



Internship Report on

**"Identify KPIs Implementation in the Software Industry: A
Qualitative Study at BJIT Limited"**

Submitted To:

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Date: 31/12/2023

LETTER OF TRANSMITTAL

Date: 31 December, 2023

Dr. Tanvir Abir

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Subject: Submission of Internship Report on "**Identify KPIs Implementation in the Software Industry: A Qualitative Study at BJIT Limited**".

Dear Sir,

I am submitting my internship report titled "**Identify KPIs Implementation in the Software Industry: A Qualitative Study at BJIT Limited.**" I have diligently gathered relevant material and followed your instructions throughout the research process. This report has provided valuable insights into the factors influencing KPI implementation at BJIT Limited. Your supervision, care, and guidance have been instrumental in this accomplishment. I have tried to ensure the report is concise and informative, meeting the requirements of my internship program. I trust that it meets your needs and contributes to the objectives of the internship.

Sincerely,



Nilima Islam Mim

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CERTIFICATE APPROVAL

I am pleased to announce that Nilima Islam Mim's Internship Report titled "**Identify KPIs Implementation in the Software Industry: A Qualitative Study at BJIT Limited.**" for the Bachelor of Business Administration (Marketing Major) under the Department of Business Administration has been approved for presentation and defense.

Nilima Islam Mim has a high moral standing and a likable demeanor. I wish her the best of luck in life.



Dr. Tanvir Abir

Associate Professor

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ACKNOWLEDGMENT

I extend my gratitude to Almighty Allah for granting me the opportunity to successfully complete an internship and compile a comprehensive report.

I express my thanks to Dr. Tanvir Abir, Associate Professor, Daffodil International University, my internship supervisor, for his invaluable feedback and unwavering support throughout the report-writing process. His guidance has made this journey much smoother for me. I also appreciate the support of Raisa Tahsin, Supervisor and Senior General Manager of the CEO Office, and the entire team of BJIT Limited for their guidance.

My colleagues played a crucial role during this period by consistently providing necessary information and sharing their insights. I am also thankful to the respondents who graciously participated in my questionnaire and phone interviews.

EXECUTIVE SUMMARY

This study identified Key Performance Indicators (KPIs) implementation within the software industry, using BJIT Limited as a qualitative study.

The main approach utilized for gathering data involved qualitative interviews, specifically adopting a structured interview format and one online focus group discussion with employees from BJIT. The target population includes top-ranking individuals at BJIT Limited, with 15 usable responses obtained from structured interviews, yielding a response rate of 75 percent. Focus group discussion participants was 5. Thematic analysis, facilitated by ATLAS.ti 9 and Microsoft Excel, was employed for data analysis.

Findings indicate positive influences of Employee Performance, Financial Performance, Customer Satisfaction, and Insights for Stakeholders on KPI implementation at BJIT Limited. Tailoring KPIs to job descriptions positively impacts motivation and performance. However, challenges such as unrealistic targets were acknowledged by some participants.

Limitations include a relatively small sample size and the use of only structured interviews, restricting richness and depth of data. Recommendations for future research include expanding participant diversity, employing varied interview formats, exploring in-person interviews, incorporating diverse data collection methods, and considering longitudinal studies for a dynamic view over time.

Overall, this study aims to identify crucial factors for the successful adoption of KPIs in the software industry, focusing on BJIT Limited. It addresses the gap in effective KPI implementation, offering insights valuable for software industry experts.

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DEFINITION OF THE TERMS

Key Performance Indicators (KPIs): KPIs are defined as a set of measurable and strategic parameters depicting the operational achievements of an enterprise, playing a key role in the creation of a measurement (achievement) system (*Kang, 2015*).

Software Development Life Cycle (SDLC): SDLC is a process that describes the methods and strategies like how to develop design and maintain the software project ensuring that all the goals, objectives, functional and user requirement are met (*Radack, 2009*).

360-Degree Evaluation: 360-degree Evaluation is a method of feedback process which involves collecting perceptions about a person's behavior and the impact of that behavior from the person's boss/bosses, direct reports, peers, team members, both internal and external customers, and suppliers. (*Lepsinger and Lucia, 1997*).

Chapter- 01

Introduction

1.1 INTERNSHIP INFORMATION

- a) **Period:** 2 Months 28 Days (July 4, 2023 to September 30, 2023)
- b) **Company Name:** BJIT Limited
- c) **Department:** CEO Office.
- d) **Address:** House-2275 Pachkhula, Satarkul, Badda, Dhaka-1212, Bangladesh
- a) **Direct Supervisor Name:** Ms. Raisa Tahsin
- b) **Position:** Senior General Manager & Head of HR

1.2 JOB SCOPE

I worked nine hours daily, Monday to Friday, from 8:00 a.m. to 5:00 p.m., at BJIT Limited. In the initial month of my internship, I engaged in a comprehensive knowledge transfer session with my line manager. This period involved completing various courses that provided instruction on the fundamental corporate values of a workplace, among other subjects. Some of these courses included Setting Goals, Presentation Essentials, Business Communication Skills, Planning and Execution, and others. Additionally, I received training on conducting market research for new business ventures.

1.3 REGULAR RESPONSIBILITIES

- a) Conducting market research to identify new business opportunities.
- b) Identifying industry trends and recommending changes to existing business strategies.
- c) Assist with the day-to-day operations of the team and events hosted by the CEO Office.
- d) Assist with document preparation and professional email writing.
- e) Provide assistance with recruitment and training.
- f) Support diverse projects, the preparation of meetings/events with speeches/presentations and various other CEO office tasks.
- g) Contribute to team effort by accomplishing related results as needed.

1.4 STUDENT'S CONTRIBUTION TO THE COMPANY

- a) **Organizer of BJIT Day 2023:** I played a pivotal role in organizing the BJIT Day event, actively participating in various activities to ensure its success. As part of my contributions, I successfully managed key tasks, such as the preparation of a crest for employees and coordinating their participation in BJIT Day. Additionally, I took charge of several crucial activities, including the creation of promotional slides for the Annual General Meeting (AGM) and the development of scripts for the event host.
- b) **Research on Livestock Business:** Engaged in comprehensive research within the livestock business sector of Bangladesh on behalf BJIT Limited for Japan International Cooperation Agency (JICA). This research initiative is aimed at gaining insights into the current landscape, challenges, and opportunities within the livestock industry in Bangladesh.
- c) **Monthly Research and Course Selection:** Conducting monthly research for relevant online courses tailored for BJIT employees is an integral part of my responsibilities. This task involves active participation in discussion groups, where I explore and identify courses that align with the professional development needs of BJIT Limited.
- d) **Time-sensitive Duties:** Completed time-sensitive duties during the internship, contributing to the smooth operation of the organization.

