

Exploring the Relationship between Job Satisfaction, Workplace AI Use, and Retention

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Abstract

This study explores the relationship between job satisfaction level and customer retention among the employees of the IT company. We conducted a cross-sectional study through a questionnaire-based online survey to collect data from the IT company employees of Bangladesh. Purposive sampling was adopted for office selection ($N = 6$), and simple random sampling were adopted for participants selection. A total of 550 complete responses were identified for analysis. Descriptive and inferential analyses were conducted utilizing excel and SPSS(v26). The mean age of the participant was 25 ($SD = 4.12$) with an assigned sex distribution of 39% female and 61% male. Results indicate that the overall job satisfaction score averaged 15 ± 3.9 on a 25-point scale. Employees who met their customer-related targets in the past month (79%) reported significantly higher job satisfaction ($M = 17.41$, $SD = 2.54$) compared to those who did not ($M = 9.74$, $SD = 2.56$), as shown by an independent samples t-test ($p < 0.001$). The most influential factors driving job satisfaction reported are health insurance benefits (66%), work-life balance (62%), good leadership (57%), and company culture (57%). Additionally, career advancement opportunities (54%) and recognition (54%) were also reported to be contributed significantly to job satisfaction. Participants frequently noted that AI tools streamlined repetitive tasks, allowing more time for meaningful work, although concerns about dependency and potential job displacement were also expressed. These findings suggest that job satisfaction in the IT sector is strongly influenced by AI integration, benefits and organizational culture, and that achieving customer-related targets is associated with significantly higher satisfaction. Enhancing these factors could improve organizational performance.

Introduction

The IT sector in Bangladesh has been growing fast and expanding its share of contribution in country's GDP. It includes software development, IT-enabled services, IT outsourcing, IT freelancers. Freelancing alone greatly contributes, with over 650,000 individuals making \$500 million annually and IT firms are seeing growth, with exports totaling \$282.77 million in the July-December period of 2022–23, an increase from \$208.09 million during the corresponding period of 2021–22 (figures from the Export Promotion Bureau). The Bangladesh Association of Software and Information Services (BASIS) reports that yearly IT exports total \$1.5 billion.

Bangladesh aspires to achieve \$5 billion in exports by 2025 and \$20 billion by 2031. Service design significantly impacts customer experience and subsequent outcomes, leading to increased intention to revisit and desire to stay in mega shopping malls. (Junaid et al., 2023). The significance of service design in influencing consumer experiences in mega malls is shown by the research conducted by Junaid et al. (2023). Retail strategies can greatly benefit from the study's recommendations for enhancing customer loyalty and satisfaction by verifying the multidimensional nature of service design and demonstrating its impact on consumer behavior.

Customer satisfaction and front-line employee job satisfaction are reciprocally related, with the outside-in effect of customer satisfaction on frontline employee job satisfaction being predominant. (Zablah et al., 2016). The relationship between customer happiness and frontline employee (FLE) job satisfaction is intricate and reciprocal, with customer satisfaction exerting a more substantial influence on employee satisfaction. Organizations ought to utilize this understanding to design strategies that improve customer engagement and perceived service quality, therefore benefiting both staff and customers. Job satisfaction affects employees' retention and addressing it can help organizations avoid high attrition. (Irabor & Okolie, 2019). Employee job satisfaction and retention are interconnected and affected by various factors, including the work environment, compensation, autonomy, and opportunities for professional development. Organizations must implement comprehensive strategies to tackle these challenges and enhance retention rates. Additional research is required to examine the influence of non-monetary elements on work satisfaction and employee retention.

Job satisfaction in the Indian banking industry positively impacts customer satisfaction, with management level and type of bank being significant factors, while age shows no significant relationship. (Malik & Wats, 2021). Job satisfaction is a pivotal element in attaining elevated client satisfaction within the Indian banking sector. The quality of work life and particular demographic traits substantially affect job satisfaction. Job satisfaction significantly influences job performance among sugar industry workers in Bangladesh, with job-related factors exerting a more substantial effect on performance than personal attributes. Gazi et al. (2022). Job satisfaction significantly impacts job performance among workers in the sugar business in Bangladesh. Although satisfaction scores differ between foremen and laborers, these differences are not statistically significant. Principal determinants of job satisfaction encompass compensation, recognition, involvement in decision-making, and interpersonal interactions at work.

