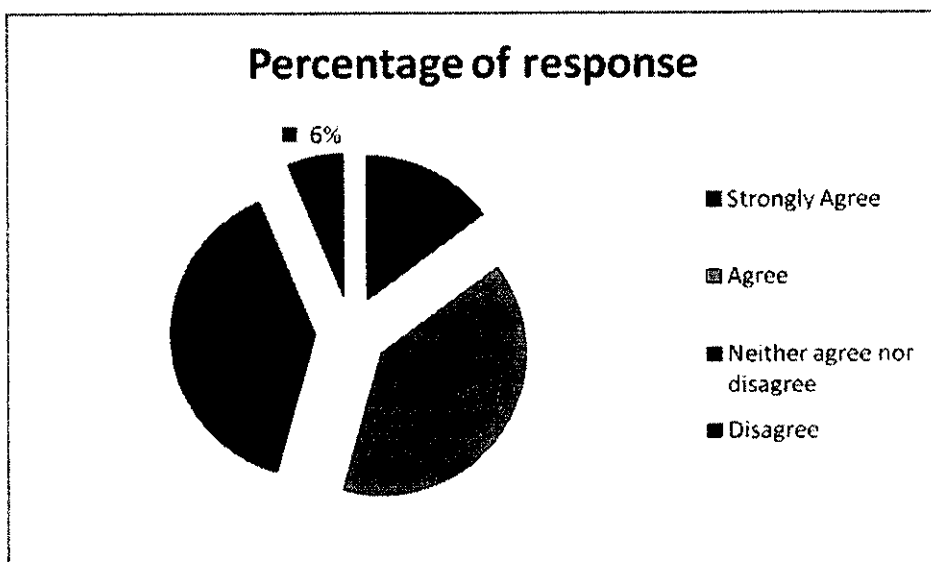
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 26                 | 14.9                   |
| Agree                      | 69                 | 39.4                   |
| Neither agree nor disagree | 69                 | 39.4                   |
| Disagree                   | 11                 | 6.3                    |
| Total                      | 175                | 100.0                  |

### Interpretation

The table 4.1.6 emphasizes that KPI training program helped the employees to perform their job better. 39.4% of respondents are agreed, 39.4% of respondents are neither agreed nor disagreed and 6.3% of respondents disagree.

### Inference

The table 4.1.6 infers that 41.7% of responded are agreed that KPI training program helped them to perform their job better.





**Table 4.1.7: Help and Support**

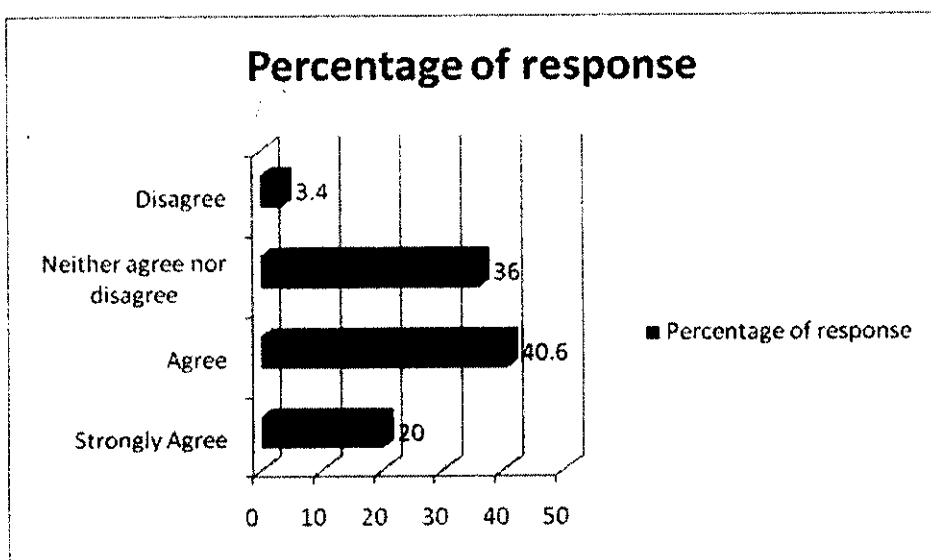
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 35                 | 20.0                   |
| Agree                      | 71                 | 40.6                   |
| Neither agree nor disagree | 63                 | 36.0                   |
| Disagree                   | 6                  | 3.4                    |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.7 emphasizes that employees receive enough help and support to get the job done. 40.6% of respondents are agreed, 36% of respondents are neither agreed nor disagreed, 20% of respondents are strongly agreed and 3.4% of respondents are disagreed.

**Inference**

The table 4.1.7 infers that 40.6% of responded are agreed that they receive enough help and support to perform their job.



**Table 4.1.8: Skill and Knowledge**

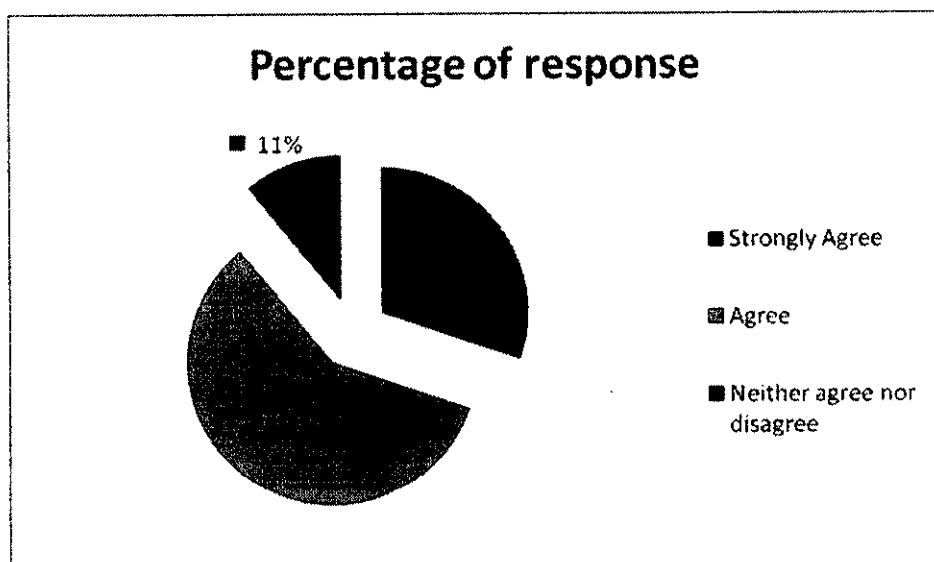
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 53                 | 30.3                   |
| Agree                      | 103                | 58.9                   |
| Neither agree nor disagree | 19                 | 10.9                   |
| Disagree                   | 0                  | 0                      |
| Total                      | 175                | 100.0                  |

### Interpretation

The table 4.1.8 emphasizes that employee posses enough skill and knowledge to perform their job well. 58.9% of respondents are agreed, 30% of respondents are strongly agreed and 10.9% of respondents are neither agreed nor disagreed.