1.5 BENEFITS TO THE STUDENT

- a) **Practical Learning Experience:** During my successful internship, I had the opportunity to gain hands-on experience, allowing me to apply the knowledge I had acquired in a real-world setting.
- b) **Skill and Attribute Assessment:** I developed the ability to assess the workplace environment and identify the valuable skills and attributes I had acquired through my job. This assessment helped me address real work challenges effectively.
- c) **Career Opportunities:** The internship experience also taught me how to explore career opportunities within the company, the industry, and the profession. It opened my eyes to the possibilities for professional and educational growth.

- d) **Effective Communication:** I honed my communication skills, both verbal and written, by interacting with a diverse group of colleagues. This skill is essential for effective collaboration in a professional environment.
- e) **Analytical Reasoning and Problem-Solving:** I improved my analytical reasoning and problem-solving skills by delving into the underlying issues of the challenges I encountered during my internship. This allowed me to provide insightful recommendations for enhancing work efficiency and effectiveness.
- f) **Resource Management:** Through the process of analyzing challenges and considering opportunities, I enhanced my resource management skills, which are crucial for any career.
- g) **Professional Ethical Standards:** I learned the importance of maintaining a positive attitude and demonstrating professional ethics in the workplace. This skill is crucial for building a strong professional reputation.
- h) **Respect and Collaboration:** The experience taught me how to interact harmoniously with a diverse group of colleagues, expressing admiration and respect for various professionals. This fosters a collaborative and inclusive work environment.

1.6 PROBLEMS/DIFFICULTIES FACED DURING THE INTERNSHIP PERIOD

BJIT Limited stands out from other companies due to its inclusive workforce, offering equal opportunities to both men and women, and its global access to resources. While my internship at BJIT Limited provided extensive learning opportunities and proved highly beneficial, it has some challenges along the journey.

Coming from a marketing background which focused on aspects such as sales, customer assistance, product promotion, and convincing customers, which were quite different from the IT industry, especially in my department where I did not directly work with marketing. As an intern, understanding certain concepts in the IT industry is a challenge for me during my internship. As BJIT is a software development company, a significant part of the work involved grasping fundamental IT terms.

Another difficulty was the approval process within the CEO's office presented a notable challenge, where all tasks required approval from the CEO and founder of BJIT Group before being shared with top management. Organizing meetings with the CEO was difficult due to frequent travels to BJIT Group branches worldwide, causing time zone discrepancies.

Despite challenges, the intern and the team demonstrated patience and persistence in resolving issues related to obtaining CEO approval and managing time zone discrepancies. In summary, my internship at BJIT Limited was a valuable experience, but it presented challenges, including the need to bridge the gap between my marketing background and the IT industry and navigating the intricacies of obtaining CEO approval within a global and time zone-diverse setting. These challenges, though demanding, contributed to my professional growth and problem-solving skills.

1.7 RECOMMENDATIONS TO THE COMPANY ON INTERNSHIP

I have several suggestions to enhance the internship experience at BJIT Limited:

- a) **Regular Weekly Meetings:** It would be beneficial for BJIT Limited's human resources department to establish regular weekly meetings with interns. This practice would ensure that interns' well-being is not overlooked and that their safety, health, and overall wellness are maintained. These meetings can serve as a platform for interns to learn and share experiences.
- b) **Dedicated Meeting Spaces:** To improve transparency and communication, I recommend that the company allocate specific locations or rooms for line managers to conduct updates and engage with new recruits. Having designated spaces for these interactions can enhance clarity and promote efficient communication.
- c) **Enhanced Intern Motivation Workshops:** Leaders and managers should focus on enhancing intern motivation workshops. These workshops can play a crucial role in boosting interns' competitiveness, motivation, and overall performance. By providing valuable knowledge and specific skills, the company can contribute to interns' professional growth.
- d) **Expanded Internship Programs:** It would be valuable for BJIT Limited to expand its internship programs to include undergraduates in a wider range of departments. This

expansion can offer interns the opportunity to explore diverse areas of expertise and gain hands-on experience in various fields. This exposure is essential for their lifelong learning and future success.

1.8 PROBLEM STATEMENT

Information Technology (IT) provides rapid and convenient access to vital information, which is essential for a nation's progress and development (*The Daily Star, 2016*). The IT sector of the country will play a fundamental role in shaping a technologically advanced Bangladesh (*The Business Standard, 2023*). The sector has not only significantly contributed to the country's GDP but has also created a substantial number of employment opportunities, making it a vital component of Bangladesh's IT sector. However, while the industry has achieved substantial growth, it faces several challenges, including the effective utilization of Key Performance Indicators (KPIs) to enhance operational efficiency and competitiveness.

A survey was conducted between 2016 and 2017, targeting 41 software development companies located in the Dhaka, where researcher tried to gain insights into performance measurement practices within the ICT industry of Bangladesh. To achieve this goal, specific questions were asked to uncover the methodologies and approaches employed to assess the performance of selected SDLCs (Software Development Life Cycles) and software development teams. Regarding the evaluation of the chosen SDLC, Figure 1 illustrates that 21 organizations utilize KPIs while seven organizations do not measure the performance of the selected SDLC altogether.

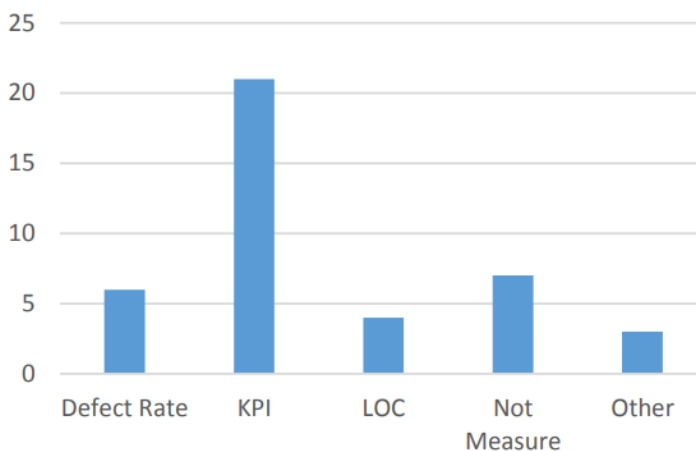


Figure 1: Response for performance measurement of SDLC (Rahim et al., 2017)

On the other hand, Figure 2 portrays that a substantial portion, nearly half (19 out of 41), of the respondents expressed uncertainty concerning the issue of performance measurement within the context of software development teams. This outcome could be attributed to the fact that such information may be restricted to managerial or senior executive personnel. However, among the various techniques employed, KPIs continue to be the most prevalent and frequently utilized method in this domain as well.

