

# Effect of Managerial Motivational Factor on Employee Performance in the ICT of Bangladesh

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## Abstract

At present, the ICT industry of Bangladesh is expanding day by day and improving widely. The significance of the IT sector towards the global economy is increasing rapidly. Bangladesh is currently one of the finest sites to source IT support worldwide. By enhancing IT employee's performance, this sector can be more ameliorated. Our paper seeks to study about the steps an organization takes to improve their employee's performance. It also describes the expectation of employees from an organization as well as their environment, employee's motivation, satisfaction level, and their work engagement. This paper also includes occupational stress levels among employees.

**Keywords:** ICT Industry, Employees Performance, Organization, Employees Motivation, Work Engagement.

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## 1. INTRODUCTION

ICT is the cornerstone of any digital venture, which expands the unbounded fields of information, communication, and telecommunication technology. ICT is essential for any type of digital venture. The sector is growing more globally viable because of the latest Digital Bangladesh initiative. The air of digitization is progressively forming a connection between prosperity and accomplishment. Consequently, its sustainability is essential for the development and strengthening of the national economy. Based on the most recent ITU's ICT Progress Index, which measures ICT development, Bangladesh landed at the rank of 147 out of 176 countries [1].

For further developing this sector, one of the excellent ways is to bring out the best performance of employees. If we look at today's world, then we observe that the countries which are successful in the IT sector focus mostly on employee's performance. For achieving the best performance from an employee an organization must give importance in some specific fields. One of the main things is to hold employee motivation. Motivation is very essential for employers to recruit and retain staff [2]. If an employee is motivated, they are more likely to work hard and accomplish a good job. A motivated employee is passionate, dedicated and takes pride in his work. They perform efficiently, take rapid initiative, and want to do

an excellent work for themselves as well as for the company. Another important factor for an organization is employee satisfaction. Employee satisfaction leads to an ambience of positivity permeates in the workplace [3]. It is extremely important for employees to be satisfied in order to perform at their highest level. Employees who are satisfied with their jobs are the most loyal to their organization and stick to it even in the worst scenario. They do not work out of any sense of obligation because they yearn of uplifting their company. Employees need to be committed to their work, and this passion and commitment only arise when they are satisfied with their job and the organization as a whole.

In an organization, the work environment plays a significant role for both male and female employees. A good work atmosphere provides sufficient psychological well-being for employees which encourages them to work spontaneously [4]. Though an employee has to experience a lot of pressure related to his/her office work which is later converted into mental stress. A cooperating and healthy office ambience can be helpful for an employee to reduce stress. Supporting supervisor, friendly relationships with colleagues, these all play a vital role here [5]. Support and collaboration also affect work engagement. Whenever they need to work in a team they can bring out utmost success for their organization. But these all

depend on the organization's culture. If an organization maintains a healthy work atmosphere, good relationship with employees, taking good care and value of the talented employees which also motivates them to develop their skills to create a motivated workforce who will stay with the company or organization in the long run. Every employee of an organization is equally beneficial. One cannot take another place or do others work. In an organization top level management's proper plan and decision affect other employees' performance. Their right selection of employees helps that company to become successful. Top level management can retain an employee by giving him/her many facilities, good salary, reward for good job like bonus or promotion. They can also maintain and value them by giving proper attention to their skills and knowledge. Top level management's correct steps will motivate employees to work hard and for their proper care employees will get satisfaction from their job which will affect their performance too. In this way any organization or company will achieve its desired goal and become renowned.

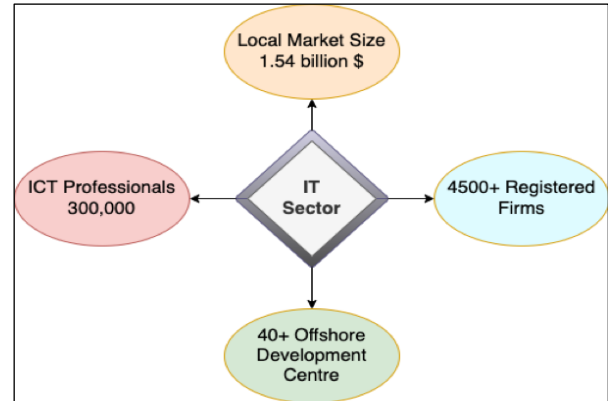
In this paper we have discussed in detail about ICT industries in Bangladesh in section 2.1, where we have included software industry, Telecommunications and mobile telephony, E-Commerce Industry, Radio and Television Broadcasting, Online/Mobile banking, Famous Domestic Manufacturer in Bangladesh, Tourism and hospitality industry, Business Process Outsourcing and Telemedicine healthcare service. Organizational expectation and employee's performance were highlighted in section 2.2 and 2.3 respectively. Here we discussed Employee's Expectations in an organization, Employee's work Engagement, Talent management, Workplace Environment and also about Organizational Stress Level among Male and Female employees in the IT Sector. Then the section 2.4 explains Motivational factors for employee. In this sector we mentioned Motivational theory Issues, Factors of Motivations for employees in ICT companies and Top management activities for employee motivation. Therefore, section 2.5 discussed the Satisfaction level in an organization. Here includes Organizational commitment and Organizational Behavior in ICT industry. Finally, section 2.6 is explained the impotencies of employee's motivation to the main stream economic growth of the country.

## 2.1 ICT Industry in BD

### 2.1.1 Software Industry

Over the past few decades, Bangladesh has accomplished great innovations in the software development industry, contributing to the most recent development. In Bangladesh, the volume of the software development industry is little when compared to the 150+ million massive population and GDP of the nation. During the past five years, on average, the software development sector in Bangladesh has had

over 40% yearly growth and this trend is indeed very likely to continue [6]. From Fig 1 we get an idea about entire IT sector of Bangladesh. Nowadays, there are about 4500+ software and ICT companies registered in Bangladesh, and these companies recruit over 300,000 local software developers and ICT experts.

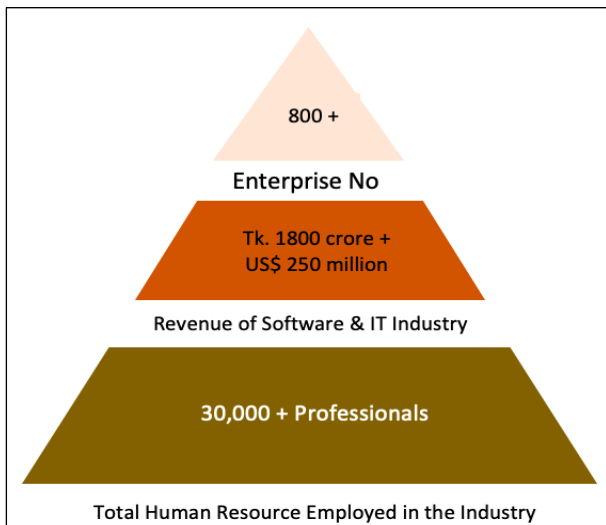


**Figure 1: Infrastructure of Bangladesh IT sector**

These organizations cumulatively provide the local industry's need for software valued US\$ 1.18 billion. According to a research, the IT industry directly employs over 30,000 experts and has a market value of more than US\$ 250 million [7]. Based on the 2022 investigation, Bangladesh's domestic IT and ITES industries are currently estimated to be worth \$2.3-2.6 billion and are anticipated to grow five-fold to \$4.6-4.8 billion by 2025 (Betting on the future) [8]. Web development sectors in Bangladesh have substantial contributions to the digitalization created today. According to BASIS, approximately half of the nation's registered ICT providers make web services such as web design and development. Moreover, the development of mobile apps is increasingly becoming a popular and essential demand. A mobile app may make purchasing stuff facile for customers with user-friendly features and secure payment gateways like Bkash, Nagad, etc. It consequently guarantees a great customer experience. There are lots of software companies in Bangladesh.

Bdtask is one of the leading software development companies in Bangladesh. They presently have over 100 staff members with ten or more years of expertise. They specialize in marketing software to markets in Africa, India, Europe, the US, the UK, and Australia. They are providing Software & IT solutions to over 25+ countries all over the world. They work with British American Tobacco (BAT), mobile company like Grameenphone, Robi, Citibank, and many more companies. They have 400+ employees with experience of 24+ Years. Another software company who has played an important role in the country's IT industry for 10 long years is Tiger IT. They have a high level of expertise with several different games and applications in addition to plenty of government projects. They are one of the prominent companies in

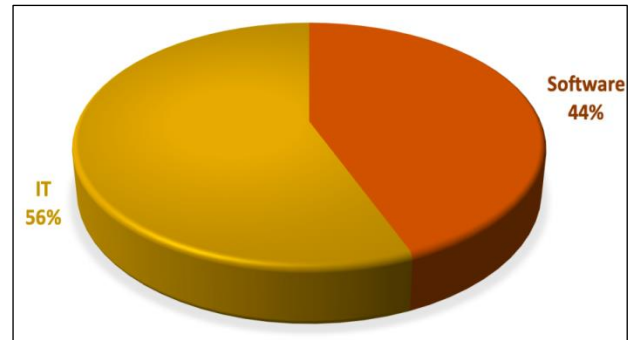
the nation that introduced the Automated Fingerprint Identification System (AFIS) and the Biometrics Program [9]. It started its expedition back in 2009 with the vision of providing businesses in several areas, including real estate, telecoms, and the government, professional, deeply committed, and customized digital benefit. The company's commitment to the government includes its collaboration with government agencies and Access to Information (a2i), the program that serves as the centerpiece of the Digital Bangladesh Agenda, to construct an innovative and dynamic site (corona.gov.bd). One of Bangladesh's top industries for hiring recent graduates is unquestionably the software and IT services sector [1]. Through its aspiration for a "Digital Bangladesh" by the year 2021, the Government of Bangladesh tremendously contributes to the expansion of software development in Bangladesh [10]. The government is establishing the digitization of Bangladesh in every sphere of advantageous to bring services to the people's streetcorners, from building. Out of all the companies which are already registered with BASIS, approximately 175 are software companies primarily export software and outsourcing software development work. In order to get over the turmoil last year, BASIS asked the government for around Tk. 660 crores to help the software development companies in Bangladesh to ensure their operations and pay staff wages and office rent from April to September.



