

Understanding the Connection Between Technology and Employee Experience in the Context of Bangladesh



Understanding the Connection Between Technology and Employee Experience in the Context of Bangladesh

Internship Report to Fulfill the Degree of MBA

Prepared for
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Institute of Business Administration
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April 11, 2022

April 11, 2022

Md. Iftekharul Amin
Associate Professor
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Subject: Submission of Internship Report

Dear Sir,

I would like to take this opportunity to present to you my internship report titled **“Understanding the Connection Between Technology and Employee Experience in the Context of Bangladesh”** as part of the final internship submission requirement. The main purpose of my internship project was to systematically identify and understand how technology influences employee experience in the workplace in the context of Bangladesh.

In my development of this report, I have tried my level best to follow the guidelines you provided me with and to comply with your lofty standards. I sincerely hope that my report meets your expectations.

Please note that this report has been prepared as per your guidelines and under the supervision of my academic supervisor. Under no circumstances will this report be reproduced for any other course at IBA or anywhere else ever. No part of this report will be shared or republished without your authorization.

Sincerely,



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ACKNOWLEDGEMENT

It is difficult to put into words what this report means to me, both in personal and professional terms.

Firstly, I would like to acknowledge the support of my superiors and colleagues at **Onethread Technologies Limited**. They – my supervisor, Mr. Rashik Hoque, Co-Founder and CEO, in particular - went out of their way to ensure that my tenure as an intern across all departments of the organization provides me with an invaluable learning experience.

Next, I would like to extend my heartfelt thanks to my academic supervisor Dr. Sutapa Bhattacharjee for her unmatched patience and helpful feedback in shaping the direction and tone of this report. I hope the work I have produced here delivers on her standards and expectations.

My sincere thanks go to my classmates from MBA 62D for giving me moral support and encouragement at the time of working on this project.

Last but certainly not least, my deepest gratitude goes to my family members who provided me with every kind of support I needed during the entire period of internship.

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EXECUTIVE SUMMARY

It is 2022 and technology now is at the center stage of employee experience in the workplace. However, the nature of the connection between the two, especially in the context of Bangladesh, has yet to be explored. My internship project thus aims to systematically identify and understand the connection between technology and employee experience in the workplace in the context of Bangladesh. Data collection method for this project was both primary and secondary in nature. The target population for the study consisted of managers and employees living and working in Bangladesh.

The organization I was a part of during my two-month internship is **Onethread**, a Bangladeshi-based SaaS startup providing the most seamless and user-friendly multi team project management solution for efficient collaboration. In short, **Onethread** is everything a business needs in a single package. Its activities include monitoring progress, collaborating, planning projects, assigning tasks, and managing assets. I started my internship here on February 1, 2022 during which I decided to work on a topic related to technology and employee experience.

To carry out the project, a survey approach was adopted, using two sets of questionnaires – set I for the managers and set II for the employees. Convenience sampling, judgmental sampling, and snowball sampling methods were used to collect necessary data from the target population. A total 700 individuals - 200 managers and 500 employees - participated in the survey.

The survey results revealed that there are discrepancies in the views held not only by managers and employees but also by employees belonging to different age or generational groups regarding the influence of technology on employee experience. However, at the end of the day, technology is all about maintaining balance. So managers and employees need to work together to ensure the smartest and most responsible use of technology to enhance employee experience in the workplace.

CHAPTER 1: INTRODUCTION

It sometimes feels like yesterday when technology used to be just another support tool in the workplace. You would have to mail hard copies of your resume and certificates to the address of the organization you were applying to. Upon joining a new organization, you would be given just a brochure highlighting the company rules. If you needed to communicate with your coworkers during the workday, you would probably have to walk a few steps to reach the office telephone or to directly talk to them. Organizations would use technology only when it was absolutely necessary.

Fast forward to spring 2022 and technology now has taken the center stage. All kinds of operations and business processes now come to a standstill whenever there is some disruption in the Internet or the network. Candidates now submit their applications online, take online recruitment tests, and attend virtual interviews from the comfort of their bedroom. Employees now can work from home while staying connected with each of their coworkers all throughout the day. Meetings are mostly online now, so the overseas boss does not have to travel thousands of miles just to receive updates on projects. Employees are more engaged and more connected than ever before even after work hours. Thus, technology has become an inseparable part of all organizations, regardless of their size, type, industry, or nature.

There is no doubt, therefore, that technology is a crucial part of employee experience in the workplace. However, the nature of the connection between the two, particularly in the context of Bangladeshi organizations, has yet to be explored by many academicians and researchers. My internship project thus aims to identify and understand how technology influences employee experience in the workplace in the context of Bangladesh.

This chapter comprises the introductory part of the report including its origin, broad and specific objectives, methodology, scope, and limitations.

1.1 Origin of the Report

This report has been prepared as part of the internship project under the supervision of Dr. Sutapa Bhattacharjee to fulfill the degree of Master of Business Administration (MBA) at Institute of Business Administration (IBA), University of Dhaka.

1.2 Problem Statement

My two months long internship at Onethread, a project management solution provider, helped me understand the exact problem most organizations face in terms of using technology and that is, these organizations oftentimes fail to make the best utilization of technology in their business processes. This problem is worsened by another, equally challenging problem, which is, these organizations hardly ever make an attempt to dive deep into how technology influences the entire employee experience in the workplace. The problem of lack of research in this area, thus, only undermines the expensive techy tools and services that the organizations avail without any prior plans.

1.3 Objectives

This report has one broad objective and several specific objectives.

Broad Objective

The main objective of this study is to systematically identify and understand the connection between technology and employee experience in the context of Bangladesh.

Specific Objectives

Specific objectives of this study are as follows.

- To identify and understand the connection between technology and employee's hiring experience
- To identify and understand the connection between technology and employee's onboarding experience
- To identify and understand the connection between technology and employee's engagement and retention experience
- To identify and understand the connection between technology overuse and employee experience
- To identify and understand the impacts of technology on employee experience

1.4 Methodology

Data collection method for this project was both primary and secondary in nature.

For primary data collection, managers and employees working at various organizations in Bangladesh were directly approached on Facebook, Messenger, and LinkedIn with a separate online survey for each group.

The potential survey participants were contacted online usually after 7 PM when they would have sufficient time to spare for the survey.

Because convenience sampling, judgmental sampling, and snowball sampling methods were used in this study, most of the respondents belong to my academic and/or professional networks.

Out of the nearly 1,000 individuals approached, 200 managers and 500 employees took part in the survey while the rest of the individuals did not show any interest. Out of the 700 respondents, 156 managers and 320 employees answered all the questions in the survey, except the only one open-ended question (*Please share any additional comments or questions.*).

For secondary data collection, exhaustive reviews of digitally available data, news and reports on how technology influences employee experience in Bangladesh as well as in other parts of the world were conducted. Many national and international journals, textbooks, reference books, newspapers and magazines that explored this area were used for the collection of secondary data.

The methodology has been elaborated in Chapter 4 - Data Collection.

1.5 Scope

The scope of this project was limited to identifying and understanding the connection between technology and employee experience in the context of Bangladesh, so analyses of employee experience in other countries were beyond its scope. The target population for the study consisted of managers and employees living and working in Bangladesh. Because the survey questionnaire was in English, data were collected from individuals with a basic understanding of the language.

1.6 Limitations

Following are some of the limitations this report has.

- The most crucial limitation of this project lies in the its collection part. The sample size could have been bigger but as judgement sampling was used in data collection, a larger sample size could not be managed.
- The survey questionnaire of the research was in English because of which random sampling was not possible. The questionnaire was directed to only those who had a basic understanding of the language.
- The quality of the study could have been much better had I not met with a road accident right at the start of my internship. Because I had to stay home for full recovery for a long time, I could not start working on the project in the first month of my internship.

CHAPTER 2: ORGANIZATION OVERVIEW

This chapter offers a brief overview of the organization where I did my internship, including how its journey started, what its vision is, what the organization primarily does, what products it offers, and which clients it serves.

2.1 The Onethread Story

It has yet to become a year that one IBA graduate and one Harvard graduate decided to join hands and build something that could make highly impactful contributions to everyday business processes around the world. Thus started the journey of **Onethread**, with the vision of bringing changes to business processes not only in Bangladesh but also in much broader regions of the world. The co-founders - Rashik Hoque and Seeam Shahid Noor – are two very realistic individuals who wholeheartedly believed that change is possible and so they did what they set out to do – developing the most affordable and easy to use project management solution in the market, **Onethread** (figure 2A).





Onethread
Do more in less time
Manage tasks, files & communicate in the simplest way

Figure 2A **Onethread** Logo and Slogan

Onethread is a Bangladeshi-based SaaS startup providing the most seamless multi team project management solution for efficient collaboration (table 2A). By actively using 25 technologies for its website including Viewport Meta, iPhone / Mobile Compatible, and SPF, **Onethread** is providing life-altering solutions at the most affordable price so that teams from different organizations can now work more effectively than ever before. Thanks to its low-cost offering,

premium project management solution is now readily available to startups, SMEs, and NGOs all across Bangladesh.

Table 2A Onethread at a Glance

Organization Name	Onethread Technologies Limited	
Founding Year	2021	
Industry	IT Services and IT Consulting	
Company Size	10 employees	
Founders	Rashik Hoque Co-Founder and CEO	Seeam Shahid Noor Co-Founder
Headquarters	Dhaka, Bangladesh	
Website	https://www.onethread.app/	

2.2 Vision

To be the Most Affordable and Seamless Multi Team Project Management Solution in the Market

2.3 What Onethread Does

In the simplest terms, **Onethread** is everything a business needs in a single package. Following are the five most important things **Onethread** does.

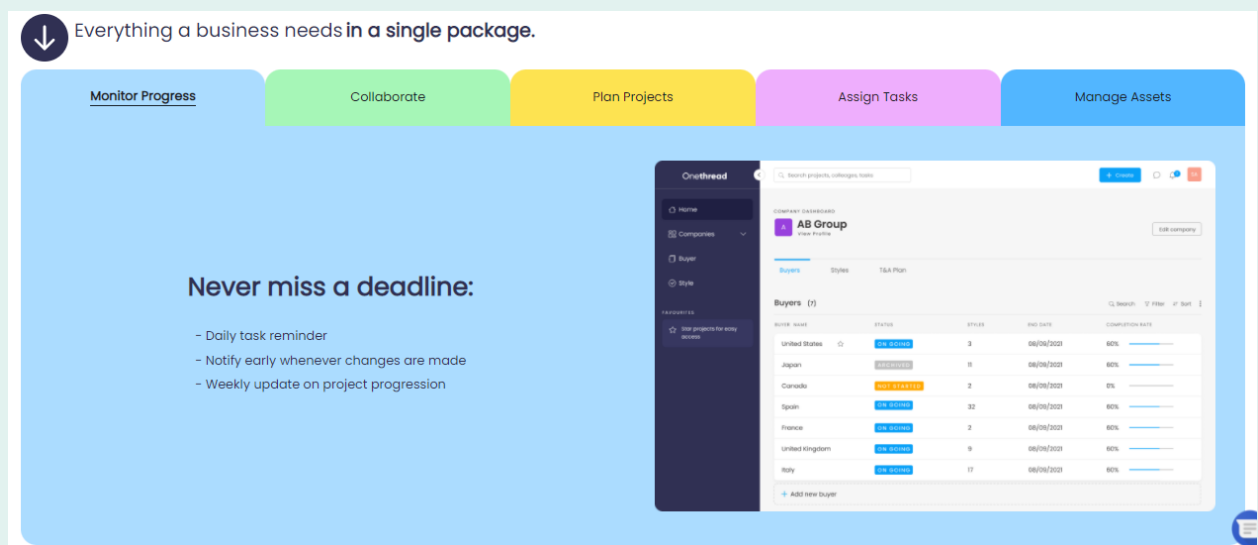


Figure 2B Onethread Monitors Progress

Monitoring Progress (figure 2B)

- 📱 Giving daily task reminders
- 📱 Notifying early whenever changes are made
- 📱 Giving weekly updates on project progression