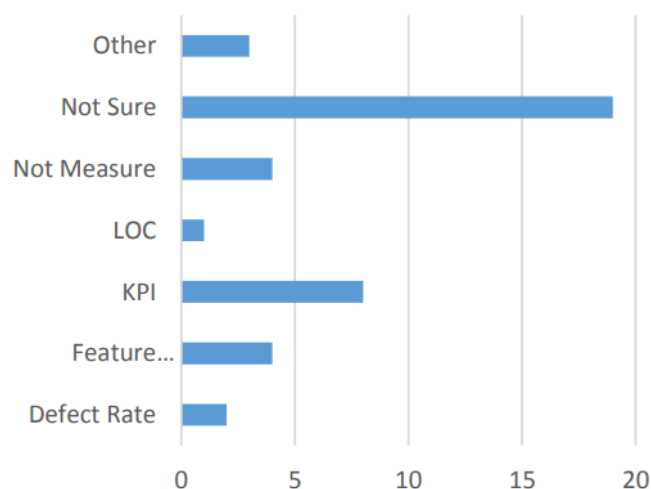


Figure 2: Techniques for measuring the performance of team (Rahim et al., 2017)

Despite the acknowledged importance of KPIs in the software industry, there remains a significant gap in their effective implementation across software organizations. This study will help software industry expert to identifying the crucial factors that lead to the successful adoption of KPIs within the software industry, with a particular emphasis on BJIT Limited.

1.9 OBJECTIVES

1.9.1 BROAD OBJECTIVE

The primary aim of this research is to ascertain the critical success factors that contribute to the effective implementation of KPIs within the software industry, with a specific emphasis on BJIT Limited.

1.9.2 SPECIFIC OBJECTIVES

Through the proposition and examination of the structural relationships among the five variables, this study intends to achieve the following specific objectives-

1. To identify the effectiveness of Employee Performance on Implementation of KPIs within the software industry.
2. To discern the effectiveness Financial Performance Assessment on Implementation of KPIs within the software industry.
3. To determine the effectiveness Customer Satisfaction on Implementation of KPIs within the software industry.
4. To ascertain the effectiveness Insights for Stakeholders on Implementation of KPIs within the software industry.

1.10 SIGNIFICANT OF THE RESEARCH

Bangladesh is swiftly establishing itself as a formidable entity within the global Information Technology (IT) landscape, carving out a significant niche in the IT market, particularly within the South Asian region. The World Bank's 2019 report places Bangladesh amongst the top five fastest-growing economies worldwide, suggesting a potential future as Asia's next IT nexus (*Bangla Tribune, 2019*). The Global Location Services Index ranks Bangladesh 21st in IT outsourcing, reflecting its robust position in the global market. Notably, the country has the world's second-largest contingent of independent IT contractors (*Datamites, 2022*).

Recent figures from the Export Promotion Bureau illuminate the fiscal reveal in the IT sector: for the year 2021-22, Bangladesh amassed a commendable \$592 million from IT and IT-enabled services (ITES), including software, consulting, and equipment maintenance exports (*Dhaka Tribune, 2022*). The Export Promotion Bureau's data reveals a surge in revenues for IT companies, with earnings of \$282.77 million in the July-December tenure of 2022-23, a significant rise from \$208.09 million in the analogous semester of the previous fiscal year (*The Daily Star, 2023*). The Bangladesh Association of Software and Information Services (BASIS) reports even more impressive gains, documenting export revenues of \$1.4 billion for FY22, and nearly 100% domestic value addition. BASIS asserts a local market earnings equivalent to \$1.5 billion. The ICT

sector's contribution to the national GDP stands at 1.28%, with job creation exceeding 300,000 positions (*Dhaka Tribune, 2023*).

The escalating stature of Bangladesh in the IT domain and its substantial economic contributions underscore the critical role of KPIs in evaluating and augmenting the software industry's efficiency and competitive edge, fostering sustainable expansion. In the realm of software development, KPIs serve as indispensable tools for monitoring progress and identifying areas requiring improvement. Through the strategic application of KPIs, organizations can harness data-driven insights, optimizing efforts to ensure product success (*Codilime, 2023*). KPIs are vital indicators that not only gauge the health of a business but also measure strides towards objectives, providing a quantifiable measure of goal attainment (*Ganesan, & Paturi, 2009*). In essence, a sound KPI framework is crucial for software organizations to achieve success, pinpoint improvement opportunities, and make well-informed strategic decisions.

1.11 SCOPE OF THE RESEARCH

The proposed research holds immense importance in the context of Bangladesh's burgeoning IT sector. As the nation solidifies its position as a key player in the global IT landscape, understanding and optimizing the role of KPIs in the software industry becomes imperative. This research aims to bridge existing knowledge gaps by exploring how KPIs can enhance the efficiency, growth, and global competitiveness of IT companies in Bangladesh. The findings are expected to offer practical insights for industry stakeholders, policymakers, and regulatory bodies, contributing to the continued success and sustainability of the country's IT sector. By establishing a tailored KPI framework, this research endeavors to empower businesses with data-driven strategies, fostering a conducive environment for sustainable expansion and economic contributions.

Chapter- 02
Overview of the Company

2.1 ORIGIN OF THE COMPANY

In 2001, under the visionary leadership of JM Akbar, a citizen of Bangladesh, the remarkable journey of BJIT began. After getting a scholarship, Akbar moved to Japan in his early 20s. During his career, he met the President of Sony Corporation, Kunitake Ando, who is now the Honorary Chairman of BJIT. Former employees of major tech companies such as IBM Japan and Sony have extended their support to Akbar throughout his entrepreneurial endeavors. Michael Korver, an American businessman who can speak both English and Japanese, is one of Akbar's partners.

Akbar observed the growth and success of the Indian IT services industry in 2000, Akbar realized that Bangladesh, a country of 160 million people with growing numbers of engineering graduates who are fluent in English, could emulate this success. At that time, many talented graduates from Bangladesh had to leave their country to find good IT jobs because there weren't many IT companies in Bangladesh. However, the universities in Bangladesh were teaching engineering in English, and there were many talented people who could work in the IT industry. So, Akbar began his business by sending the best engineering graduates from Bangladesh to work in the IT departments of big Japanese companies. Over the past twenty years, BJIT has become the biggest IT services company in Bangladesh. They have more than 750 engineers and offices in six different countries. They work with well-known Japanese and European companies.

BJIT, an award-winning global IT company with over two decades of experience, excels in offering high-end IT solutions. Their services encompass outsourcing, remote development, and comprehensive project management. BJIT serves a diverse client, ranging from large corporations to small businesses and innovative startups, aiding them in developing and enhancing their computer programs. With a proven track record spanning more than twenty years, BJIT holds certifications attesting to their exceptional proficiency. In recent years, BJIT Limited has actively expanded its focus on human resources development and recruitment services while exclusively serving international clients. When it comes to offshore software development, BJIT Limited stands as a formidable competitor, renowned for its exceptional blend of quality and affordability. Having successfully delivered over 1,000 projects, BJIT proudly serves more than 50 companies featured on the Fortune 500 list (*BJIT, 2023*).