**Figure 2: Bangladesh software and IT industry**

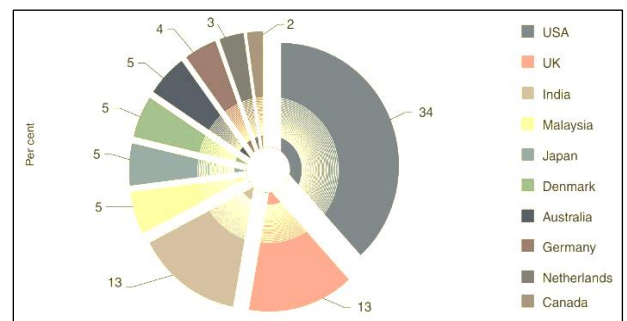
This Figure 2 give a clear idea about Bangladesh software and IT industry. This figure mentioned that the total enterprise number is about 800+, the annual revenue from this sector is about tk.1800 crore+ which is USD 250 million. Then it gives an estimate of the total human resource employed in the industry which is almost 30,000+ professionals.

<sup>1</sup>“ 10 leading software companies in Bamgladesh”,bdtask.



**Figure 3: Software and IT Industry Revenue Proportion**

From the Figure 3, we can know about the revenue proportion of the Software and IT industry. Software industry contributes 44% where IT industry contributes 56% in the total revenue.



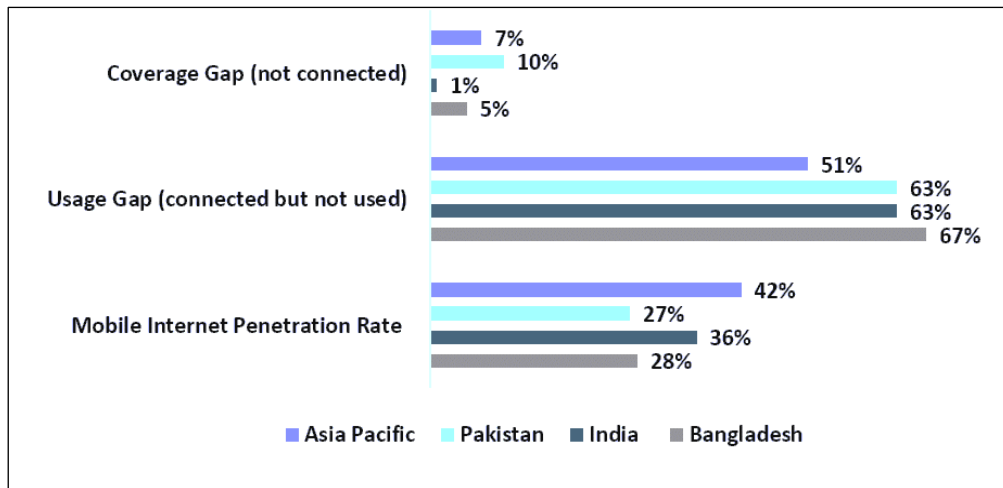
**Figure 4: Major Bangladesh IT Sector Export Destination 2020**

(Source: BASIS 2021)

Figure 4 shows that the local software businesses contributing to the 75% of the total foreign remittance contributing to the country.

### 2.1.2 Telecommunications and mobile telephony

Three major market companies, Grameenphone, Robi, and Banglalink, they constitute for 97% of the subscriber market share in the telecom industry, have greatly contributed to the growth of this oligopoly. Over the previous five years, these three players' combined income increased by a compound annual rate of 5.5%, reaching USD 3.2 billion in 2020. With 90 million unique subscribers as of December 2020, there is still a significant chance that the number of new mobile phone users will rise significantly in the next years. The increase in mobile usage by 28 million teenagers and 34 million individuals who live below the poverty line, the most of whom do not currently use any mobile phones, provides the growing foundation for a larger market. With these potential development factors, it is predicted that there would be 127 million unique users by 2030. Since 2016, there has been a 10.4% CAGR rise in the number of unique mobile internet customers, which numbered 47 million in 2020.



**Figure 5: Signifying the scope of the proliferation of data revenue of % of total population**  
Source: GSMA

The total number of unique mobile internet users is predicted to reach 118 million by 2030, with a predicted CAGR of 9.6%. The majority of Bangladesh's population will have access to 4G networks by the end of 2020. Users live in locations where the mobile broadband network is accessible, 67% of the population still does not use mobile internet services, while the remaining 28% do. The rest only 5% of people stay in places without access to the 4G network [2].

In Bangladesh, the telecom sector has grown quickly over the past ten years, with 161.772 million active subscriptions as of the end of June 2019 [11]. By the end of 2025, 7.3 crore people in Bangladesh are expected to have access to mobile internet, accounting for 41% of the country's population. However, taking population growth into account, 10.6 crore individuals will continue to lack access to mobile internet [12]. There are four mobile phone operators in Bangladesh. The oldest company is Grameenphone. Grameenphone is currently working with about employees: 2,086 (2020) and its annual revenue is 1.7 billion USD (2020) [3]. Then another company is Teletalk. Teletalk is the only public mobile phone operator in Bangladesh. At present Teletalk is working with 500-1000 (2022) employees and the annual revenue is 100-500 million USD (2022) [4]. Another company is Banglalink. The number of employees of Banglalink is about 500-1000 (2022) and its annual revenue is 500 million-1 billion USD (2022) [5].

### 2.1.3 E-Commerce Industry

Consumers can now make purchases through various websites with minimal effort. Because of the burgeoning mobile financial services (MFS) industry, which is benefiting the e-commerce sector. A survey by the Asian Development Bank (ADB) on the cottage, micro, small and medium business (CMSME) sector signifies that the market would treble in size by 2023. There are already 2,500 or more e-commerce companies operating in the nation, and there are at least 50,000 business pages on Facebook [13]. Considering the pandemic, Bangladesh's GDP growth rate from January to September 2020 was 5.2% (ADB, 2020), one of the highest in Asia and considerably larger than Sri Lanka's -5.5%, India's -9%, and South Asia's average growth rate of 6.8%. The vast majority of people in Bangladesh are young and digitally savvy, with 62%+ of the population being under 35%. By 2025, the Middle Class will exceed 34 million, going to rise at a 10% annual rate. Considering 110 million+ internet users (95% on mobile devices) and 40 million+ smartphone users, digital services are being embraced more ubiquitously (BTRC & GSMA, 2020). The world economic e-commerce market has been expanding incrementally to reach USD 2.1 billion. The industry has interconnected 1,200 e-commerce enterprises, 60,000 SMEs (35,000 people; 25,000 businesses), 2,000 web-based businesses, and 50,000 active f-commerce merchants. The country's e-commerce industry has the potential to elicit almost five lakh employment over the next five years and to become a substantial financial engine [6].

<sup>2</sup>"Bangladesh telecom sector outlook in the fresh decade, October, 2021", ucaml.

<sup>3</sup>"Grameenphone", Wikipedia.

<sup>4</sup>Teletalk Bangladesh Limited Overview", signalhire.

<sup>5</sup>"Banglalink Limited Overview", signalhire.

<sup>6</sup>"Bangladesh's digital commerce industry is gaming forward on the back of the following growth drivers", lightcastlebd.