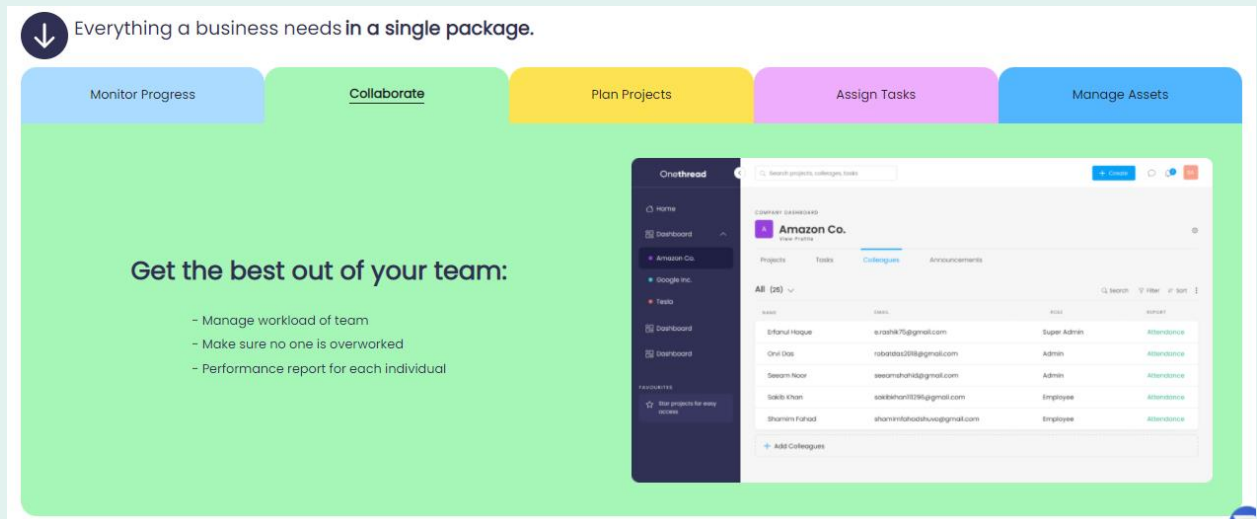


Figure 2C Onethread Collaborates

Collaborating (figure 2C)

- 📱 Managing workload of the entire team
- 📱 Making sure no one is overworked
- 📱 Preparing performance report for each individual

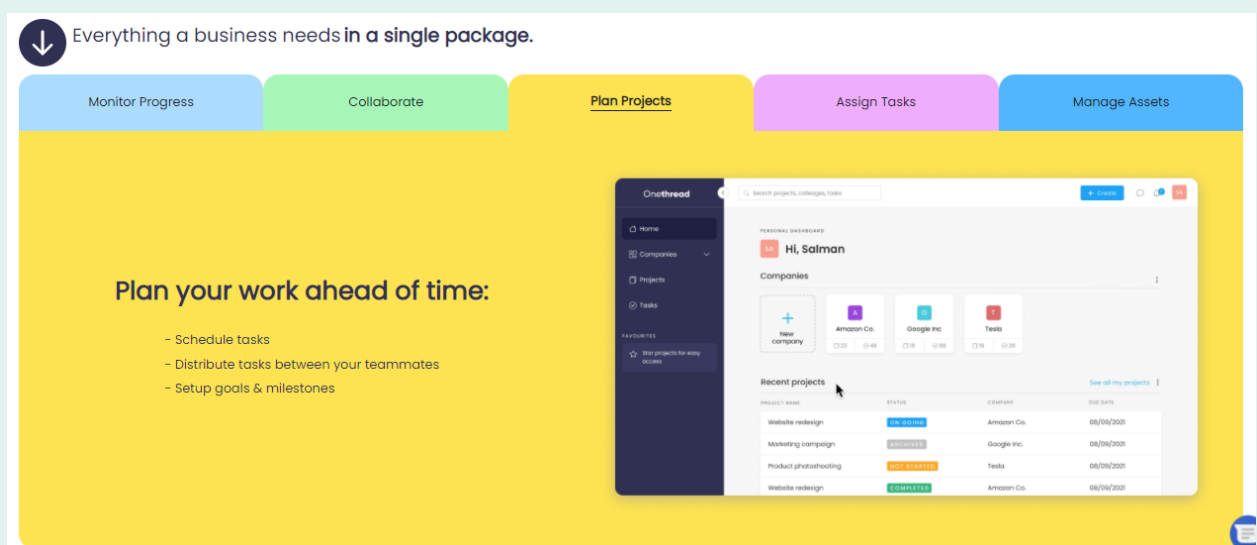


Figure 2D Onethread Plans Projects

Planning Projects (figure 2D)

- 📅 Scheduling tasks
- 📅 Distributing tasks between teammates
- 📅 Setting up goals and milestones

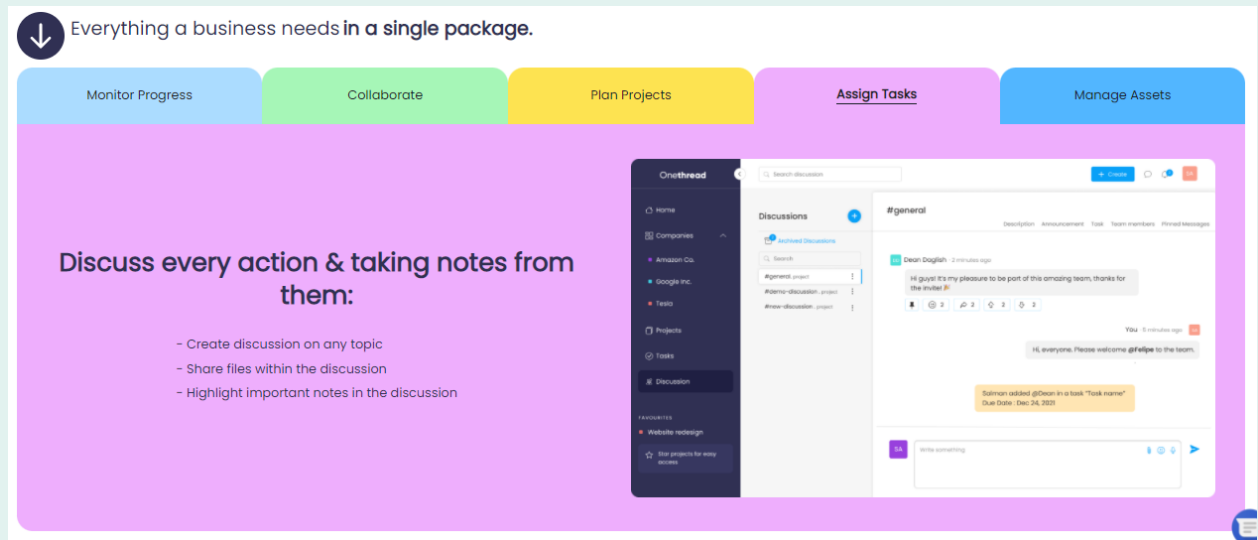


Figure 2E Onethread Assigns Tasks

Assigning Tasks (figure 2E)

- 📅 Creating discussion on any topic
- 📅 Sharing files within the discussion
- 📅 Highlighting important notes in the discussion

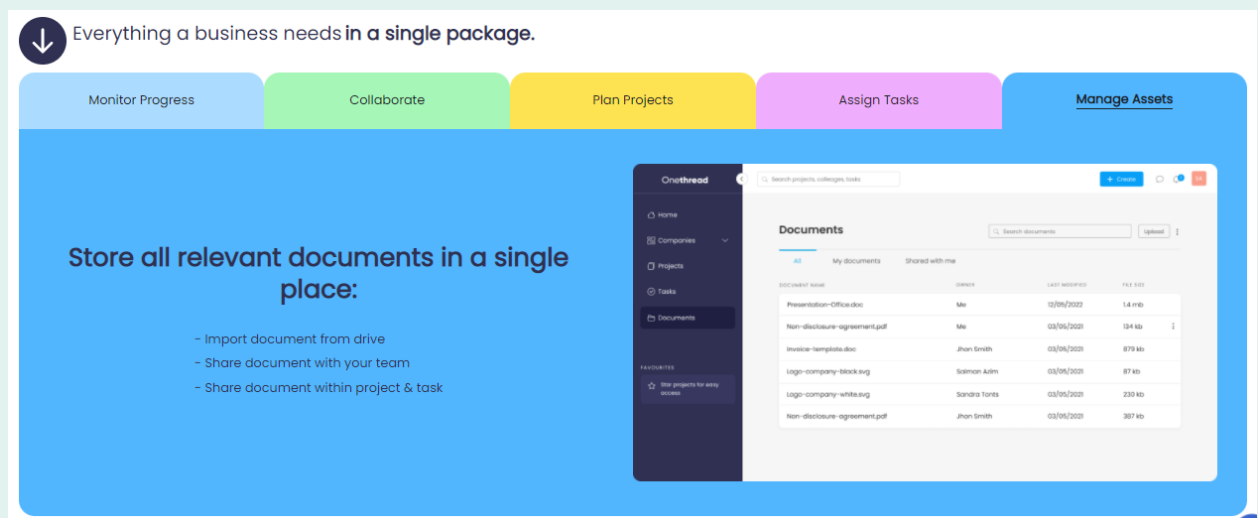


Figure 2F Onethread Manages Assets

Managing Assets (figure 2F)

- Importing documents from drive
- Sharing documents within the team
- Sharing documents within projects and tasks

2.4 Product Highlights

Onethread is efficient, easy to use, and built keeping startups, NGOs, and SMEs in mind. Some of its product highlights are presented in table 2B.

Table 2B Onethread Product Highlights

Executive Company Dashboard	Kanban Boards	Multiple Chat and Video Conferencing Rooms	Most Affordable Solution
To keep of track of all ongoing projects, associated tasks, company announcements, and deadlines	To assign and manage tasks for projects, set priorities and deadlines, and create sub-tasks to keep company projects on track	To communicate with your teams with in-app notifications and to keep colleagues up-to-date	<ul style="list-style-type: none">■ Free for teams with less than users.■ \$1/user/month for teams with 6-50 members after the first free month.

2.5 Onethread's Clientele

Following (figure 2G) are some of the clients Onethread has had the opportunity to provide service to since its early days.



Figure 2G Onethread's Clientele

CHAPTER 3: INTERNSHIP AT ONETHREAD

This chapter offers a quick look into my internship journey with **Onethread**, including a run-through of my internship project, my overall learning experience at **Onethread**, my contributions to **Onethread**, and the challenges I faced during the two months of my internship at **Onethread**.

3.1 My Internship Project

I started my internship at **Onethread** on February 1, 2022. During the early days of my internship when I was looking for a relevant topic to select for my project, I stumbled upon an almost three-year-old study titled “Technology and the Employee Experience: How Technology Impacts Your Most Important Asset”, which was jointly conducted by Randstad US and Future Workplace and aimed at finding how technology has helped (and hurt) employee experience in the workplace. I found the study utterly interesting and decided to conduct a similar one in the context of Bangladesh. The title of my internship project, thus, is

—

“UNDERSTANDING THE CONNECTION BETWEEN TECHNOLOGY AND EMPLOYEE EXPERIENCE IN THE CONTEXT OF BANGLADESH”

3.2 Learning Experience

When I started my internship at **Onethread**, I did not have much idea as to what to expect from the entire two-month experience. I am a business graduate and there I was, interning at a tech startup, with practically no knowledge of how a project management product works. However, upon successfully completing my internship, I was surprised by the amount of value this short journey had added to both my personal and professional lives. Particularly, the overall learning experience has been phenomenal to say the least. Because I directly worked with the product team during my internship, I learned how important it is for any and all organizations to make proper use of project management software to ensure the highest level of efficiency and effectiveness at all levels. I also learned that no matter how advanced your tech tool is, there can always be room for improvement.

3.3 Contributions to Onethread

Following are some of the contributions I made to **Onethread** during my internship at the organization.

- 📌 Directly worked with the Product Development team to continuously identify areas where **Onethread**'s product and/or service could improve its performance.
- 📌 Developed and designed questionnaires and conducted surveys on a regular basis to understand the needs of the existing and potential clients' as well as to identify any changes in their needs and/or behaviors.
- 📌 Prepared reports for the various team members on different product related topics.

3.4 Challenges Faced During the Internship and How They Were Overcome

The only challenge I faced during my internship at **Onethread** was the road accident I had met with on my way back home from work. I had just started my internship when the accident happened and to ensure full recovery, I had to remain confined to bed for the entire month of February. Because of this unexpected turn of events, I was uncertain whether I would be able to finish my internship after all.

However, my organizational supervisor, my academic supervisor, and my Career Center Coordinator stood by my side during this difficult time. I was allowed by my organizational supervisor to work from home until I fully recovered from my injuries. My academic supervisor allowed me one week of extension to complete my internship report. My Career Center Coordinator encouraged me to not give up and finish my internship within the initially assigned time period.

CHAPTER 4: DATA COLLECTION

This chapter describes the data collection methods followed in carrying out my project. Firstly, data were collected from both primary sources and secondary sources.

4.1 Survey Instrument

To carry out the project, a survey approach was adopted, using two sets of questionnaires – set I for the managers and set II for the employees - with the following two major sections.

