

# Technology's Make or Break Role in Employee Engagement

Insights from the Harvard Business Review Analytic Services Report  
Sponsored by freshworks

## Employee Engagement Matters

**92%**

Respondents say employee engagement is critical to the organization's success

## Benefits of having an engaged workforce

**59%**  
Productive Employees

**54%**  
Happy Customers

**53%**  
High Quality Products or Services

## Watch out

**77%** Attrition Rate

Employees will consider a new employer if their current job does not provide access to the tools, technology, information needed to do their jobs

**73%** Employee Expectations

Younger employees have higher expectations for easy-to-use technology than older employees

## EXPERTS TAKE

“Employees who feel their leaders value them are much more likely to be engaged in their jobs.”

**Marcy Fetzter**  
Managing Director for Employee Relations  
Brigham Young University

“Technology has an incredibly important role to play in engagement, but it's not enough to have any old technology, you need to have the right technology. It absolutely has to be fit for purpose.”

**Katie Bailey**  
Professor of Work and Employment  
King's Business School, King's College London

## Role of Technology in Employee Engagement

**82%**

### Technology Impact

Employee happiness is impacted by how well workplace technology performs significant impact on their happiness at work

**91%**

### Make IT Easy

Employees have higher expectation for easy-to-use technology

**66%**

### Artificial Intelligence

Employees increasingly expect that the repetitive aspects of their jobs will be handled by software, machines, or new technologies

## Employee Engagement Roadblocks



## Creating a Future-Ready Workplace

**57%**

Solicits input from employees about the workplace tools and technologies

**41%**

Solicits input from its CIO and IT department on improving employee engagement

**35%**

Will make it easier for employees to access the information they need for decision making and doing their jobs

**31%**

Will give more opportunity to employees to provide input on work processes

## EXPERTS TAKE

“Organizations that went into the crisis with an engaged workforce may have had an advantage over those that did not, since engaged employees are more likely to be able to adapt and change to meet new challenges.”

**William Castellano**  
Professor of Human Resource Management & Executive Director  
Rutgers University & The New Jersey/New York Center for Employee Ownership

“The best way to recover from Covid-19 is to apply employee engagement principles. It is the surest, quickest and cheapest way to high performance.”

**John J. Oliver**  
Employee Engagement Consultant & Former CEO  
Leyland Trucks