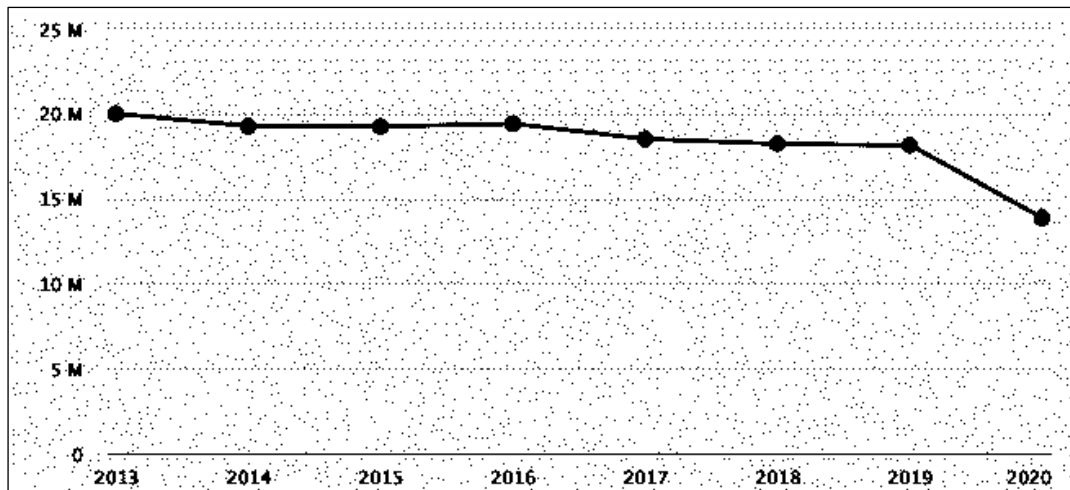


Figure 6: Average station revenue for all-news radio stations (in U.S. dollars) Source: Pew Research Center analysis of MEDIA Access Pro & BIA Advisory Services data

### 2.1.4 Radio and Television Broadcasting

There are currently 35 commercial and community radio stations broadcasting, and 12 more are set to launch soon. The remaining 18 stations are community radios, while 17 are commercial stations. The recreational and local information needs of the impoverished are also being met by about 24 community radio stations. Average station revenue for all-news radio stations (in U.S. dollars) in 2020 is \$13,866,000 [14]. Only few 16 of the 25 all-news stations are accounted for in the statistics since the BIA Advisory Services database has revenue data for every single year represented in the chart [15]. JAGO FM 94.4 is one of the radio stations in Bangladesh. It was founded in 2015. JAGO FM 94.4 is now working with 10-50 employees [7]. Another well-known radio station is My Bangla Radio. Currently, here working total 25-100 employees with annual revenue 100k-5M USD [8]. Radio Foorti is another reputed radio station. It started its journey in 2006. Now they are working with 10-50 employees [9]. Television is one of the most popular forms of media and information in Bangladesh. As of 2019, the Bangladeshi government has sanctioned the streaming of 45 local, privately owned tv channels of which 34 channels are currently broadcasting [10]. The very first television station in Bangladesh, Bangladesh Television (BTV Dhaka), premiered on December 25, 1964, under Pakistan Television. After Bangladesh achieved independence, it rebranded Bangladesh Television, mostly acknowledged on broadcast as "BTV." On December 19, 1996, BTV Chittagong, the company's first regional television station, appeared on the air for an hour. On December 19, 2021, it began broadcasting a full day because its broadcast time had

<sup>7</sup>“JAGO FM 94.4 Overview”, signalhire.

<sup>8</sup>“Mybanglaradio Overview.”, owler.

<sup>9</sup>“Radio Frooti Overview”, signalhire.

<sup>10</sup>“সম্প্রচারের অপেক্ষায় ১১টি টিভি চ্যানেল”, Prothom Alo, 25 May 2022.”

extended significantly in recent years. BTV World, a satellite television service that was introduced in 2004, distributes BTV Dhaka's broadcasts across the world. Bangladesh has a large number of mixed entertainment television, several news channels, music channels, children's-based TV, sports channels, non-fiction, and business-oriented channel. Moreover, fourteen IPTV channels gained approval from the government to broadcast [16].

### 2.1.5 Online/Mobile banking

In Bangladesh, there are 61 scheduled banks in Bangladesh; the country has a very high rate of competition in the banking industry [17]. Therefore, to continue their business sustainability, banks are forced to bring different cutting-edge e-banking solutions as a “value-added” tool to differentiate their services, lower their costs and expand their existing customer base. Moreover, the Covid-19 period has given a huge boost to online banking. As people are becoming more cautious about social distancing and the whole economy is learning the importance of going cashless, the banking industry is seeing a massive surge in demand for online banking. In March 2020, the volume of transactions through internet banking was about Tk. 6500 crore, within just a year, by March 2021, the volume topped Tk.10,000 crore. Currently, there are more than 36 lakh users of internet banking in Bangladesh (Source: Bangladesh Bank). In Bangladesh bKash is the most widespread mobile banking system. At present, Bkash is working with 2,077 employees [11] and its annual revenue is about 280 million US [12]. However, Rocket is the mobile banking system of Dutch Bangla Bank. Currently, Rocket's total number of employees is about 26,000 [18] and the revenue for the quarter ending March 31, 2022 was \$2.671B [19]. In 2018, Nagad began its journey with high-demand

<sup>11</sup>“BKash Employee Directory”, zoominfo.

<sup>12</sup>“BKash”, wikipedia.

services such as Cash-In-Out, and online mobile recharge. Now Mobile financial service provider Nagad has about 389 employees [13] and it has handed over nearly Tk 33.2 million to Bangladesh Post Office as revenue share in 2020-21 fiscal year. Moreover, MCash by Islami Bank Bangladesh Limited, SureCash is also a mobile banking system in Bangladesh offered by Rupali Bank Limited. Another is Upay, a mobile banking app offered by UCBL. Trust Axiata Pay (Tap) mobile banking services offered by Trust Bank Limited [14]. The digital banking of BRAC Bank was 16-17% just a year ago, but now it has increased to 42%. BRAC Bank's investment in technology has averaged Tk170 crore in three years, from 2018 until 2020 (Source: Dhaka Tribune). IFIC Bank provides many internet banking facilities including services like managing account balances, checking transaction history, transfers between accounts, checking credit card limits, blocking any card, requesting a checkbook, bank certificates, and many more. Standard Chartered bank offers a very dynamic and clean set of internet banking features. It provides fund transfer facilities, checking, printing, and downloading A/C statements, resetting PINs, and many others [15].

### 2.1.6 Famous Domestic Manufacturer in Bangladesh

Bangladesh is one of the domestic manufacturing countries that is expanding the fastest and has a lot of potential. Popular Bangladeshi manufacturer brands include: Walton Group. One of the biggest and success R&D centers in the world is owned by the Walton Group [20]. It was formed by SM Nazrul Islam in 1977 as a small local business conglomerate known as the R. B. Group [16]. In 2000, Walton began making and selling electricals, electronics, cars, smartphones, and other products under the "Walton" brand. This is how the Walton Group was established. WALTON GROUP is the owner and operator of the MARCEL brand, in contrast. Walton is currently working with 2100+ employees and the annual revenue is about 867 million dollars [17]. Walton now holds a 66% market share for refrigerators, a 50% market share for televisions, and a 33% market share for air conditioners, solidifying its position as Bangladesh's largest IT company. The Walton Group consists of eight sister firms, including Walton Hi-Tech Industries Limited, Walton Micro-Tech Corporation, Walton Digi-Tech Industries Limited, and Walton Motors. This organization is now worth USD 4.5 billion. Another

well-known business that began as Jamuna Electric Manufacturing Co., Currently, Jamuna Group is one of Bangladesh's top producers of electrical equipment and accessories. It was founded in 1974 by Nurul Islam Babul. He is a Bangladeshi pioneer industrialist and politician. In a variety of industries, including apparel & textiles, print & electronic media, consumer goods, leathers, chemicals, electronics, engineering, beverages, real estate, housing, etc., it has built a sizable number of successful businesses [18]. Under their umbrella, there are more than 20 business. VISION Electronics started business on March '13 as a sister concern of RFL Group by launching 24" VISION LED TV at Ghorashal, Bangladesh. VISION Electronics has manufactured with the world-class European state-of-the-art technology on 3 manufacturing factories at Ghorashal, Danga & Habiganj industrial park. Simultaneously, VISION Electronics is producing and marketing LED TV, Refrigerator, AC, Washing Machine, Oven, Rice Cooker, Blender, Iron etc. VISION has provided warranty facilities including after sales support by 40+ service centers. They have 1700+ factory workers, 100+ engineers, 350+ sales force, 1000+ dealers/retailers, 300+ exclusive showrooms & 270+ Company own VISION Emporium Showrooms [19]. VISION Electronics has started exporting in more than 10 countries. Their annual revenue is \$123.7M per year [20]. Next is Navana Group. Alhaji Jahurul Islam established it in 1964. But initially, Bengal Development Corporation began operations as a construction firm in 1953. The most well-known of these companies are Navana Limited, Navana Construction Limited, Navana Automobiles Limited, Aftab Automobiles Limited, Navana Logistic Limited, Navana CNG Limited, Navana Real Estate Limited, Navana Furniture Limited, Navana Electronics and Navana Food Limited. There are 5,500 people spread throughout 27 different business areas to manage. Minister Hi-Tech Park Limited is the fastest growing Electronics Industry in our country [21]. MyOne Electronics Industries Ltd. is the fastest growing Electronics Industry of our country. This Company has established on 1st June 2002 [22]. The founder also established Minister Hi-Tech Park Ltd. on 1st June 2013. Currently Minister Hi-Tech Park Limited has 10,001+ employees [23] and its annual revenue is \$5 M+ [24].