### Inference

The table 4.1.8 infers that 58.9% of responded are agreed that they posses skills and knowledge to accomplish the task.



**Table 4.1.9: Hardware Support**

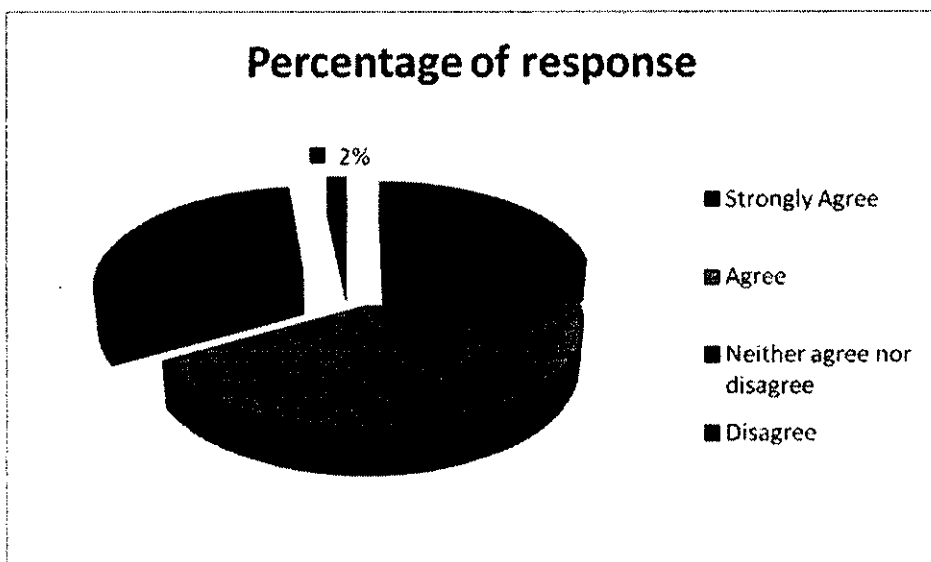
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 42                 | 24.0                   |
| Agree                      | 75                 | 42.9                   |
| Neither agree nor disagree | 55                 | 31.4                   |
| Disagree                   | 3                  | 1.7                    |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.9 emphasizes that company supports the employee with all the hardware required for their task. 42.9% of respondents are agreed, 31.4% of respondents are neither agreed nor disagreed, 24% of respondents are strongly agreed and 1.7% of respondents are disagreed.

**Inference**

The table 4.1.9 infers that 42.9% of responded are agreed that company supports them with required hardware.



**Table 4.1.10: Progress Measured through Targets**

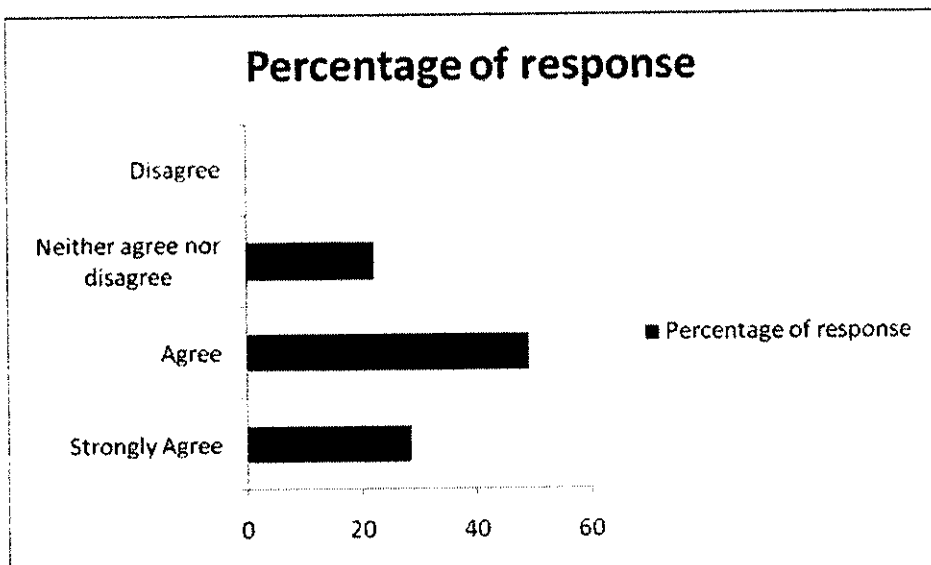
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly Agree             | 50                 | 28.6                   |
| Agree                      | 86                 | 49.1                   |
| Neither agree nor disagree | 39                 | 22.3                   |
| Disagree                   | 0                  | 0                      |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.10 emphasizes that employees progress are measured through identified targets. 49.1% of respondents are agreed, 28.6% of respondents are strongly agreed, 22.3% of respondents are neither agreed nor disagreed.

**Inference**

The table 4.1.10 infers that 49.1% of responded are agreed that their progress are measured through the identified targets.



**Table 4.1.11: Targets Achievable**

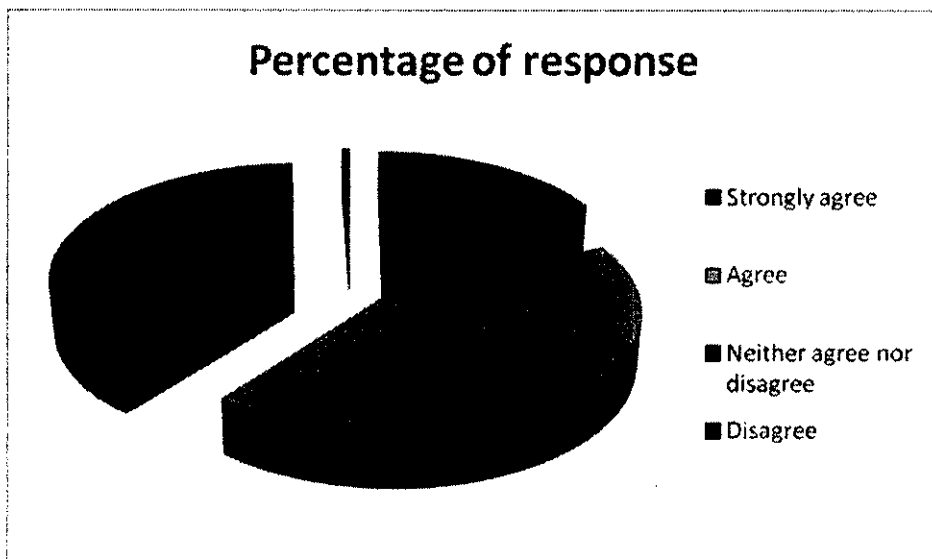
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 32                 | 18.3                   |
| Agree                      | 74                 | 42.3                   |
| Neither agree nor disagree | 68                 | 38.9                   |
| Disagree                   | 1                  | .6                     |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.11 emphasizes that targets sets to the employees are achievable. 42.3% of respondents are agreed, 38.9% of respondents are neither agreed nor disagreed, 18.3% of respondents are strongly agreed and 0.6% of respondents are disagreed.