Section A | Technology and Employee Experience

Questions focusing on how technology influences the entire employee experience at organizations

Section B | Demographic Questions

Questions to better understand who were surveyed and to utilize their responses to the fullest

The questionnaire set designed for the managers included 15 core questions and 3 demographic questions whereas the set designed for the employees included 17 core questions and 3 demographic questions. A few questions were kept the same for the two sets with the rest being tweaked to match to the respective participant groups' experience and perspectives. The survey questionnaire set I and set II have been added to Appendix A and B respectively.

4.2 Sampling Process

The two sets of questionnaires were circulated among professionals belonging to two different target population groups with the following conditions.

Target Population Group I

- Working full-time as a manager
- Living and working in Bangladesh
- Having a basic understanding of English

Target Population Group II



- Working as a full-time or part-time employee
- Living and working in Bangladesh
- Having a basic understanding of English

The steps in the sampling design process are as follows.

Target Population

Managers and employees meeting the above qualifications were defined as the target population (table 4A) for this project. The sampling was mostly convenience and judgmental; because the questionnaires were in English, it was essential that all the survey participants have a basic understanding of the language.

Table 4A Target Population

Sampling Element	 Managers living and working full-time in Bangladesh with a basic understanding of English  Employees living and working full-time or part-time in Bangladesh with a basic understanding of English
Sampling Unit	Social media sites such as Facebook and LinkedIn
Extent	Cities or towns in Bangladesh
Time	March 16, 2022 – April 5, 2022

Sampling Frame

The sample was collected from my social media connections. My Facebook friend list, members from some professional groups on Facebook, and my LinkedIn connections were used as the sampling frame for the study.

Sampling Technique

I adopted the non-probabilistic methods while choosing the sample for this project. Convenience sampling, judgmental sampling, and snowball sampling methods were used to collect necessary data from individuals in my personal, academic and professional networks.

Sample Size

The sample size for this project was influenced by that of the Randstad US and Future Workplace study. I approached nearly 1,000 individuals online out of whom 200 managers and 500 employees – 700 in total – participated in the survey.

Sample Description

Table 4B describes the sample who participated in the survey.

Time Frame

The questionnaire was circulated on March 16, 2022 and the data collection was complete within April 5, 2022. So, within a time frame of three weeks, all the responses were recorded.

Execution

700 managers and employees from my first-degree social media connections were reached out, keeping the sampling process in consideration, via direct messages on the social media sites Facebook and LinkedIn.

Table 4B Sample Description

		Managers (200)		Employees (500)	
		Frequency	Percentage	Frequency	Percentage
Age Range	25 and under	12	6.00%	290	58.00%
	26 – 41	90	45.00%	150	30.00%
	42 – 57	73	36.50%	48	9.60%
	58 – 65	25	12.50%	12	2.40%
Generation	Gen Z	12	6.00%	290	58.00%
	Millennial	90	45.00%	150	30.00%
	Gen X	73	36.50%	48	9.60%
	Baby Boomer	25	12.50%	12	2.40%
Gender	Female	42	21.00%	220	44.00%
	Male	158	79.00%	265	53.00%
	Other	-	-	15	3.00%
Current Employment Status	Employed – Full-time			385	77.00%
	Employed – Part-time			115	23.00%
	Other			-	-
Number of Years Working as a Manager	Less than 5 years	24	12.00%		
	5 – 10 years	42	21.00%		
	10 – 15 years	51	25.50%		
	15 – 20 years	65	32.50%		
	More than 20 years	18	9.00%		

CHAPTER 5: FINDINGS AND DISCUSSION

This chapter presents the insights provided by 700 Bangladeshi managers and employees as regards how technology influences employee experience in Bangladeshi workplaces. Age categories (table 5A) here reflect the generational guidelines as defined by Pew Research Center. Dividing the survey respondents, especially the employees, into four age/generational groups was important for the project because when it comes to technology, as has been found by many studies, people belonging to different age/ generational groups think or act differently.

Evidently, the biggest difference is apparent between the youngest and the oldest employees i.e., the Gen Z and the Baby Boomer demographics.

Table 5A Age Categories Based on Generational Guidelines

BABY BOOMER 1946 - 1964 Age 58-76	GEN X 1965 – 1980 Age 42-57
MILLENNIAL 1981 - 1996 Age 26-41	GEN Z 1997 – 2010 Age 25 and under

5.1 Technology and Hiring

Arguably, an individual’s very first experience with an organization starts way before they officially become an employee of the organization. This is the stage where organizations hire employees from its external pool of candidates – the first point of connection with a potential employee. Obviously, to land the top talents in the market, organizations must look for qualified candidates where the candidates are looking for employment opportunities. However, this study found significant discrepancies in how managers and candidates view different recruiting platforms. When the managers were asked what sources they believe typically yield the highest-quality candidates for their department or organization, they offered the following responses (figure 5A). According to 75% managers, employee referral is the most successful source of recruitment.

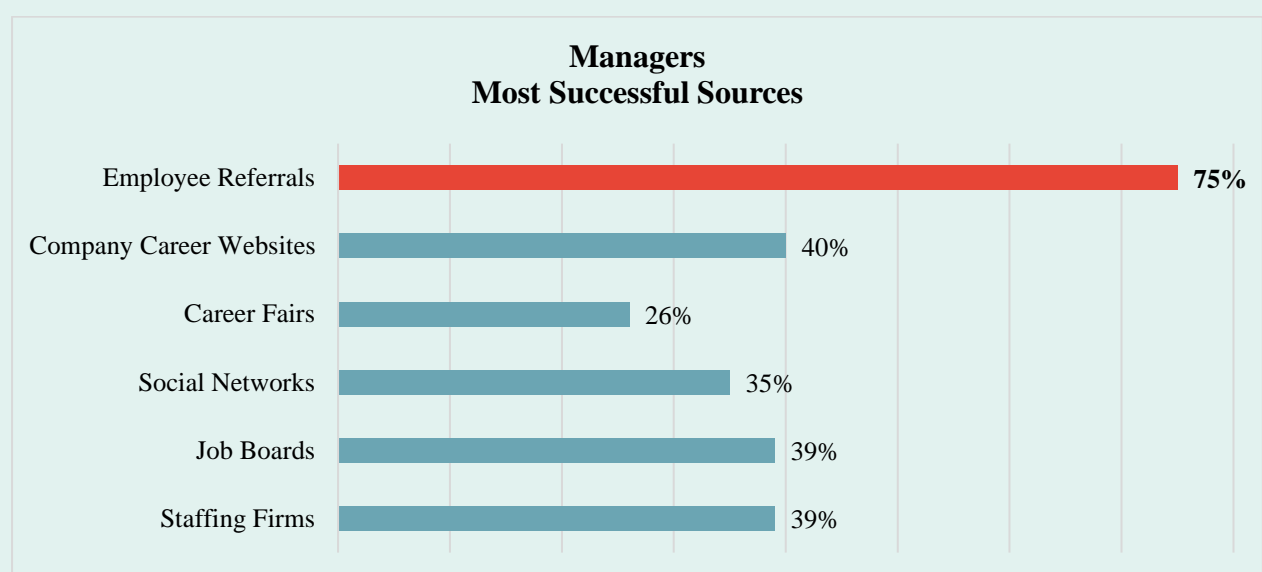


Figure 5A Most Successful Recruiting Sources According to Managers

On the other hand, when the employees were asked where they spent most of their time or efforts when they were last searching for a job, their responses varied from the managers' as well as between different age groups (figure 5B). For example, according to 82% Gen Z employees, social networks are the most used sources for finding employment opportunities. This refers to the reality of the Gen Z, which is highly tech-focused and social networking-driven.

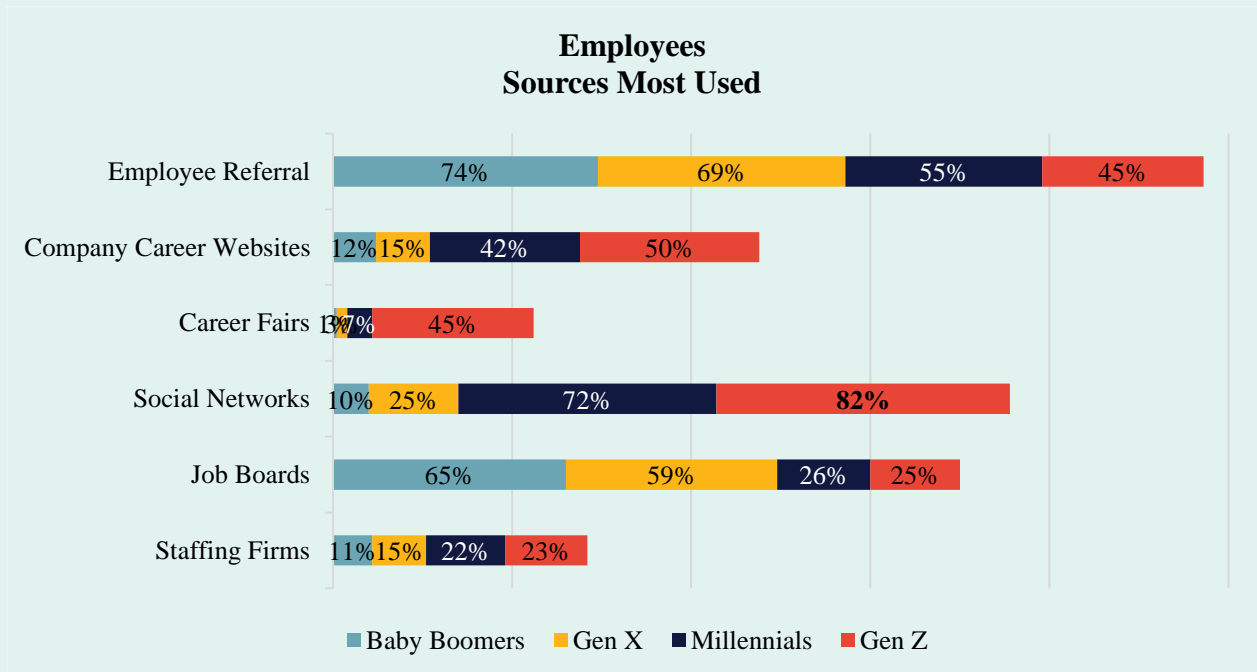


Figure 5B Recruiting Sources Most Used by Employees

In other words, if organizations are looking to hire the leading talents in the market, especially from the Gen Z generation, they must shift some of their talent-hunting focus from employee referral to social networks.

To dig deeper into the connection between technology and hiring, the survey probed into what managers and employees think about the possible connection between online negative reviews of organizations and talent outcomes. Indeed, the survey results revealed that managers and employees hold very different opinions in this regard.

When the managers were asked if they saw any connection between online negative reviews of their organization and talent outcomes, they offered the following responses (figure 5C).

According to 75% managers, there is no possible connection between online negative reviews of their organization and talent outcomes.

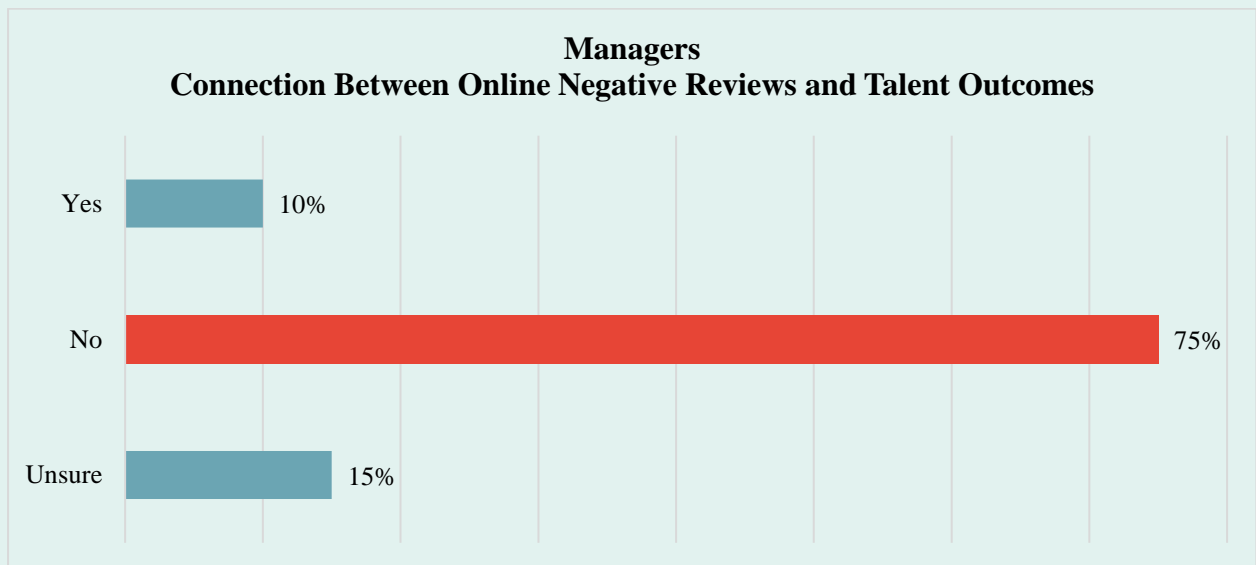


Figure 5C Connection Between Online Negative Reviews and Talent Outcomes According to Managers

And when the employees were asked whether they would apply to organizations with negative online reviews, they offered the following responses (figure 5D). 79% Baby Boomer, 82% Gen X, 78% Millennial, and 85% Gen Z employees said they would not apply to organizations with negative online reviews no matter how large or reputed the organizations are.