### 2.1.7 \*Tourism and hospitality industry

Bangladesh has 1,400 tourism spots, according to Bangladesh Parjatan Corporation. According to

<sup>13</sup> "Nagad Employee Directory", zoominfo.

<sup>14</sup> "List of the top 7 Mobile banking in Bangladesh", mybangla24.

<sup>15</sup> "Rise Of Online Banking In Bangladesh", gigatechLtd.

<sup>16</sup> "Top 10 Group of Companies In Bangladesh", businessinspection.

<sup>17</sup> "Walton\_Group", wikipedia.

<sup>18</sup> "Jamuna Electronics & Automobile", infotelligent.

<sup>19</sup> "vision." <https://vision.com.bd/about-vision/>

<sup>20</sup> "Vision Electronics Revenue & Competitors", Growjo.

<sup>21</sup> "myonebd." <https://myonebd.com/company-profile/>

<sup>22</sup> "ministerbd." <https://ministerbd.net/about/>

<sup>23</sup> "Minister Hi-Tech Park LTD", linkedin.

<sup>24</sup> "Minister Hi-Tech Park LTD Overview", zoominfo.

estimates, more than 2.4 million people are employed in the tourist sector of Bangladesh, which Lonely Planet's ranks as the seventh best value destination out of the top 10. 10.4% of all economic activity came from this. The council calculates that travel and tourism support 319 million jobs globally [21]. A tenth of the world's GDP and jobs were generated by tourism in 2019, but the coronavirus pandemic wiped out the \$9.6 trillion industry, reducing its production value and creating 62 million jobless people [22]. Due to the impacts of the Covid-19 pandemic, Bangladesh's hospitality and tourism sector (HTS) would have produced roughly Tk 1,50,000 crore in terms of gross value added [23]. According to the research "The Covid-19 pandemic and the Hospitality and Tourism Sector in Bangladesh", about 141,000 workers in the sector lost their jobs during the period. It is said that "The findings from the survey show that the sales and revenues in HTS dropped significantly in the second (April-June) quarter in 2020. Most of the enterprises started to show improvement in sales revenue from the third quarter (July-September) which improved further in the fourth quarter (October-December) of 2021." "The average number of workers hired by the hotels and resorts was 42% lower during the pandemic period compared to the pre-pandemic year. The retrenchment, on the other hand, was 317% higher during the same period," he added. According to WTTC's research, the GDP of the sector is anticipated to reach \$8.35 trillion this year and \$9.6 trillion in 2023, returning to its pre-pandemic level. Furthermore, according to projections, the number of jobs in the tourism industry would increase to 300 million this year and 324 million in 2023, which is close to the 333 million jobs recorded in 2019. The GDP of the hospitality sector alone in Asia-Pacific is predicted to reach \$3.4 trillion in 2023, already above the \$3.3 trillion it generated in 2019, according to WTTC [24]. In comparison to the 2.7% rise in the global GDP, it is anticipated to expand at an average annual rate of 5.8 percent from 2022 to 2032 and add 126 million new employment. WTTC estimates that the sector lost \$3.1 billion in a single year in 2020 [25].

### 2.1.8 Business Process Outsourcing

One of the world's best destinations for outsourcing IT has been highlighted as Bangladesh. More than two million Bangladeshis outsource their work, earning in much more than one core BDT from several markets. Bangladesh is currently at position 26. India is ranked first among the listed countries, followed by Pakistan in 25th place, the UK in 27th, Canada in 37th, Australia in 49th, and Ireland in last place [25]. On Upwork, Bangladesh rose to 3rd position from 10th position [26]. Based on a report by A.T. Kearney Global, Bangladesh has established into a

hotspot for outsourcing work through websites like Upwork. At present, Bangladesh accounted for 10% of the total hours worked on Upwork. The National Economic Council (ECNEC) Executive Committee authorized 180 core BDT on training outsourcing in Bangladesh on January 25, 2014 [26]. The "Learning and Earning Program" is the name of the training initiative [27]. In the first segment of the government's "Learning and Earning" initiative, 15,000 freelancers have already been created. They have begun to contribute to earnings alongside self-employed. In 2008, this market's export growth was probably rarely \$26 million; by 2021, it had steadily increased to \$1.4 billion [28]. IT and IT-enabled service (ITES) firms have been granted a 100% tax exemption till 2024. The BASIS has already made a suggestion to prolong it through the year 2030. Additionally, the government has maintained the option for 100% of profits to be repatriated, and on top of that, businesses are still eligible for a 10% cash incentive for IT/ITES export. In 2020, the worldwide ICT market was estimated to be worth \$556 billion, and by 2027, it is projected to be worth \$937 billion. However, the most common ICT outsourcing sectors include software development, online development, application support and administration, mobile application development, technical assistance, help desk, graphics design, and image processing. There are 500,000 active freelancers in Bangladesh, according to the ICT Division of the Bangladeshi government, out of a total population of 650,000 [27]. In the 2019 Global Gig-Economy Index released by Payoneer, Bangladesh was rated eighth [28]. Even though freelancers in the nation earn 850 crore taka yearly, it still does not receive the respect and attention it deserves. The largest BPO company in Bangladesh is ServEngine, followed by Genex Infosys LTD, synesis IT Ltd, and Abdul Monem Limited's Genex Infosys LTD [29]. Inbound and outbound customer support, as well as digital services and backoffice management, are significant components of its services. Digital marketing for small and medium-sized businesses (SEO, SEM, and SMM) is another important industry it serves. One of its biggest achievements in 2017 was collaborating with Telamon, a US-based business solutions company.

### 2.1.9 Telemedicine healthcare service

Although Bangladesh's healthcare system has significantly improved over the past few years, there are still only 6 doctors for every 10,000 people in the nation, and 64% of them reside in rural areas [30]. Bangladesh is one of the few nations in the world where all citizens enjoy free access to healthcare from the nation's public hospitals. According to estimates,

<sup>25</sup> "Outsourcing in Bangladesh", advanceitcenter.

<sup>26</sup> B. H. Bipul, "Prospects of outsourcing business in Bangladesh; experience of ServEngine Limited," 2021.

<sup>27</sup> T. Islam, "The prospects of Free-lancing institutions in Bangladesh: A case of Coders Trust," 2022

<sup>28</sup> "Bangladesh: your next outsourcing destination", The Daily Star, 12 January 2022

Bangladesh has 607 government hospitals, including one secondary or tertiary level hospital, 490 Upazila, and 1450 union-level healthcare facilities [31]. In addition, Bangladesh has 5023 private hospitals. With the DGHS, 20,603 physicians are registered. Despite this, Bangladesh is one of the 57 countries on earth with the worst shortage of medical professionals (fewer than 1.26 clinicians and midwives per 1000 residents) and operating rooms (4 per 10,000) [32]. The Bangladeshi government has formed a collaboration with corporations, non-governmental organizations, and development partners with the goal of enhancing the nation's eHealth services' quality, efficacy, and safety (NGOs). Bangladesh's tremendous development in communication and information technologies should allay worries about a lack of healthcare services there (ICT). (Zabeen and Bhowmik, 2021) [33] estimates that there are 225 eHealth and mobile health apps in Bangladesh. E-Health is the term used in Bangladesh to describe the introduction and use of various information and communications technologies (ICT). The words "eHealth Record" and "medical Record" are synonymous when referring to electronic health records. Today, many medical facilities in Dhaka City maintain patient health records in their own databases [34]. According to the World Bank, private clinics in Bangladesh have taken on the majority of mHealth programs. Healthcare facilities by Apollo A teleconferencing service has been set up in Dhaka for patients from all over the nation. BRAC, Sajida Fund, and D.Net are just a few of the non-governmental organizations (NGOs) that have showed interest in eHealth. Following that, other commercial businesses developed an interest in telehealth and/or health records systems and deployed them in their clinics and hospitals. To avoid duplication of effort and promote links between health systems, the Ministry of Health and Family Welfare (MoHFW) has created draft ideas for Bangladeshi e-health guidelines and an interoperability architecture.

#### 2.1.10 ICT current job situation in BD

The predicted number of IT professionals is now 0.30 million in Bangladesh. By 2025, that number is expected to increase to 0.44 million. In the next five years or so, the IT industry may be unable to find enough graduates at the current pace of supply, which is over ten thousand. The required skills are also lacking in a significant percentage of IT graduates. The skills gap hampers the expected increase in the industry and foreign investments in the field in this sector [35].

#### 2.2 Organizations Expectation from Employees

An organization's integral part is its employees. Employees are the biggest support and strength of that organization. An organization's maximum achievement, profit and success depends on the performance of their employees [36]. For this organizations recruit employees by maintaining their own rules & regulations. so that the organization's

expectations can be fulfilled by their employees. Generally, an organization expects a reliable, diligent and trustworthy employee. They also desire an employee who will accept the organizational core values and visions heartedly. They also need commitment to the task at hand as well as organization. A strong leader who can affect the actions of the organization's members is necessary [37]. Moreover, an employee must be concerned for the reputation of the organization. He must accept the standards of behavior of the organization and cultivate consideration for other employees as well as managers.

