

A Study on Visual Analytics for Monitoring Employee OKRs and KPIs metrics with reference to Chimertech Pvt. Ltd

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Abstract

This study explores at identifying the application of visual analytics in tracking employee performance by the use of Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs) within Chimertech Pvt. Ltd. The proposed research is intended to learn how data visualization tools may be used to facilitate effective monitoring and assessment of employee performance measures in the organization. The study incorporated a descriptive research design. The primary data was gathered using a questionnaire on 30 employees who were employed in various divisions such as Sales, Production, Research and Development, Information Technology and Operations. The collected data were analyzed using statistical methods like the correlation, regression analysis, and one-way ANOVA. The results show that there is a very close association between well outlined performance measures and the productivity of employees. Another point that the study makes is that visual dashboards and transparent performance tracking can assist the managers in keeping track of the progress made in a more efficient way. Moreover, frequent feedbacks, setting of goals, and effective

communication lead to better performance of employees, as well as efficiency in the organization. The study highlights the need to align individual performance indicators to organizational goals.

Keywords: OKR, KPI, Employee Performance, Organizational Support, KPI Transparency, Performance Management.

I. INTRODUCTION

The performance management concept in an organization has been transforming the ancient way of giving reports to newer and more effective data-driven processes in the past few years. Companies are increasingly using analytics and visualisation solutions to monitor and interpret the performance of employees instead of relying on manual evaluation tools and rigid reports. Visual analytics may assist managers in modeling multifaceted information in the form of graphs, and it is easier to understand the tendencies, patterns and performance outcomes. Key Results (OKRs) and Key Performance Indicators (KPIs) remain important systems of goal setting and measuring employee productivity. However, the manual processing of large volumes of performance data may be time-consuming, erroneous and not transparent. Organizations have started applying data visualization applications such as Power BI, Tableau, and Google Data Studio to help resolve the challenges, and they can be used to track and participate in real-time reporting. The paper will attempt to explain how the visual analytics can be employed to offer efficient monitoring of the KPIs and the OKRs and how the visual analytics can be utilized to improve upon the performance evaluation within the organization.

Objectives of the Study

Primary Objective

- To evaluate whether employees at Chimertech Pvt. Ltd. are meeting organizational performance expectations by analyzing their Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs).

Secondary Objectives

- To examine how much of the daily work and deliverables of employees is in line with the strategic goals of the organization.
- To explore the suitability of the use of OKRs and KPIs to monitor and evaluate the performance of employees.
- To determine important points of employee productivity, responsibility and clarity of performance objectives.

- To give recommendations which will assist the management to make sound decisions on promotions, change of compensation, and performance improvement.

Scope of the Study

This paper is limited to Chimertech Pvt. Ltd. and aims at comprehending the nature of Objectives and Key Results (OKRs) and Key Performance Indicators (KPIs) as an employee performance measurement tool in the company. The study focuses on the correlation between the daily tasks and outputs of the employees with the strategic objectives of the company and also the degree of productivity and the areas of its weaknesses. Also, the study takes into account the role of performance results to support managerial decision making on promotions, salary adjustments, incentives or remedial action like training and performance development programs.

The research area is narrowed down to the data gathered throughout the internship and represents the reactions of the employees involved in the survey. Other human resource functional areas like recruitment, training, and employee retention are not explored in the study and instead the author is more concerned with performance measurement and the appropriateness of performance measurement to the organization goals.

Limitation of the Study

- **Time and Scope Constraint:** The internship period was so short that in-depth analysis and long-term observation of employee performance and other HR aspects were quite impossible.
- **Sample Size and Bias:** The limited number of respondents and the presence of possible bias among employees in their survey responses could result in the accuracy of results being affected.
- **External Factors:** The study's scope did not allow for the full capturing of changing market conditions, technology adoption, and organizational culture as external factors.

Review of Literature

Kaplan, R. S. and Norton, D. P. (1996) created a Balanced Scorecard As a strategic performance management model that assists organizations in converting a strategy into quantifiable performance indicators. In their work, they underlined that organizations should come up with clear and quantifiable performance measures that can be used to measure the contribution of the employees. The authors report that properly developed performance indicators help managers track

the performance of employees and align individual performance to the organizational strategy.

Armstrong, M. (2009) showed the relevance of systematic performance measurement in organizations. The research implied that performance management systems assist organizations in creating definite expectations, tracking individual employee progress, and incorporating responses to improve them. Armstrong noted that clear performance indicators promote accountability and facilitate the continuous improvement in the productivity of employees.

Neely, A., Gregory, M. and Platts, K. (1995) have addressed the importance of performance measurement systems to enhancing organizational effectiveness. Their study indicated that every organization needs a well-organized measure to determine the operational performance of an organization and the input of employees. According to the authors, effective performance indicators offer good information on productivity, efficiency, and achievement of goals to help organizations make sound management decisions.