**Inference**

The table 4.1.11 infers that 42.3% of responded are agreed that their targets are achievable.



**Table 4.1.12: Supervisor Guidance**

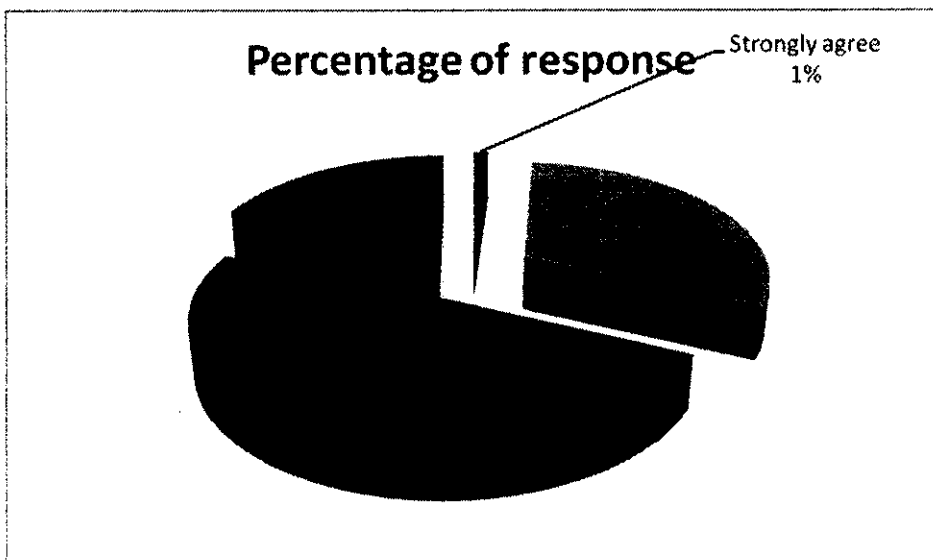
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 2                  | 1.1                    |
| Agree                      | 54                 | 30.9                   |
| Neither agree nor disagree | 86                 | 49.1                   |
| Disagree                   | 33                 | 18.9                   |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.12 emphasizes that timely guidance is given by the superior, when there is any deviation in performance. 49.1% of respondents are neither agreed nor disagreed, 30.9% of respondents are agreed, 18.9% of respondents are disagreed and 1.1% of respondents are strongly agreed.

**Inference**

The table 4.1.12 infers that 49.1% of responded are Neither Agreed nor Disagree that Supervisor may guide them, when there is any deviation in their performance.



**Table 4.1.13: In given time Targets are Achievable**

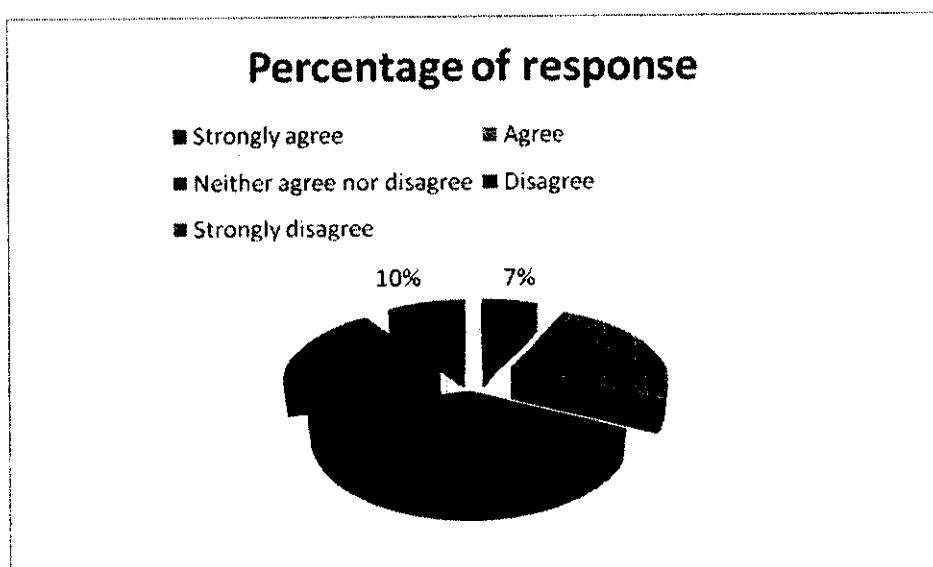
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 12                 | 6.9                    |
| Agree                      | 45                 | 25.7                   |
| Neither agree nor disagree | 68                 | 38.9                   |
| Disagree                   | 33                 | 18.9                   |
| Strongly disagree          | 17                 | 9.7                    |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.13 emphasizes that targets are achievable in given time. 38.9% of respondents are neither agreed nor disagreed, 25.7% of respondents are agreed, 18.9% of respondents are disagreed, 9.7% of respondents are strongly disagreed and 6.9% of respondents are strongly agreed.

**Inference**

The table 4.1.13 infers that 38.9% of responded are neither agree nor disagree that their targets are achievable.



**Table 4.1.14: Prompt Recognition**

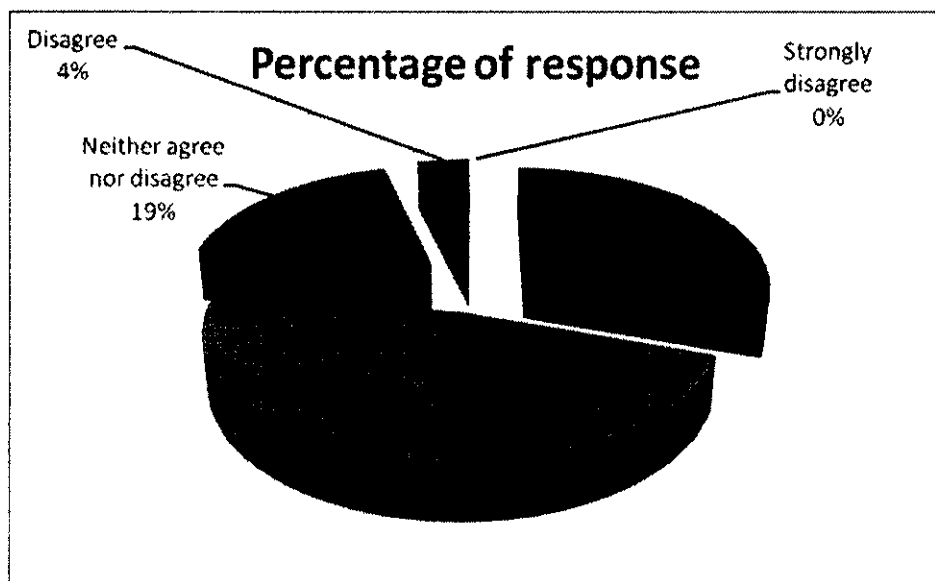
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 53                 | 30.3                   |
| Agree                      | 82                 | 46.9                   |
| Neither agree nor disagree | 33                 | 18.9                   |
| Disagree                   | 7                  | 4                      |
| Strongly disagree          | 0                  | 0                      |
| Total                      | 175                | 100.0                  |