Every 1% increase in artificial intelligence penetration can lead to a 14.2% increase in total factor productivity. (Gao & Feng, 2023). Artificial intelligence has considerable potential to enhance productivity and sustainability across all industries. However, its implementation must be carefully monitored to ensure that the benefits are equitably distributed and aligned with broader environmental and social goals.

AI adoption in Bangladesh has created a good impact on economic growth and gross GDP, with the expected influence of AI boosting 45% of gain. (Ahmed, 2022). Artificial intelligence possesses significant potential for fostering economic growth and development in Bangladesh. Although substantial opportunities exist for AI applications in diverse industries, it is imperative to tackle the problems associated with legislation, infrastructure, and workforce development to fully actualize AI's promise. Knowledge of artificial intelligence,

relevant advantage, and perceived ease of use positively affect the adoption of blockchain technology in Bangladesh-based SMEs. (Polas et al., 2022). The study highlights the significance of AI expertise, perceived benefits, and user-friendliness in the adoption of blockchain technology by SMEs. Risk-taking behavior serves as a mediating factor, especially in utilizing AI knowledge for the adoption of BT. These insights can assist SMEs in Bangladesh and analogous environments in strategically embracing new technology to improve their competitive advantage in the Fourth Industrial Revolution era.

Numerous studies have been undertaken in prior years examining customer experience and satisfaction as influenced by service design and retail strategies. Furthermore, another study revealed the reciprocal relationship between frontline personnel' job satisfaction and customer satisfaction. Moreover, employee job satisfaction and retention are interrelated and influenced by diverse factors across different industries and sectors. Nonetheless, the impact of job satisfaction on customer retention in the IT sector requires further analysis, as there are currently no significant studies on the subject. Moreover, in discussing the IT sector, it is crucial to consider if AI tools impact job satisfaction, as AI and other technical advancements are being integrated into the workplace.

Being the fastest growing industry in Bangladesh, thousands are people are relentlessly working in hundreds of companies in IT sector. The employees of those organizations play a pivotal role in maintaining the growth momentum. Given that the IT sector predominantly engages with customers, client retention is a crucial factor for survival and profitability in this globally competitive market. This study aims to determine the relationship between employee job satisfaction and customer retention in the IT sector. Furthermore, how IT professionals integrate AI solutions to enhance their productivity in routine job functions.

Method

Study Design

The present study adopts a mixed method, cross-sectional design aimed at investigating the relationship of job satisfaction with customer retention and generative AI use among employees in the telecommunication sector in Bangladesh. The study relied on a structured online survey as the primary data collection tool, hosted on Qualtrics, and was distributed through a combination of digital flyers containing QR codes and email invitations disseminated by the Human Resources (HR) offices of participating companies. Ethical approval was obtained from the institutional review board (IRB) of the affiliated institution. To facilitate participation and ensure anonymity, all responses were de-identified, and informed consent was obtained from each participant at the beginning of the survey. Participants were informed about the purpose of the study, the voluntary nature of their involvement, and the confidentiality measures in place to safeguard their information.

Sampling and Participant Selection

The study employed a purposive sampling method to select six telecommunication offices from which participants were recruited in convenience of the authors. Participant selection was conducted with a simple

random sampling technique within these six offices to ensure an unbiased representation of the employee population. A total of 550 complete responses on the fixed response questions were collected. Eligibility criteria required participants to be entry-level employees, aged 18 or older, and currently employed within the company's customer service or client relations departments. Incomplete responses were excluded from the analysis. Missing data were not imputed.

Survey Design and Measurement Instruments

The questionnaire was designed to gather qualitative as well as quantitative data about customer retention measures, employee use of generative AI, and job satisfaction. Both open-ended and fixed response questions were included in the survey questionnaire. The Short Index of Job Satisfaction (SIJS) scale, a validated tool with five items assessed on a Likert scale from 5 to 25 points, was used to measure job satisfaction (Sinval & Marôco, 2020). This measure of job satisfaction included three positive items (e.g., 'I feel fairly satisfied with my present job') and two reverse-scored negative items (e.g., 'I consider my job rather unpleasant'). It evaluated both enthusiastic engagement and potential sources of dissatisfaction (Figure 1). In general, greater job satisfaction was reflected by higher scores on this scale.

