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EXPLORING THE TRANSFORMATIVE INFLUENCE OF REMOTE WORK ON BANKING OPERATIONS IN BANGLADESH

Dissertação para obtenção do grau de Mestre em Gestão de Empresas

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Abstract

This research study effectively investigates the effectiveness of the remote work on the operational activity of the banking industry in Bangladesh by concentrating on the work life balance along with the cybersecurity concern. Therefore, implementing the remote working process helps to improve the flexibility along with the high employee job satisfaction. However, it has been identified that it introduces the significant communication challenge due to the cultural barrier along with the cybersecurity risks. Additionally, this research examines the transformative influence of remote work on operational activity of the banking industry in Bangladesh with the emphasis on the work life balance among staff members and significant concern in terms of the cybersecurity threats. Remote work is more prevalent, specifically, after the period of COVID-19 pandemic. Due to the remote working process, banks in Bangladesh experience opportunities and challenges in their operational activity. Hence, this study demonstrated that remote work increases the employee satisfaction rate and brings flexibility in the operational activity as well. On the other hand, it is one of the major causes for communication issues and cybersecurity threats. Also, the recommendation has been provided to assist the banks to adopt the significant changes while maintaining the operational integrity along with the data security. Hence, for conducting this study, an inductive research approach along with the descriptive research design has been considered by the researcher which assists to get the accurate picture about the research study. On a similar note the primary data collection method has been adopted with the survey questionnaire which has been constructed on the 100 participants from the banking industry of Bangladesh. It helped to get an accurate picture about the research topic.

Keyword

Remote work, banking transactions, work life balance, Cybersecurity, employee retention, work from home, digitalisation, digital transformation, virtual banking, banking operational activity, employee performance, employee productivity, Bangladesh banking industry, hybrid model, communication process.

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Chapter 1: Introduction

This research has established some concepts through a method to find the growing opportunities of remote jobs in banks and how it could create positive and negative impacts on the banking sector. In the upcoming years, almost 40% of employees will need to reskill, according to current economic studies. In the following COVID-19 pandemic era, banks have the chance to adjust how they handle the professional paths of employees at multiple levels, but this becomes especially crucial for younger workers who are just starting out in an emerging sector and an innovative model of hybrid working that is supported by technology (Shahriar et al., 2022).

Banks should analyse the essential pillars that will allow for more flexibility and adaptation in their business models before considering remote jobs solutions. This would increase their chances of connecting with all clients on a deeper level. While there are many potential, managing this transformation also poses a number of problems, which banks must manage. The banking sector in Bangladesh has seen the introduction of various exciting chances due to remote jobs. Hiring qualified individuals from various geographical regions has allowed banks, encouraging a competitive workplace (Ofosu-Ampong, 2021).

Managers find it difficult to step away from work because there is no physical barrier, compromising their psychological and mental comfort. As per the views of Yacoub *et al.* (2023), managers face long working hours, thereby, organisations designed training programs for managers to promote and manage mental health. Additionally, remote work may hinder effective teamwork and communication, making it challenging for managers to track their personnel and effectively manage responsibilities. The study has included several chapters to discuss existing literature reviews on this chosen topic, the chapter 3 that will be used in the research, data findings of the data findings (Islam et al., 2021). It has also explored the and provided some recommendations in the last part of the study.

1.1 Background of the research

This has established the policy that some employees may be involved in remote jobs and they don't need to attend the office. Banks primarily engage with customers by using different digital channels. To assess customer service, the management must re-examine customer journeys, improve customer efficiency and adopt the method to give the best services to customers. Many apps are developed for banks that enable customers to make digital transactions or digital payments using cards and bank accounts (Arif, 2021). But still, some people need to visit bank branches for banking solutions and remote jobs may not work properly for banking companies in Bangladesh. Also, the Digital Banks market market in Bangladesh has stood at US$5.71 billion along with an annual growth rate of 7.02% by the fiscal year 2029 (Statista, 2025). In addition, the revenue of the bKash Limited 25 billion Bangladeshi taka in the fiscal year 2024 which has been raised from the prior years in a significant way (Statista, 2024).

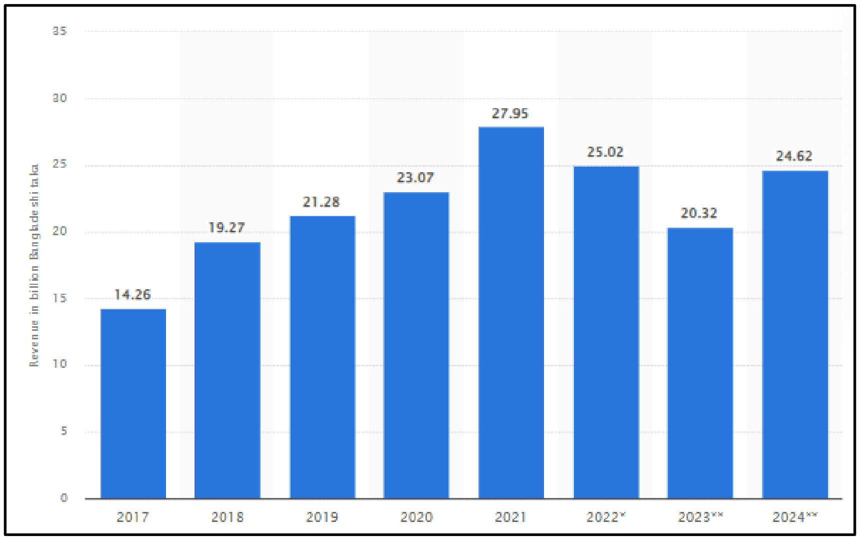

Figure 1.1: Revenue of bKash Limited

(Source: Statista, 2024)

With the growth of distant operational choices, the nature of employment around the world has experienced a fundamental change recently. The COVID-19 pandemic and technological breakthroughs have accelerated this shift, bringing in a new era of labour market flexibility and adaptation. Like its international counterparts, the banking sector in Bangladesh has not been resistant to this tendency. Work from home (WFH), also known as remote jobs , has become a key component of the employment strategy for banks in Bangladesh. It presents a variety of benefits and challenges that demand a thorough investigation (Masrur et al., 2020).

The benefits of working remotely are numerous and varied. It promises to provide access to a larger talent pool, overcoming regional barriers and allowing banks to acquire specialist capabilities wherever they are. Additionally, it provides the chance to significantly lower operating costs and office space requirements, which is important for banking institutions looking to boost their competitiveness (Chowdhury and Chakraborty, 2021). Furthermore, as remote work satisfies demands for flexibility and work-life equilibrium and often produces an enthusiastic and involved workforce, it can help increase employee happiness and productivity.

The increasing possibilities for remote work and their significant effects on the management of Bangladesh's banking sector must be thoroughly investigated. Additionally, it has been identified that in FY 2021, approximately 500,000 cloud or remote workers have been made in the country along with the second-largest online outsourcing destination (Fair, 2023). On a similar note, as per the opinion of Bangladesh Employers Federation (BEF), the digital platform organisations recruited more than 30,000 new staff members in terms of increasing the demand or requirement of the online service (Fair, 2023). In order to help Bangladeshi financial institutions negotiate the changing nature of today's workforce and improve their business activities in the age of digital technology, this study targets to offer insights that can guide strategic decisions.

The growth of remote jobs prospects, driven by technological breakthroughs and shifting labour choices, has significantly changed the worldwide landscape of work. Like many other nations, Bangladesh is not exempt from the current change. Bangladesh's banking sector, a key pillar of the country's economic structures, has been particularly impacted by this trend (Shahriar et al., 2023). This research the background attempts to dive into the expanding remote jobs opportunities and their effect on the management of the Bangladeshi banking sector.

There are many causes for the increase in remote employment in Bangladesh. First and foremost, banking professionals may now carry out their duties from almost anywhere which happens due to the rapid growth of Internet access and the extensive acceptance of digital communication tools. Removing geographic barriers and giving banks access to qualified individuals even in rural places, has allowed them to contact a superior ability group (Rodrigues et al., 2023).

1.2 Problem statement

Furthermore, the COVID-19 epidemic accelerated the development of remote functioning practices by requiring many banks to rapidly change and put in place remote jobs configurations in order to maintain business continuity. The success of working from home in the banking industry was proved by this experience, which inspired more research into this approach. The banking sector in Bangladesh has faced problems and opportunities as a result of the recent rapid growth of remote employment prospects. Although bank employees' flexibility and productivity may increase with remote work, it also poses serious issues with safety, regulation, and the management of the banking industry as a whole (Chattarjee et al., 2022).

It examines the effects of the rising trend of working remotely on Bangladesh's banking sector while concentrating on the significant issues that require solutions. The research explored potential problems such as the cyber security threats. The research identified the problem that can mitigate the safeguarding of sensitive customer information and financial information. It could raise the problem that the banking industry of Bangladesh may adopt remote jobs and it must be aligned with the regulatory framework and policy of Bangladesh. Some compliance issues may also arise when banking institutions will adopt the remote jobs process (Bueno et al., 2024).

Learning by Battisti et al. (2022) found the problem of worker commitment while adopting the remote jobs process within an institution. They also tried to find how a positive business environment could be followed by using the method of remote jobs. There is also a problem which was found while exploring the remote jobs in banking sectors and the problem was that the technology infrastructure of Bangladesh is suitable to approve the isolated employed process in banks of Bangladesh. Also, as per the opinion of central bank sources, in FY 2020, 3,313 employees from the six private banks has been resigned in the fiscal year 2020 (Dhakatribune, 2021). However, 3,070 resigned voluntarily and 201 individuals were removed, 12 members were laid off and 30 officers were sacked (Dhakatribune, 2021). Thus, according to the perspective of Association of Bankers, Bangladesh (ABB), managing director of banks in Bangladesh stated that the laid off certain staff members in compliance along with the rules, regardless of the fact that Bangladesh Bank found the amount of resignations and dismissals within the timespan of 19 months was quite unusual (Dhakatribune, 2021).