### Interpretation

The table 4.1.14 emphasizes that when employees attain their targets prompt recognition are given. 46.9% of respondents are agreed, 30.3% of respondents are strongly agreed, 18.9% of respondents are neither agreed nor disagreed and 4% of respondents are disagreed.

### Inference

The table 4.1.14 infers that 46.9% of responded are agreed that recognition are given if they reach their targets.





**Table 4.1.15: Compensation**

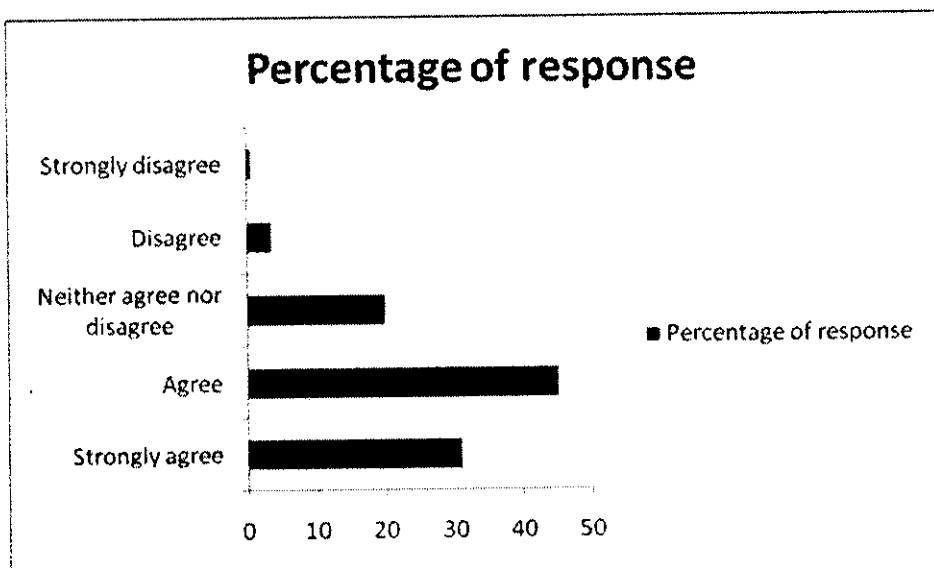
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 54                 | 30.9                   |
| Agree                      | 79                 | 45.1                   |
| Neither agree nor disagree | 35                 | 20.0                   |
| Disagree                   | 6                  | 3.4                    |
| Strongly disagree          | 1                  | .6                     |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.15 emphasizes the compensation provided. 45.1% of respondents are agreed, 30.9% of respondents are strongly agreed, 20% of respondents are neither agreed nor disagreed, 3.4% of respondents are disagreed and 0.6% of respondents are strongly disagreed.

**Inference**

The table 4.1.15 infers that 45.1% of responded are agreed that they receive enough compensation if they complete their task.



**Table 4.1.16: Welfare**

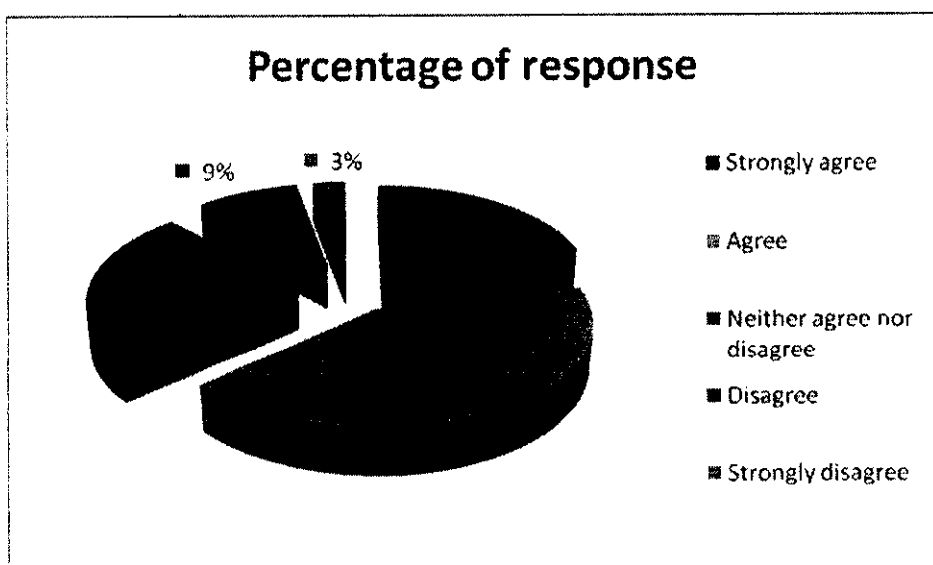
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 38                 | 21.7                   |
| Agree                      | 73                 | 41.7                   |
| Neither agree nor disagree | 43                 | 24.6                   |
| Disagree                   | 16                 | 9.1                    |
| Strongly disagree          | 5                  | 2.9                    |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.16 emphasizes that superior are more concerned about the welfare of employees. 41.7% of respondents are agreed, 24.6% of respondents are neither agreed nor disagreed, 21.7% of respondents are strongly agreed, 9.1% of respondents are disagreed and 2.9% of respondents are strongly disagreed.

**Inference**

The table 4.1.16 infers that 41.7% of responded are agreed that the organization more concerned towards welfare of workers.