'Were you able to meet customer-related targets in the last month?' was a binary question intended for evaluating client retention (Yes/No). With the assumption that reaching customer-related goals entails ongoing involvement and effective client management, this metric functioned as a stand-in for customer retention. Participants also noted elements including health insurance, work-life balance, leadership caliber, organizational culture, chances for professional progression, and recognition that affected their level of job satisfaction. These characteristics were chosen to ensure that the survey included a wide variety of influences on job satisfaction since they were empirically supported by previous research (e.g., Butt et al., 2020; Tanjeen, 2013; Uddin et al., 2016).

At the end of the fixed response questions, there was open ended questions asking participants about the nature of their generative AI use to aid the office work if any, how that influences job satisfaction in the workplace, and how do they feel about AI assistance in the workplace. Only 53 out of 550 respondents answered to the open-ended questions.

Data Analysis

Data were analyzed using descriptive, inferential and thematic analyses in Microsoft Excel and SPSS version 26. Descriptive analyses were utilized to summarize the distribution of key individual factor and job satisfaction characteristics, providing insights into the demographic profile and general satisfaction trends among participants. This included calculating means, standard deviations for numerical variable (see Table 1), and percentages, frequencies for various demographic and job-related categorical variables (see Table 2).

Independent sample t test was conducted to explore the relationship between job satisfaction and customer retention to compare mean job satisfaction scores between employees who met their customer-related targets in

the past month and those who did not (Table 3). The statistical significance threshold was set at $p < 0.05$, with a confidence interval of 95%. The open-ended questions responses were critically analyzed and categorized into different themes based on the participants opinion.)

Results

Add The average age of participants was 25.13 years (SD = 4.12)(Table 1). The mean job satisfaction score across participants was 15.84 (SD = 4.01). Participants expressed general satisfaction with their jobs, as reflected by a mean score of 3.97 (SD = 1.41) for the item "I feel fairly satisfied with my present job." Similarly, moderate enthusiasm for work was indicated by the score for "Most days I am enthusiastic about my work" (M = 3.81, SD = 1.44). Participants also reported relatively high enjoyment of their work, with a mean score of 3.67 (SD = 1.56) on "I find real enjoyment in my work." Conversely, participants reported less agreement with negative sentiment items. The item "Each day at work seems like it will never end" received a lower mean score (M = 2.09, SD = 1.26), indicating that most participants did not perceive their workdays as excessively long or unending. Additionally, participants disagreed moderately with the statement "I consider my job to be rather unpleasant" (M = 2.30, SD = 1.51).

Table 1. Descriptive Analysis of the Continuous Variable of Interest

Variable	Mean	Standard Deviation
Age	25.13	4.12
Job satisfaction	15.84	4.01
I feel fairly satisfied with my present job	3.97	1.41
Most days I am enthusiastic about my work	3.81	1.44
Each day at work seems like it will never end	2.09	1.26
I find real enjoyment in my work	3.67	1.56
I consider my job to be rather unpleasant	2.30	1.51

Table 2 demonstrates that the sample comprised 334 male participants (61%) and 215 female participants (39%), reflecting a greater representation of males within the study population. Most participants held permanent employment positions (64%, $n = 353$), with the remaining 36% ($n = 197$) employed on a contractual basis. In terms of tenure, the largest group of participants had been employed for 6 months to 1 year (28%, $n = 156$), with similar proportions of participants employed for more than 2 years (28%, $n = 153$) and 1 to 2 years (21%, $n = 116$). A majority of participants (79%, $n = 437$) reported successfully meeting their customer targets in the preceding month. In contrast, 21% ($n = 113$) indicated that they did not meet these targets.

Table 2. Descriptive Analysis of the Categorical Individual Factors

Variable	N	Percentage
Assigned sex at birth		
Male	334	61%
Female	215	39%

Terms of Employment		
Permanent	353	64%
Contractual	197	36%
Years of Employment		
6 months to 1 year	156	28%
1 to 2 years	116	21%
More than 2 years	153	28%
Fulfilment of Customer Target		
No	113	21%
Yes	437	79%

An analysis of the factors contributing to job satisfaction revealed that 66% of participants identified health insurance as a key influence, followed closely by work-life balance (62%), leadership quality (57%), and company culture (57%). Career advancement opportunities (54%) and recognition (54%) were also reported as significant determinants of satisfaction (see Figure 1).



Figure 1. Factors influencing Job Satisfaction according to Participants

The job satisfaction responses (see Figure 2) indicate that most participants reported overall positive feelings, with high agreement on general satisfaction (74% combined “Agree” and “Strongly Agree”) and enthusiasm for work (67.1%). While 62.8% found enjoyment in their work, a considerable portion (66.6%) also perceived their workdays as long, and 62% acknowledged unpleasant job aspects.