Banking institutions should also ensure that they do not compromise their customer services by accepting the procedure of distant working because they are dependent on their customer services and efficiencies. Customer service and relationship management are called the most crucial aspects of banking institutions. As opined by Damberg *et al.* (2022), banks effectively manage the relationship with consumers through an effective communication and it helps to ensure the long term survival in the competitive business landscape. For instance, the management team of Agrani Bank Limited overlooked some problems and due to this customers are suffering and impatience of customers while receiving service which decline the retention rate (Dspace, 2025). To recruit the top talent in a banking company, every employee may not like the idea of remote jobs and human resource management may find it difficult to balance between remote workers and their needs. Some employees who are working at the office might also want to need the opportunity to work from home but some of them will be required to present at the office (Dwivedi et al., 2020).

The research explores another problem which is the role of management in changing the operational process when banks adopt the remote jobs process, and many changes will be needed. Therefore, banking organisations are trying to integrate change management processes in the business by adapting remote job processes which helps to bring flexibility along with the high employee retention rate. When banks follow the process of remote jobs, employees must be given training to understand their attitudes while being involved in the work from home (Hossain, 2021). There may be a communication barrier between management and remote employees. As supported by Pokojski *et al.* (2022), employers use different types of communication technologies to interact with employees and it helps to mitigate conflict in an efficient manner. HR leaders might believe that employees can work from home in an emergency, but they must also successfully communicate with management to update them on their working situation.

1.3 Research aims

This research investigates the adverse effects of distant working on the work-life stability of organisation within the business. The research offers valuable insights and strategies for banks to effectively manage remote work setups, enhance business adaptability, and sustain competitiveness in a dynamic business landscape by tackling these critical issues. Additionally, it explores how excessive distant work can be centred to statement gaps among employees and management in the banking sector.

1.4 Objectives

The main objectives of the research study as follows:

- To investigate the prospects that remote work carries to Bangladesh's banking sector.
- To examine how remote work negatively affects the work-life stability of managing in Bangladesh's banking industry.

- To identify ways in which remote work can contribute to flexible functioning schedules.
- To search the influence of remote jobs on communication between bank employees and managers.

1.5 Questions

The research question is described below:

1. What growth opportunities remote work presents for management in Bangladesh's banking industry?
2. In what ways is remote work negatively affecting management within the banking sector?
3. How does remote work impact the work-life stability of HR staff in management?
4. Does remote work contribute to communication gaps between remote employees and management in the banking industry?

1.6 Research Significance

The increasing possibilities for remote work have become an influential factor in the international workforce, and their effects on Bangladesh's banking industry management are of significant relevance. As per the views of Dev *et al.* (2023), remote work assists to access the broader talent pool, enhance the work life balance and boosting the digital adoption in the organisation. The banking industry in Bangladesh is going through an important change as society adjusts to the reality of the digital age in relations of operations, philosophy, and client communications. As argued by Kitsios *et al.* (2021), integrating remote work in the business process helps to enhance the digitalisation and increase the production rate of the organisation in an effective way. The importance of this topic's research rests in its ability to provide significant findings that can guide strategic choices for Bangladeshi banks. The analysis of distant working in the financial trade can provide insight into how the factors of talent management are changing. In a market that is becoming more characterized by the demand for flexible work arrangements, Bangladeshi banks are fighting for a talented workforce. For banks to continue to be competitive in recruiting top talent, it is crucial to understand how remote jobs influences hiring, keeping, and productivity (Aziz and Naima, 2021).

The cyber security landscape of the banking industry drastically changed the remote jobs and it has a significant impact on the employee performance along with the productivity rate. As per the views of Alawida *et al.* (2022), the banking industry was the most vulnerable to cyber-attacks.

For instance, during the period of COVID-19 pandemic, email phishing threats were one of the most common sources of the data breaches during the work from home due to the national lockdown. The sector is faced with new issues in guaranteeing data safety and adherence to regulatory standards due to increasing dependence on technology and online access to private financial information. Banks can establish strong cyber security plans to protect client data and financial assets with the aid of research in this field. The delivery of financial services and customer contacts may be affected by the use of remote jobs. The study can investigate the effects of digital banking channels and remote customer care on customer happiness, loyalty, and complete bank experiences (Uddin, 2021). For banks looking to improve their digital products and satisfy the evolving demands of technologically adept customers, this information is essential.

The study can offer insightful information on the cost-effectiveness and operational toughness of remote jobs solutions. Understanding the cost effects, flexibility, and methods for managing risks linked to remote employment can help banks in Bangladesh improve their efficiency in a market that is undergoing fast change. Researching the expanding possibilities for remote work in Bangladesh's banking sector is important because it has the ability to improve operational efficiency, talent management, cyber security, customer service, and strategic decision-making. This study can act as a compass directing banks toward a more flexible and successful direction in the age of digital skill as the banking industry remains to change (SCARLAT, 2023).

Chapter 2: Literature Review

Introduction

This concerning chapter will focus on the discovering the transformative influence of the remorse work in the banking operational activity activity. Therefore, integration of the remorse work in the business process helps to bring flexibility and increase the productivity of employees by maintaining the robust work life balance which enhances the performance of staff members in an efficient manner. This chapter will help to demonstrate the significant growth opportunity through the remote work along with its adverse effects in the organisational operational activity as well.

2.1 Growth opportunities of remote jobs

It has been demonstrated that remote work improves operational effectiveness and lowers costs in the banking industry. Recent research by Johnson et al. (2021) and Smithson (2022) shows that banks can optimize their physical infrastructure by using remote work, which eliminates the need for huge office locations and related costs. Additionally, productivity is often higher for remote workers since they encounter less interruption (Morgan et al., 2020). Additionally, technological developments like secure online access and online communication platforms let banking professionals work effectively from any location. This development is consistent with the market's increasing emphasis on digital transformation, which enables banks to streamline operations, enhance customer satisfaction, and lower operating costs (Kaplan et al., 2021).

Hossain & Rahman (2021) suggested that the banking sector in Bangladesh has witnessed significant technological developments, and it has facilitated the system of remote jobs in the nation. Digital banking platforms have been integrated different systems such as cyber security measures, fintech innovation systems, and many more which enabled banking services to offer uninterrupted services to customers despite not including some employees in physical offices. The digital transformation has been suggested as a key enabler of remote jobs system in the banking industry and it has ensured secured and safe working operations. They accepted that the Covid-19 disease has accelerated the acceptance of remote jobs system across various areas of Bangladesh.

Islam and Jahan (2022) identified that remote jobs can offer substantial cost saving system for the banking industry by reducing expenses that are associated with physical space requirement, communication allowances and utility bills. The operational flexibility has allowed some banking companies to allocate resources efficiently in terms of technological investments and customer services. Rahman (2020) explored that the flexibility of distant working can lead to improved worker pleasure and greater lifestyle equilibrium that has been found as critical in terms of talent retention within the competitive banking industry of Bangladesh. For instance, as suggested by Md Atikur *et al.* (2023), the banking industry has been growing gradually in Bangladesh with the significant competition from the one bank to the another bank. Therefore, in the globalisation era, the retention of the qualified of staff members has been increasing by offering the attractive facilities which motivate employees to grow their career as well. Also, employees involved in remote jobs showed higher job satisfaction than employees being in physical places.

Khan and Akter (2021) talked about challenges and risks of remote jobs despite its growth opportunities in Bangladesh. Remote jobs in the banking sector is posing several challenges including data security, cyber security and regulatory issues. Banks should invest on the cyber security framework to reduce the risk of remote jobs from data theft. They showed the future growth opportunities for remote jobs in Bangladesh, and they find it promising. They suggested that the industry required continuous investments in employee training, technologies and infrastructure which will make the trend sustainable.

The banking industry has access to a wider talent pool because of remote work. With the capability to employ personnel from a range of geographical regions, banks now have the opportunity to utilize a broader variety of skills and knowledge. According to a study by Hernandez and Chang (2022), banks can now access talent markets that were previously out of reach due to geographical restrictions by hiring remote workers. The ability for people with disabilities, caretakers, and others with special circumstances to engage in the workforce on an equal basis is another way that remote jobs support miscellaneous and presence (Carter et al., 2020). This variety has the potential to give the banking sector new viewpoints and creative solutions.

In the rigorous banking industry, employee retention and happiness are crucial factors. Greater lifestyle equilibrium is possible with remote jobs, which also lowers stress and increases overall satisfaction with work (Jackson et al., 2021). According to a poll by Davis and Anderson (2023), 76% of remote banking personnel reported greater levels of job satisfaction than their office-based counterparts. An increase in job satisfaction also results in higher rates of employee retention. By keeping experienced employees on staff, banking organizations can protect a proportion of currency by cutting down on hiring and training expenses (Harrison et al., 2020). Additionally, the ability to hire elite employees remotely might be a competitive advantage.

The business stability and recovery strategies of a bank may benefit from remote jobs. Due to their remote operation capabilities, banks are able to continue offering vital services in the event of unforeseen disruptions like natural catastrophes or medical emergencies (Li et al., 2021). Recent case studies have shown the value of remote work for sustaining crucial banking operations while protecting employee health, such as bank response to the COVID-19 epidemic (Mitchell et al., 2022). As stated by Darwish and Bayyoud (2023), for instance, Barclay is one of the popular financial organisations and the management team of the firm offer remote work to employees and enhance the customers service as well. Based on this, employees are able to effectively deal with the customer's request which increases the meet the needs of the consumers along with high satisfaction rate as well. This skill safeguards the banking industry while also promoting overall economic stability. While there are many prospects for growth in remote work, there are also security and regulatory issues. Banking institutions are required to follow tight guidelines and safeguard confidential client information.

To reduce potential hazards connected with remote work, Patel and Kumar's recent literature (2023) underlines the need for comprehensive security and compliance controls. To prevent themselves from cyber-attacks, banks must make investments in safe remote accessibility technologies; maintain data protection policies, and give staff member’s thorough training (Brown et al., 2021). Financial institutions must maintain compliance with ever-evolving rules as regulatory authorities adjust to the trend of remote labour.