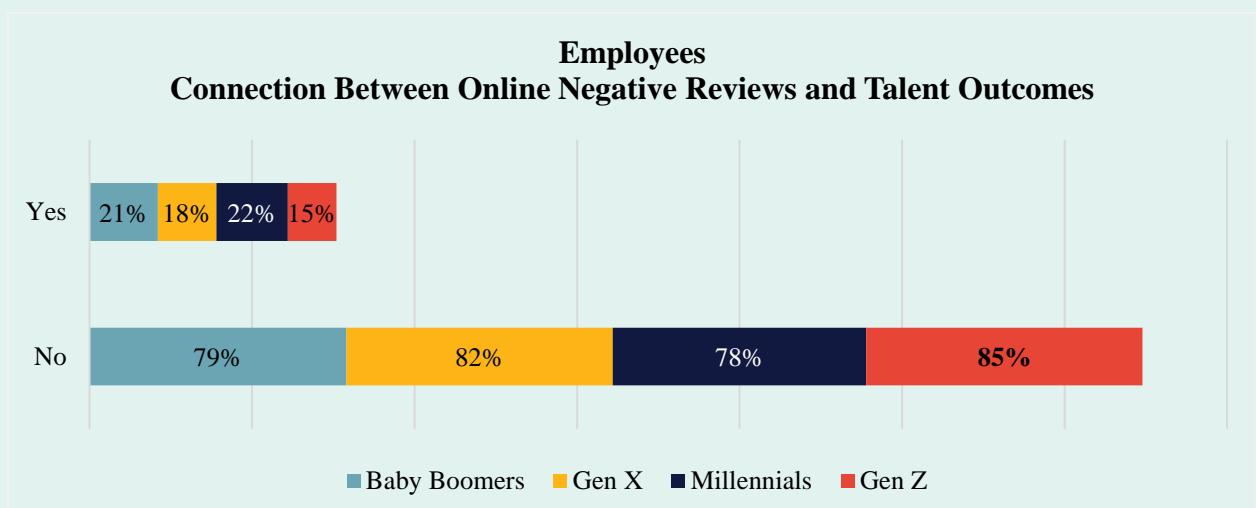


Figure 5D Connection Between Online Negative Reviews and Talent Outcomes According to Employees

In other words, organizations should take better care of how they appear online not only as a product/service brand but also as an employer brand. Technology has now made it easy for job hunters to unearth inside information about organizations and their culture and environment.

To have a better understanding of the level of use of technology in hiring in Bangladesh, the survey asked employees whether their hiring experience has remained almost predominantly digital or almost predominantly in person. As per the survey results, whether a candidate's hiring experience is almost predominantly digital or almost predominantly in person varies from generation to generation (figure 5E1 and 5E2).

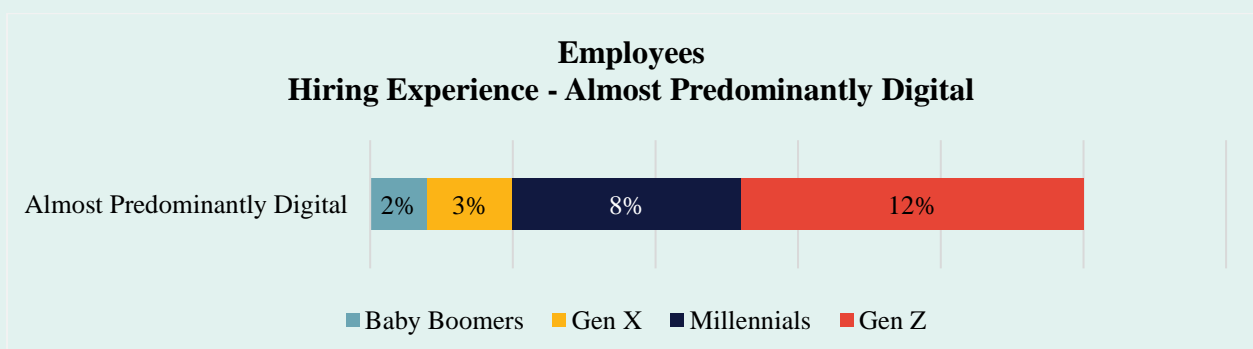


Figure 5E1 Employee Hiring Experience – Almost Predominantly Digital

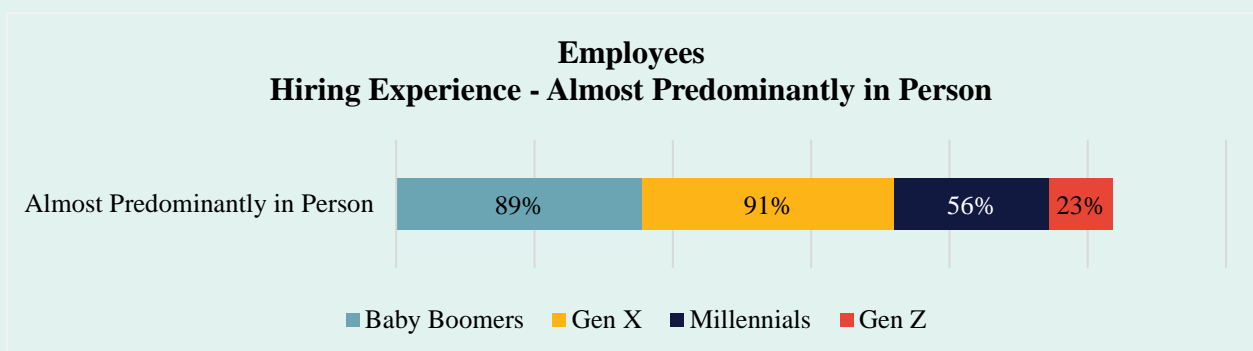


Figure 5E2 Employee Hiring Experience – Almost Predominantly in Person

In other words, Bangladesh is far from becoming the country where organizations predominantly utilize technology for recruitment purposes

5.2 Technology and Onboarding

Employee onboarding is a crucial part of employee experience for all new hires. If done correctly with the support of proper tools, employee onboarding can ensure lower staff turnover

and higher job satisfaction. On the other hand, if done haphazardly or not done at all, employee onboarding (or the lack thereof) can be the start of a nightmarish experience for any new hires.

To understand the connection between technology and employee onboarding, when the managers were asked whether their department or organization use any sort of technology for formal induction of the new hires. they offered the following responses (figure 5F). According to 72% managers, some sort of technology is used to formally onboard new hires in their organization.

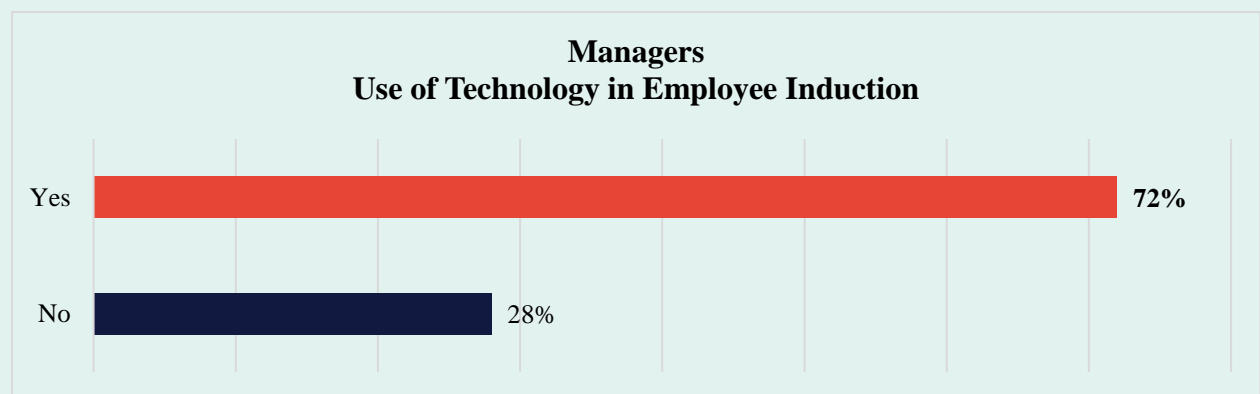


Figure 5F Use of Technology in Employee Induction According to Managers

But when the employees were asked the same question – that when they had started their most recent job, whether their department or organization used any sort of technology for their formal induction – their responses did differ from the managers’ (figure 5G). Only 50% Gen Z employees said that there was some amount of technology involved in their induction process

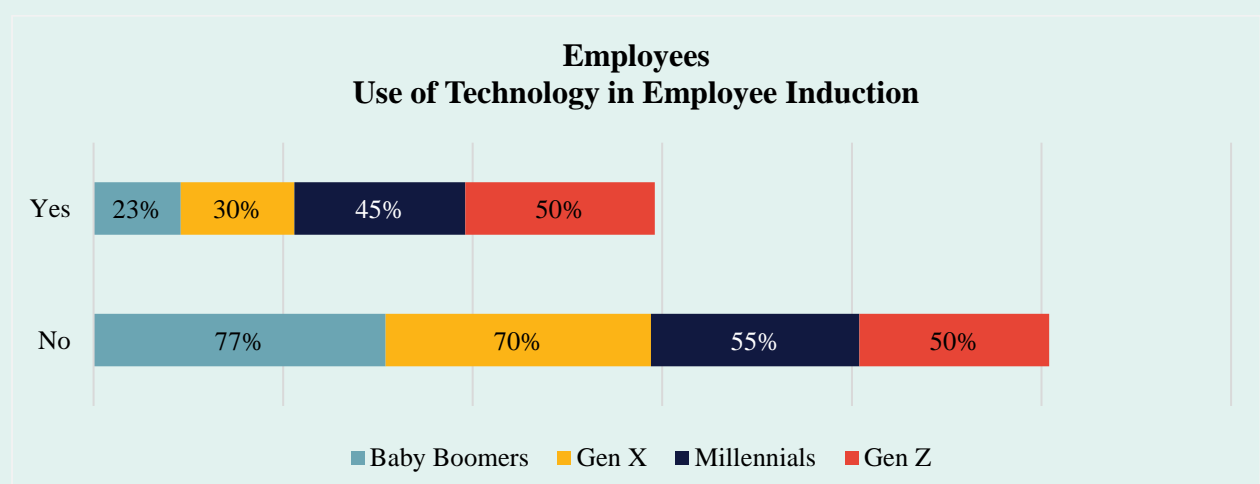


Figure 5G Use of Technology in Employee Induction According to Employees

The use of technology in employee induction is crucial in this day and age simply because technology makes the entire experience of induction much better. The outcome of a poorly conducted employee induction, therefore, can be serious, as has been reflected in the survey results. When the managers were asked whether in their experience so far, a new hire had ever joined their department or organization and quit the job within the first week of joining, they offered the following responses (figure 5H).

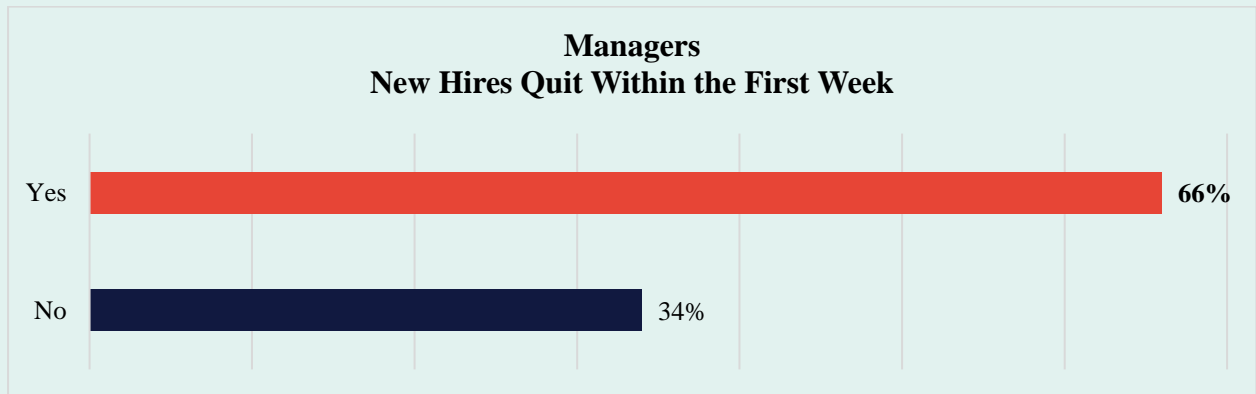


Figure 5H Whether New Hires Quit Within the First Week of Joining According to Managers

And when the employees were asked whether they had ever joined a new department or organization and quit the job within the first week of joining, they offered the following responses (figure 5I).