2.2 ORGANIZATIONAL STRUCTURE

BJIT Limited, being a global organization, is led by its highest authorities, the CEO and the Board of Directors. These top leaders are responsible for setting and maintaining the company's quality standards. They hold meetings where they discuss and create policies that are most beneficial for the organization, helping BJIT to reach its goals and objectives.

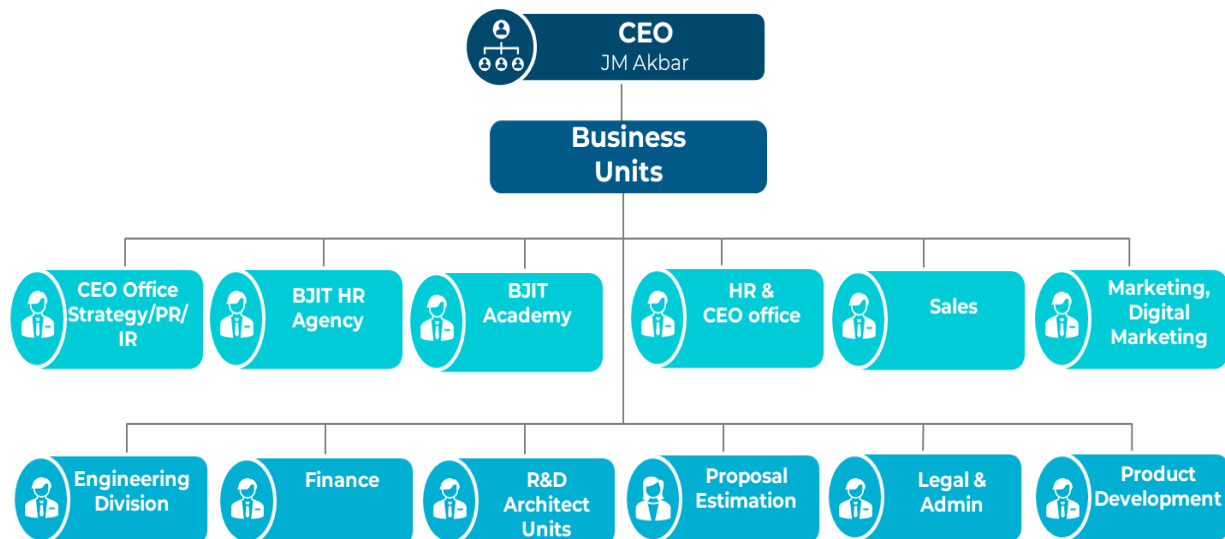


Figure 3: Organizational Structure of BJIT Limited

2.3 BJIT'S GLOBAL OFFICES

BJIT is serious about offering great IT services. They've set up seven offices around the world. These offices are in important places like Japan, the United States, Sweden, Finland, the Netherlands, Singapore, and their home country, Bangladesh.

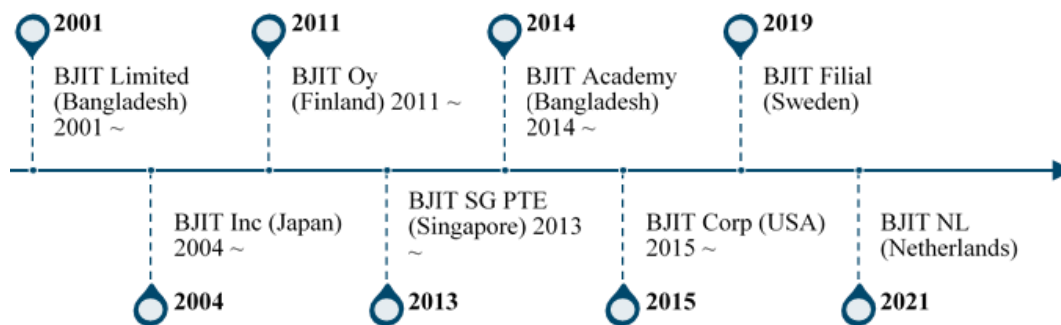


Figure 4: Global Offices of BJIT Group

2.4 MISSION & VALUES

Mission:

Assembling the team of talented people to enhance your experience of IT solutions at BJIT.

Values:

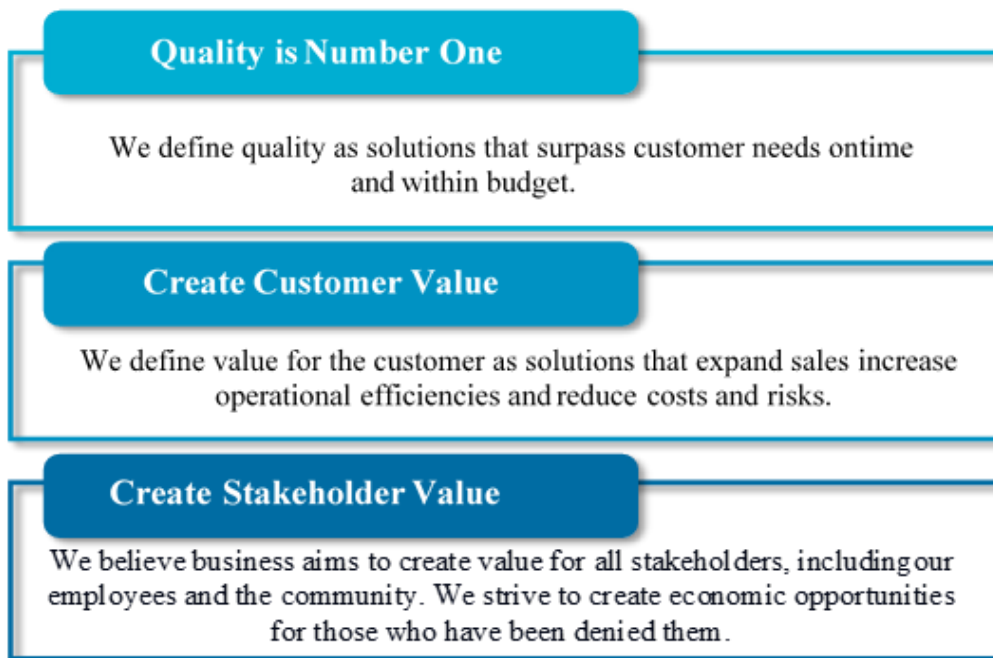


Figure 5: Values of BJIT Group

2.5 SERVICES

1. Dedicated Offshore Development Teams: A dedicated development team is ideal for companies that don't have the time to hire developers but need to ramp up their resources quickly. BJIT Group's service model provides customers with a high level of flexibility, at a low cost, and in a short period of time.