2.2 Adverse effects

According to a study by Hossain and Hossain (2020), many banking employees in Bangladesh had to work more due to the unexpected move to remote work in reaction to the COVID-19 outbreak. The authors discovered that employees expressed higher working hours and greater levels of stress as the lines between their professional and private lives became increasingly blurry. This shows that the shift to remote work exerted an adverse impact on the work-life equilibrium of employees in the banking sector. Rahman et al. (2021) revealed the difficulties bankers have keeping work-life stability while working distantly. According to the research, the lack of a physical office has disturbed the standard workday and made it challenging for employees to take time off. Employees claimed they frequently worked above their allotted hours, which resulted in fatigue and disrupted interpersonal relationships.

The mental well-being of employees in Bangladeshi banking industry personnel were studied by Ahmed and Rahman (2022). They observed that extended durations of loneliness and little social interaction both typical of remote work had negative consequences on mental health. The imbalance between their personal and professional life was further exacerbated by the employees' reports of emotions of anxiety and loneliness. Mahmud et al. (2021) examined the problem of greater surveillance and evaluation during remote jobs. According to their research, certain banks in Bangladesh have put in place stringent monitoring procedures to maintain remote worker efficiency. Although the goal of these methods was to sustain performance, they frequently led to increased stress and decreased employee autonomy, making it difficult to achieve an appropriate balance between work and life.

A study by Khan and Ali (2022) found that employees who worked remotely for extended periods faced limitations in networking and visibility within the organization. This limitation on career development opportunities may further exacerbate the negative impact on lifestyle equilibrium, as employees may feel pressured to constantly prove their dedication to the job. The lack of clear policies and guidelines for remote work in the banking sector was addressed by Islam and Haque (2020). Their research highlighted the need for comprehensive remote work policies that consider employees' well-being and lifestyle equilibrium. In this case, Optimum of Pareto can be suitable for employees who work remotely. As supported by Davoodi *et al.* (2023), it has been identified that Pareto optimal solution is one of the effective strategies in the business which effectively increase the maximise the productivity and enhance the well-being of employees in an efficient manner. On a similar note, it helps to decline the employee turnover rate and boost the efficiency of the staff members as well. The absence of such policies can lead to inconsistent work arrangements and further challenges in managing work-life boundaries.

According to a recent poll by the Bangladesh Bankers Association (2023), the majority of Bangladeshi banking sector employees was worried about how remote work would affect their ability to associate their job and individual lives. Due to the remote work, employees of the banking industry of Bangladesh face issue to communicate with other individuals and it leads towards the conflicts which decline the production rate along with the customer service in the organisation. On a similar note, it has been observed that employees of the Bangladesh banking sector expressed their concern that the transition to the remote work has the ability to blur the lines between personal and professional lives, creating issues to maintain a healthier work life balance which leads towards the high stress and anxiety among the workforce. As the main causes of their dissatisfaction, respondents mentioned longer working hours, less free time, and difficulties separating work from home. The work-life harmony of banking staff in Bangladesh during the global epidemic was examined by Sultana et al. (2021). Since employees found it difficult to step away from work-related activities, there was no physical distinction between the two areas. Employees also mentioned feeling more stressed and burned out at work, which suggests that working remotely may be bad for their health.

The long-standing implications of distant work in Bangladesh's banking industry were the focus of a more recent study conducted by Ali et al. (2023). The study found that as social interactions with coworkers declined as a result of employees working remotely, they gradually experienced lower job satisfaction and more feelings of loneliness. Face-to-face interactions were lacking, which hampered teamwork and reduced collaboration, harming the workplace as a whole. Rahman and Azim (2022), who performed a qualitative study among bank employees, further analyses how remote work affects lifestyle equilibrium in the banking industry. According to their findings, remote employment offers flexibility but also presents difficulties in terms of upholding work-life boundaries. They felt under constant pressure to be reachable and responsive. Their individual lives and well-being suffered because of this continual contact.

2.3 Remote work can help make work schedules more flexible

The possibility for remote work to improve flexibility and lifestyle equilibrium is one of the main reasons for its uptake. According to study findings by Allen et al. (2015), employees who work remotely are better able to balance both their private and proficient lives, which lowers workplace stress and boosts overall job satisfaction. Gajendran and Harrison's (2020) more recent research, which discovered that remote workers expressed a greater amount of work-family balance than their office-based counterparts, support this. These results highlight how remote employment promotes flexibility in work settings.

Additionally, remote jobs has been linked to improved job performance and productivity, partly because it allows individuals to organize their workload around their most productive periods. According to a research by Bloom et al. (2015), call centre workers who worked from home showed a 13% improvement in performance due to less interruptions and the freedom to schedule their work around their normal circadian patterns. This is consistent with the ideas advanced by Golden and Veiga (2005), who argue that flexible work schedules made possible by remote employment increase time management skills and, as a result, productivity.

The COVID-19 pandemic has sped up the acceptance of remote work and given businesses a chance to investigate the advantages of flexible scheduling. In a study done during the pandemic, Bick et al. (2020) revealed that remote jobs proved not only practical but also gave many employees more freedom with their work schedules. Employees were able to respond to the difficulties caused by lockdowns. According to the report, the epidemic has caused a paradigm change, with many employers now realizing that remote work has the ability to, over time, allow for more flexible schedules.

It's crucial to remember that the requirements of employment and the policies of the company can affect how much flexibility is created by remote jobs. According to studies performed by Raghuram et al. (2020), some distant workforces might catch it hard to pull limitations between their individual and expert lives, which might effect in lengthier workdays and less flexibility. Therefore, organizations must develop clear policies and assistance programs to make sure that employees working from home may actually profit from scheduling flexibility.

Organizations can profit from remote work and flexible scheduling in addition to the advantages for personnel. According to an investigation conducted by Kurland and Egan (2021), businesses that encourage remote work and scheduling flexibility often succeed in luring and keeping top personnel. This is especially important in the post-pandemic era when employees increasingly see remote work as a benefit. Additionally, research from Aboody and Kasznik (2020) shows how cost benefits for businesses can result from the reduction in the demand for actual office space.

Work schedule flexibility is frequently linked to remote work. According to Grant and Parker's (2019) research, remote workers have greater influence over their work timetables and can modify them to better meet their requirements and preferences. The appeal of remote work is greatly influenced by this flexibility. The flexible scheduling offered by remote employment is also advantageous to organizations. Remote work can lessen the demand for large actual office buildings, which can lower rent and utility expenditures, according to lessons led by Cross et al. (2022). Additionally, because hiring remote workers removes regional restrictions, businesses can access a worldwide talent pool.

2.4 The cause of communication gaps due to remote jobs

The usage of digital communication tools is a significant contributor to communication breakdowns in Bangladesh's distant banking industry. For remote work, it has become vital to have access to communication tools including messages, email apps, and video conferencing services. However, using them improperly or excessively might result in misunderstandings and poor communication. Researchers like Drouin et al. (2019) claim that text-based communication might be ambiguous and subject to misunderstanding because it lacks the nonverbal clues and information that face-to-face conversations offer.

The absence of structured communication standards in the remote banking industry is another issue causing gaps in communication. Hossain et al.'s research (2020) highlights the significance of providing remote workers with clear communication expectations and procedures. Without such rules, staff workers would find it difficult to determine when and how to interact, which could cause delays, missed data, and dissatisfaction among team members. Communication barriers may be significantly influenced by cultural influences. According to Hofstede Insights (2021), Bangladesh has a culture of collectivism that places a high importance on collaboration and getting along with others. The growth of these relationships may be hampered by remote work, possibly resulting in communication breakdowns. Collectivist cultures frequently rely on indirect communication that can be difficult to recreate in a distant work environment, as noted by Smith and Bond (1993).

An absence of accessibility to current knowledge might sometimes make it difficult to communicate effectively. Having the most recent information and data is essential for making wise decisions and offering exceptional customer service in the quickly evolving banking industry. The significance of real-time data exchange as well as access to data for remote employees is highlighted by study by Lim et al. (2019). Employees may be unable to quickly obtain vital information in some distant locations of Bangladesh due to a lack of adequate digital infrastructure.

Among remote banking personnel, social engagement and relationship-building may suffer from a deficiency of corporal presence and face-to-face communications. According to studies conducted by Golden et al. (2020), informal encounters, which frequently take place in work environments, can promote mutual confidence and support among co-workers. Remote workers might pass up these chances, which would make them feel lonely and weaken the team dynamic. Furthermore, communication gaps may result from the psychological effects of remote employment. According to research conducted by Malik et al. (2021), burnout and stressful situations experienced by remote workers can lower motivation and involvement in communication initiatives. On the other hand, as argued by Galanti *et al.* (2021), it has been observed that during the period of the remote working, employees face issue in terms of job dissatisfaction, turnover intention, reduction in the performance and production rate, low organizational commitment along with the high absenteeism rate as well. An employee's capacity for effective communication may diminish if they are overburdened by work-related stress. Relying on technology is one of the main reasons for communication breakdowns when working remotely in Bangladesh's banking industry. Employees frequently find themselves dependent on different apps and software for communication and collaboration as banks have implemented online resources and platforms to support remote work. Although these technologies are intended to improve communication, they can become restrictions when they break down or when workers are unable to use them properly (Ahsan et al., 2021). Misunderstandings, delayed answers, and a general decline in communication effectiveness might result from this.

When the COVID-19 epidemic first started, many banks did not have comprehensive remote work rules in place, according to Rahman et al. (2022), which caused employee misunderstanding about expectations and duties. Employees may find it difficult to successfully coordinate their activities without clear instructions on when and how to interact, which could lead to communication breakdowns and reduced efficiency. Communication problems when working remotely in the banking industry are also influenced by Bangladesh's cultural setting.

Many Bangladeshi firms are hierarchical, which can make it difficult for employees to ask questions or express their ideas to higher-ups, particularly if they are absent (Shanta et al., 2021). This cultural barrier might make it more difficult for workers to ask questions or communicate critical information, which can lead to communication breakdowns. As suggested by Himawan *et al*. (2022), it has been identified that cultural barriers has been identified as critical issue for remote employees and it can lead towards the significant conflicts among work family, create weak information technology infrastructure along with the lower communication rate among staff which decline their productivity. In contrast, as differed by Bhandari *et al*. (2021), it has been observed that language and cultural barrier are consider as a main sources which can create anxiety and stress among the workers which decrease their performance effectively. Thus, it can be stated that cultural and language barriers have the ability to create the communication gaps among the remote employees of the banking industry of Bangladesh.