David Parmenter (2015) noted in his book *Key Performance Indicators: Developing, Implementing, and Using Winning KPIs* that a major condition of KPIs being effective lies with their relevance and relations to the factors of success in the organization. He suggested that irrelevant or inappropriately designed KPIs tend to misjudge management, lack the ability to identify the relevance of whether employees are actually contributing value, and may therefore lead to the reward of the wrong behaviors or non-observation of poor performance. Quite the opposite, the relevant KPIs are trustful metrics that can help to differentiate between effective and ineffective employees. This paper underscores the significance of the selection of KPIs that determine adequately the results that are of significance to the company.

John P. Campbell (1990) eloquently explained in his brilliant book *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology* that employee performance is the kinds of behaviors or actions that are visibly observable and directly contribute towards the organizational goals. According to Campbell, the performance needs to be distinguished with the activity although employees seem to have something going on, they might not necessarily produce any results of value. His studies confirm the need to implement the systematic assessment systems such as KPIs and OKRs in order to distinguish the actual input and wasted effort so that future promotions, pay raises or employee dismissals would be driven by real performance and not by illusions of work.

Research Methodology

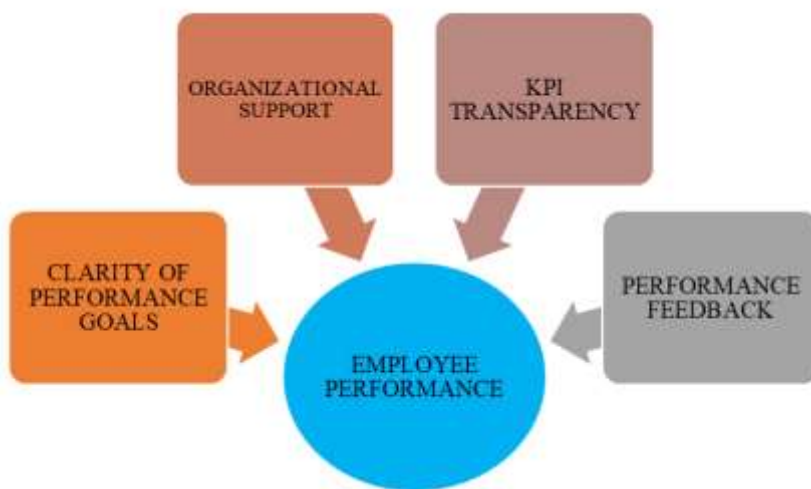
The study adopts a descriptive analytical research design to examine the effectiveness of OKRs and KPIs in evaluating employee performance at Chimertech Pvt. Ltd. The research focuses on understanding how these performance metrics help in monitoring and assessing employee productivity within the organization.

The study was conducted using both secondary and primary data. The structured questionnaire was used to collect primary data that was administered among employees holding various positions in the organization. The secondary data sources were based on company documents, internal resources and academic sources associated with the performance management and analytics.

The convenience sampling technique was used and 30 employees were taken as the sample of the research. The data collected was analyzed with the help of the Excel and SPSS software to comprehend the relationship that exists between performance indicators and employee performance outcomes analyzing them in the form of descriptive statistics, correlation analysis, and regression analysis.

Research Design

In the study, a descriptive and analytical research design will be used. The descriptive type of research will be used to answer the research question by collecting information about the perception of OKRs and KPIs by the employees, whereas analytical kind of research will be needed to investigate the correlation between the frameworks used to determine the performance and gear of the employees (independent variables and dependent variables respectively). Such a combination gives the opportunity to identify current practices, as well as analyze them in terms of their efficiency in reaching organizational goals.



Research Model

Hypothesis:

Null Hypothesis (H0): There is no significant relationship between KPIs & OKRs and employee performance.

Alternative Hypothesis(H1): There is significant relationship between KPIs & OKRs and employee performance.

Sampling Method:

In this study, probability simple random sampling was used, ensuring that each employee had an equal chance of being selected. Employees from various departments of Chimertech Private Limited were included to obtain unbiased and accurate insights on the implementation of OKRs and KPIs within the organization.

Sampling Size:

The sample dimension of this research study is restricted to **30 respondents**.

Correlation:

Null Hypothesis (H0):

There is no significant relationship between Clarity of Performance Goals (COP), Organizational Support (OS), and KPI Transparency (KI) in achieving employee performance alignment and operational efficiency among employees of Chimertech Private Limited.