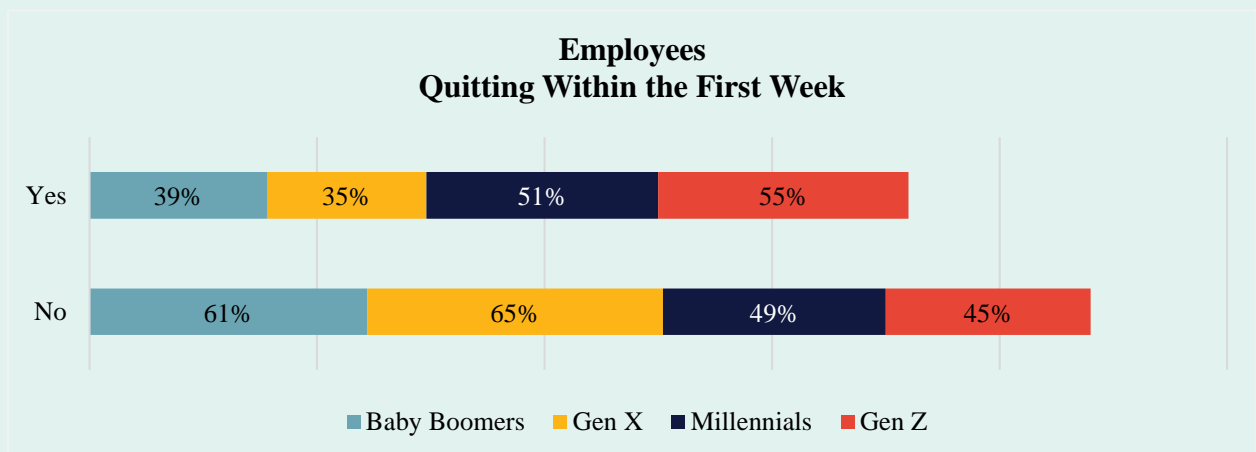


Figure 5I Quitting Within the First Week of Joining According to Employees

When probed further, some employees admitted that their organization did such a terrible job of induction that they did not want to spend more than a week at those organizations. They also

added that their onboarding experiences in other organizations were significantly better primarily because those organizations made clever use of technology to onboard them.

5.3 Technology and Training

Training at organizations used to be confined to the limited space of a dreary room with the setting of a traditional classroom but now even in Bangladesh, organizations are gradually moving towards virtual training or workshops that are oftentimes less expensive and more easily accessible to a larger crowd. To understand the connection between technology and training, the survey asked both managers and employees how their organization typically provides training to the employees. They offered the following responses (figure 5J).

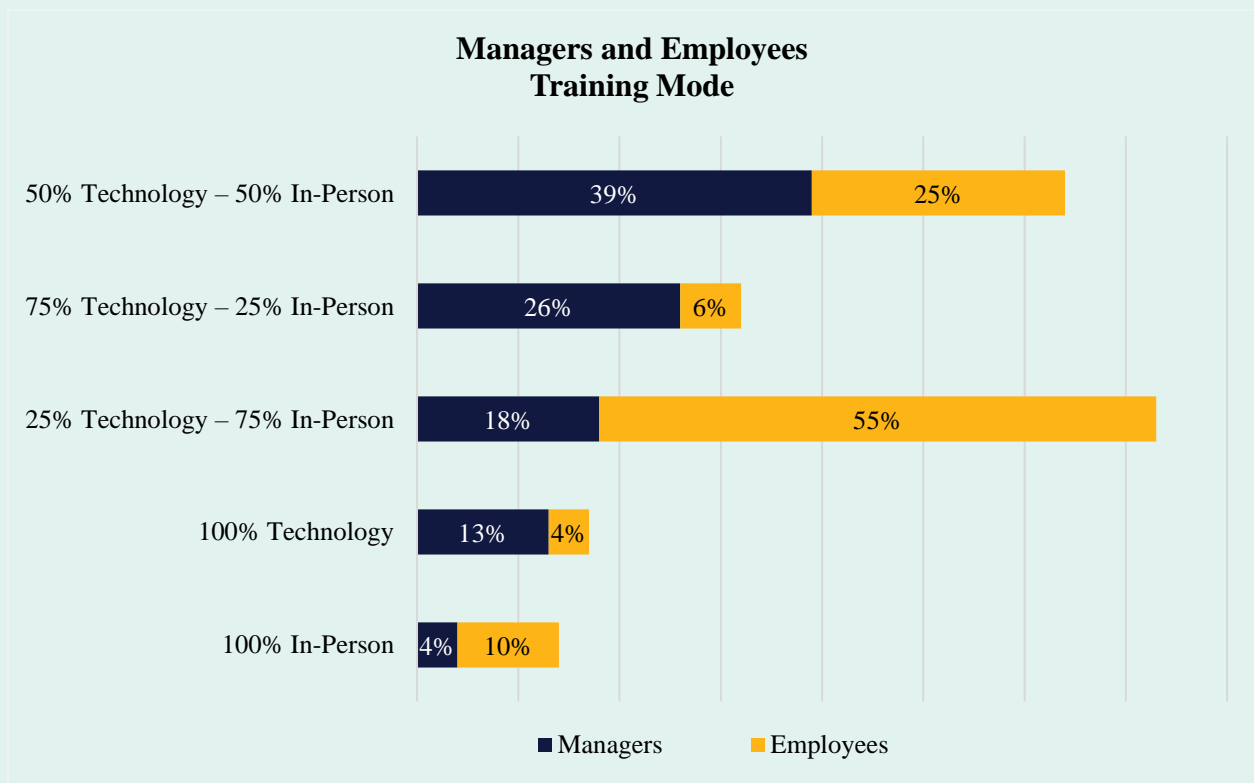


Figure 5J Training Mode According to Managers and Employees

Moreover, when managers and employees were asked whether greater use of technology would improve the quality of training provided by their organization, they offered the following responses (figure 5K).

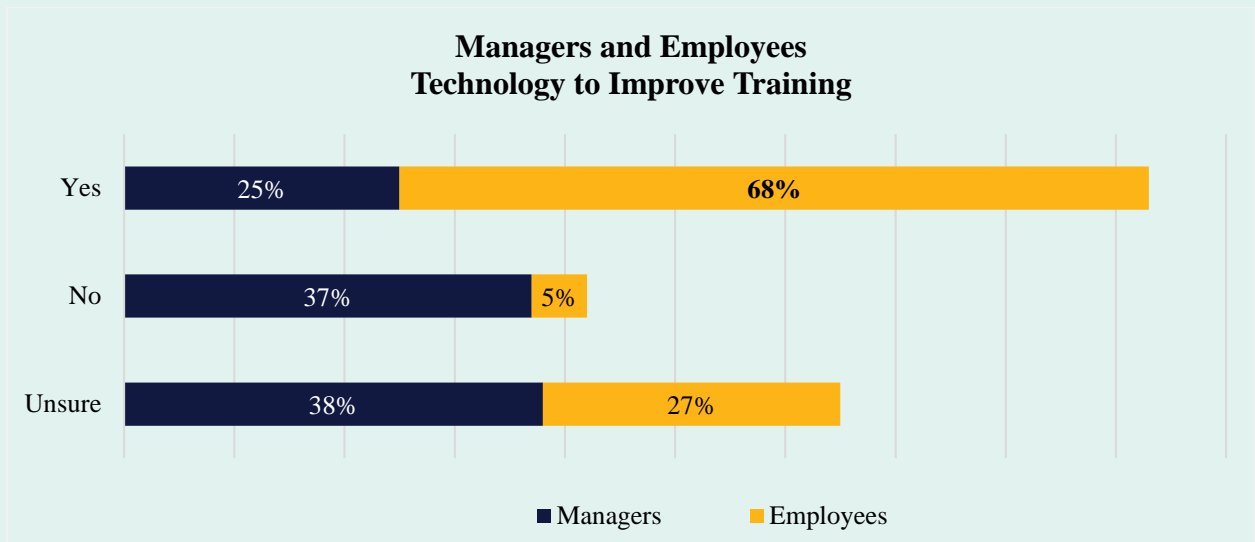


Figure 5K Whether Technology Will Improve Quality of Training According to Managers and Employees

It is slightly alarming that only 25% managers (against 68% employees) truly believe in the power of technology to improve the overall quality of employee training. If managers are not convinced of the usefulness of technology, employee training is highly likely to remain outdated with little to no effectiveness, thus making employee experience remarkably unsatisfactory.

5.4 Technology and Employee Engagement

To find the connection between technology and employee engagement, this study asked both managers and employees whether in terms of technology impacting their work life, they have any difficulty disconnecting from work after hours. They offered the following responses (figure 5L).

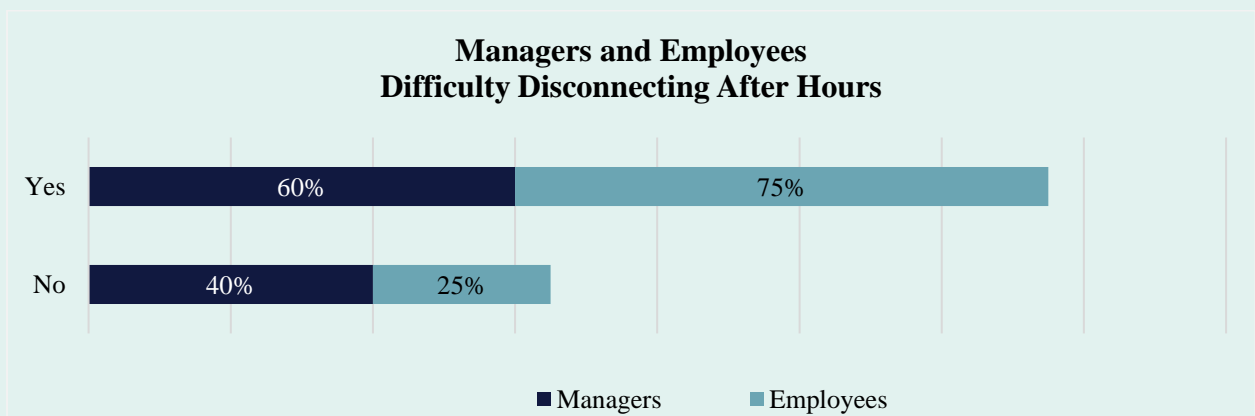


Figure 5L Difficulty Disconnecting After Hours According to Managers and Employees

Next, when managers were asked whether they check email or work message after work, they offered the following responses (figure 5M).

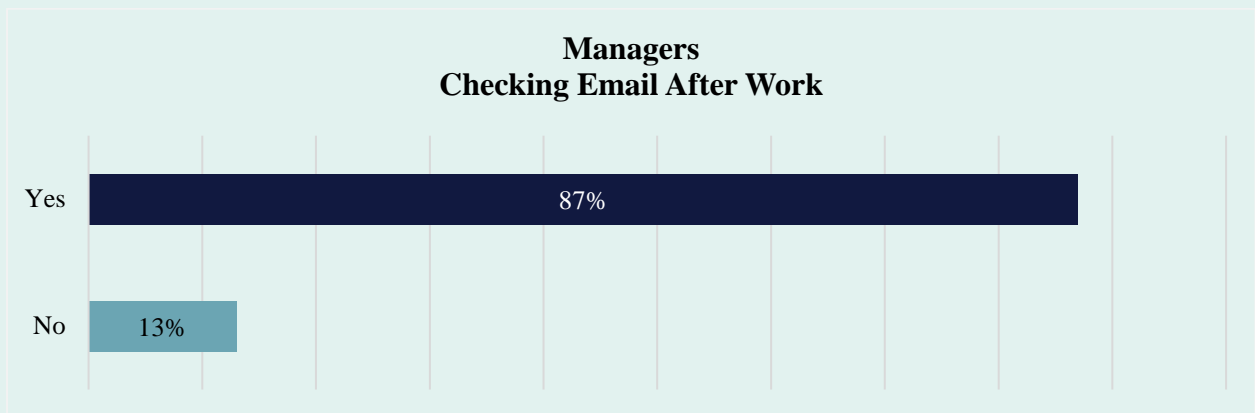


Figure 5M Checking Email After Work According to Managers

And when the same question was asked to the employees, responses varied between different generational groups (figure 5N).

