Exploring the Impact of Technology on the Employee Experience: A Research Study

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‘Employee Experience’ Defined

“Employees’ perceptions and related feelings caused by the one-off and cumulative effects of interactions with their employer’s customers, leaders, teams, processes, policies, tools and work environment.” (Gartner, 2019)
## Technology | Experience Disconnect

<table>
<thead>
<tr>
<th>Statement</th>
<th>Percentage</th>
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<tr>
<td>Of employee experience is accounted for by technology (i.e., the tools employees use to get their work done).</td>
<td>30%</td>
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<td>Of average HR budget is spent on technology.</td>
<td>3.5 - 9.5%</td>
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<td>Of employees know of systems that would help them produce higher quality work vs. the ones they’re required to use.</td>
<td>73%</td>
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<tr>
<td>Of employees believe if they had better technology, it would make their workday better and easier.</td>
<td>74%</td>
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The Emotional Cost of Technological Hassles at Work

The consequences of having to use outdated or poorly designed technology go **well beyond wasted time**.

Frustrating experiences with technology have **pervasive negative effects** on employees’ psychological and physical well-being.¹

Forcing employees to complete tasks that take them away from work they *should* be doing can lead to **resentment, irritation, and burnout**.²

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*Relevant research: (1) Jokinen, 2015; Passonen, 2015; Lazar et al., 2006; (2) Semmer et al., 2007*
The iParadox Triad and Our Psychological Needs

Need: Control  
iParadox: Autonomy

Need: Relatedness  
iParadox: Social Connectivity

Need: Competence  
iParadox: Productivity

*Relevant research: Day et al. (2010); Day, Barber, & Tonet (in press)
Technology & Experience Research Program

What’s the purpose of the research?

• To understand the impact of technology on employees’ sense of well-being, value, and overall experience at work.

What is the scope?

• Investigating perceptions related to technology’s impact from employee, HR, and societal perspectives.

What are the outputs?

• Guidance for building organizational cultures and practices that enhance digital well-being.

• Recommendations for designing technology solutions that deliver feelings of value to employees.
Preliminary Research Findings*

Help me perform meaningful work

Save me time performing work I don’t find meaningful

Stop wasting time navigating separate systems

Better human interaction when things go wrong

*Based on qualitative interviews with employees from SAP SuccessFactors customer organizations
What’s the General Consensus? Omnibus Survey Findings*

iParadox: Autonomy
- 83% say giving employees more flexibility is a motivation behind company’s tech.
- 60% feel automation or job elimination is a motivation.
- Younger workers 168% more likely to say tech is used to get them to work longer and harder.

iParadox: Social Connectivity
- 45% say tech has improved relationship with coworkers.
- 16% feel tech has hurt interactions with friends and family.

iParadox: Productivity
- 65% say tech has improved their ability to get things done at work.
- 20% feel freeing up time for meaningful work is not at all a motivation behind tech.

*Based on survey sample of 614 American workers
Thank you!

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