An independent samples t-test was conducted to compare job satisfaction scores between employees who met customer-related targets and those who did not. Results indicated that employees who achieved their targets in the last month (79% of the sample) reported significantly higher job satisfaction ($M = 17.41$, $SD = 2.54$) compared to those who did not meet their targets ($M = 9.74$, $SD = 2.56$). The observed difference of 7.67 points

was statistically significant ($p < 0.001$), suggesting a strong association between job satisfaction and successful customer target achievement (see Table 3).

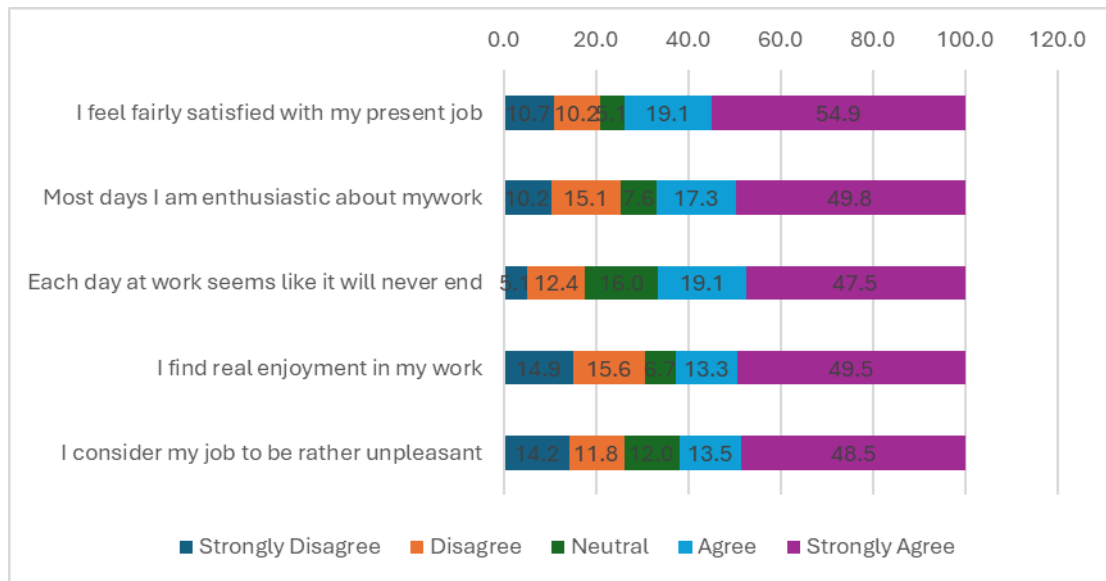


Figure 2. Items Responses Percentage of Job Satisfaction Scale

Table 3. Independent Sample t-test Result

Job Satisfaction					
	Mean	Std. Deviation	Mean Difference	df	p
Customer Retention					
No	9.74	2.559	-7.67	548	<0.001
Yes	17.41	2.540			

In the telecommunications company, employees across various departments reported utilizing generative AI to enhance productivity and streamline routine tasks. Among general clerking roles, employees frequently used AI for drafting emails, generating reports, and summarizing meeting notes. Participant 12 and Participant 34 described how AI assistance in these areas “made daily operations smoother,” enabling them to allocate more time to higher-level responsibilities. Within the marketing team, AI was leveraged for content generation, campaign planning, and customer data analysis, with Participant 22 noting that AI-assisted insights “reduced the time spent on strategizing and provided accurate, data-backed recommendations.” Similarly, data analytics teams reported relying on AI for large-scale data processing, predictive modeling, and automated reporting, with Participant 47 highlighting that “AI reduced the manual labor in data aggregation,” which allowed for a deeper focus on analysis and interpretation.

The majority of respondents had favorable opinions about how AI had affected their job experiences. Increased efficiency was underlined by many; several participants reported that integrating AI greatly decreased their workload and freed them up to work on more challenging assignments. For example, Participant 5 said that “AI cut my workload in half, freeing me up to work on more challenging projects.” Other participants mentioned

that normal chores were less repetitive, which significantly reduced their stress levels. AI "took care of the mundane parts of my job," according to participant 15, freeing them up to focus on more strategic or creative duties. Concerns over dependency and the possibility of AI replacing certain job functions were voiced by a few participants, nevertheless. According to participant 39, "relying on AI makes me feel like my skills might become obsolete," indicating a concern that further dependence on AI may result in a decline in professional autonomy and skill development. Participant 53 reiterated this, expressing worries about job displacement, namely in entry-level and clerical occupations, pointing out that "AI could replace positions that involve repetitive tasks."