**Table 4.1.17: Motivation**

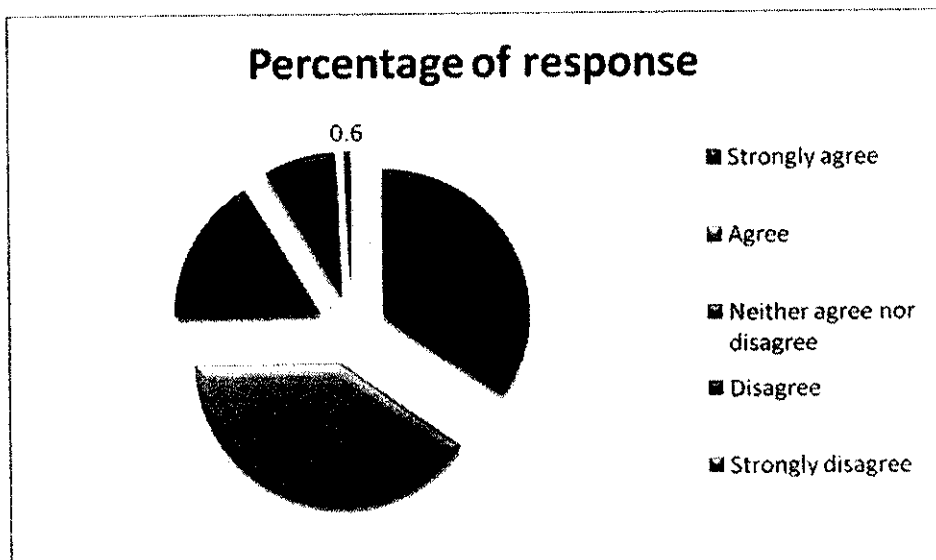
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 61                 | 34.9                   |
| Agree                      | 70                 | 40.0                   |
| Neither agree nor disagree | 29                 | 16.6                   |
| Disagree                   | 14                 | 8.0                    |
| Strongly disagree          | 1                  | .6                     |
| Total                      | 175                | 100.0                  |

### Interpretation

The table 4.1.17 emphasizes the Motivational level received from superior. 40% of respondents are agreed, 34.9% of respondents are strongly agreed, 16.6% of respondents are neither agreed nor disagreed, 8% of respondents are disagreed and 6% of respondents are strongly disagreed

### Inference

The table 4.1.17 infers that 40% of responded are agreed that their supervisors motivate them to achieve their targets.



**Table 4.1.18: Another Training**

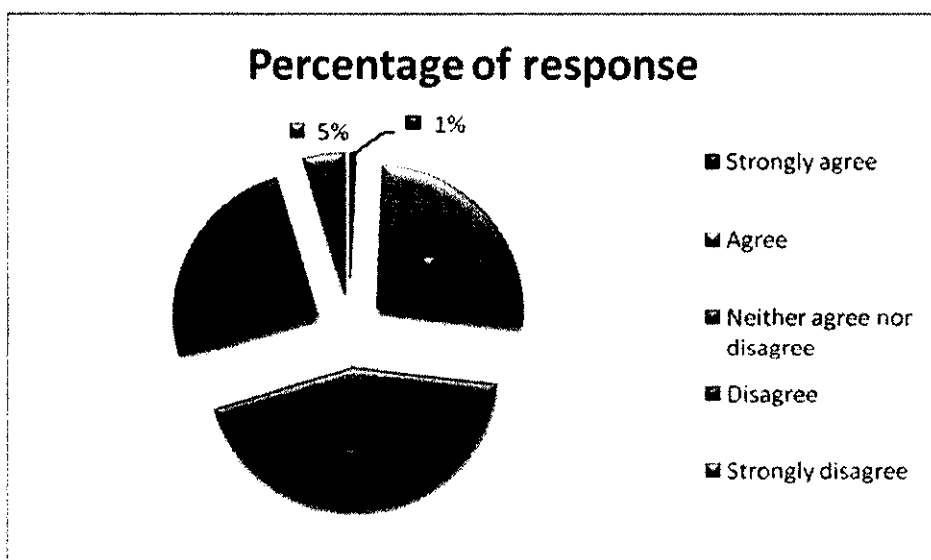
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 1                  | .6                     |
| Agree                      | 46                 | 26.3                   |
| Neither agree nor disagree | 76                 | 43.4                   |
| Disagree                   | 44                 | 25.1                   |
| Strongly disagree          | 8                  | 4.6                    |
| Total                      | 175                | 100.0                  |

**Interpretation**

The table 4.1.18 emphasizes that whether employees require another training program. 43.4% of respondents are neither agreed nor disagreed, 26.3% of respondents are agreed, 25.1% of respondents are disagreed, 4.6% of respondents are strongly disagreed and 0.6% of respondents are strongly agreed.

**Inference**

The table 4.1.18 infers that 43.4% of responded are neither agree nor disagree to take up another training session.



**Table 4.1.19: Clear**

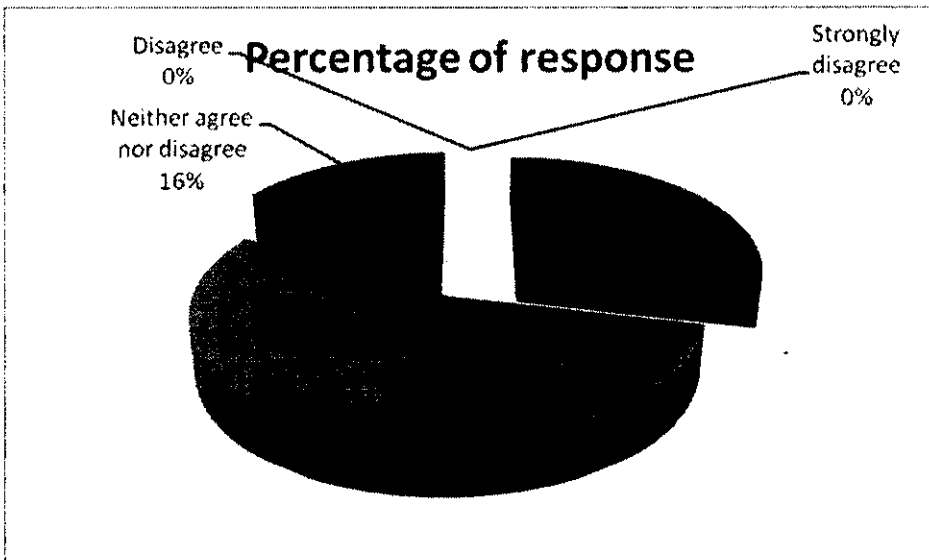
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 50                 | 28.6                   |
| Agree                      | 96                 | 54.9                   |
| Neither agree nor disagree | 29                 | 16.5                   |
| Disagree                   | 0                  | 0                      |
| Strongly disagree          | 0                  | 0                      |
| Total                      | 175                | 100                    |

**Interpretation**

The table 4.1.19 emphasizes that employees are Clear and concise to avoid misinterpretation of what is to be achieved. 54.9% of respondents are agreed, 28.6% of respondents are strongly agreed, 16.5% of respondents are neither agreed nor disagreed.

**Inference**

The table 4.1.19 infers that 54.9% of responded are more clear about the Organization process.