2. Custom Software Design and Development: Custom software development helps meet their customers' unique requirements and, potentially, creates value and provides an innovative edge. It can be cost-competitive to purchase, modify, and maintain commercial software if done well at a qualified offshore development center like BJIT. The following types of projects bring customers to us-

- a) Mobile Apps (Android, iOS, Hybrid)
- b) Web Apps and Cloud Solutions
- c) Standalone Custom Enterprise Applications
- d) Legacy Software Modernization
- e) Software as a Service (SaaS) Solutions

3. QA and Test Automation: In today's competitive market, customers expect software to work perfectly without any problems. Professionals at BJIT ensure your software is Problem free. To make sure your software runs smoothly, it's a great idea to work with the experts at BJIT. They have more than 20 years of experience and always meet the high standards of Japanese business clients. It's not just about fixing problems; it's about stopping problems from happening in the first place and making sure the software is top quality. In the world of technology and software, everything is about what the customers need and want. To make software that fits these needs and makes customers happy, QA (Quality Assurance) and software automation are the best ways to go.

4. AMS: BJIT offers AMS, a high-quality managed service aimed at guaranteeing your business's stability, dependability, and ongoing growth. This service is exceptionally adaptable, fine-tuned to meet your particular business requirements and operational scale. BJIT's AMS service is all about making your business more agile and simplifying maintenance, especially as your business faces increasing challenges. Achieving optimum service performance with the increasing service-level demands and budget is critical for many companies for which BJIT's AMS Services can provide great relief.

5. DevOps: BJIT has been working in DevOps since 2015 with the IT departments of large enterprise clients in Europe. Their main work is to facilitate better coordination among operations, development, and testing functions by automating and streamlining the integration and deployment processes. BJIT assist businesses in instilling the DevOps philosophy by transforming processes, implementing new tools, and, most interestingly, choosing to focus on employees to help build a cooperative and outcome-focused organization. BJIT also supports big data analysis and log management with Elasticsearch, Logstash, and Kibana.

6. Embedded Solutions: BJIT offers an extensive embedded solution, including VLSI & CAD. They create, manufacture, and deliver integrated systems that precisely match their clients' needs.

BJIT is dedicated to delivering custom embedded software solutions and services, tailored to each client's specific requirements and business goals. Their team of embedded solution developers boasts the experience and knowledge necessary to create customized software solutions with unique features, aimed at enhancing business profitability and ROI. They leverage cutting-edge tools and advanced technologies for this purpose. BJIT's strong technical proficiency in embedded software development, combined with their domain expertise, enables them to craft tailored embedded solutions that perfectly align with their clients' demands.

7. Cyber Security: At BJIT, they don't just offer end-to-end solutions; they also guarantee clients' access to cybersecurity managed services, which uphold confidentiality and adhere to global quality standards. This third-party provider delivers comprehensive professional solutions, including in-depth project analysis. Their cybersecurity team is exceptionally proficient, boasting extensive global project experience and expertise in employing top-notch testing modules.

8. Mechanical Engineering: BJIT provides a wide range of Mechanical Engineering solutions, encompassing PLM, CAD, Product Development, and more. Their commitment lies in developing and supplying superior engineering solutions and comprehensive integrated systems that align precisely with their clients' requisites. They cater to a global clientele with Mechanical Engineering services, harnessing CAD software to support a wide array of specialized design domains, including 3D modeling, drafting, product design, machine design, electrical design, architectural design, floor layout, blueprint creation, and even visual effects. BJIT tailor's client services to match their unique requirements and business goals, ensuring customer-centric solutions (*BJIT, 2023*).

2.6 CLIENTS OF BJIT

BJIT serves clients worldwide, unwavering in their commitment to deliver exceptional quality and uphold unmatched standards.



Figure 6: Clients of BJIT

Chapter- 03

Literature Review

3.1 LITERATURE REVIEW

Key Performance Indicator (KPI) is a metric, measuring how well an organization or an individual performs an operational, tactical or strategic activity that is critical for the current and future success of the organization (*Kerzner, 2022*). In today's dynamic business landscape, the assessment of organizational performance has evolved to encompass a multifaceted approach through the use of KPIs.

In 2021, Lubis and Amalia conducted an employee performance assessment using the "Human Resources Scorecard" approach, which employs four distinct perspectives, each with specific KPIs to measure employee effectiveness. The "Financial" perspective examines employees' financial impact, including income increases, production efficiency, labor cost efficiency, and the utilization of training budgets. In the "Customer or Consumer" perspective, employee performance is evaluated based on customer service metrics like complaint handling, service speed, and their ability to assume additional responsibilities. The "Internal Business Processes" perspective focuses on how employees operate within the company, considering factors such as attendance, turnover, role suitability, punctuality, data management, and motivation. Finally, the "Growth and Learning" perspective assesses employee development by measuring training programs, satisfaction, understanding of management practices, and rewards. These 18 KPIs collectively provide a holistic view of employee performance (*Lubis, & Amalia, 2021*).

According to Pacana, Czerwińska, and Grebski, effective performance measurement, including financial and process efficiency in terms of cost, time, and quality, is crucial for evaluating organizational effectiveness. KPIs serve as valuable tools for assessing employee and process effectiveness, enabling ongoing supervision and facilitating annual financial result analysis. In today's competitive market, a company's success is heavily dependent on its employees' dedication and accomplishments, making KPIs integral to human capital management strategies. In their research, 83% of respondents recognize the importance of KPIs for monitoring development processes, only 27% actually employ them, with a noteworthy 18.87% of surveyed companies reporting the absence of KPIs in their human resources functions (*Pacana, Czerwińska, & Grebski, 2022*).

KPIs have a number of benefits according to Pîrlog, Rees and Stricker. KPIs give employees a clear understanding of their goals and what they need to achieve. KPIs provide information on job

objectives, how to reach them, and the criteria for success, motivating employees by setting clear and achievable targets. KPIs also provide a fair way to measure and compare employee performance, which is more objective than relying solely on a manager's judgment. They serve as the foundation for determining employee rewards, helping HR make fair assessments. Regular KPIs reviews enable quick problem-solving when processes are out of track, preventing issues from escalating. Additionally, KPIs establish minimum performance standards for new hires, ensuring everyone knows what is expected of them (*Pîrlog, 2016; Rees, 2016; & Stricker, 2017*).

Study shows that, KPIs serves as a crucial measure of an organization's performance. The reason for measuring KPIs lies in their ability to collect and manage pertinent information, enabling decision-makers to make well-informed choices and continually enhance their support of corporate objectives. This, in turn, leads to changes in knowledge, expectations, and behavior. KPIs act as guiding stars, aligning us with the organization's overarching goals. Maintenance plays a pivotal role in an organization's long-term profitability, adding value by ensuring equipment reliability and availability. Therefore, organizations must diligently monitor maintenance performance. This involves not only carrying out the right maintenance tasks but also ensuring that maintenance effectively mitigates the risk of equipment failure, yielding the desired outcomes (*Raza, Muhammad, & Majid, 2016*).