Chapter 3: Research Methodology

This concerning chapter has been employed with the different types of research methods which will enhance the end outcome of the study. Also, the survey methodology has been chosen by the researcher to reduce the biased opinion and get an accurate picture about the research study. The survey method is a popular method for collecting the opinions of respondents on a particular topic. For conducting this research study, 20 survey questionnaires have been developed which aid to get an accurate picture about the research topic. Additionally, these questions have been constructed by considering the objectives of the research study which leads to the accurate result as well. The survey method has followed the yes/no method, Likert-scale method and quick answers method. The survey methodology has developed response scales so that respondents can share their scale of agreement on a question. The methodology has included a sample size, a sampling method, data collection and data analysis method to develop the study (Newman and Gough, 2020). A target population was identified for the survey to match the resolution of the study. This study has been developed by considering the employees of the Bangladesh banking sector which assist to get the appropriate answer of the survey questions.

3.1 Research design

The study used the study plan of descriptive research and the descriptive research helped to explain a study by describing the result findings. As per the views of Dawadi *et al.* (2021), the main aim of the research design is to understand the approach of the research study. It is a powerful tool to be used in this study. It has given a details and accurate picture of the collected data. The research design could aid a researcher to present the data in a current manner. It could be a proper use to apply the descriptive research design in the quantitative method because it can analyse the collected sample size from a population in a better way (Pandey and Pandey, 2021).

The descriptive research design has been suitable for the study as the study has collected quantifiable data through a questionnaire and the researcher thinks that it is a perfect option to apply this method in the study. As opined by Kuswanto *et al.* (2020), the utilisation of the descriptive research design helps to collect the data in terms of population, situation or phenomenon. Different types of methods could be used in this research design such as surveys, case studies and observational studies. In this process, collected data is analysed systematically and it is an easy research design process to analyse data. Thus, using this particular research design assists to analyse the influence of the remote working in the operational activity of the banking industry of Bangladesh.

3.2 Research approach

The research approach is one of the effective plans in terms of gathering, assessing as well as interpreting the entire data. As described by Nadya and Pustika (2021), it has been observed that research approaches offer a wealth of data in terms of the real life people and situations to get an accurate picture of the research topic. Therefore, by using the effective research approach, researcher able to interpret the entire data effectively.

The inductive approach has been suitable for this study and able to evaluate the influence of the remote working process. It is applicable for generating new theories for an existing topic. An exploratory method of conducting a study, the inductive approach starts with specific facts and builds theories or patterns over time based on that evidence. When researching complex issues, it is a useful approach because it enables investigators to let the information speak for it and produce new perspectives. The approach has helped to collect specific data for the study where different methods could be used for collecting data. The approach also inspires the open coding system where it has assisted in collecting data that emerged from natural examination (Säfsten and Gustavsson, 2020). By using this approach, it has helped to understand the pattern of collecting data which may not have been before collecting relevant data.

3.3 Research Technique

There are three types of research techniques that could be used within a research topic. These techniques are qualitative, quantitative and mixed methods. For this study, the researcher has applied a qualitative technique. The qualitative technique has given various ways to analyse the survey method of this research but the researcher decided to use the descriptive method of the qualitative technique. By seeking opinions from a select group of participants who can throw insight into their thought processes and level of understanding of the survey questions, qualitative approaches like interviewing or focus groups may help in the development of survey questions (Dodds and Hess, 2020). For this research study, 100 participants have been taken by the researcher to reach the end result in an efficient manner.

Qualitative techniques can help to build survey questions by understanding the nature of the topic and objectives of the study. By understanding the target population, the qualitative technique can help to select a perfect sample size and determine a sampling method that would be good for the study. The setting in which the survey will be performed was better understood in this study with the use of qualitative research. The study has used this contextual knowledge to customise the questionnaire according to the particular needs of the population in question.

3.4 Sampling method

To apply the sampling method of the study, the researcher has used the simple random sampling method as it is an easy process to select a sample size. This sampling method allows a study to select a group of participants randomly from a population size. To make sure that the sample the study has chosen is appropriate for the entire population, the study has used simple random sampling. This implies that the sample's characteristics should closely reflect those of the population entirety. This is essential for using the sample to derive accurate inferences about the population. Selection bias is minimized by simple random sampling. The researcher is unable to incorporate biases or favours into the method of choosing samples because each participant of the overall population has a similar chance of being chosen (Gupta and Gupta, 2020). The study has confidently simplified the results of the sample to the population as a whole as it has employed simple random sampling. This is particularly crucial when undertaking research with the intention of formulating assumptions or forecasts about a wider population.

3.5 Sample Size

According to Anderson and Gerbing (1988), there is not a clear indication of what is the ideal sample size but is considered that a sample of 100 to 150 respondents is acceptable for this type of study (Crosby et al., 1990). To develop the study on a survey method, a sample size was to be selected. From a population size of 115 respondents, 100 sample sizes have been taken. This sample size is acceptable for this study as it has time limitations, and selecting a big sample size would take more time. The respondents were mainly employees, managers and executives of banking companies in Bangladesh. This sample size would be efficient for the study as it was easy to calculate and describe the data findings. It has helped to get the data findings of the study as the sample size was selected.

The sample size was established after targeting the objectives of the study and the method of the study was granted. Once the population has been identified, the study has developed a sample structure, which is an index or summary of each person or unit that makes up the population. This phase makes sure that the study has a thorough understanding of the components that were used for the sample.

3.6 Data collection method

However, the study has applied the primary data collection method where raw data was collected through a survey questionnaire which has not been previously used. The primary data collection method has allowed this study to align with its research objectives. The method has also allowed the study to take control over the collected data as they are mainly fresh information which has not previously been used. In this case, it can be stated that using the primary data collection method assist the researcher to get an in-depth analysis along with the appropriate investigation. In particular, focus groups and qualitative surveys can offer deep insights into the viewpoints and experiences of participants (Braun et al., 2021). While using the primary data, the researcher also ensured that relevant information was used in the survey by creating a perfect questionnaire that could gain the objective of the study. It was also particular to use the primary data so that deep information could be collected from participants.

3.7 Data analysis method

Literature resources from previous studies were identified which has been analysed in the 2nd chapter of the study so that related gaps and limitations could be found on this topic. To analyse the collected data, the study has tried to answer each objective of the study by using the result of the questionnaire. For this purpose, survey questions were prepared based on different research objectives. The percentage calculations have been used in the study so that the response to each question could be analysed through a percentage (Story and Tait, 2019). Graphs and charts have been used to give visual information of each result of survey questions. As suggested by Franconeri *et al.* (2021), using the graphs and charts in the study helps to make the visual comparison between multiple sets of data. Therefore, while two bars do not rest in the same line like segments within the similar bar in the stacked bar graph, the comparison depends on the length and area.

3.8 Ethical issues

Ethical issues have been considered while conducting research questions and survey questions. During preparing survey questions, no personal question was added which can hurt the feelings of a participant. In this research study, researcher did not construct survey questions which lead towards conflicts among the participants and organisations. Also, it has been ensured that any internal information about the company or participants has not been disclosed which maintains the ethical integrity of the research study in an efficient manner. After collecting the primary data, the researcher has followed the Data Protection Act and did not share the collected primary data with a third party. Moreover, General Data Protection Regulation (EU) 2016/679 (GDPR) has been implemented which safeguard the personal information of individuals (GOV, 2025). Also, all gathered data has been protected in a personal pen drive with a protected password. Additionally, the primary data has been secured in the protected folder where only the researcher and the supervisor has been allowed to access to the information.

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Chapter 4: Data Findings

To find the data findings of the study, the proper data should be gathered through using the questionnaire. The questionnaire has four different sections and the first section includes the demographic questions to find the demographic information of respondents ***[Refer to questionnaire]***. This questionnaire has collected answers from 100 respondents who are mainly employees, managers and executives of banking companies. After collecting answers from respondents, the data will be shown using percentage calculations, graphs and charts. The data was collected using online and offline communication. Any personal questions were avoided in the survey process. Respondents were allowed to answer only saying yes or no and they could remain neutral to answer a question. The study has selected participants who are involved in remote jobs or manage the process of remote jobs in the banking industry.

1st section: Demographic question

1. What is your job role?

Job role	**Manager**	**Executive**	**Employee**
	40	32	28
%	40%	32%	28%

The 1st section is about the demographic information of respondents. It could be seen that 40% of respondents selected were managers of banks and the maximum number of respondents in the survey were managers because they can know the internal situation of a business and they can understand better about remote jobs and its impact on the management of the banking industry. 32% of respondents in the survey were selected who are actually business executives within the banking industry. The rest of 28% of respondents were basically employees within the banking industry. Employees were selected because they were able to respond better regarding the different opportunities of remote jobs and they feel about this new process and their experiences.

2. How many years have you been working with the company?

Work Duration	**less than 1 year**	**1 to 5 years**	**5 to 10 years**	**More than 10 years**
	8	24	36	32
%	8%	24%	36%	32%

For employees who have working experiences within 1 to more than 10 years, all types of employees were chosen but the maximum respondents were selected within 5 to 10 years because they have relatable information of current data and they can predict the future better from the past. Therefore, fewer respondents were chosen who have working experiences of less than 1 year but still, they were chosen so that they can share their new experiences of remote jobs. 24% of respondents were chosen who have working experiences of 1 to 5 years. Within 5 to 10 years of working experience, 36% of respondents were selected. 32% of respondents were selected with working experiences of more than 10 years because they can better understand the current situation of remote jobs and how they can create opportunities in the industry.