Discussion

This research seeks to ascertain the correlation between employee job satisfaction and client retention within the IT industry. Additionally, how IT professionals incorporate AI technology to augment their productivity in standard job duties. The study sample comprises a predominantly young workforce in an entry-level telecommunications company, exhibiting overall moderate job satisfaction scores. The statistics indicate a balanced viewpoint among participants, who mainly reported favorable employment experiences with minimal unhappiness, aligning with moderate to high levels of job satisfaction as reflected in the individual items on the job satisfaction scale. These findings complement a study conducted in Turkey on public staff in agricultural services (Uysal, 2018). Furthermore, Yanchovska (2021) indicates that most IT professionals in the examined sample report job satisfaction, and there exists a modest statistically significant association between job happiness and individual performance. work stress, inadequate communication, and compensation are prevalent factors leading to work dissatisfaction among entry-level employees (Hee et al., 2018). The variation may arise from the study's objectives and methodological disparities in research.

The high rate of target achievement highlights a generally positive trend in performance outcomes, potentially reflective of effective job satisfaction factors within the organization. These findings indicate a varied distribution of employment duration among participants, with a slight predominance of individuals in the earlier stages of employment. These demographic and employment distributions offer a context for interpreting job satisfaction and performance metrics, with evidence suggesting that a predominantly permanent, younger workforce reported positive target achievement outcomes.

Health insurance has been identified by 66% of respondents as a major influence on their job satisfaction, with work-life balance ranking in at 62%, leadership quality at 57%, and organizational culture at 57%. Possibilities for professional growth (54%) and public acknowledgement (54%) were also listed as important factors in determining satisfaction. Work-life balance significantly impacts employee satisfaction, with factors like work-life balance and job satisfaction interconnected and quality of work-life partially mediates its effect on job satisfaction. (Sangeetha, 2023; Pratama & Srimulyani, 2022b). Competence and leadership together have a positive significant influence on job satisfaction, which in turn positively influences performance (Arafat & Darmawati, 2022). Although study in an Indonesian company reports that organizational culture has a positive and significant effect on employee performance but does not significantly influence job satisfaction. (Paais &

Pattiruhu, 2020). It might differ due to industry and methodological difference in research. It is evident from our study that health insurance is the most dominant factor influencing job satisfaction but employer-provided health insurance lowers job satisfaction, particularly for middle-aged and middle-income workers, due to familial responsibilities (Adams & Artz, 2014). The most credible argument is that these individuals faced suboptimal labor market conditions due to their familial obligations to secure health insurance for their families, in contrast to workers who had the liberty to select a more suitable job or remain unemployed. The economic burden of illness for outpatients in Bangladesh is a significant concern, as patients in public hospitals incur a greater overall financial strain due to substantial indirect costs. The study indicates that public hospital patients experience a heavier economic burden from illness and treatment compared to those in private hospitals, underscoring the necessity for a national health insurance scheme (Pavel et al., 2016).

Although overall job satisfaction and enthusiasm were generally high, there was a notable perception of long workdays and unpleasant aspects among some participants, highlighting a duality in job satisfaction experiences within the sample. These mixed sentiments suggest that while satisfaction levels are high, certain job elements may contribute to perceived challenges among employees. The Short Index of Job Satisfaction (SIJS) shows good validity evidence and is positively correlated with work engagement, quality of work life, and negatively associated with burnout in both Brazil and Portugal (Sinval & Marôco, 2020). A cross-sectional study was conducted with two samples of multi-occupational workers: one from Brazil ($n = 599$) and the other from Portugal ($n = 572$). The SIJS exhibited strong validity evidence on its internal structure, encompassing dimensionality, reliability, and measurement invariance across countries and genders. It was also determined to be positively correlated with work engagement and quality of work life (convergent data). It has also exhibited a negative link with burnout (discriminant evidence). The SIJS exhibited promising validity evidence. The SIJS can be efficiently employed alongside other instruments due to its modest item count, producing data with strong psychometric properties.