Parmenter, underscore the significance of financial metrics when assessing a company's performance. These metrics, often incorporating KPIs, have been vital in evaluating an organization's financial health. Parmenter's comprehensive framework for evaluating financial performance encompasses crucial indicators, including the cost of goods sold as a percentage of sales, accounts receivable turnover, return on assets, and many others. Additionally, the assessment of customer satisfaction plays a vital role in organizational performance. This involves monitoring indicators such as complaint counts, customer loyalty, and on-time delivery. These multifaceted metrics serve as the cornerstones for a comprehensive performance evaluation, enabling well-informed strategic decision-making. Their application is essential to align an organization for sustained success in today's dynamic and competitive business landscape (*Key Performance Indicators: Developing, Implementing, and Using Winning KPIs, 2015*).

Researchers like Ishaq Bhatti, Awan, and Razaq mention some performance dimensions for assessing an organization's overall effectiveness and achieving long-term success and

competitiveness in their research paper. Quality is impacting customer satisfaction via features, reliability, and conformance. Flexibility, encompassing material quality and resource mix, enables efficient adaptation. Time performance, including manufacturing lead time, delivery reliability, and time to market, is vital for competitiveness. Financial performance, historically significant, relies on indicators like net income, return on equity, and cash flows. Employee satisfaction is crucial for workforce motivation. Learning and growth metrics focus on employee development and technological advancement. Environment/social performance relates to corporate social responsibility, including environmental impact and community engagement. Customer satisfaction and delivery reliability are central for customer loyalty and operational efficiency. These dimensions collectively provide a comprehensive view of organizational effectiveness (*Ishaq, Awan, Razaq, & 2014*).

KPI is a powerful tool that encapsulates vital performance information, enabling organizations and stakeholders to gauge their alignment with objectives. These KPIs distill multifaceted organizational attributes into a concise set of metrics, fostering enhanced organizational efficiency (*Marr, 2010*). Positioned within the realm of Business Performance Management, KPIs constitute a suite of concepts within operations management. They champion the enhancement of organizational effectiveness through the application of metrics, streamlined processes, monitoring systems, and performance management (*Grycuk, 2010; Piasecka-Gluszak, 2017; & Parmenter, 2016*). Achievement measures, as exemplified by Czerwinska and Pacana (2020), identify system events, such as successes or failures in specific procedures, as delineated by the KPI formula, thereby substantiating the progress discussed here.

Setiawan and Purba mentioned various aspects about KPIs their research. Firstly, they establish a crucial link between the values of the vision and mission, organizational strategy, and performance targets, guiding organizational activities towards expected outcomes. Secondly, KPIs function as metrics to gauge overall organizational and divisional performance, detecting significant increases or decreases. Additionally, they facilitate comparisons with past organizational performance and industry benchmarks, offering insights into strengths, weaknesses, and opportunities for added value. Thirdly, organizational KPIs provide the foundation for determining indicators or work targets for divisions and individuals. Lastly, the achievement of KPIs serves as a benchmark for

rewarding exemplary performance and implementing consequences, fostering employee motivation and positive work behavior (*Setiawan, & Purba 2020*)

Key performance indicators encompass both financial and non-financial metrics that organizations utilize to evaluate and reinforce their progress towards pre-established, enduring objectives (*Velimirović, Velimirović, & Stanković, 2011*). Implementing comprehensive KPI measurement tools can advance a company's business objectives by reporting on its operations, workforce, and financial performance. Implementing KPIs that cover every crucial fact of the organization that can enhance the company's chances of achieving its goals (*Indeed, 2023*). KPIs are vital for boosting employee performance, tracking and enhancing financial results, and elevating customer satisfaction. Additionally, they provide valuable insights for stakeholders, aiding in informed decision-making.

Chapter- 04

Methodology

4.1 POPULATION AND SAMPLE

The target population for this research comprised employees of BJIT Limited, with a specific focus on top-ranking individuals. The intentional selection of this subset aimed to capture insights from key decision-makers within the organization. The total population considered for the study was 20 individuals.

In the process of sampling, convenience sampling was adopted which is a non-probability sampling technique. Ultimately, 15 usable responses were obtained, resulting in a response rate of 75 percent. This sample size seemed sufficient for a detailed exploration of the research objectives, given that the majority of the data was collected from top management. The research is of a qualitative nature, emphasizing a thorough examination of insights gathered from key decision-makers at BJIT Limited.

4.2 DATA COLLECTION

4.2.1 PRIMARY DATA

The primary method utilized for data collection involved qualitative interviews with one online Focus Group Discussion (FGD)-

- a) **Interview:** The qualitative interview format was structured interview, conducted with BJIT employees. The structured format ensured a controlled and systematic approach to gathering information. Prior to the interviews, a predetermined set of questions was formulated, providing a standardized framework for the discussions. Additionally, the interviews were conducted using a combination of audio recording and handwritten notes, allowing for a comprehensive review during the subsequent phases of analysis. Structured interviews offer several advantages, including the ability to maintain focus on the research objectives, enhance comparability among participants, and facilitate a rigorous analysis of the collected data (*Alsaawi, 2014*).
- b) **FGD:** The online FGD constructed with five members of BJIT Limited's employees lasted approximately 45 minutes. In this study, the researcher serves as the moderator herself. During the session, both screen recording and handwritten notes were taken to

comprehensively capture the discussion. Participants share their experience, thoughts, feelings, and opinions during the session.

4.2.2 SECONDARY DATA

Various secondary data sources were utilized, including articles, papers, publications, websites, and previous internship reports, to continue the research process.

4.3 TIME DIMENSION

A cross-sectional methodology was chosen for this study, aligning with the objective of capturing data from the participants at a single point in time. This approach allows for a snapshot of the participants' perspectives, experiences, and opinions within a specific timeframe. The cross-sectional design is particularly suitable for investigating contemporary issues and obtaining a comprehensive view of the research problem (*Sekaran, 2003*).

4.4 DATA ANALYSIS

The goal of the data analysis process was to gain a deeper understanding of the research problem, assess the validity of the obtained data, and test the formulated research propositions. The data analysis employed a thematic analysis approach, utilizing ATLAS.ti 9 for systematic coding and categorization. Thematic analysis (TA) is a method for identifying, analysing and interpreting patterns of meaning ('themes') within qualitative data (*Clarke, & Braun, 2017*). ATLAS.ti facilitated the systematic coding and categorization of themes and patterns within the data, allowing for a nuanced exploration of the participants' responses. In addition to ATLAS.ti, Microsoft Excel was utilized to organize and present the data visually, enhancing the clarity and interpretability of the findings.