#### 2.3 Employees performance

##### 2.3.1 Employee's Expectations in an organization:

Apart from a competitive salary package and employee perks, there are numerous intangible factors that employees seek, either intentionally or unintentionally, in their professional lives and the organizations they work for. Employee preferences and needs have changed throughout time, and it may be difficult for organizations to continue. Mercer's 2018 Global Talent Trends research highlighted a few employee wants that many companies appear to be neglecting [38]. The research used a multi-perspective approach and gathered opinions from 5,000+ workers as well as 800 corporate executives, 1,800 HR officials, and representatives from 21 different industries and 44 different countries. This includes a dedication to health and wellbeing, sustained workplace flexibility, and working with a mission. If there is persistent flexibility, according to the 2018 Global Talent Statistics report, 51% of employees wish their employer had more flexible work alternatives. The 2018 Global Talent Trends data confirms that flexibility comes in more ways than merely work arrangements, even if flexible hours and schedules are an important component of a flexible workplace [39]. All employees are dedicated to their health and wellbeing and want to be treated as actual humans, not as automatons, with human needs. According to the 2018 Global Talent Trends report, one in two employees would want to see their organization place more of an emphasis on employee well-being. This places a focus on financial, psychological, and physical wellbeing. Employees find it challenging to connect with their jobs and their employers when they lack a sense of purpose in their work. Employee motivation, productivity, morale, and overall job satisfaction all increase when there is a feeling of purpose at work [40]. A firm with a clear sense of purpose is three times more likely to employ flourishing workers, claims Mercer. However, only 13% of the organizations in the survey have an employee value proposition (EVP) that is unique due to a mission-driven purpose [29].

<sup>29</sup> "What Employees Really want At Work", forbes.



### 2.3.2 Employee's work Engagement

Every day, employees decide and perform actions that have an impact on the team and organization. The way treatment is given to staff members and how they interact with each other may have a favorable impact on their behavior or put an organization at risk. Relying on more than 50 years of research on employee engagement, Gallup is aware that engaged employees outperform non-engaged employees in terms of business results, regardless of industry, company size, or nationality, and in both good and bad economic circumstances [41]. However, just 15% of employees globally and 35% in the US are considered to be engaged [42].

### 2.3.3 Talent management

Employers will find it simpler to identify the employees who are most fit for the position by using talent management, which can result in fewer performance management concerns and grievances [43]. Additionally, it will ensure that the company's top personnel remain longer. Companies may ensure the skills and growth of their employees by using talent management to make methodical, consistent decisions regarding employee development. Additionally, when there is a fair system for development, employees will feel more involved. This increases retention rates, which aids businesses in reaching their operational objectives [44]. Employees who feel engaged, competent, and motivated are better able to work toward the company's business objectives, which improves customer satisfaction and business performance. Investing in talent management is undoubtedly very beneficial for any business. The last ten years have seen a rise in the significance of talent management as an organizational strategy aspect. According to Maha Al-Dalahmeh (Hungary), Mária Héder-Rima (Hungary), Krisztina Dajnoki (Hungary), Employee turnover action in the Information and Communication Technologies (ICTs) sector: The impact of talent management methods: case of Jordan; this paper aimed to look at talented employees' intentions to quit a company or organization and uncovers how talent management strategies may have an impact on this tendency. The framework of this research is to show how many factors relate to the concept of talent management practices and employee retention. To achieve the research goal, the hypothesis was evaluated using 210 survey questionnaires that were gathered from workers of 82 ICT companies in Jordan. The SPSS and EMOS programs were used to investigate the obtained data, and basic and fundamental statistical techniques were also used. The results demonstrated that employee willingness to depart from an organization is highly influenced by talent management practices [45]. Employee propensity to depart from any organizations reduces as a consequence of the implementation of talent management practices. The authors found that maintaining skilled individuals had the greatest

influence on lowering employee intention to resign. Unfortunately, it was recently discovered that the least effective strategy was to cultivate and recognize talented individuals. Hence, managers of ICT firms must design specialized training programs to reward and nurture bright people.

### 2.3.4 Workplace Environment

While organizations make every attempt to inspire people to attain desired performance, power and politics are a crucial component that has an influence on employees both physically and emotionally [46]. Even employees themselves might obstruct an organization's progress by their political actions. Often organizations face adverse consequences due to political behavior among its employees [47]. In our country there are many companies or organizations where for employee recruitment, top-level management gives priority to their known persons. That's why well deserving employees are deprived of that position. Moreover, well-known employees or those employees who maintain good relations with top top-level management get more advantages than normal employees. This type of employees gets many facilities from their boss. They also achieve better salary and promotion. For this reason, many hardworking and talented employees don't get their proper worth and are also deprived of better salary, promotion as well as other benefits. Politics and power may deteriorate the working atmosphere [48]. An unpleasant workplace might make workers less motivated to do their jobs and have an impact on productivity [49]. While effective political activity can provide favorable outcomes. It affects an employee, motivates them to work harder and helps for achieving the organization's goal. Furthermore, in many organizations, women are not safe during their work period. Top-level management tries to take advantage of women continuously. If any woman objects against one, another person from management tries to cover up that bad person. If that woman again tries to complain then top-level managers scare her so that she accepts that wrong person's proposal or picks up the complaint against him. In some cases, many women have to resign. But there are many women who have no option or use this type of bad person's power to get a better position. Therefore, many talented women don't get their proper respect and value [50]. In this way, power and politics make it difficult for organizations to achieve employee retention. On the other hand, Gender discrimination is a significant issue. Women usually get less money for the same work as their male coworkers because many company or organization's management thinks that women are less capable than male workers [51]. That's why many of them don't want to include a woman in an important position and critical work. For this reason, many women can't get the chance to continue their career in a perfect way.

### 2.3.5 Organizational Stress Level among Male and Female employees in IT Sector:

Occupational stress is the stress experienced from job, is inescapable for the employees as the workplace is becoming a stress enterprise for most employees [52]. Men and women report different reactions to stress, both physically and mentally. Working women face a variety of challenges in both their personal and professional lives. Women experience more stress than males because it can be harder for a female employee to reconcile work and personal obligations than it is for a male employee [53]. Working women face a variety of challenges in both their personal and professional lives. The primary reasons why female employees struggle to maintain a work-life balance are: long working hours, restrictive jobs, work overload, duties connected to child care, bias & discrimination at work, a lack of supervisory support, a dominant managerial style, and limited family support [54]. A married woman's career depends greatly on her husband. If the husband is supportive then that woman can shine in the professional front and also can maintain and balance her personal life [55]. On the other hand, if he is not understanding then that woman has to suffer a lot in both sectors. The difficulties that working women encounter nowadays are more related to their careers than to their families. The lack of support from their boss is one of the biggest issues women encounter in the workplace. A sympathetic boss can go a long way toward assisting with work-life balance [56]. She encounters difficulties in order to do her daily chores, which leads to long working hours and unneeded mental stress, if her supervisor does not communicate with her properly and does not provide her with clear directions for her work. An unbalanced work-life can disrupt one's mental stability and cause depression as well as other psychological and physical issues in women, including hypertension, obesity, and frequent headaches. They face obesity problems due to sitting for more than 8 hours a day on a regular basis at one place and not moving around. Whereas they also experience frequent headaches and also, they are becoming edgy. Moreover, Hypertension is another syndrome that has been shown in their personal life [57]. On the other hand, for a male employee they don't have to maintain a work- life balance. They don't have to face any family obstacles or pressure. They are free to work for their career and their dream. They just feel a stress related to office work and they face health issues like chronic neck and back pain, an effect of long sitting hours at work.

In Hyderabad, a survey of 200 employees consisting 110 Men and 90 Women working in the IT sector was carried out to assess the six independent stress causing factors Job related, Organizational Related, Career, Physiological, Behavioral and Individual factors and its effect on employees' Performance a dependent factor. The study's findings show that workplaces generally experience medium

levels of occupational stress, which have a little negative impact on performance. Some workers' prolonged sitting at work led to chronic neck and back pain, which had a negative impact on their health. The study reveals that women experience higher stress than men, although there are differences in the stress variables that affect men and women [58].

### 2.4 Employee Performance Affected by Motivational factors

For any employee of an organization, employee motivation is a must [59]. Lack of employee motivation leads to a big failure for any organization. Moreover, an employee never gets his/her desired success without motivation. Employee performance is highly affected by some motivational factors which can both encourage or discourage an employee.

#### 2.4.1 Factors-Motivators for employees in ICT companies

ICT is one of the economic sectors with the fastest rate of growth and one of the highest levels of competitiveness, particularly in terms of human resources. The strategic success of ICT companies may be significantly impacted by the ability to recruit, inspire, and implement particular human resource policies [60]. Therefore, any significant business in the industry must make the necessary steps to obtain a high level of motivated workers from a managerial perspective.

According to employees and specialists performing a variety of responsibilities in these organizations, management of ICT firms supposedly seeks for good professionals and may thus present numerous benefits that are more enticing after the company gets such high-level class ICT expert. There is a standard policy for the existing employers, which typically for competent and serious organization comprises numerous fundamental aspects.