t-test significance indicates that job satisfaction is not only a critical driver of employee well-being but may also contribute to enhanced job performance, as measured by customer retention metrics. These findings support the prior study where customer satisfaction and frontline employees' work satisfaction are interrelated, with the influence of customer satisfaction on frontline employee job satisfaction being significant (Zablah et al., 2016). Zablah et al., 2016 suggests that instead of making direct investments in job satisfaction, it may be more beneficial to provide incentives to frontline personnel for ensuring that customers are satisfied. This would improve outcomes for both employees and consumers. Besides, Job satisfaction is directly correlated with customer satisfaction, resulting in enhanced customer retention and increased revenues within the Indian banking sector (Malik & Wats, 2021). The findings validated a favorable correlation between the two constructs. Consequently, when staff are content with their work, they believe they provide exceptional service, resulting in consumer happiness and satisfaction (Malik & Wats, 2021).

While most participants acknowledged its role in boosting productivity and reducing stress, there remains an undercurrent of concern regarding the balance between AI efficiency and the preservation of human skill and job security. This perspective underscores the importance of careful AI integration strategies within the

telecommunications sector, emphasizing AI as a tool to support rather than replace employees' roles and capabilities. These findings align with previous research indicating that the quality of AI services in the workplace enhances worker satisfaction, with employment level and role serving as moderating factors. (Nguyen & Malik, 2021). The conceptual framework of the study was evaluated by a cross-lagged panel analysis (N = 313) involving hotel employees and management in Vietnam. This study demonstrates that contentment with AI service quality mediates the effect of AI service quality on employees' job satisfaction. However, In the hospitality sector, awareness of AI correlates favorably with job burnout, however it does not directly influence professional capabilities, with organizational commitment serving as a mediator in these dynamics (Kong et al., 2021). This article seeks to examine its potential effects on employees within the hotel industry, providing insights for both staff and management in China. Data were gathered from a survey of 432 people employed in full-service hotels in China. Structural equation modeling (SEM) was employed to assess the data. The findings indicated a favorable correlation between awareness of AI and job fatigue. No substantial direct correlation was identified between AI awareness and career competencies. Variations may arise due to disparities among countries and industries.

There are some limitations to this study we acknowledge. We have considered entry level employees as sample populations. Exclusion of this category might bring different results. In addition, only 6 offices have been considered in Dhaka city. Incorporating more organizations in IT sectors covering other cities of country would have produced better results. Furthermore, we could have benchmarked our results and findings if sufficient studies existed regarding the relationship between job satisfaction and customer retention, alongside the utilization of AI tools by employees in the IT sector internationally and in Bangladesh. Moreover, longitudinal study would have produced better findings than cross sectional study.

Conclusion

This study's findings highlight the essential impact of job satisfaction on customer retention in the IT sector, especially when employees receive perks like as health insurance, a supportive organizational culture, and balanced work-life situations. The use of generative AI in the workplace presents a dual challenge: it improves productivity and minimizes repetitive activities, yet it also raises apprehensions over job security and the risk of skill degradation. Employees that met customer-related objectives reported significantly elevated levels of job satisfaction, indicating a direct correlation between job success and employee fulfillment. To cultivate a sustainable and motivated workforce, IT businesses can enhance job satisfaction elements while wisely implementing AI tools emphasizing augmentation over replacement of human positions. This strategy enhances staff morale and fosters consumer loyalty, hence improving organizational performance in a competitive digital environment.

Recommendations

We would like to provide some fundamental recommendations for forthcoming study. This study exclusively concentrates on telecommunications. Examining additional areas within the IT sector, such as software

development, IT-enabled services, IT outsourcing, IT freelancers, and IoT providers, will yield diverse findings and insights. Factors influencing job satisfaction and customer retention may differ based on the organization's type and the products and services offered to clients throughout time. Undertaking a longitudinal study, whether quantitative or qualitative, would be advantageous. Eligibility criteria required participants to be entry-level employees, aged 18 or older, and currently employed in the company's customer service or client relations divisions. Participants from all departments, excluding entry-level positions, are likely to offer an in-depth analysis of the factors influencing job satisfaction, the significant correlation with customer retention, and the impact of generative AI tools on overall employee productivity. This study indicates that highly pleased employees meet customer-related targets, leading to increased customer retention, with health insurance coverage being the most significant element, followed by work-life balance, despite certain limits and potential for future research. Consequently, businesses and policymakers should consider strategies to enhance job happiness by addressing these components. Furthermore, employers must consider how firms might integrate pertinent AI solutions to enhance productivity and competences in order to compete worldwide.


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