Chapter- 05

Findings and Analysis

5.1 QUALITATIVE INTERVIEW FINDINGS & ANALYSIS

5.1.1 EMPLOYEE PERFORMANCE

To lay the foundation, participants were asked, "How does effective KPIs implementation influence employee performance within the software industry?" Participants stated that effective KPIs implementation in employee performance within the software industry has a significant impact. Suppose well-defined KPIs, tailored to individual job descriptions and established with realistic percentages, created a positive impact on overall employee motivation and performance. Some participants said effective KPIs implementation in the software industry not only provides clarity and motivation but also serves as a foundation for continuous improvement. Moreover, effective KPIs implementation acts as a catalyst for employee empowerment. It encourages creativity, cultivates a results-oriented mindset, and promotes a collaborative culture where every team member understands their role in achieving common objectives.

Furthermore, participants were asked to provide examples where KPIs have positively or negatively impacted employee performance at BJIT Limited. Participants mentioned fostering a culture of accountability, motivating employees to work harder, and meeting deadlines. One of them stated that,

“I was assigned with a KPI to prepare the HR Guidelines document within a deadline, and I knew that if I could get it done in time, I would score higher marks in my evaluation. So, I would say that the KPI positively motivated me to work harder to get the work done within my deadline.”

Two participants said that when employees fail to achieve KPI-based performance, management may not consider their efforts. They also mentioned unrealistic targets, focus on quantity over quality, unintended consequences, and resistance to change resulting in deprivation.

5.1.2 FINANCIAL PERFORMANCE ASSESSMENT

Participants were asked, "How do you think financial performance assessment and the implementation of KPIs are interconnected in the software industry?" All the participants conveyed that there is interconnectedness between financial performance assessment and the implementation of KPIs in the software industry. The participants highlighted specific metrics

such as revenue growth, project profitability, cost efficiency, and profit margins as indicators that reflect this interconnected relationship.

Additionally, participants were asked to share instances where KPIs have been utilized to assess and improve financial performance at BJIT Limited. The instances participants provided included project completion rates, client satisfaction scores, revenue generation optimization, employee performance evaluations affecting financial outcomes, project profitability, resource utilization, cost optimization, efficiency improvements, project delivery optimization, and cash flow management. One participant said,

“In the last fiscal year, 2022-23, BJIT evaluated all the employees based on their marks achieved from the achievement against goal KPIs. We followed that evaluation marks religiously to decide on the employees increment and promotions.”

5.1.3 CUSTOMER SATISFACTION

To set the foundation, participants were asked, "How do you perceive the relationship between customer satisfaction and the implementation of KPIs in the software industry?" Participants highlighted that KPIs ensure services meet client needs, align with client requirements, meet client expectations, ultimately leading to higher customer satisfaction and various other things.

In addition, participants were asked to share specific KPIs or practices at BJIT Limited that have contributed to enhancing customer satisfaction. They said at BJIT Limited, improved service quality, timely support, on-time project delivery, proactive issue resolution, and client feedback integration increase customer satisfaction. Additionally, the company prioritizes software reliability, post-implementation satisfaction, and responsive customer service. The use of a 360-Degree Evaluation approach ensures a holistic understanding and improvement of customer satisfaction at BJIT Limited. One participant stated that,

“BJIT has recently updated its KPI for each employee. We believe this will help BJIT to get in depth insights about all the employees of BJIT, eventually leading to higher customer satisfaction. This is because all the employees will know where they didn't perform up to the mark and will focus improving in that area.”

5.1.4 INSIGHTS FOR STAKEHOLDERS

Participants were questioned about the role of KPIs in providing valuable insights for stakeholders in the software industry. Responding to this, participants conveyed that KPIs furnish measurable evaluations, offering transparent insights into diverse facts of business performance such as employee efficiency, project advancement, resource utilization, customer input, and overall organizational effectiveness. The insights gained from KPIs contribute to informed decision-making, strategic planning, resource allocation, and continuous improvement. Additionally, several responses emphasized the role of KPIs in guiding strategic decisions, fostering accountability, and facilitating alignment with business objectives.

Additionally, participants were asked to give examples of how KPIs have been instrumental in providing insights to stakeholders at BJIT Limited. Participants underscored the importance of project-related KPIs, such as delivery timelines, resource allocation, and client feedback enabling informed decision-making and influencing project outcomes and client satisfaction in a good way. Transparency and precision in data provision and clear insights into employee performance are also recognized as key aspects.

5.2 FOCUS GROUP DISCUSSION FINDINGS & ANALYSIS

Following qualitative interviews, focus group discussions have provided a platform for the articulation of diverse viewpoints and group dynamics, thereby enriching the dataset. This process has validated findings and enhanced the efficiency and depth of understanding pertaining to the research. The participants have conveyed the following insights:

Key Performance Indicators (KPIs) are established as benchmarks for essential aspects such as adherence to deadlines, timely delivery, and overall organizational performance. The ambit of KPIs spans across project quality, customer satisfaction rates, and operational efficiency. Employees are actively involved in planning, executing operations, and completing tasks to meet these KPIs. The presence of well-defined and adhered-to KPIs is correlated with heightened customer satisfaction, as employees are motivated to deliver superior service, culminating in enhanced financial performance. KPIs are recognized as the foundational elements of a company, influencing every facet and supporting stakeholders in their decision-making processes.

KPIs are also pivotal in determining employee rewards, including benefits, promotions, and compensation, all contingent upon performance metrics. Furthermore, KPIs are instrumental in pinpointing areas that require employee development, training, and mentorship. The assessment encompasses an array of factors, including task completion, attendance, behavior, and management, fostering a results-oriented culture within organizations like BJIT. Emphasis is placed on a results-driven approach where improvements are directly linked to outcomes.

In the context of the software industry's financial performance, strategic considerations such as cost management are paramount. Three critical elements—revenue growth, cost containment, and overall profitability—are at the forefront. KPIs are central to evaluating and propelling these financial aspects within an organization.

Customer satisfaction is intimately associated with KPIs in the software sector. Comprehending and managing customer interactions, establishing objectives, and securing a favorable customer experience are integral to the KPI framework. Product quality and customer feedback are essential, with the latter providing valuable insights into consumer expectations. KPIs serve as indicators, steering employees toward a better understanding of customer needs.

Stakeholder decision-making within the software industry is focused on operational efficiency, product development, and market positioning. Stakeholders frequently assess a company's profile, underscoring the importance of KPIs in shaping these critical decisions. KPIs proffer a comprehensive perspective that facilitates stakeholders in making informed decisions concerning company operations and strategic orientations.