2nd Section: Yes/No questions

1. Do you feel remote workers have a good lifestyle equilibrium?

	Yes	No	Neutral
Responses	72	28	0
%	72%	28%	0%

The 2nd section of the questionnaire includes survey questions where respondents have to answer by saying yes or no. The first question of this part was asking respondents on do you feel remote workers have a good lifestyle equilibrium. 72% of respondents answered that they feel remote workers have a good lifestyle equilibrium. On the other hand, 28% of respondents believe that remote workers do have not a good lifestyle equilibrium. The answer to the question has quite a positive result as maximum respondents give affirmative answers.

2. Do remote workers have a separate and suitable space for working at home?

	Yes	No	Neutral
Responses	64	36	0
%	64%	36%	0%

The next question was about whether remote workers have a separate and suitable space for working at home or not. 64% of respondents think that remote workers have a separate and suitable space for working at home as they have suitable space. However, 36% of respondents think that remote workers do have not a separate and suitable space for working at home. Not having a suitable working space at home could lead to stress in working. It could create many problems for remote workers who do not have a suitable space for working at home. The maximum answer was positive because bank workers live in a suitable place as they get high-paid salaries but remote jobs can create problems for those who don't get a suitable space at home.

3. Have remote workers been able to stick to the work routine or schedule while working at home?

	Yes	No	Neutral
Responses	76	24	0
%	76%	24%	0%

Another survey question in this section was about whether remote workers have been able to stick to the work routine or schedule while working at home. In this survey question, 76% of respondents said that remote workers are able to stick to the work routine or schedule while working at home. 24% of respondents said that remote workers are not able to stick to the work routine or schedule while working at home. Actually, the maximum answers were positive because it depends on the type of work that an employee is doing while working at home. Some employees may have loads of work and can't finish work within the work schedule. However, some remote workers get flexible working hours to finish their tasks while working at home.

4. Do you feel you've been able to learn and grow in the last few months while working at home?

	Yes	No	Neutral
Responses	84	12	4
%	84%	12%	4%

The survey question was about respondents feeling that remote workers have been able to learn and grow in the last few months while working at home. In this question, 84% of respondents gave positive answers that they have been able to learn and grow in the last few months while working at home. On the other hand, 12% of students have said that they were not able to learn and grow in the last few months while working at home. Maximum results were positive to this survey question because remote workers said to learn some different things about how to manage both work and home while being a remote worker. Only one respondent was being neutral and he avoided this question from answering.

5. Would you like to continue working remotely beyond the Covid-19 crisis?

	Yes	No	Neutral
Responses	68	32	0
%	68%	32%	0%

In this survey question, the researcher asked respondents whether remote workers would like to continue working remotely beyond the COVID-19 crisis or not. 68% of respondents answered that they like to continue working remotely after the crisis has ended. But 32% of respondents have said that they would not like to continue working remotely beyond the COVID-19 crisis. Maximum respondents would like to continue working from home because they find flexible working hours while being an employee of a banking company. But some employees don't find it flexible to work at home and they believe that they can concentrate more on working while being at the office. But most employees like to be flexible while doing a bank job which has led this survey answer to positive results.

3rd Section: Likert-scale questions

This section is based on Likert-scale questions where 5 points have been given for each survey question. Respondents get different options to give answers and they can give answers from strongly agree to strongly disagree to find the importance of a question. They can remain neutral in this method if they don't want to give any answer to a question.

1. There is adequate communication from teammates and team leaders while working at home.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	4	88	0	8	0
%	4%	88%	0%	8%	0%

The first question of this section was based on whether there is adequate communication from teammates and team leaders while working at home. Respondents were quite positive while giving this answer. 4% of respondents strongly agreed that there was adequate communication from teammates and team leaders while working at home. 88% of respondents agreed that they get adequate communication from team leaders and teammates while working from home. But only 8% of respondents disagreed that they get adequate communication from teammates and team leaders while working from home. This is because there was some communication gap that they experienced while working from home in the industry.

2. Remote meetings are as productive as face-to-face meetings.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	0	72	0	28	0
%	0%	72%	0%	28%	0%

The next question in the questionnaire was about whether remote meetings are as productive as face-to-face meetings. 72% of respondents in the survey question agreed that remote meetings are as productive as face-to-face meetings. On the other hand, it was not productive as face-to-face meetings according to 28% of respondents. Two types of answer were found to this question because some respondents feel that it is not productive as they can't concentrate, or some have internet issues or video meeting issues. Maximum answers to this survey question were based on the agreement of respondents because they think that remote meetings productive than face-to-face meetings.

3. There was a negative impact on employee engagement in the management while some employees were working at home.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	0	44	0	48	8
%	0%	44%	0%	48%	8%

There was a mixed response to this survey question. The survey question was about whether there was a negative impact on employee engagement in the management while some employees were working at home. In this question, 44% of respondents agreed that there was a negative impact on employee engagement while some employees were working at home. However, respondents of 48% disagreed that they found any negative impact on employee engagement due to employees working at home in the banking industry. Also, 8% of respondents strongly disagreed that there was a negative impact on employee engagement in the management while some employees were working at home. It is common that there will be both positive and negative impacts when adopting a new technique in a company and it caused a mixed response from them.

4. Some employers were feeling that communication gaps were increasing in the management due to remote jobs.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	16	56	0	28	0
%	16%	56%	0%	28%	0%

There was a positive response to the survey question. In this survey question, it was tried to identify that some employers were feeling that communication gaps were increasing in the management due to remote jobs. It was found that 16% of respondents strongly agreed with the survey question that employers feel communication gaps are increasing in the management due to remote jobs. 56% of respondents also agreed with the question about the feelings of employers on remote jobs. On the contrary, 28% of respondents disagreed that employers feel that communication gaps were increasing in the management due to remote jobs. It is true that employers see remote jobs as a threat and they believe that it is creating communication gaps but some employers find remote jobs as useful for management.

5. Remote jobs should be continued in the banking industry to create more opportunities.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	4	88	0	8	0
%	4%	88%	0%	8%	0%

In this survey, the majority of responses were positive. A total of 88% of participants agreed that remote work should continue in the banking industry to create more opportunities, with 4% strongly agreeing due to its perceived usefulness. Conversely, 8% disagreed with the continuation of remote work for opportunity creation in the banking sector. The overall agreement reflects the belief that remote work can generate more opportunities and offer cost-saving benefits for the industry.

6. I have the materials and resources needed to perform my job safely in the workplace.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	0	92	0	8	0
%	0%	92%	0%	8%	0%

The response was highly positive to this survey question. In this survey question, the researcher asked respondents on that they had the materials and resources needed to perform their jobs safely in the workplace. The survey question showed that 92% of respondents agreed that they have the materials and resources needed to perform the job safely in the workplace. On the contrary, 8% of respondents disagreed that they have the materials and resources to perform their jobs safely at the workplace. Maximum people have the required resources and materials which means that they will face no problem in doing remote work if needed by the company.

7. Remote jobs has enabled remote workers to do work in a flexible time schedule.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	12	72	4	12	0
%	12%	72%	4%	12%	0%

This survey question has found mostly positive answers. In this survey question, the researcher has asked participants if remote jobs has enabled remote workers to do work in a flexible time schedule. 72% of respondents agreed that remote workers have flexible time schedules due to remote jobs and 12% of respondents strongly agreed with this question. 4% of respondents remained neutral to this survey question. However, 12% of respondents disagreed that remote workers haven't enabled remote workers to do work in a flexible time schedule. Some believe that remote jobs can distract the mind of employees from working which causes a variation in the working time schedule.

8. I am confident my manager will support our future remote or flexible work policy.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	4	60	0	32	4
%	4%	60%	0%	32%	4%

This question has received mostly positive responses. The question was about whether respondents are confident their managers will support their future remote or flexible work policy. 80% of respondents agreed that they are confident about their manager supporting future remote or flexible working policies and 4% of respondents have strongly agreed with this question. On the contrary, 32% of respondents disagreed that their managers would support their future remote or flexible working policy. 4% of respondents strongly disagreed with the survey question on supporting their remote jobs policy.

9. Remote jobs creates a negative impact that employees feel isolated while working at home.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	0	32	0	60	8
%	0%	32%	0%	60%	8%

In this question, the responses of respondents were mostly negative. It was asked to respondents that remote jobs create a negative impact that employees feel isolated while working at home. 68% of respondents disagreed that they feel isolated while working at home due to the remote jobs process. 8% of respondents strongly disagreed with this question. But 32% of respondents agreed that they feel isolated while working at home during the remote jobs process. Some employees feel flexible to work and keep their minds calm when they work alone at home rather than working at the office.

10. Building and growing a business is harder for the management when some employees are working at home.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Responses	8	44	0	32	16
%	8%	44%	0%	32%	16%

The answer to the survey question was mostly mixed responses where people showed different opinions. The question was about Building and growing a business is harder for the management when some employees are working at home. Here, 44% of respondents agreed that building and growing a business is harder for the management when some employees are working at home. 8% of respondents strongly agreed and believed this survey question was a true fact. However, 32% of respondents disagreed that growing a business will be harder for the management when some employees are working from home. This question was strongly disagreed by 16% of respondents when they were asked.

4th Section: Quick questions

The 4th section of the questionnaire was about quick questions where respondents were asked to give a rating and to give direct answers to a question in this part.

1. How would you rate your relationship with your employer when working remotely?

Rating	**1**	**2**	**3**	**4**	**5**
Responses	8	8	8	28	48
%	8%	8%	8%	28%	48%

The question was about giving a rating to the relationship of respondents with their employers when working remotely. 48% of participants gave a 5 rating which means that the relationship was very good despite working remotely. 28% of participants gave a 4 rating which means that the relations were good among remote workers and employers. A 3 rating was given by 8% of respondents and it means a medium relationship. 8% of respondents gave a 2 rating and it means that the relationship was bad with employers. Also, 8% of respondents gave only 1 rating which indicates a bad relationship among employers and remote workers.

2. How would you rate your relationship with your colleagues when working remotely?

Rating	**1**	**2**	**3**	**4**	**5**
Responses	4	20	20	24	32
%	4%	20%	20%	24%	32%

The survey question mentioned the rating of relationships with colleagues when working remotely. 32% of respondents gave a 5 rating and it shows their very good relationship with colleagues. 24% of respondents gave a 4 star which indicates a good relationship with colleagues and remote workers. 3-star ratings were given by 20% of respondents and it means a normal relationship with colleagues. 20% of respondents have given 2 ratings and 4% of respondents gave 1 rating which indicates a bad relationship between remote workers and colleagues.