##### 2.4.1.1 Wage and social benefits

Logically this is the basic factor for an employee. Employees who are working in their related fields must get the deserved salary. Their bonus, emergency financial support should also give by the organization. Moreover, there are different variations about the benefits and privileges. The initial salary for ICT firms in Bangladesh is often lower than the industry average, but there are opportunities for explosive development if an individual demonstrates the required abilities and skills.

##### 2.4.1.2 Working conditions

Every tangible factor, such as the office, location, the total number of individuals working there, and the hierarchical level. ICT specialists typically prefer more horizontally oriented and adaptable structures over strong and prolonged vertical hierarchies.

#### 2.4.1.3 Opportunities for career development

Employee motivation can be influenced by a common but very effective element. ICT organizations may also provide various project management positions, which exhibits the employee's level of precision, knowledge, and trustworthiness. Being the team or project leader is a terrific method to motivate others by rewarding them for the job they have already accomplished.

#### 2.4.1.4 Work-life balance

This component is very significant to the ICT business personnel. When managers have the technical ability to delegate duties remotely, they are not greatly inhibited from doing so in practice. On the other side, highly motivated personnel value the harmony between their personal and professional lives. Here, all competent managers must comprehend that they only have control over their workforce during working hours. Weekends and holidays are only reserved for family time.

#### 2.4.1.5 Reward and recognition

In the ICT company employees rewards can vary in both cost and impact and it is best to offer a portfolio of rewards, examples include once in a lifetime trips and experiences, vouchers or something as simple as an extra day off[61]. The aim of rewarding and recognizing employees is to encourage and motivate them to exceed within their roles and promote positive behaviors.

#### 2.4.1.6 Financial benefits

While not all employees are motivated by money, many employees' overall job motivation can be improved by financial advantages. A fantastic method to increase motivation and offer employees a sense of success and appreciation is to set up several possibilities for them to get financial rewards for their hard work[62]. Examples of financial incentives for the ICT company's personnel include bonuses, raises, promotions, appealing benefit packages, and more paid time off.

#### 2.4.1.7 Flexible work schedules

For instance, in any organization, some employees perform their best work in the morning, while others perform it in the afternoon or evening. Employee motivation to complete their daily work goals can be maintained by allowing them to arrange their workday in a way that suits their tastes and needs by giving them the opportunity to determine their schedules.

### 2.4.2 Motivational Theory Issues

Besides motivational factors, motivational theories affect an employee's performance and motivation. For this, employees should

obey motivational theories perfectly. In Kiril Anguelov, Sofia [63] has mentioned five theories such as:

#### 2.4.2.1 Maslow's Hierarchy law

Maslow's Hierarchy is one of the most well-known models. Maslow believes that there are five levels of hierarchically positioned human demands. Humans' physiological demands are at the bottom of the food chain and should be met first because they are essential to life. The second level of needs is for safety, which refers to the desire for a person to stay away from any physical risks, violence, emotional trauma, and discomfort. Social needs, which characterize humans as social animals who intentionally seek to belong to a group such as friends, colleagues, family, etc., are found on the third level. The demand for estimation is conveyed on the fourth level by others' approval and their appreciation of individual contributions.

#### 2.4.2.2 Herzberg two factors theory

Herzberg hypothesis proposes two categories of factors: that lead to satisfaction and those that lead to discontent. Herzberg argues that not all elements should be viewed as motivators because some factors do not affect human motivation. He distinguishes between motivation factors and hygiene factors. Hygiene concerns are unmotivating because they are directly related to the working conditions and environment. On the other side, if there are no hygienic components present, the workers will be completely dissatisfied and have a bad attitude toward the working environment.

#### 2.4.2.3 ERG motivation theory

This idea generally evokes the Maslow's pyramid, although the needs are grouped differently and on three levels here: Existence needs, which integrate physical and safety needs and are at the first two levels of Maslow's pyramid, are at this level. The second level is for relatedness needs, which include both social and other people's acknowledgement of an individual. The third and fourth levels of Maslow's pyramid relate to this level. Alderfer places the demands for growth—internal esteem and self-actualization—in the final one.

#### 2.4.2.4 Learned Needs Theory of McClelland

According to McClelland, there are three different sorts of wants: needs for achievement, which refers to people's constant search for a solution, propensity for creativity, desire to accomplish individual goals, and desire to overcome various challenges. The need for affiliation, which encompasses all human social needs, is the second type. People constantly seek out new acquaintances, engage in social interaction, and participate in a variety of organizations and clubs. The third form of need is a desire for power, or the desire to be able to affect the actions and behavior of others.

#### 2.4.2.5 Theory on Psychogenic Needs

Murray views needs not in terms of hierarchical relationships but rather as a range of possibilities that affect human behavior. The theory's reasoning is predicated on the idea that every person has unique goals and motivators. According to Murray, people's demands can alter based on their social and life experiences, as well as their knowledge. The needs Murray's Psychogenic Needs Theory Murray views needs not in terms of hierarchical relationships but rather as a range of possibilities that affect human behavior. The theory's reasoning is predicated on the idea that every person has unique goals and motivators. According to Murray, people's demands can alter based on their social and life experiences, as well as their knowledge. The individual's current state, attitude toward others, groups, and the workplace are reflected in their needs. The goal of their fulfillment and the means by which this satisfaction will be attained are the two main components. The Murray's theory is environment-adaptive, and there is no hierarchy in the process of meeting human wants. They could appear at any time, stand alone, and cause various behavioral responses in people. According to Stoyanov, the fundamental tenet of all these theories is the conviction that people have specific requirements that they must be met in order to feel satisfied with the outcomes of their efforts and to satisfy their needs.

Motivational problems can lead to performance issues that cost a business thousands of dollars in losses each year [64]. An employee can be demotivated in any way. A lack of motivation can lead to delays in the employee's completion of work and simple but expensive mistakes. For different reasons an employee may lose his/her motivation. These reasons mostly happen from organization.

#### Causes of losing Employee Motivation:

In the case of ICT industry of Bangladesh many renowned organizations do not give the right amount of wages to their employees. Moreover, they use an employee with a heavy load of work where they need about two or three employees for that work. But for that employee salary is quite low and also doesn't give any extra amount of money. Which is very disheartening and demotivating for an employee. Also, many organizations don't give any social benefits to their employees and in their emergency financial crisis don't help them. On the other hand, many companies do not grant vacation and they don't allow employees deserved holidays. In holidays they engage their employees with different important works. In Bangladesh, organizations do not give any focus to employee career development. which is highly

demotivating for the employees. In an organization, management must possess a strong leadership style otherwise employee will lose their motivation [65]. For the success of an organization if an employee works hard then that organization must reward him. But in Bangladesh most of the organizations do not pay any attention to this important factor. This is one of the main causes for employee demotivation. In our country, for a female employee, corporate life becomes very difficult because of their security issues [66]. They face many difficulties like ignorance of male colleagues, top management's harassment etc. Which demotivates a female employee very much. As a result, many females end their corporate life.

#### 2.4.3 Top management activities for employee motivation

For any employee getting motivation from top level management is very essential. Whereas motivating employees and encouraging them in a good way is very important for an organization's success [67]. In any company who possesses the top position or other top-level persons must give proper attention to their employees. They must keep in mind that the employees must get the proper support from them in any condition. If any employees have any kind of weakness or lacking then management must arrange some kind of opportunity to repair those issues. The manager acts as a channel from senior management to transfer higher-level strategies and goals into low level management that drive the organization. Despite the fact that the top management executives are not responsible for handling all of these tasks on their own [68]. The manager in that position is answerable to senior executives for performance and to front-line staff for direction, inspiration, and support. The new employees of an organization must go for training so that they can do better in their job and also can know about the rules and regulations about that organization which is essential for both organization and an employee. So top management should pay proper attention to this matter.

#### 2.5 Satisfaction level in an organization

There are 3 elements of job satisfaction. They are social satisfaction, extrinsic and intrinsic satisfaction [69]. Social satisfaction refers to contentedness out of social relationships in the work places like friendships, respectful treatment to colleagues and other employees etc. Intrinsic satisfaction refers to pleasure and wellness in his/her work, achievements and recognition, development and growth of an individual. Extrinsic satisfaction is gratification regarding the work conditions and environment of the organization.