**Table 4.1.20: Time frame**

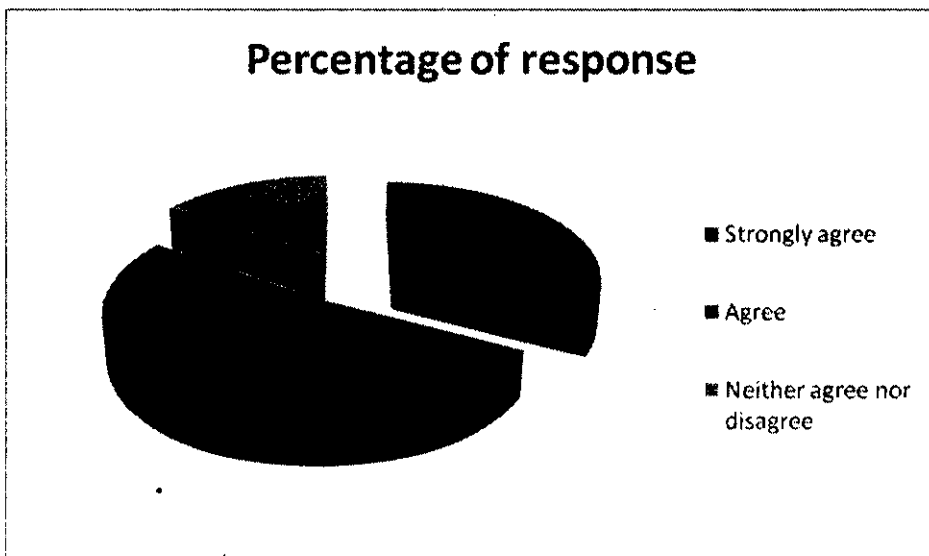
| <b>Description</b>         | <b>No. of respondents</b> | <b>Percentage of response</b> |
|----------------------------|---------------------------|-------------------------------|
| Strongly agree             | 57                        | 32.6                          |
| Agree                      | 91                        | 52.0                          |
| Neither agree nor disagree | 27                        | 15.4                          |
| Disagree                   | 0                         | 0                             |
| Strongly disagree          | 0                         | 0                             |
| Total                      | 175                       | 100                           |

### **Interpretation**

The table 4.1.20 emphasizes that KPI Specifies a timeframe for achievement and measurement. 52% of respondents are agreed, 32.6% of respondents are strongly agreed, and 15.4% of respondents are neither agreed nor disagreed.

### **Inference**

The table 4.1.20 infers that 52% of responded are agreed that KPI sets the time frame to achieve the targets.



**Table 4.1.21: Compare result**

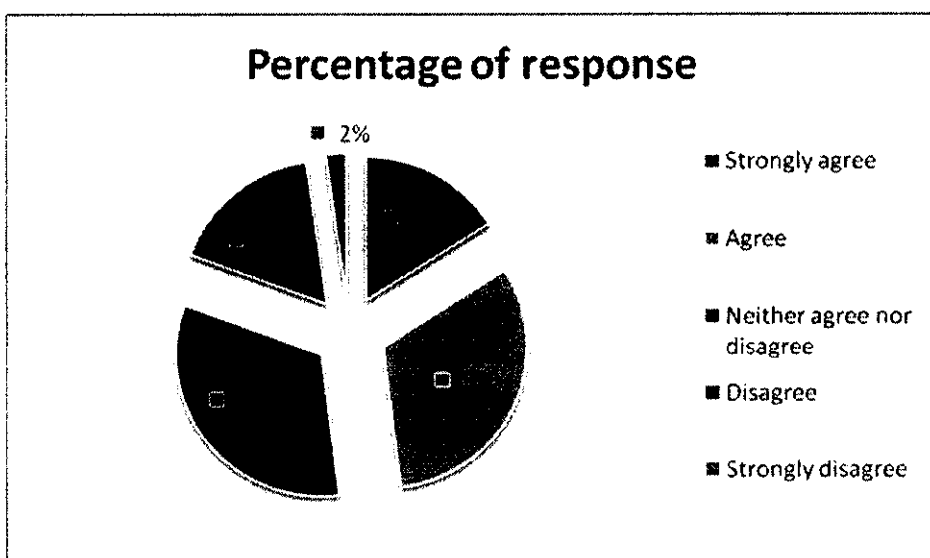
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 28                 | 16.0                   |
| Agree                      | 56                 | 32.0                   |
| Neither agree nor disagree | 57                 | 32.6                   |
| Disagree                   | 30                 | 17.1                   |
| Strongly disagree          | 4                  | 2.3                    |
| Total                      | 175                | 100                    |

### Interpretation

The table 4.1.21 emphasizes that KPI results can be compared and quantified. 32.6% of respondents are neither agreed nor disagreed, 32% of respondents are agreed, 17.1% of respondents are disagreed, 16% of respondents are strongly agreed and 2.3% of respondents are strongly disagree.

### Inference

The table 4.1.21 infers that 32.6% of responded are neither agree nor disagree that the KPI results can be compared.



**Table 4.1.22: Practical**

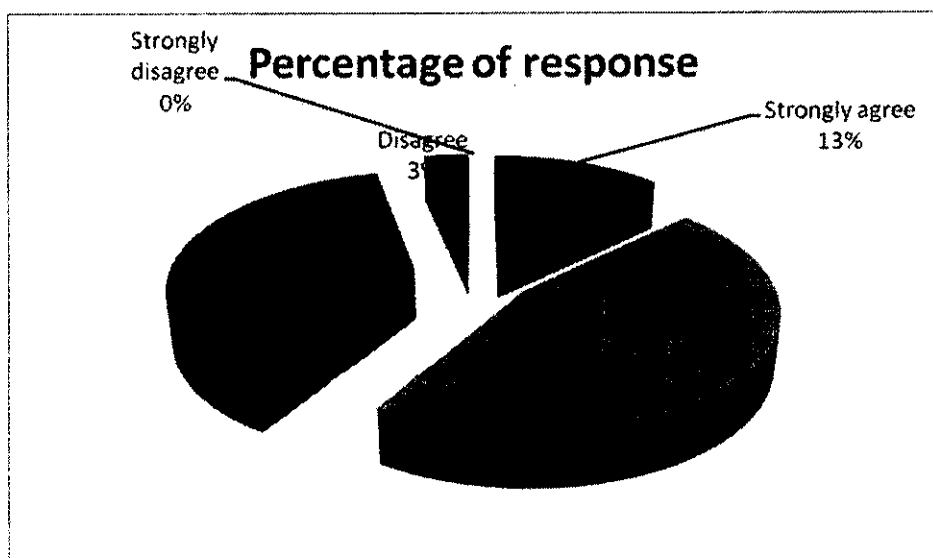
| Description                | No. of respondents | Percentage of response |
|----------------------------|--------------------|------------------------|
| Strongly agree             | 23                 | 13.1                   |
| Agree                      | 80                 | 45.7                   |
| Neither agree nor disagree | 66                 | 37.7                   |
| Disagree                   | 6                  | 3.4                    |
| Strongly disagree          | 0                  | 0                      |
| Total                      | 175                | 100                    |

**Interpretation**

The table 4.1.22 emphasizes that KPI are Practical, reasonable and credible given available resources and expected conditions. 45.7% of respondents are agreed, 37.7% of respondents are neither agreed nor disagree, 13.1% of respondents are strongly agreed and 3.4% of respondents are disagreed.