3. Which of the following work arrangements do you prefer?

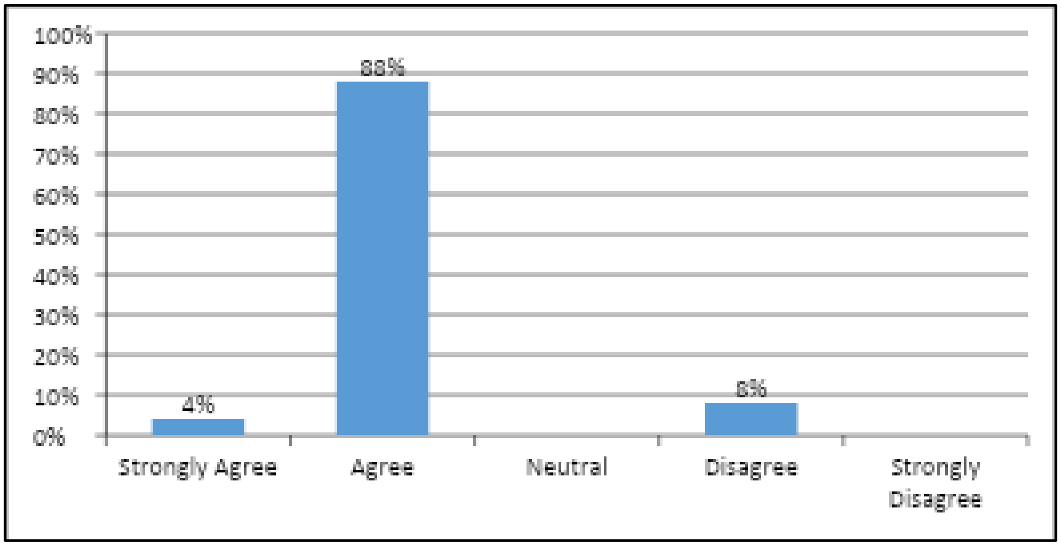
	Both	**Fully remote**	**Fully at the office**
Responses	48	36	16
%	48%	36%	16%

The survey question was about which type of work arrangement they would prefer. 48% of respondents said that they are ready to do both types of work arrangements when the company needs them. 36% of respondents said to work on fully remote basis work but 16% of respondents expressed their interests to fully work at the office.

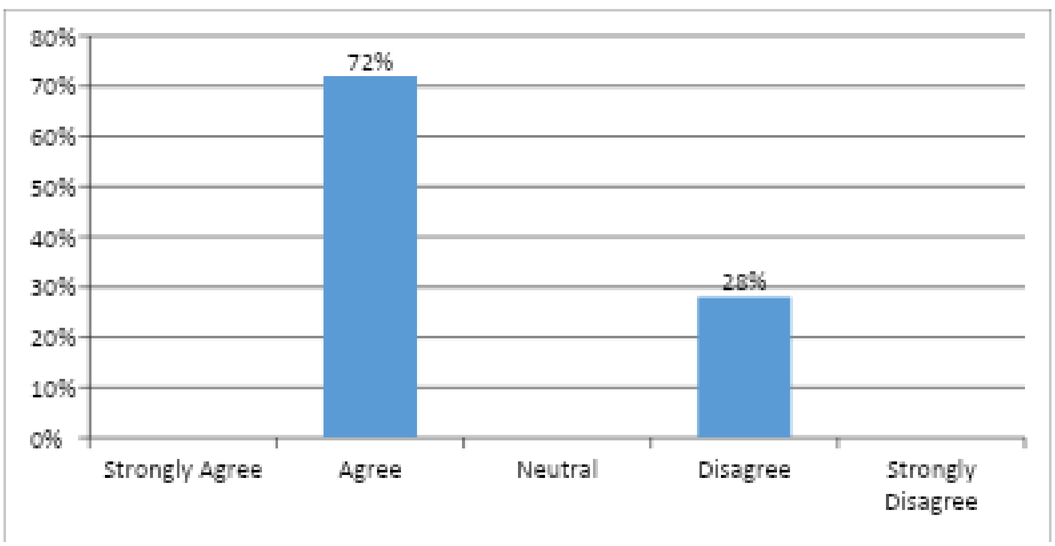
Chapter 5: Data Analysis

The data analysis will be analysed through the utilisation of the graphs and tables along with percentage of data to get the accurate picture of the research topic. Here, the study will try to find the objectives by matching them with the study findings. The study has four main objectives, and the researcher has created research questions and survey questions based on objectives so that he can get his expected result. A descriptive method has been used so that the study can describe the data and analyse them to get the study result.

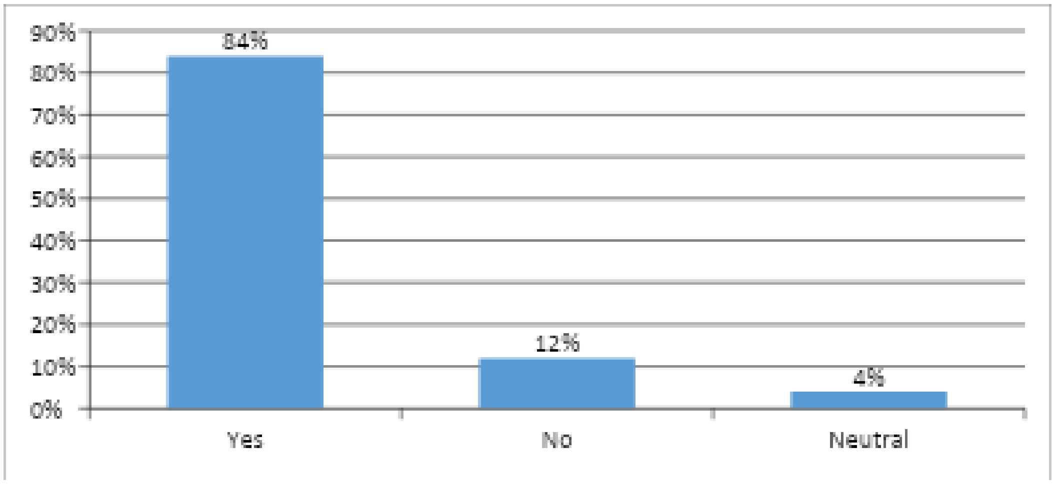
The first objective of the study was to explore opportunities created by remote jobs in the banking industry of Bangladesh. The survey question has been developed by considering the research question. Therefore, it has been found that implementing the remote working assistance creates more opportunities along with effective productivity. In this question, 92% of responses have positive results and they agree that remote jobs could create more opportunities and the banking industry should continue this process. Respondents think that remote jobs can create more opportunities because they see that it will save costs for the business when some employees work from home and there will be more space and employees will feel less pressure in the workplace (Shahriar et al., 2022). It has been identified that adopting the remote working process in the baking industry of Bangladesh reduces the employee turnover rate along with the high retention. Also, it provides the opportunity to the staff members of the organisations to maintain balance between personal and professional lives and flexibility. Remote jobs create flexibility among employees as stated by them and they feel less pressure while working at home and some employees like to work from home.



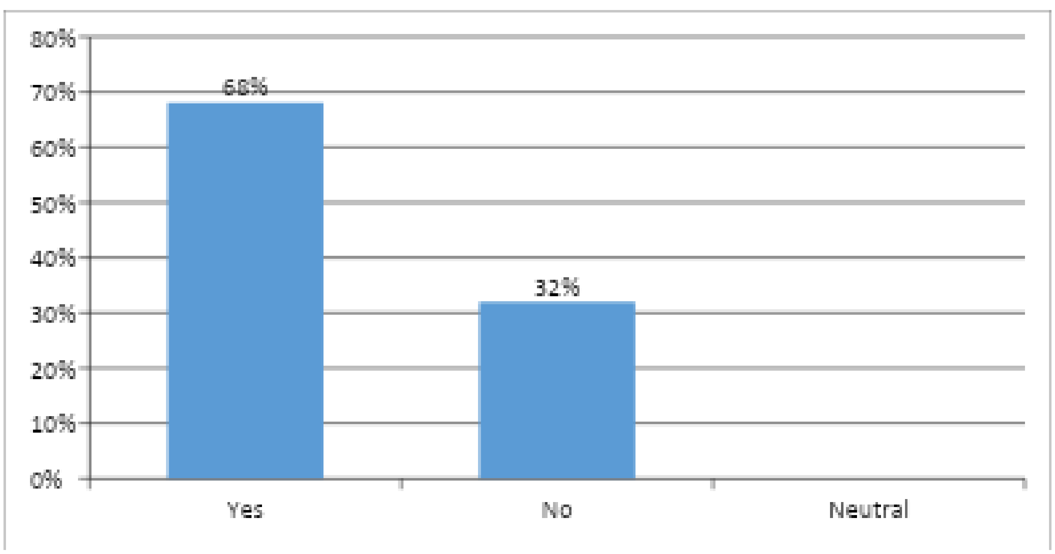
Another survey question was developed to show that this objective of the study has been achieved and it was based finding that Remote meetings are as productive as face-to-face meetings. Almost three-quarters of respondents have agreed that remote meetings are as productive as face-to-face meetings which also means that remote jobs can be productive. They agreed with this question as they firmly believe in saving time through online meetings rather than going out to the office for a simple discussion which can be done through an online meeting process (Islam et al., 2021).