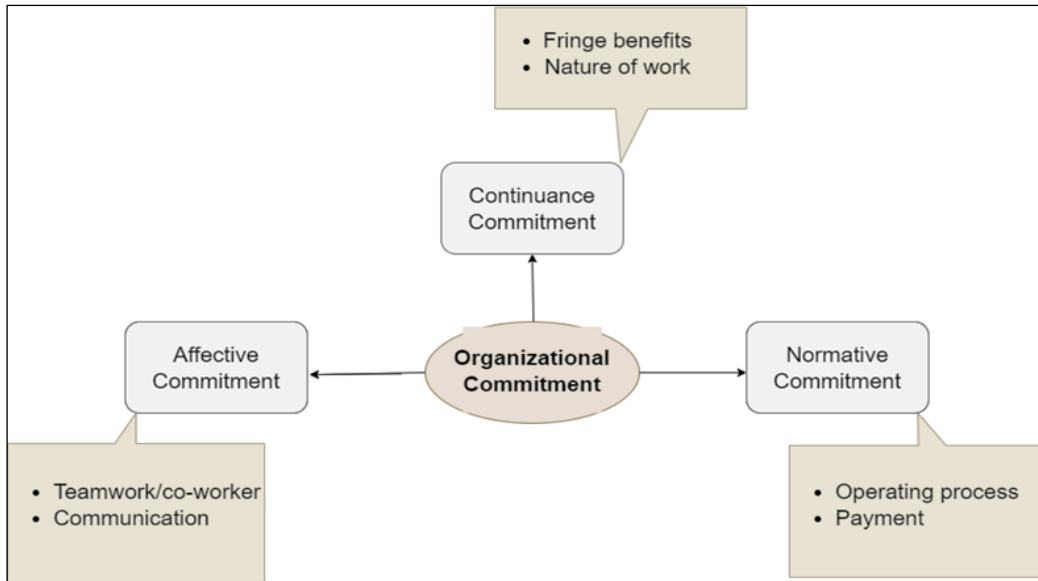


Figure 7: Organizational Commitment in IT sector

### 2.5.2 Organizational Behavior in ICT industry

Organizational practices include things like decision-making, managing labor costs, determining the standing of distinct groups within an organization, and promoting and developing employees [70]. Through the use of technology, firms can flatten their organizations by replacing vertical reporting ties with functional links. As a result, staff employees have more power to make decisions, and communication has improved. Organizational behavior and technology are closely related since technology determines the resources an organization needs in terms of both human and material resources [71]. It also sets the organizational structure, resource availability, and administrative processes. Recently, convergent technologies have become more widespread.

### 2.6 Economical feasibilities studies (include GDP, earning per capital, life style, public buying behavior)

From Figure 8, we can see that Bangladesh tourism sector's domestic and international spending in 2019 is USD 8,038MN and USD 354.5MN. Here 96% spending from domestic spending and 4% spending from international spending. Whereas in 2020, domestic and international spending is USD 5,313.3MN and 142.9MN. On the other hand, in 2019 leisure spending is USD 7,365.0MN and Business spending is USD 1,027.9MN. Among total, leisure spending is 88% and business spending is 12%. In 2020, leisure and business spending are USD 4,781.6MN and 674.6MN. But the total percentage remain same.

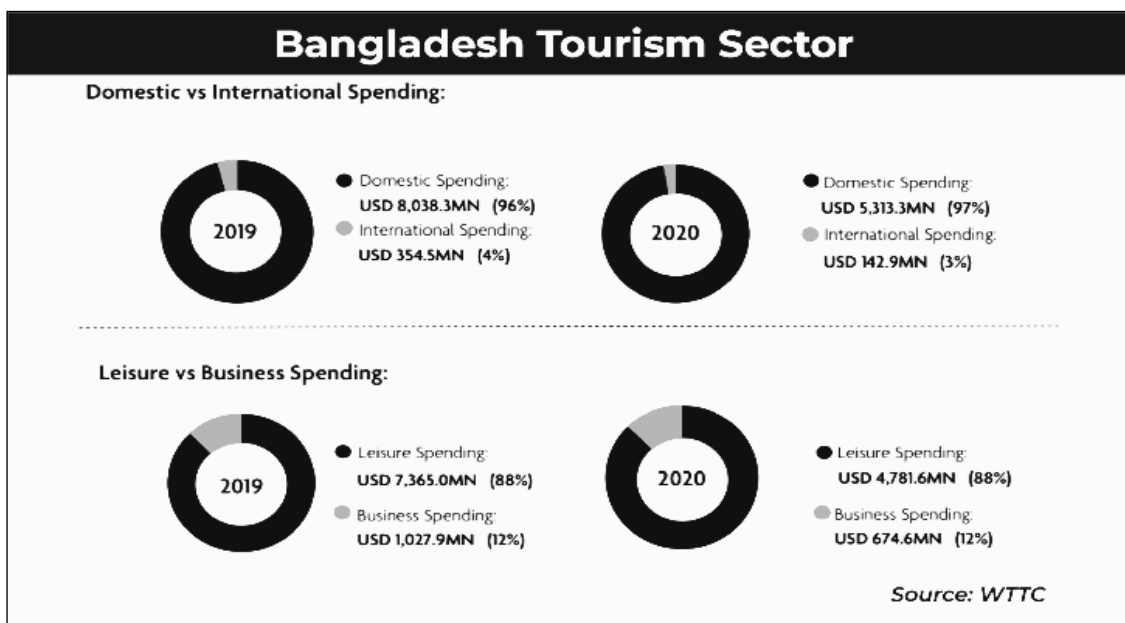


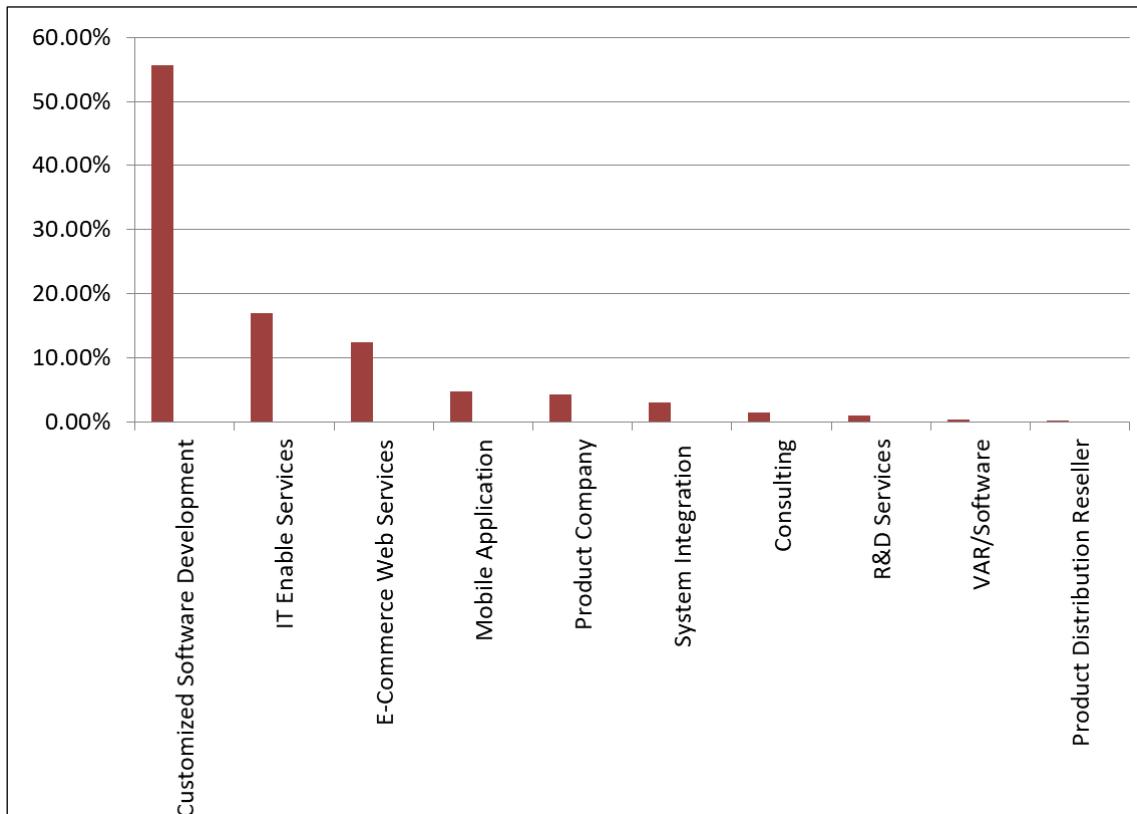
Figure 8: Bangladesh Tourism Sector

**Table 1: Loss in gross value in the Hospitality and Tourism Sector (HTS) of Bangladesh**

Name	2019-2020	2020-2021 (Normal)	2020-2021 (Covid-19)	Covid-19 Loss
Hotel &Resort	252.3	259.9	86.9	173.0
Travel Agent	16.8	20.0	4.8	15.2
Tour Operator	2.7	3.0	0.6	2.4
TOTA	12.3	14.3	2.5	11.8
Restaurant	272.6	294.5	142.8	151.7
Transport Agency	855.9	959.0	713.3	245.7
<b>Total</b>	<b>1412.7</b>	<b>1551.0</b>	<b>950.8</b>	<b>599.9</b>

From Table 1, we can clearly get to know about the loss in gross value added in the Hospitality and Tourism Sector (HTS) of Bangladesh. In 2019-2021 the total gross value was 1412.7 Billion Tk. Then 2020-21 when the situation was normal the gross value was