**Inference**

The table 4.1.22 infers that 45.7% of responded are agreed that KPI are reasonable and credible to organization.





## 4.2 TESTING FOR MEAN DIFFERENCES (one way anova)

### TESTING FOR MEAN DIFFERENCES ACROSS YEARS OF EXPERIENCE FOR THE VARIOUS CONSTRUCTS OF EMPLOYEE PERCEPTION TO ASCERTAIN THEIR HOMOGENITY

One-way Anova has been applied to ascertain, whether the groups are homogenous, with respect to their perception of the various constructs of Employee Perception. They have been evaluated on the basis of years of experience.

**H0:** The groups are homogenous with respect to their perception of the various constructs of Employee Perception, based on the criteria of Years of Experience.

**H1:** The groups are not homogenous with respect to their perception of the various constructs of Employee Perception based on the criteria of Years of Experience.

**Table 4.2.1: Oneway Anova**

| Description | Sum of Squares | Df | Mean Square | F     | Sig. | S/NS |
|-------------|----------------|----|-------------|-------|------|------|
| KPI         | .062           | 3  | .021        | .139  | .936 | NS   |
| JD          | .588           | 3  | .196        | 1.117 | .344 | NS   |
| PA          | .521           | 3  | .174        | .910  | .437 | NS   |
| STM         | .685           | 3  | .228        | 1.213 | .307 | NS   |
| OC          | .398           | 3  | .133        | .856  | .465 | NS   |

(KPI –Key Performance Indicator, JD - Job Description, PA - Performance According to KPI STM- Support from Top Management OC – Outcome)

#### Inference

- The above table gives the inputs for testing the hypothesis. It can be seen that the significance level is  $>0.05$  for all the constructs of Employee Perception on KPI. Therefore the null hypothesis is accepted.

- Hence it can be concluded that the **groups are homogenous with respect to their perception of the various constructs of Employee Perception on KPI, based on criteria of Years of experience.**

**H0:** The groups are homogenous with respect to their perception of the various constructs of Employee Perception, based on the criteria of Age.

**H1:** The groups are not homogenous with respect to their perception of the various constructs of, Employee Perception based on the criteria of Age.

**Table 4.2.2: Oneway Anova**

| Description | Sum of Squares | Df | Mean Square | F     | Sig. | S/NS |
|-------------|----------------|----|-------------|-------|------|------|
| KPI         | .329           | 3  | .110        | .751  | .523 | NS   |
| JD          | .555           | 3  | .185        | 1.053 | .371 | NS   |
| PA          | .892           | 3  | .297        | 1.577 | .197 | NS   |
| STM         | .038           | 3  | .013        | .065  | .978 | NS   |
| OC          | .854           | 3  | .285        | 1.871 | .136 | NS   |

### **Inference**

- The above table gives the inputs for testing the hypothesis. It can be seen that the significance level is  $>0.05$  for all the constructs of Employee Perception on KPI. Therefore the null hypothesis is accepted.
- Hence it can be concluded that the **groups are homogenous with respect to their perception of the various constructs of Employee Perception on KPI, based on criteria of Age.**

### 4.3 TESTING FOR DIFFERENCES BETWEEN GROUPS AMONG THE VARIOUS CONSTRUCTS OF WORK-LIFE BALANCE BASED ON GENDER

The T-test has also been applied in order to determine, whether there is any significant difference between the groups of employees (with respect to the constructs of Employee Perception) when they are compared on the criteria of 'Gender'.

**H0:** There is no significant difference between the groups with respect to the constructs of Employee Perception.

**H1:** There is a significant difference between the groups with respect to the constructs of Employee Perception

**Table 4.3: Independent Samples Test using Gender**

|     | gender | N   | Mean   | T      | df     | Sig. (2-tailed) | S/NS |
|-----|--------|-----|--------|--------|--------|-----------------|------|
| KPI | MALE   | 144 | 1.9427 | -.650  | 173    | .516            | NS   |
|     | FEMALE | 31  | 1.9919 | -.687  | 46.574 | .496            |      |
| JD  | MALE   | 144 | 2.0417 | -.404  | 173    | .687            | NS   |
|     | FEMALE | 31  | 2.0753 | -.386  | 41.993 | .701            |      |
| PA  | MALE   | 144 | 2.4878 | -.793  | 173    | .429            | NS   |
|     | FEMALE | 31  | 2.5565 | -.801  | 44.310 | .428            |      |
| STM | MALE   | 144 | 2.2417 | -1.776 | 173    | .077            | NS   |
|     | FEMALE | 31  | 2.3935 | -1.496 | 37.904 | .143            |      |
| OC  | MALE   | 144 | 2.1302 | -1.440 | 173    | .152            | NS   |
|     | FEMALE | 31  | 2.2419 | -1.530 | 46.934 | .133            |      |

- The above table gives the inputs for testing the hypothesis. It can be seen that the significance level is  $>0.05$  for the constructs. Therefore the null hypothesis is accepted
- It is observed that the Gender of an employee does not create any difference .Overall it can be concluded that the **Gender of an employee does not create any difference among employees when it comes to Employee Perception.**

#### 4.4 Cross Tabulation

**Table 4.4.1: Understanding level of KPI Concept Vs KPI measures my performance accurately**

| Description                        |                            | KPI measures my performance accurately |       |                            |          |       |
|------------------------------------|----------------------------|--|-------|----------------------------|----------|-------|
|                                    |                            | Strongly agree                         | Agree | Neither agree nor disagree | Disagree | Total |
| Understanding level of KPI Concept | Strongly agree             | 17                                     | 40    | 3                          | 0        | 60    |
|                                    | Agree                      | 27                                     | 42    | 15                         | 1        | 85    |
|                                    | Neither agree nor disagree | 8                                      | 13    | 7                          | 1        | 29    |
|                                    | Disagree                   | 0                                      | 0     | 1                          | 0        | 1     |
| Total                              |                            | 52                                     | 95    | 26                         | 2        | 175   |

The above table shows the results of cross tabulation. It can be clearly observed that a Majority 48.57% of the respondents agree the understanding level of KPI concept (kpi 1). Among this majority group of 85 respondents, 17.4% of them also strongly agree that the KPI Measures their performance accurately at CRI Pumps while 0.57% of them indicate that the KPI does not measures their performance accurately at CRI Pumps.