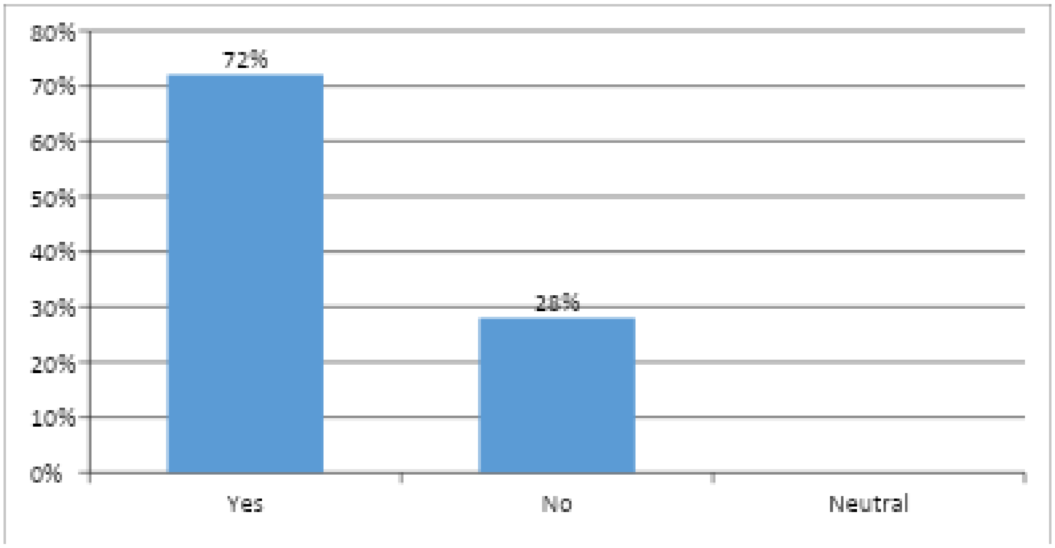
A survey question was developed to find employees have been able to learn and grow in the last few months while working at home. The result of the survey helps to find out of the maximum respondents agreed that they were able to learn and grow in the last few months of working at home. It creates a better opportunity for them as they learn new techniques about remote jobs and banks in Bangladesh understand that some employees can do their work by living at home.



To explore more opportunities for remote jobs, another survey question was developed to find out, if employees like to continue working remotely beyond the COVID-19 crisis. The maximum response to this question was supported by respondents who agreed that they would like to continue working remotely beyond the COVID-19 crisis (Arif, 2021). More than two-thirds of respondents agreed to continue to work from home whereas one-third of respondents don't like to work from home anymore.

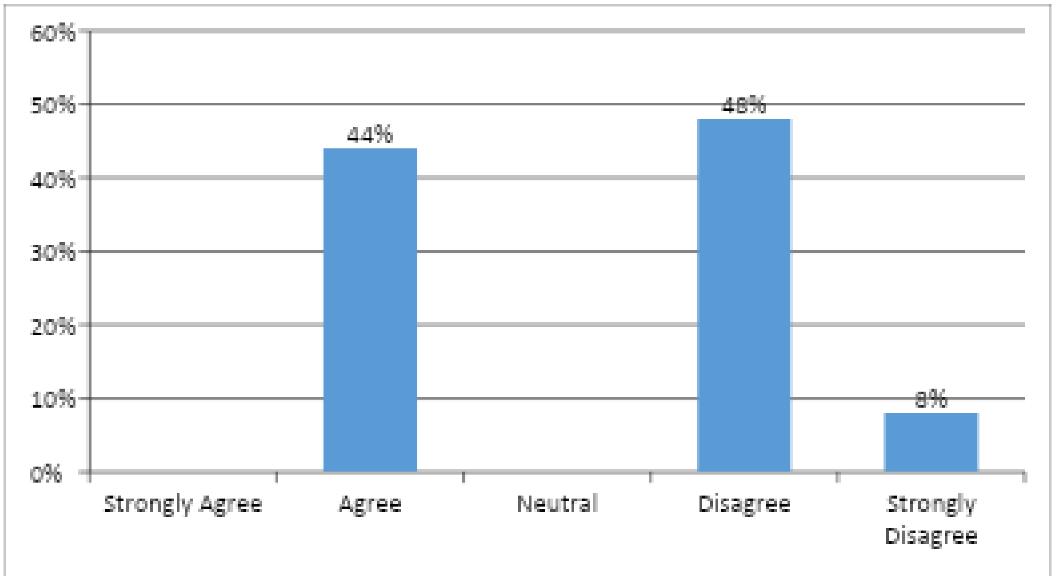


The second objective of the study was to find the negative impact of remote jobs and whether it is damaging the lifestyle equilibrium of employees and the amount of impact. Some survey questions were developed to find out this answer and a good study finding was collected.

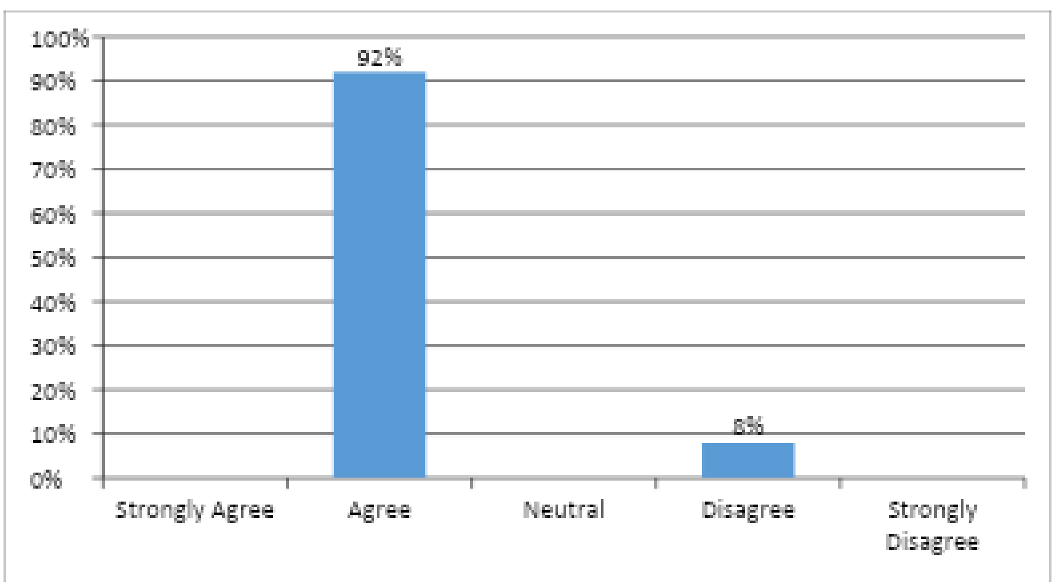


A survey question was developed where it was asked that they feel remote workers have a good lifestyle equilibrium. Here, almost three-quarters of respondents have agreed that remote workers have a good lifestyle equilibrium. However, some respondents don't agree with the question, and they feel remote workers do not get a remarkable lifestyle equilibrium (Masrur et al., 2020). The answer was different from the respondents because most remote workers don't get useful resources, or they don't have enough space at home to continue remote jobs.

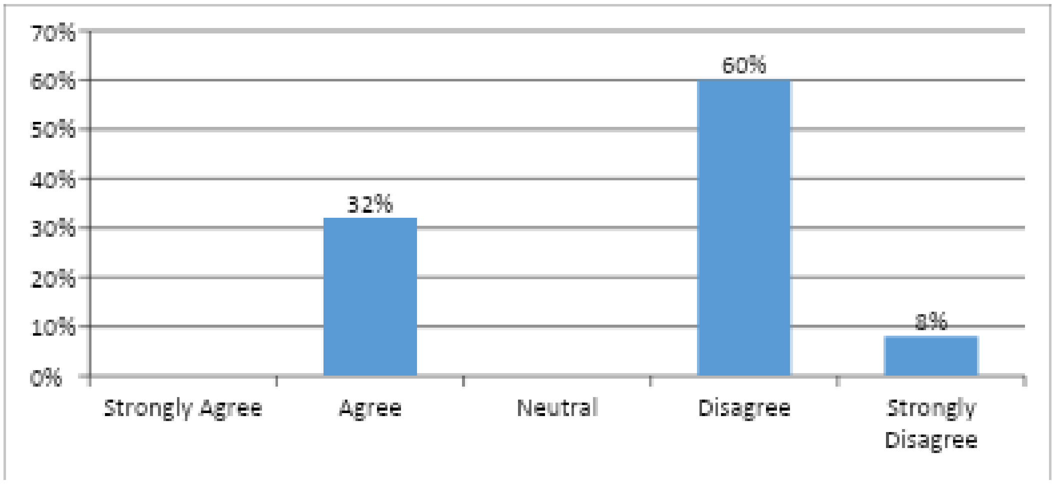
A survey question was developed to try to find that there was a negative impact on employee engagement in the management while some employees were working at home. Half of the respondents believe that there was a negative impact on the management when some employees were working at home but half of the respondents found no negative impact though some employees were working at home in the banking industry. Confusion was created among employees about whether they believed it had a negative impact or not. It was based on the environment of a banking company. In some banks, employees found no problem because they have good communication with remote workers (Chattarjee et al., 2022). But, in some banks, due to communication gaps, employees believe that some tasks become unorganized due to remote workers.



To get an answer for this objective, remote workers have the materials and resources needed to perform their jobs safely in the workplace. In this question, the researcher tries to find employees who have enough resources and materials at home while remote jobs because a lack of resources could create a negative impact on employee engagement. However, almost all respondents agreed that they have enough materials and resources to do remote work. On the other hand, a small number of respondents do have not enough resources which create a negative impact on their minds about remote jobs. For better remote jobs, resources such as high-speed internet, a laptop or a desktop or enough space in ROM would be required and any lack of materials could create problems for a person while remote jobs and will detach him from other employees.