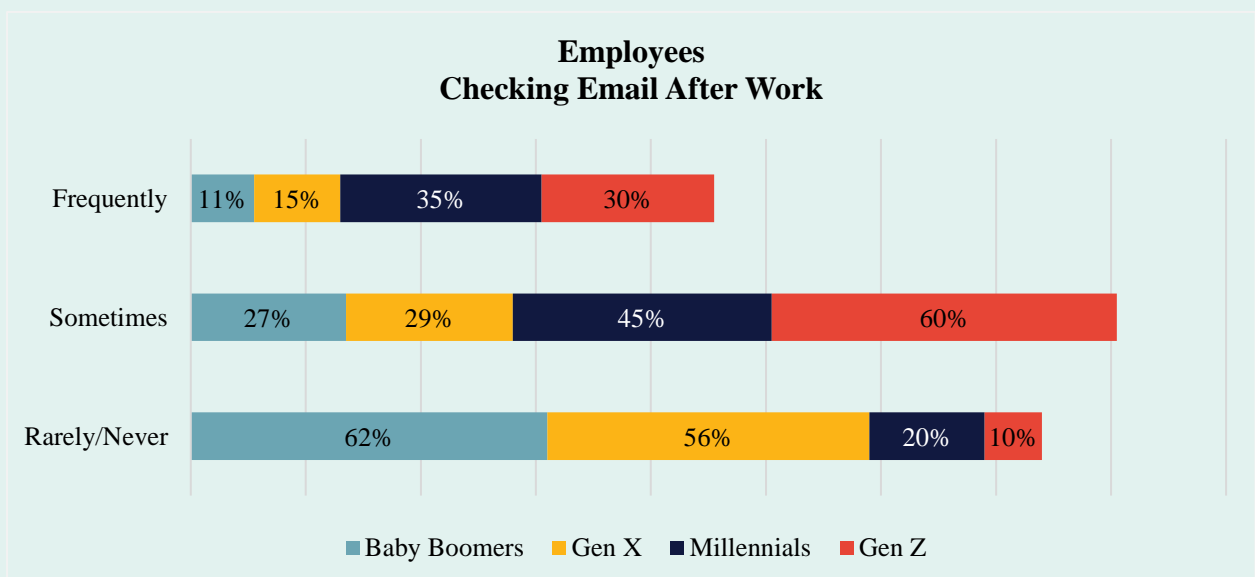


Figure 5N Checking Email After Work According to Employees

Evidently, the fresh graduates who belong to the Gen Z group and are entry level employees at organizations feel slightly more obligated than other generational groups to stay connected to work one way or another even after office hours. To validate this conception, the employees later were asked whether, regardless of any policies or instructions set by their department or organization, they personally feel obligated to show up online after hours. Again, their

responses varied between different generational groups (figure 5O) with 60% Gen Z employees confirming that they do feel obligated to stay online way after work hours.

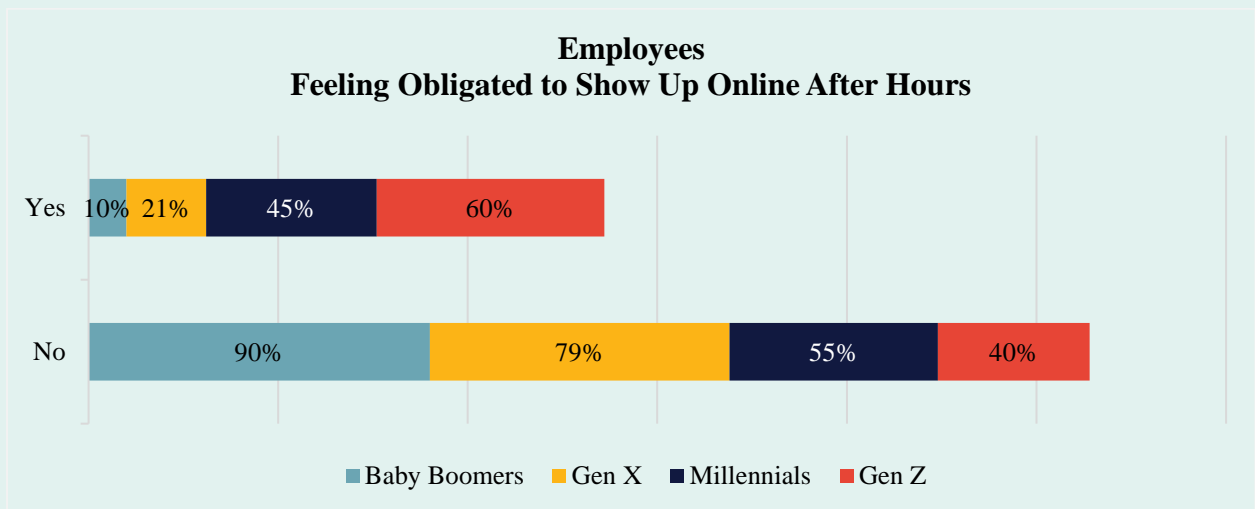


Figure 5O Feeling Obligated to Show Up Online After Hours According to Employees

Next, when the survey asked the managers whether they expect their employees to show up online and reply to work emails or business messages while on vacation, they offered the following responses (figure 5P). 53% managers do expect that their employees sometimes remain stay connected to work despite being away from work on vacation. This expectation does put a certain amount of pressure especially on younger employees to be available for work calls while on vacation.

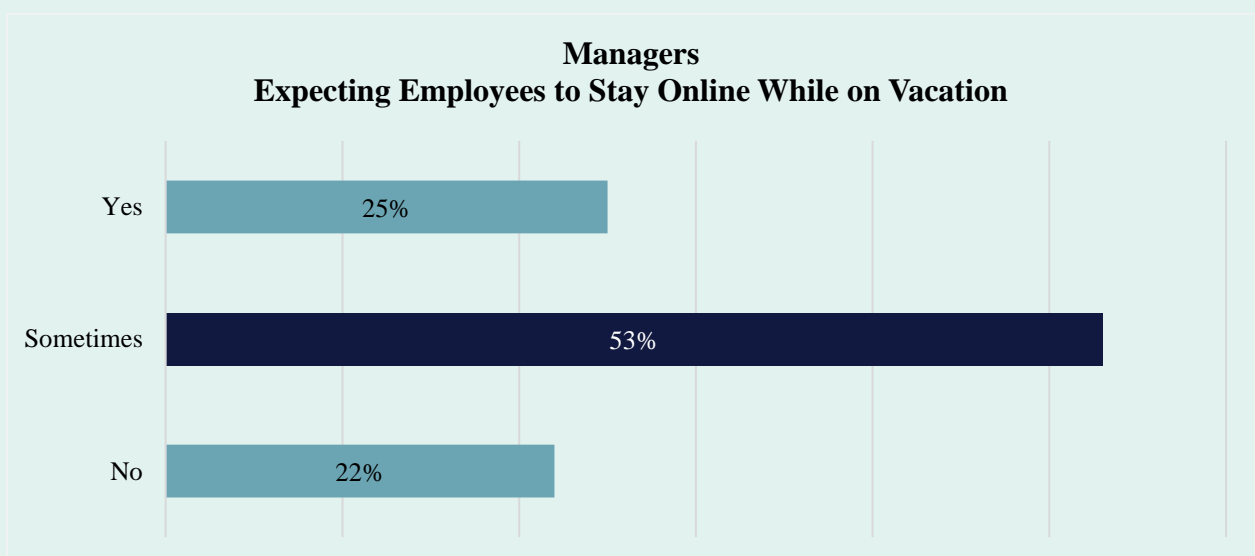


Figure 5P Expecting Employees to Stay Online While on Vacation According to Managers

When employees were asked whether they feel compelled to show up online and reply to work emails or business messages while on vacation, they offered the following responses (figure 5Q), which validated our previous assumption.

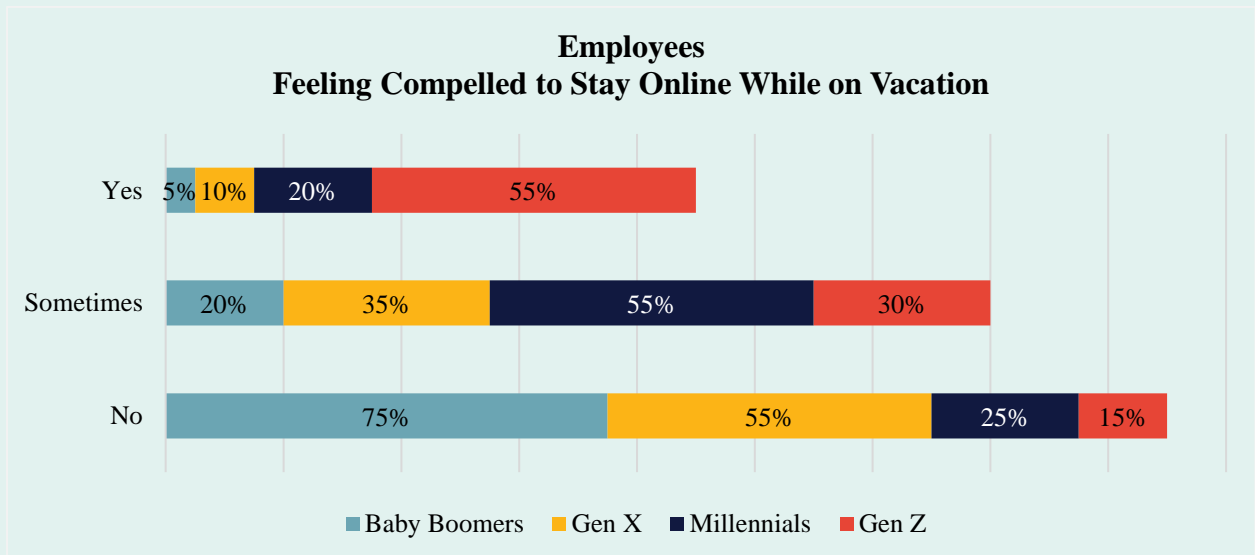


Figure 5Q Feeling Compelled to Stay Online While on Vacation According to Employees

5.5 Technology and Employee Connectivity

To understand the connection between technology and employee connectivity, both the managers and the employees were asked whether they feel like they overuse technology during the workday. They offered the following responses (figure 5R).

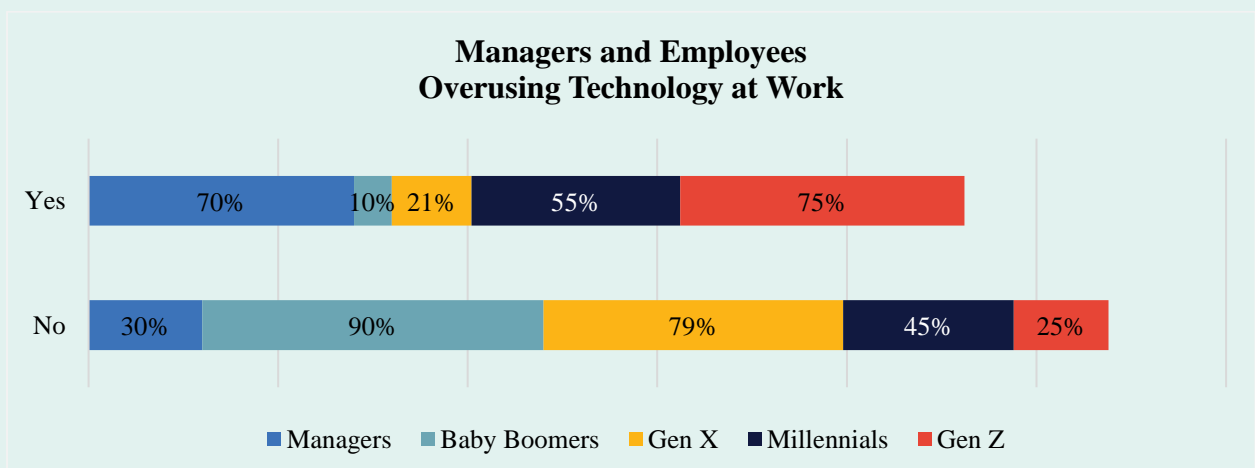


Figure 5R Overusing Technology at Work According to Managers and Employees

As per the survey results, a whopping 70% managers and 75% Gen Z employees feel like they tend to overuse technology at work for various purposes. So later both the managers and the

employees were asked whether they prefer handling work conflicts digitally to via in-person meetings or phone calls, they offered the following responses (figure 5S).