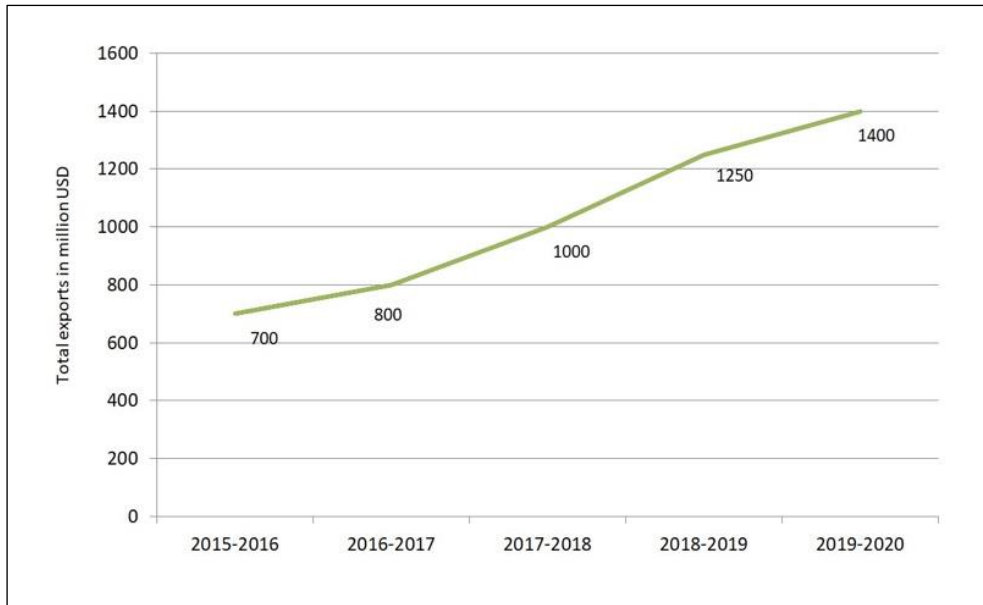
1551.0 Billion Tk. But during COVID-19 the gross value decreased and came to 950.8 Billion Tk. So, for COVID-19 the total loss in gross value is 599.9 Billion Tk.



**Figure 9: Business Specialization of BASIS Member Companies**

This Figure 9 shows a proper estimate of the companies which are the members of BASIS, most of their business specialization is Customized Software Development. From the figure we can see that the Customized Software Development is 55.66%. Whereas

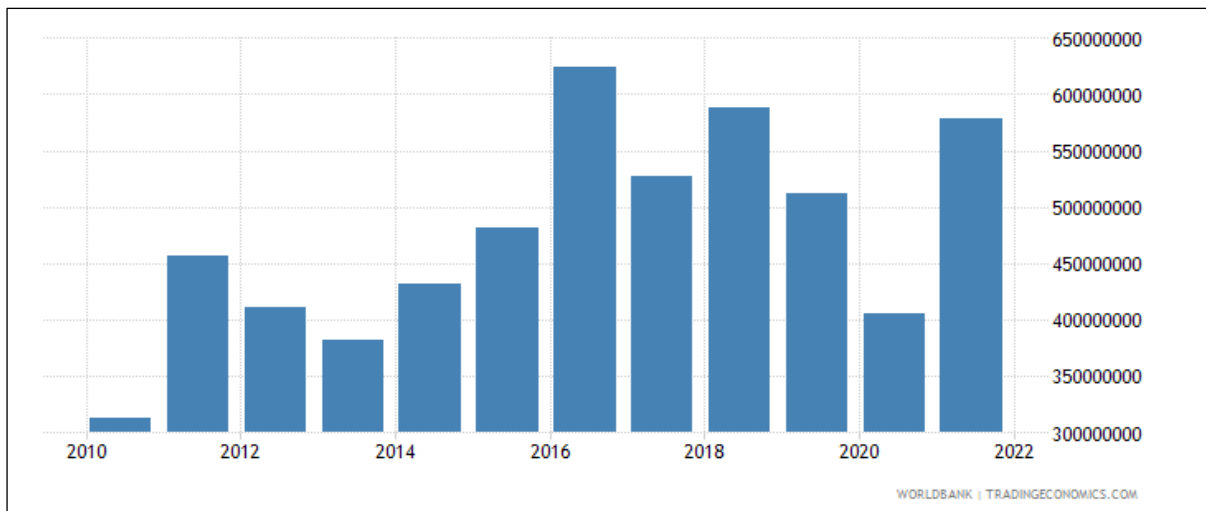
specialization in IT Enabled Services is 16.98%. Which is comparatively very low than Customized Software Development. The other sector is lower. In this list the poor percentage is 0.05% which indicates product Distribution Reseller in this figure.



**Figure 10: Bangladesh IT Sector Export Trend Over Last Five Years**  
Source: Basis 2021

Figure 10 shows the IT sector export trend over the last five years of Bangladesh. If we look at the figure then we can see that from 2015 -2016 IT sector

export trend is increasing rapidly. In 2015-2016 it was USD700 million whereas it increased by 2019-2020 in USD1400 million.



**Figure 11: Bangladesh ICT service exports**

In 2021, Bangladesh's ICT service exports (BoP, current US\$) were estimated to be worth 578452377 USD by the World Bank's collection of development indicators, which was put together from officially recognized sources. The World Bank provided the actual numbers, historical data, forecasts, and estimates for Bangladesh's ICT service exports (BoP, current US dollars) in February 2023 [30].

**2.7 Current condition of ICT industry employees in the world:**

As the software company prepares for slower sales growth, Microsoft is laying off 10,000 employees

through March 31. Also, the business is incurring a \$1.2 billion charge. This amounts to less than 5% of all of their employees. While Microsoft is cutting off around 10,000 employees, Amazon is laying off an unbelievable 18,000 employees. This total included layoffs in November 2022. The releases represent around 6% of Amazon's staff. Facebook owner Meta announced its most significant wave of layoffs in November. The company plans to lay off 13% of its workforce, or more than 11,000 people.

According to internal messages seen by CNBC, Elon Musk, the new owner of Twitter, he has laid off about 3,700 workers shortly after finalizing his \$44 billion acquisition of the company in late October.

<sup>30</sup> “Bangladesh-ICT service exports”, WORLD BANK

It is around half the workforce. As Musk revised several restrictions about working from home and stated that he expects all workers to commit to a "hardcore" work environment, many staffs have left the company. In 2023, it's predicted that 174 IT companies will have already laid off more than 56,000 workers. These reductions are impressive, given that it is still just January. Nonetheless, the most recent round of layoffs is a continuation of the series that occurred throughout 2022 [<sup>31</sup>].

#### **Necessary steps to keep employee's motivation:**

To solve these problems of the ICT Industry of Bangladesh we think that the organizations/ companies should pay their employees the right wages according to their work. They should also divide the workload equally among all the employees. But even then, if heavy workload issues aren't solved then management should take necessary action. Organizations must pay extra money or bonus during workload periods. An organization must give their employees emergency support like financially or any medical issues. Organizations must grant vacation for their employees and sometimes by offering an office tour will be very helpful to hold employee motivation. Authority must create many opportunities for employees so that they can develop their career. It will motivate them highly and encourage them to work hard for the organization, which will turn into desired success for the organization. Top management must be strong, friendly and cooperative. So that employees can communicate with them spontaneously and also for their strong leadership skills they work perfectly. Then an organization must reward the dedicated employees because of their dedication for the company's achievement. Reward and recognition will highly motivate employees. For female employees, authority needs to pay more attention. They must arrange proper facilities for females and with that they must ensure their security. If any organization or company of Bangladesh maintains these things properly then we think they can hold employee motivation. Government should give attention to some fact that, right salary scale needs to determine for the employees and also ensure that organizations maintain this perfectly. Moreover, Govt. must develop some necessary systems which can establish a good connection among organizations and employees.

#### **Future Threat from Industry 4.0:**

With the development of AI, several other industry sectors will change. AI experts have imagined a future where intelligent machines can perform regular human duties. AI is already being used to automate many tasks that were previously done by humans, such

as manufacturing, transportation, customer service, and even healthcare.

As AI technology advances, machines may become even more sophisticated and capable of performing a more comprehensive range of tasks. However, there are also concerns about the impact widespread automation could have on human employment and society. Some experts worry that automation could lead to job losses and social unrest, while others believe it could lead to a future where humans are freed from menial tasks and can focus on more creative pursuits. Ultimately, AI is already transforming the world, and its impact on the ICT industry of Bangladesh is likely to be significant. However, these challenges in AI seem very depressing and devastating for humankind. The effect of AI on employees in the ICT industry of Bangladesh will depend on how the technology is implemented and how companies respond to the changes it brings. While there may be some job loss in certain areas, employees must continually upskill to keep up with the technology. This could mean investing in training programs and certifications to stay competitive in the job market.

## **CONCLUSION**

This study explores the demand of IT sector of Bangladesh and for increasing this sector, the ICT industry of Bangladesh is growing day by day. Here also mentioned about the status of ICT industry in various sectors. This research shows the relationship between an organization and an employee like the expectation of an organization from their employees, similarly employee's expectation from the organization. This study also discusses about an important point, which is motivation. Here extensively discussed about organization's necessary steps for keeping employee's motivation. Moreover, this study includes different types of problems an employee faces in an organization. Especially, the difficulties of female employees have strongly highlighted. The findings of this study will also be useful for developing appropriate policy guidelines for the betterment of ICT industry of Bangladesh. This research hopes to build a good relationship between an organization and their employees.

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