Alternate Hypothesis (H1):

There is significant relationship between Clarity of Performance Goals (COP), Organizational Support (OS), and KPI Transparency (KI) in achieving employee performance alignment and operational efficiency among employees of Chimertech Private Limited.

| Correlations | | | | |
|---------------------|---------------------|-------|------|-------|
| | | COP | OS | KI |
| COP | Pearson Correlation | 1 | .329 | -.040 |
| | Sig. (2-tailed) | | .076 | .832 |
| | N | 30 | 30 | 30 |
| OS | Pearson Correlation | .329 | 1 | .119 |
| | Sig. (2-tailed) | .076 | | .530 |
| | N | 30 | 30 | 30 |
| KI | Pearson Correlation | -.040 | .119 | 1 |
| | Sig. (2-tailed) | .832 | .530 | |
| | N | 30 | 30 | 30 |

Interpretation

The correlation analysis shows that Clarity of Performance Goals (COP) and Organizational Support (OS) have a positive relationship with a coefficient ($r = 0.329$) indicating that the more clearly the objectives are, the better the organizational mindset would be. Quite on the contrary, KPI Transparency (KI) is said to be correlated with Clarity of Performance Goals with a very weak negative relationship ($r = -0.040$) and with Organizational Support with a weak positive relationship ($r = 0.119$). Since the p-values (0.076, 0.832, 0.530) are greater than 0.05, the correlations are asserted to be not statistically significant, and therefore the variables are not considered to have strong linear relationship. On the whole, the results show that objectives and mindset have some positive relationship, although the effect of KPIs is insignificant in the current data.

ONE WAY ANOVA:

Null Hypothesis (H₀):

There is no significant difference in Employee performance (EP) across the different groups being compared.

Alternate Hypothesis (H₁):

There is significant difference in Employee performance (EP) across the different groups being compared.

| ANOVA | | | | | |
|----------------|----------------|-----------|-------------|--------|------|
| EP | | | | | |
| | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 225.428 | 3 | 75.143 | 22.167 | .000 |
| Within Groups | 88.872 | 26 | 3.418 | | |
| Total | 314.3 | 29 | | | |

Interpretation

The results of the analysis using the One-Way ANOVA of the dependent variable Employee Performance (EP) show a significant difference between the groups ($F = 22.167$, $p = 0.000 < 0.05$). This basically implies that the influencers of performance of the employees differ significantly across the groups. In such a way, it can be concluded that the disparities between the performance of the employees are not a simple coincidence but an outcome of some factors, which vary among the groups, such as the clarity of goals, organizational mindset, or KPIs visibility, among others.

Power BI Dashboard



Inference:

As per the dashboard, it can be seen that the largest segment of the workforce belongs to the age group of 18–34 years, who have a work experience of 1–5 years, and are mainly employed in the capacity of plant coordinators or in business development roles. Most of the people who answered the survey are more or less the same and they are also the ones who take the most initiative in the areas of suggesting improvements or making small changes. Nevertheless, a rather small portion of the employees is still tying their work to business impact on a regular basis, which suggests that there is still a need for better KPI awareness and alignment. Taking everything into account, the data indicates that the workforce is engaged, open to development, and in line with the company's goals, but they still require clear KPI visibility, recognition, and a structured performance guidance to avoid misunderstanding.

Major Findings

- The alignment of the employees with organizational goals is good, with over 80% of employees stating that their personal goals are aligned with the goals of the company, and nearly 70% of the employees noted their ability to accomplish tasks allocated to them within the required time

- About 65 percent of the employees claimed that they are actively involved in the work process improvement process, with some employees believing that they have little additional opportunity to work.
- Transparency of KPI and its impact on performance is moderate. About 53 percent of the employees were happy with recognition and teamwork in the organization, but more involvement in cross-departmental planning may enhance teamwork.
- Problem-solving is also promoted by the feedback and support system-most employees found the use of automation tools, tracking sheets and feedback loops to enhance efficiency.
- The employees also reported high levels of engagement and confidence with teamwork emphasis, open communication, and the ability to develop professionally being mentioned among their motivating factors.
- All in all, Chimertech Pvt. Ltd. has a positive and growth-oriented culture however feedback, recognition and collaboration systems could be improved further to improve performance.

Research Suggestions

- Create measurable and specific performance objectives and review them periodically to see that the targets of the employees are in line with the strategic goals of the organization.
- Consideration of digital dashboards and automated system of monitoring KPIs that can enhance transparency, ease manual work, and facilitate performance analysis.
- Empower employee development programs through frequent employee training, mentoring, and career advancement by offering leadership development programs.
- Establish clear KPI models and formal feedback mechanisms in such a way that employees have a clear understanding of performance expectations and receive constructive feedback on how they can be improved.
- Foster a team culture, incentives, and training and development of staff to ensure that staff work as a team and that there is free-flow of information and a favorable working environment to support greater productivity.

II. CONCLUSION

A study carried out in the Chimertech Pvt. Ltd. has shown that there is a strong association between clarity of goals, organizational support and KPI visibility in shaping employee performance. A positive and performance focused working environment in the organization is created through effective communication, team work and accountability. The statistical analysis, which involved Correlation and ANOVA, shows that the organization mindset is a major factor that influences employee performance.

This observation highlights the role of a healthy work culture and effective alignment of individual objectives with organizational strategies. Although employees appreciate collaboration and a chance to learn together, some obstacles like delays in approvals, excessive workload, and lack of access to effective tools were also found.

Generally, Chimertech Pvt. Ltd. has a progressive and innovational organizational culture. The organization can optimize productivity, and maintain a long-term engagement of employees by further automating, enhancing feedback processes, and improving the coordination of activities across the departments.

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