**Table 4.4.2: My superior give me prompt recognition when I meet my KPI targets Vs I receive enough compensation for job I perform**

| Description   |                            | I receive enough compensation for job I perform |       |                            |          |                   | Total |
|---|----------------------------|---|-------|----------------------------|----------|-------------------|-------|
|   |                            | Strongly agree                                  | Agree | Neither agree nor disagree | Disagree | Strongly disagree |       |
| My superior give me prompt recognition when I meet my KPI targets | Strongly agree             | 12  | 28    | 11                         | 2        | 0                 | 53    |
|   | Agree                      | 30  | 31    | 18                         | 2        | 1                 | 82    |
|   | Neither agree nor disagree | 9   | 16    | 6                          | 2        | 0                 | 33    |
|   | Disagree                   | 3   | 3     | 0                          | 0        | 0                 | 6     |
|   | Strongly disagree          | 0   | 1     | 0                          | 0        | 0                 | 1     |
| Total   |                            | 54  | 79    | 35                         | 6        | 1                 | 175   |

The above table shows the results of cross tabulation. It can be clearly observed that a Majority 46.85% of the respondents agree that their superior give them prompt recognition when they meet their KPI targets. Among this majority group of 82 respondents, 17.14% of them also strongly agree that the receive enough compensation for job I perform at CRI Pumps while 0.57% of them indicate that they does not receive enough compensation for job I perform at CRI Pumps

## CHAPTER-5

### Findings, Suggestion, Conclusion

#### 5.1 Findings

- Majority 44% of the respondents belong to the age group between 30 and 40 years.
- Among 175 respondents, 48.6% of respondents have well understood the concept of KPI.
- Majority 54.3% of respondents have agreed that KPI measures the performance accurately.
- One third of the respondents that is 41.7% of respondents have agreed that KPI are listed in accordance to organizational goals and objectives.
- Majority 49.1% of respondents have agreed that their progress are measured through the identified targets.
- One third of the respondents that is 42.3% of respondents have agreed that their targets are achievable.
- Among 175 respondents, 45.1% of respondents have agreed that they receive enough compensation if they complete their task.
- Majority 54.9% of respondents are clear about the Organization process.
- Among 175 respondents, 52% of respondents have agreed that KPI sets the time frame to achieve the targets.
- Majority 45.7% of respondents have agreed that KPI are reasonable and credible to organization.
- It is found that the groups has homogenous with respect to their perception of the various constructs of Employee perception, based on criteria of years of experience.
- Gender of an employee does not create any difference among employees when it comes to Employee Perception.

## **CHAPTER-5: FINDINGS, SUGGESTIONS AND CONCLUSION**

## **5.2 Suggestions**

- Monthly review can be done by measuring the progress of the employees in the terms of identified targets.
- Clear job description handouts can be provided to each employee as what is expected from them.
- Another training session can be conducted for the employees to know the importance of KPI which helps them to perform their job better.
- Prompt recognition should be given to the employees which will be good motivation for them, so that they can accomplish any complicated job in future.



### **5.3 Conclusion**

KPI provides the most important performance information that enables organizations or stakeholders to understand whether the organization is on track or not. The aim is to equip the employees with the necessary information to make better informed decision that lead to improvements. The main benefit of keeping KPI is that it keeps the entire organization to work towards the common goal. People work only on meaningful projects and eliminate useless activity. A company is also more likely to accomplish its objectives, if it has clearly defined them.

## APPENDIX

### Questionnaire

Personal details:

- Name:
- Department :
- Age:
- Education:
- Year of Experience(in CRI)  
(a) <5 Years (b) 6 to 10 Years (c) 11 to 20 Years (d)>21 Years

SA-Strongly Agree, A-Agree, N-Neither agree nor disagree,

DA-Disagree, SDA-Strongly Disagree

| I  | Awareness level of KPI concept among executives                         | SA | A | N | DA | SDA |
|----|---|----|---|---|----|-----|
| 6. | I understand the concept of KPI   |    |   |   |    |     |
| 7. | KPI measures my performance accurately                                  |    |   |   |    |     |
| 8. | KPI's are listed in accordance with organizational goals and objectives |    |   |   |    |     |
| 9. | The KPI training program has helped me to perform my job better         |    |   |   |    |     |

| <b>II</b> | <b>Job Description</b>  | <b>SA</b> | <b>A</b> | <b>N</b> | <b>DA</b> | <b>SDA</b> |
|-----------|---|-----------|----------|----------|-----------|------------|
| 10.       | I receive enough help and support to get the job done             |           |          |          |           |            |
| 11.       | I possess enough skill and knowledge to perform my job well       |           |          |          |           |            |
| 12.       | My company Supports me with all the hardware required for my task |           |          |          |           |            |

| <b>III</b> | <b>Performance according to KPIs</b>   | <b>SA</b> | <b>A</b> | <b>N</b> | <b>DA</b> | <b>SDA</b> |
|------------|--|-----------|----------|----------|-----------|------------|
| 13.        | My progress is being measured in terms of identified targets                           |           |          |          |           |            |
| 14.        | The target which are set to me achievable  |           |          |          |           |            |
| 15.        | Timely guidance is given by my superior, when there is any deviation in my performance |           |          |          |           |            |
| 16.        | I am able to achieve my targets within the given period of time                        |           |          |          |           |            |

| IV  | Support from top management   | SA | A | N | DA | SDA |
|-----|---|----|---|---|----|-----|
| 17. | My superior give me prompt recognition when I meet my KPI targets               |    |   |   |    |     |
| 18. | I receive enough compensation for job I perform                                 |    |   |   |    |     |
| 19. | My superior is concerned about the welfare of those under him or her            |    |   |   |    |     |
| 20. | I receive enough motivation from my superior                                    |    |   |   |    |     |
| 21. | I would like to take up another training session to perform my present job well |    |   |   |    |     |

| V   | Outcomes   | SA | A | N | DA | SDA |
|-----|--|----|---|---|----|-----|
| 22. | Clear and concise to avoid misinterpretation of what is to be achieved.                                  |    |   |   |    |     |
| 23. | Specifies a timeframe for achievement and measurement.   |    |   |   |    |     |
| 24. | Can be quantified and results can be compared to other data and able to show trends if measured overtime |    |   |   |    |     |
| 25. | Practical, reasonable and credible given available resources and expected conditions.                    |    |   |   |    |     |

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