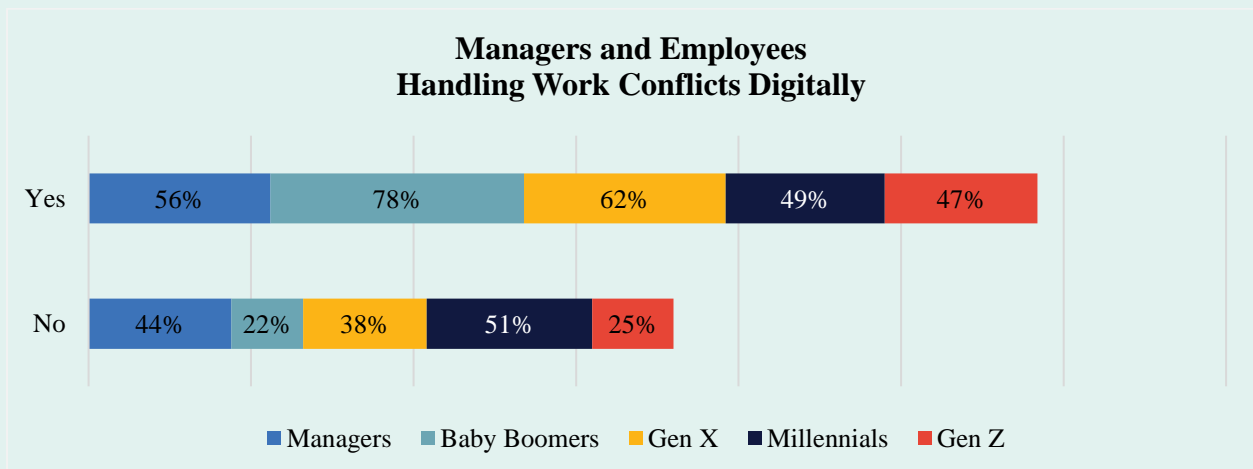


Figure 5S Handling Work Conflicts Digitally According to Managers and Employees

5.6 Technology and Its Impact on Work Life

Before delving into the matter of how technology impacts on the work life of managers and employees, the survey asked both the managers and the employees whether their department or organization promotes healthy technology habits at work. They offered the following responses (figure 5T), which varied widely between the two groups of respondents. While 65% managers believe their department or organization promotes healthy technology habits at work, only 25% employees believe the same. This surely indicates a gap in what managers and employees understand by healthy technology habits at work.

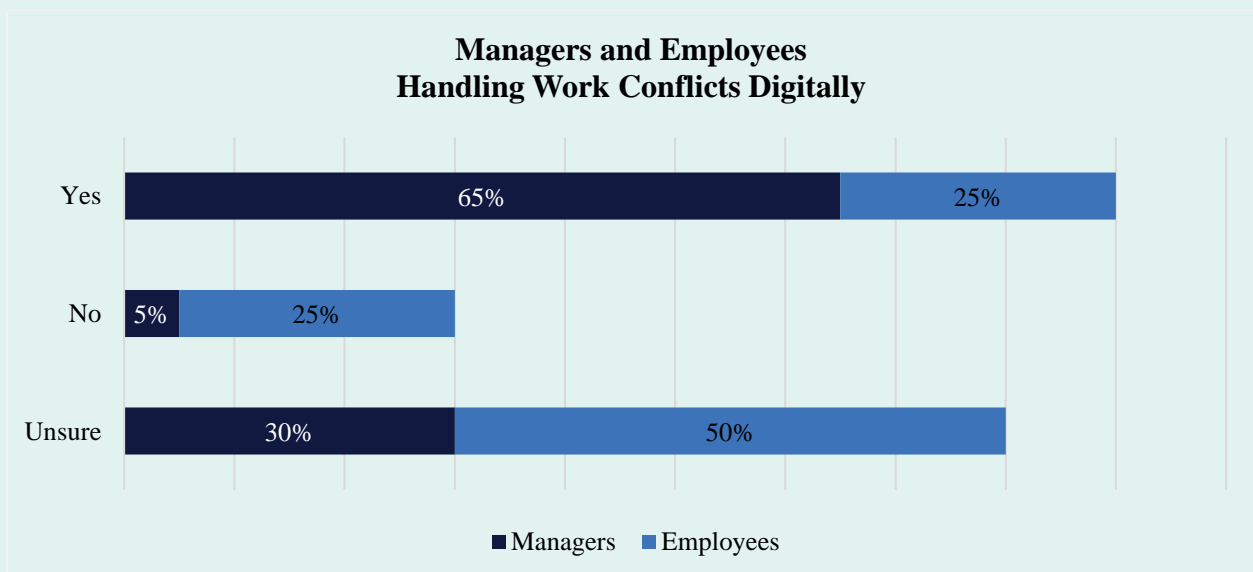


Figure 5T Handling Work Conflicts Digitally According to Managers and Employees

Next, when both the managers and the employees were asked how technology has impacted on their work life, they offered the following responses (figure 5U).

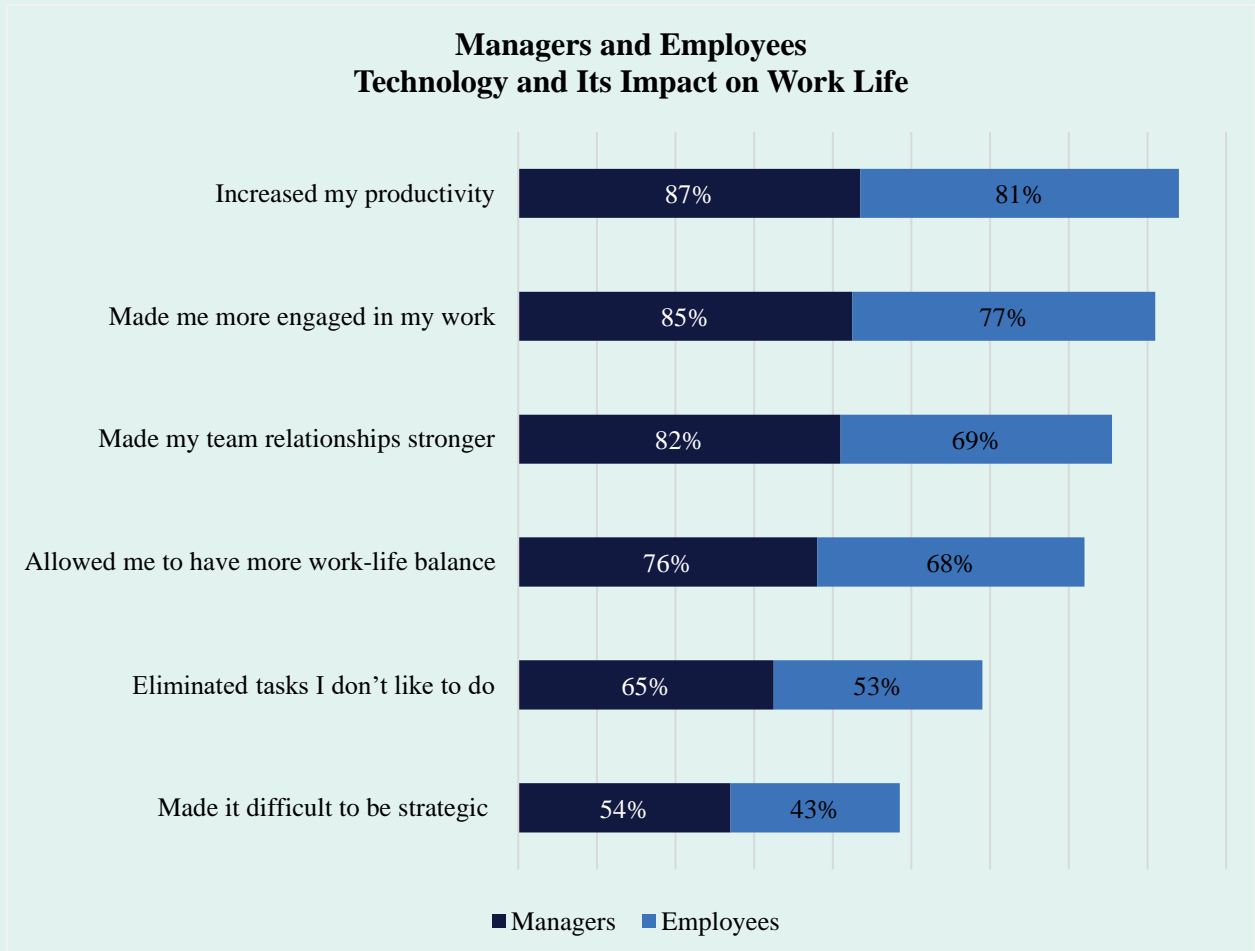


Figure 5U Technology and Its Impact on Work Life According to Managers and Employees

The results point out the fact that both the managers and the employees believe technology has positively influenced their work life.

5.7 Technology and Maintaining Relationships

Finally, to understand the connection between technology and maintaining relationships outside the physical office space, the managers were asked about the online platforms their organization offers to help employees as well as the alumni stay connected. They offered the following responses (figure 5V).

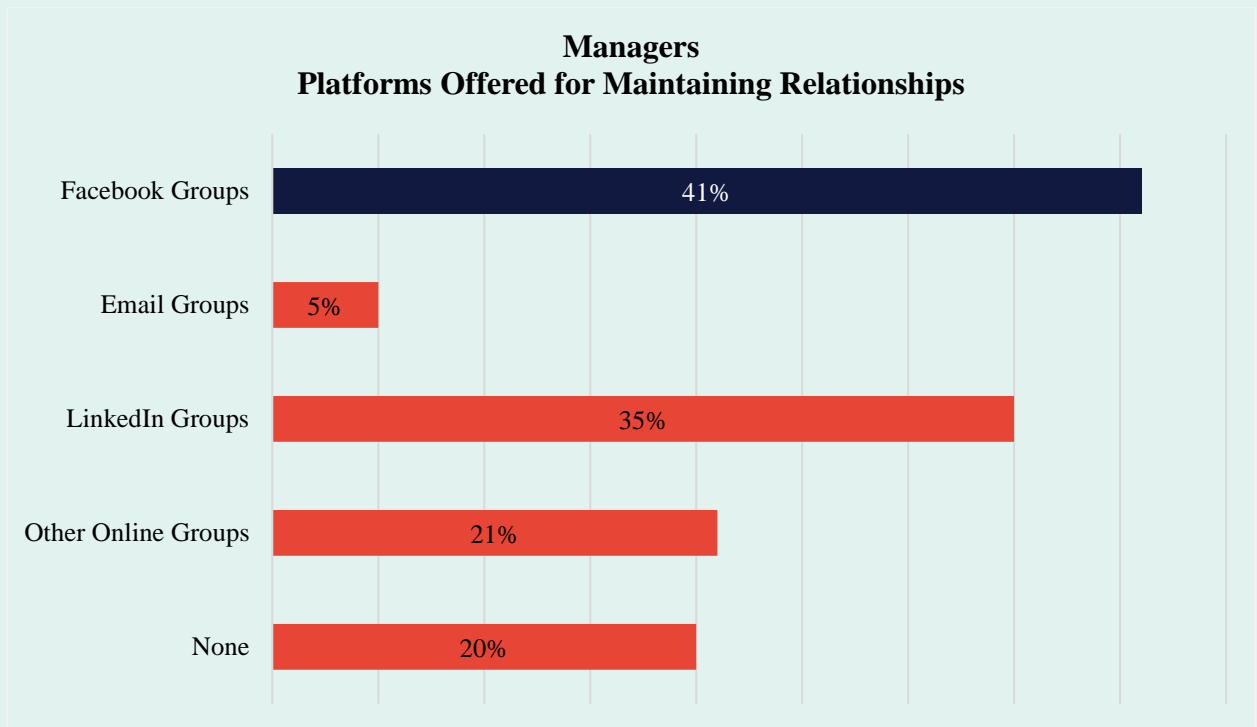


Figure 5V Platforms Offered for Maintaining Relationships According to Managers

Next, when the employees were asked about the online platforms they utilize to stay connected with their coworkers, they offered the following responses (figure 5W).