Chapter- 06

Discussion, Study Recommendation, Limitations, Future Suggestion

6.1 DISCUSSION

The study explored Key Performance Indicator (KPI) implementation in the software industry, specifically examining a particular organization. The findings indicated that KPIs related to Employee Performance, Financial Performance Assessment, Customer Satisfaction, and Stakeholder Insights significantly and positively influenced KPI implementation, with measures proving suitable for the group under study.

The research highlighted that fifteen respondents from BJIT Limited consistently pointed to the positive impact of KPIs on employee performance. The results demonstrate the beneficial influence of well-structured KPIs on employee motivation and performance in the software sector. Customizing KPIs to individual roles, with achievable metrics, fosters clarity, motivation, and a basis for ongoing improvement. However, two participants provided a nuanced view, discussing both positive and negative aspects of KPI implementation on employee performance. They raised concerns about the potential drawbacks of setting unrealistic goals and an overemphasis on quantity rather than quality. These practices, they argued, could lead to adverse effects, including resistance to change and a decline in overall performance.

The study also revealed a unanimous view among participants regarding the link between financial performance assessment and KPI implementation in the software industry. Metrics such as revenue growth, project profitability, and cost efficiency were identified as crucial indicators of this relationship. Examples from BJIT Limited illustrated the practical application of KPIs in enhancing financial performance.

Further, the study underscored the effectiveness of KPIs in customer satisfaction, emphasizing the importance of meeting, aligning with, and exceeding client expectations. BJIT Limited's specific KPIs, including service quality improvement and proactive issue resolution, contributed to heightened customer satisfaction. The adoption of a 360-Degree Evaluation approach indicated a strategic effort towards a comprehensive understanding of customer satisfaction through insights from internal evaluations.

In the realm of stakeholder insights, the study delved into the role of KPIs in providing quantifiable assessments and visibility across various business areas. While recognizing their positive impact on decision-making, strategic planning, and resource allocation, the research also highlighted the

need for a balanced approach to avoid negative repercussions. Examples from BJIT Limited demonstrated the importance of project-related KPIs in positively influencing stakeholder decisions. Notably, respondent number nine offered an extensive overview, covering a wide range of KPIs such as project progress, code quality, customer satisfaction, release performance, user engagement, development costs, employee productivity, time-to-market, and various revenue metrics, reflecting the comprehensive application of KPIs at BJIT Limited.

In the focus group discussions, the participants collectively acknowledged the significant impact of KPIs on various aspects of organizational performance. They emphasized how KPIs serve as essential tools for evaluating and improving employee performance, financial health, customer satisfaction, and stakeholder engagement. The discussions also provided insights into the practical challenges and strategies for implementing effective KPIs, underscoring their pivotal role in driving organizational success and strategic decision-making within the software industry.

6.2 STUDY RECOMMENDATION

Based on the findings and insights gathered from the study on identified KPIs implementation in the software industry, the following recommendations are proposed-

The positive influence of well-defined KPIs on employee motivation and performance is evident. It is recommended that organizations, including BJIT Limited, continue tailoring KPIs to individual job descriptions with realistic metrics. This approach not only provides clarity and motivation but also serves as a foundation for continuous improvement.

Acknowledging the concerns raised by some participants about potential pitfalls in KPI implementation, organizations should take proactive measures to set realistic targets and prioritize quality over quantity. This can help prevent unintended consequences and foster a positive attitude toward change among employees.

6.3 LIMITATIONS

The research project "Identify KPIs Implementation in the Software Industry: A Qualitative Study at BJIT Limited" acknowledges several inherent limitations that are crucial to consider-

Firstly, a primary limitation of this study is the sample size. Despite concerted efforts to gather extensive data, the participant pool remained relatively small. This limitation is significant because a small sample size may not capture the full spectrum of experiences and viewpoints present in the wider software industry. Consequently, the conclusions drawn from such a limited sample may lack generalizability, thereby potentially restricting the broader applicability and relevance of the study's findings.

Secondly, the research exclusively employed a structured interview technique. While this method provides a systematic approach, it inherently lacks the richness that comes from more open-ended dialogue. This interview format, by its very nature, limits the depth of data that can be obtained. As responses are more uniform due to the strict structure of the interviews, there is a consequent reduction in both the flexibility for the interviewer to probe further and the opportunity for interviewees to provide more expansive responses.

Additionally, the study relied on telephone interviews, which presented further limitations. The absence of face-to-face interaction meant missing out on observing non-verbal cues such as gestures, body language, and other behavioral indicators, which can be crucial in adding context and depth to the verbal responses.

These limitations are important to acknowledge as they frame the context in which the study's findings should be interpreted and understood.

6.4 FUTURE SUGGESTION

Considering the methodology & limitations mentioned earlier, here are some recommendation for further studies-

Future research should focus on expanding the participant. This expansion should include a diverse range of individuals from various segments of the software industry. A more extensive and varied sample can enhance the study's external validity, allowing for a broader understanding of the phenomena under investigation.

Researchers should consider employing a mix of interview formats. Incorporating semi-structured or open-ended interviews can provide a more comprehensive exploration of participants'

perspectives, allowing for a richer understanding of the subject matter. This approach would encourage participants to express their thoughts more freely and contribute to a deeper analysis of the data.

To mitigate the limitations associated with telephone interviews, future studies could explore the possibility of conducting in-person interviews. This approach would allow researchers to observe participants' gestures, body language, and behavior, providing additional layers of context to the collected data. In-person interactions can offer valuable insights that may be missed in telephone interviews.

To capture changes and developments over time, researchers might explore longitudinal studies. This approach can provide a more dynamic view of the subject, allowing for the examination of trends, patterns, and the impact of interventions over an extended period. Unlike cross-sectional studies that capture information at a single point in time, longitudinal studies track changes and developments within individuals or groups over time.

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Appendix

Questions
General Information
Years of Experience in the Software Industry.
How familiar are you with Key Performance Indicators (KPIs) in the software industry?
Describe your understanding of KPIs in the context of the software industry.
Employee Performance
How does effective KPI implementation influence employee performance within the software industry?
Provide examples or experiences where KPIs have positively or negatively impacted employee performance at BJIT Limited.
Financial Performance Assessment
How does financial performance assessment and the implementation of KPIs are interconnected in the software industry?
Share instances where KPIs have been utilized to assess and improve financial performance at BJIT Limited?
Customer Satisfaction
How do you perceive the relationship between customer satisfaction and the implementation of KPIs in the software industry?
Are there specific KPIs or practices at BJIT Limited that have contributed to enhancing customer satisfaction?
Insights for Stakeholders
How does the implementation of KPIs provide valuable insights for stakeholders in the software industry?
Provide examples of how KPIs have been instrumental in providing insights to stakeholders at BJIT Limited.