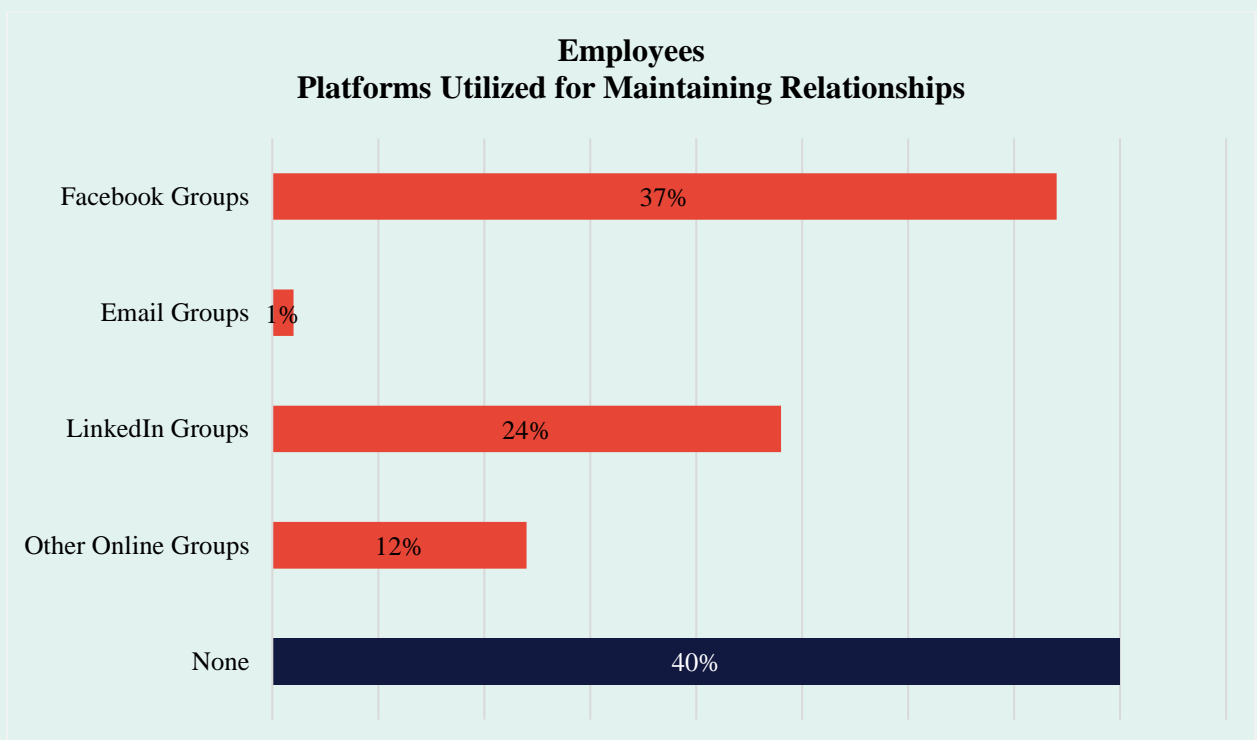


Figure 5W Platforms Utilized for Maintaining Relationships According to Employees

CHAPTER 6: CONCLUSION



The aim of this study was to systematically understand the connection between technology and overall employee experience in the context of Bangladeshi organizations. The study closely followed a similar study conducted by Randstad US and Future Workplace in the US in 2019 that aimed at finding how technology influences employee experience in the workplace.

Beyond a shadow of a doubt, technology has been acting as the driving force behind employee experience for a while now. However, there seems to be a disconnect not only between managers and employees but also between employees belonging to different age or generational groups regarding the influence of technology on employee experience. Indeed, technology is not an unmixed blessing. Too much of it can cause disruptions to an employee's concentration and daily flow of work. When used without much thought, it can affect relationships between coworkers.

At the end of the day, technology, therefore, is all about balance. A central part of employee experience, technology is now rewriting the rules in the workplace. So managers need to ensure the smartest use of technology at every aspect of employee experience while employees need to ensure the most responsible use of technology in the workplace.

REFERENCES

List of Websites

-  <https://www.onethread.app/>
-  <https://insights.randstadusa.com/how-tech-is-impacting-the-workforce-of-tomorrow>

APPENDICES

Appendix A | Survey Questionnaire Set I

Online Survey Questionnaire For Managers

UNDERSTANDING THE CONNECTION BETWEEN TECHNOLOGY AND EMPLOYEE EXPERIENCE IN THE CONTEXT OF BANGLADESH

(Please read the following text before proceeding to the main part of the survey.)

Hello, this is Nadia Afroze Disha, an MBA student from IBA, DU. I am currently conducting a survey for my internship project that aims to understand the connection between technology and employee experience in the context of Bangladesh. Would you please help me out with your valuable insights?

- ☐ Any information you share here will be used only for the purpose of academic research.
- ☐ To ensure that your responses are strictly confidential, please do not identify yourself anywhere on the form.
- ☐ Your participation is completely voluntary and thus, completion of the form will be considered implied consent.
- ☐ There are no right or wrong answers, so please answer the questions as honestly as possible.
- ☐ There are a few questions that are not mandatory, so you may choose not to answer them if you want.
- ☐ Your individual responses will be combined with those of other respondents and only summary statistics will be used in our research.

If you have any questions or confusions, kindly contact me here:
nadiaafrozedisha@gmail.com
nadisha@nub.ac.bd

Section A | Technology and Employee Experience

Thank you for choosing to help. The following questions aim to find out how technology influences employee experience at your organization. Please select the most suitable answers as per your experience and points of view.

1. **What sources, according to you, typically yield the highest-quality candidates for your department or organization?**
 - ☐ Employee Referrals
 - ☐ Company Career Websites
 - ☐ Career Fairs
 - ☐ Social Networks
 - ☐ Job Boards
 - ☐ Staffing Firms
2. **Do you see any connection between online negative reviews of your organization and talent outcomes?**
 - ☐ Yes
 - ☐ No

☐ Unsure

3. Does your department or organization use any sort of technology for formal induction of the new hires?

☐ Yes

☐ No

4. In your experience so far, has a new hire ever joined your department or organization and quit the job within the first week of joining?

☐ Yes

☐ No

5. How does your organization typically provide training to the employees?

☐ 50% Technology – 50% In-Person

☐ 75% Technology – 25% In-Person

☐ 25% Technology – 75% In-Person

☐ 100% Technology

☐ 100% In-Person

6. Will greater use of technology improve the quality of training provided by your organization?

☐ Yes

☐ No

7. In terms of technology impacting your work life, do you have difficulty disconnecting from work after hours?

☐ Yes

☐ No

8. Do you check email or work message after work?

☐ Yes

☐ No

9. Do you expect your employees to show up online and reply to work emails or business messages while on vacation?

☐ Yes

☐ Sometimes

☐ No

10. Do you feel like you overuse technology during the workday?

☐ Yes

☐ No

11. Do you prefer handling work conflicts digitally to via in-person meetings or phone calls?

☐ Yes

☐ No

12. Does your department or organization promote healthy technology habits at work?

☐ Yes

- ☐ No
- ☐ Unsure

13. How has technology impacted on your work life?

- ☐ Increased my productivity
- ☐ Made me more engaged in my work
- ☐ Made my team relationships stronger
- ☐ Allowed me to have more work-life balance
- ☐ Eliminated tasks I don't like to do
- ☐ Made it difficult to be strategic

14. Which of the following online platforms does your organization offer to help employees as well as alumni stay connected?

- ☐ Facebook Groups
- ☐ Email Groups
- ☐ LinkedIn Groups
- ☐ Other Online Groups
- ☐ None

15. Please share any additional comments or questions (if any).

Section B | Demographic Questions

To better understand who is being surveyed and to utilize your responses to the fullest, it is imperative that you respond to the following demographic questions.

16. Your age range

(Your real age, not the certificate one. The age range has been set as per generational categories i.e., 25 and under = Gen Z, 26 – 41 = Millennial, 42 – 57 = Gen X, and 58 – 65 = Baby Boomer.)

- ☐ 25 and under
- ☐ 26 – 41
- ☐ 42 – 57
- ☐ 58 – 65

17. Your gender

- ☐ Female
- ☐ Male
- ☐ Other

18. How long have you been working as a manager at your organization?

- ☐ Less than 5 years
- ☐ 5 – 10 years
- ☐ 10 – 15 years
- ☐ 15 – 20 years
- ☐ More than 20 years

It's incredible how you took the trouble of filling out the entire form. Thank you so much. Stay safe.

**Online Survey Questionnaire
For Employees**

**UNDERSTANDING THE CONNECTION BETWEEN TECHNOLOGY AND
EMPLOYEE EXPERIENCE IN THE CONTEXT OF BANGLADESH**

(Please read the following text before proceeding to the main part of the survey.)

Hello, this is Nadia Afroze Disha, an MBA student from IBA, DU. I am currently conducting a survey for my internship project that aims to understand the connection between technology and employee experience in the context of Bangladesh. Would you please help me out with your valuable insights?

- ☐ Any information you share here will be used only for the purpose of academic research.
- ☐ To ensure that your responses are strictly confidential, please do not identify yourself anywhere on the form.
- ☐ Your participation is completely voluntary and thus, completion of the form will be considered implied consent.
- ☐ There are no right or wrong answers, so please answer the questions as honestly as possible.
- ☐ There are a few questions that are not mandatory, so you may choose not to answer them if you want.
- ☐ Your individual responses will be combined with those of other respondents and only summary statistics will be used in our research.

If you have any questions or confusions, kindly contact me here:
nadiaafrozedisha@gmail.com
nadisha@nub.ac.bd

Section A | Technology and Employee Experience

Thank you for choosing to help. The following questions aim to find out how technology influences employee experience at your organization. Please select the most suitable answers as per your experience and points of view.

- 1. When you were last searching for a job, where did you spend most of your time or efforts?**
 - ☐ Employee Referrals
 - ☐ Company Career Websites
 - ☐ Career Fairs
 - ☐ Social Networks
 - ☐ Job Boards
 - ☐ Staffing Firms
- 2. Will you apply to organizations with negative online reviews?**
 - ☐ Yes
 - ☐ No
- 3. Has your hiring experience been –**
 - ☐ almost predominantly digital?

- ☐ almost predominantly in person?
4. When you started your most recent job, did your department or organization use any sort of technology for your formal induction?
- ☐ Yes
☐ No
5. Have you ever joined a new department or organization and quit the job within the first week of joining?
- ☐ Yes
☐ No
6. How does your organization typically provide training to the employees?
- ☐ 50% Technology – 50% In-Person
☐ 75% Technology – 25% In-Person
☐ 25% Technology – 75% In-Person
☐ 100% Technology
☐ 100% In-Person
7. Will greater use of technology improve the quality of training provided by your organization?
- ☐ Yes
☐ No
8. In terms of technology impacting your work life, do you have difficulty disconnecting from work after hours?
- ☐ Yes
☐ No
9. Do you check email or work message after work?
- ☐ Frequently
☐ Sometimes
☐ Rarely/Never
10. Regardless of any policies or instructions set by your department or organization, do you personally feel obligated to show up online after hours?
- ☐ Yes
☐ No
11. Do you feel compelled to show up online and reply to work emails or business messages while on vacation?
- ☐ Yes
☐ Sometimes
☐ No
12. Do you feel like you overuse technology during the workday?
- ☐ Yes
☐ No

13. Do you prefer handling work conflicts digitally to via in-person meetings or phone calls?

- ☐ Yes
- ☐ No

14. Does your department or organization promote healthy technology habits at work?

- ☐ Yes
- ☐ No
- ☐ Unsure

15. How has technology impacted on your work life?

- ☐ Increased my productivity
- ☐ Made me more engaged in my work
- ☐ Made my team relationships stronger
- ☐ Allowed me to have more work-life balance
- ☐ Eliminated tasks I don't like to do
- ☐ Made it difficult to be strategic

16. Which of the following online platforms do you utilize to stay connected with your coworkers?

- ☐ Facebook Groups
- ☐ Email Groups
- ☐ LinkedIn Groups
- ☐ Other Online Groups
- ☐ None

17. Please share any additional comments or questions (if any).

Section B | Demographic Questions

To better understand who is being surveyed and to utilize your responses to the fullest, it is imperative that you respond to the following demographic questions.

18. Your age range

(Your real age, not the certificate one. The age range has been set as per generational categories i.e., 25 and under = Gen Z, 26 – 41 = Millennial, 42 – 57 = Gen X, and 58 – 65 = Baby Boomer.)

- ☐ 25 and under
- ☐ 26 – 41
- ☐ 42 – 57
- ☐ 58 – 65

19. Your gender

- ☐ Female
- ☐ Male
- ☐ Other

20. Your current employment status

(Carefully check if any of the given options suitably describes your current employment status. If your current employment status is not in the option, please choose the option 'Other'.)

- ☐ Employed – Full-time
- ☐ Employed – Part-time
- ☐ Other

It's incredible how you took the trouble of filling out the entire form. Thank you so much. Stay safe.