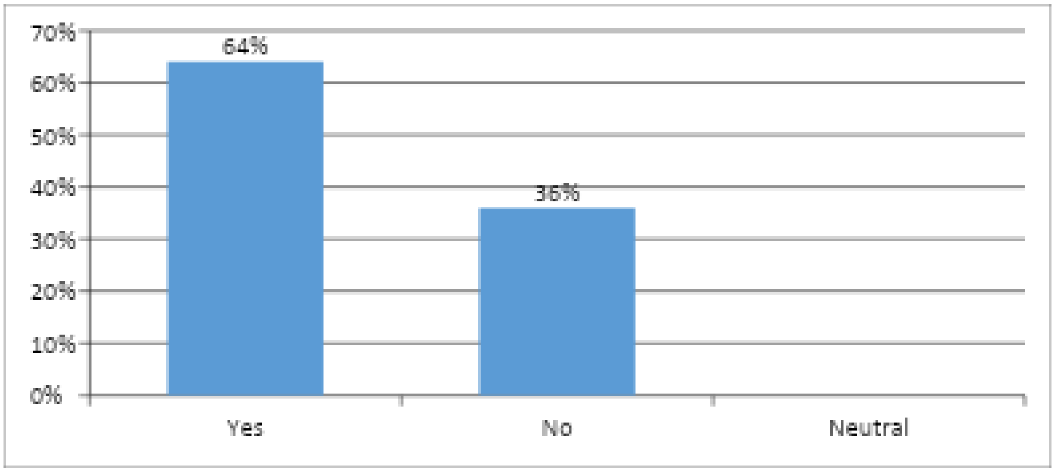


A question was developed in the survey, and it found out remote jobs creates a negative impact that employees feel isolated while working at home. Two-thirds of respondents believe that they don’t feel isolated while working at home as they remain busy working.

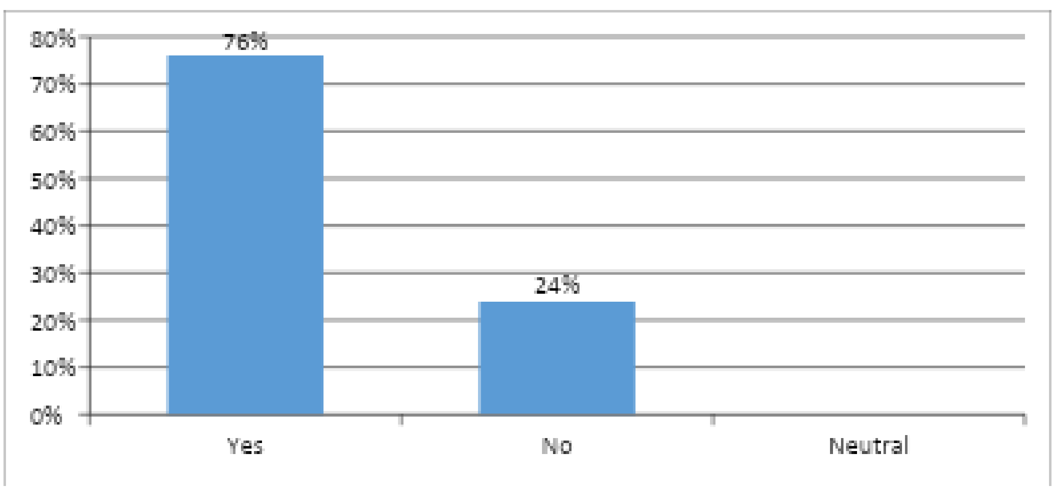


However, one-third of respondents believe that they feel isolated while working at home. A study by Rahman et al. (2021) found that people who are extroverts feel isolated while working at home as they can’t remain silent and only concentrate on work because some people like to communicate with others while working. Feeling isolated while remote jobs could create a negative impact on the minds of some employees and it can damage their lifestyle equilibrium .

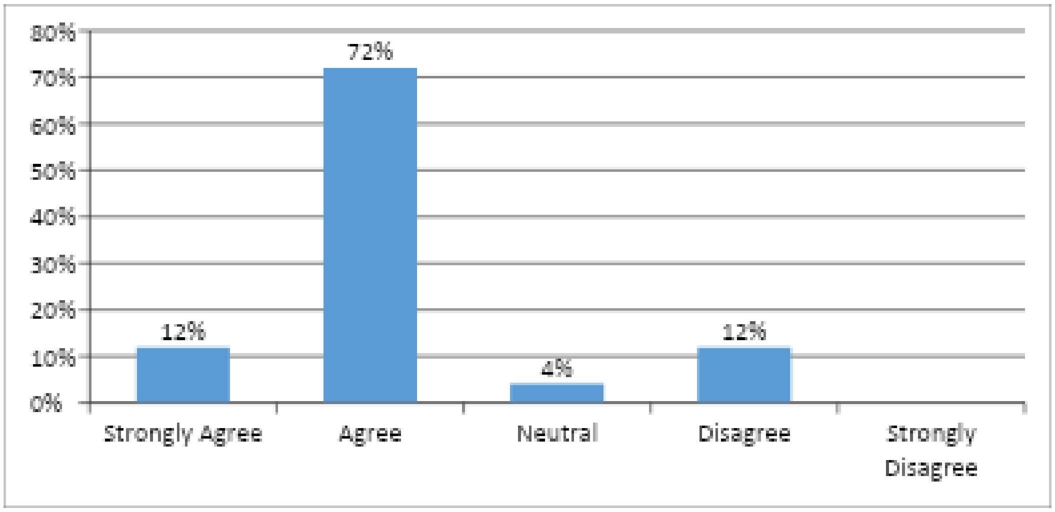
The third objective of the study was to find how remote jobs can help to create a flexible working schedule in the banking industry of Bangladesh. The study has prepared some survey questions so that the relevant study result could be found by analysing collected data from related questions. A question was created by the researcher on whether remote workers have a separate and suitable space for working at home. Here, two-thirds of respondents agreed that they have a suitable space for work at home (Chowdhury and Chakrabarty, 2021). Some respondents agreed that they don’t have enough space at home to create a flexible working environment for remote jobs. Two kinds of answers could be found to this question because some employees have families at home where they feel disturbed while working at home as found in the study by Khan and Ali (2022). Some employees live in a rented room where they share the room with others and they also can’t get a suitable home space for remote jobs. Without getting enough space at home for remote jobs, an employee can’t maintain a flexible working schedule. But this result shows that the maximum respondents have separate and suitable spaces at home for remote work.



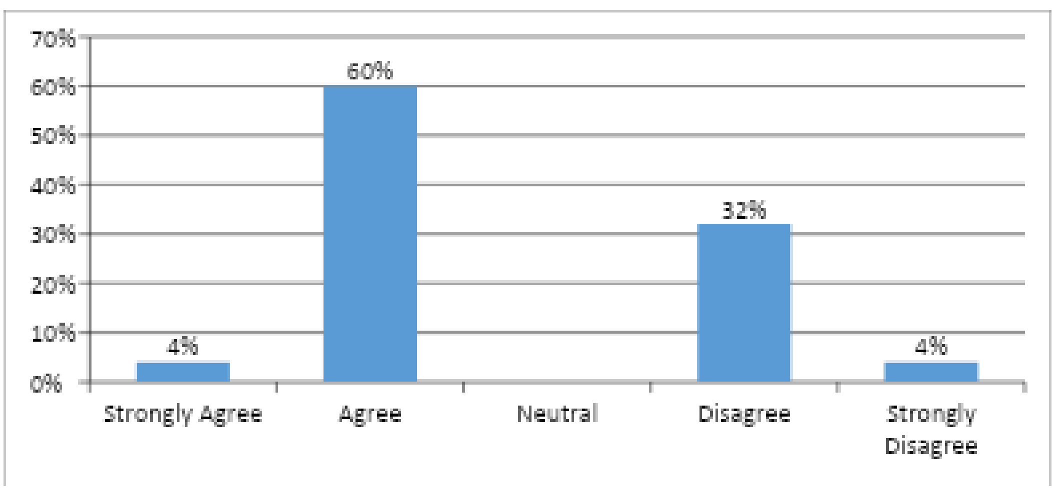
The researcher also created a question to get the result of his study objective and it was remote workers being able to stick to the work routine or schedule while working at home. The result of this survey question shows that remote workers were able to stick to the work schedule while working at home as agreed by the maximum respondents. Three-quarters of respondents feel that they can maintain their work schedule even though they were working from home but almost 25% of respondents feel that they can't maintain a flexible working schedule working at home. The maximum result from this question shows a positive result that remote jobs would create a flexible working schedule (Hossain , 2021).



The survey question was developed based on how remote jobs has enabled remote workers to do work in a flexible time schedule. More than 80% of respondents believed that remote jobs are able to create a flexible time schedule. While working at home, employees get the freedom to do work as per their schedule and they get a deadline to do the work according to their desire as found by Islam et al. (2023). It shows the result of the objective that remote jobs are able to create a flexible time schedule for remote workers.



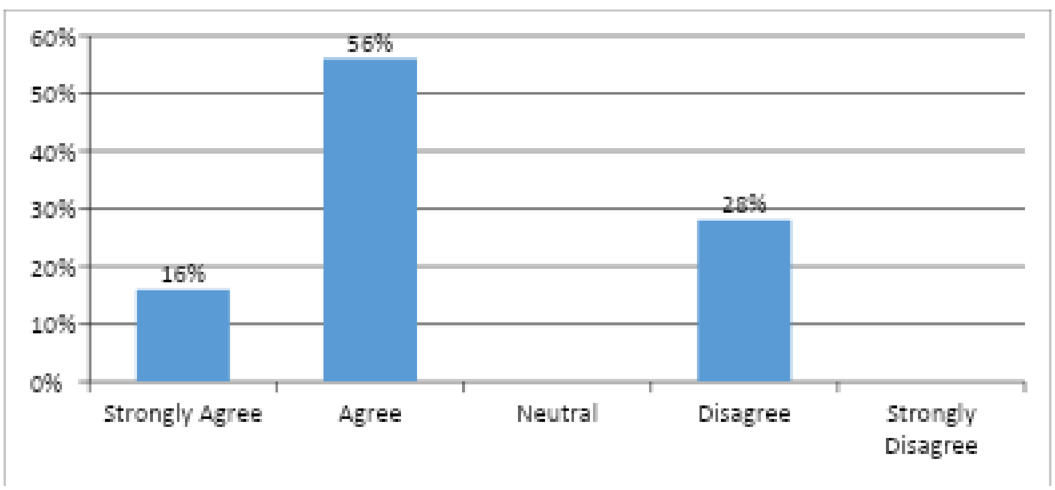
Another survey question shows they are confident their manager will support the future remote or flexible work policy. The result shows that most respondents believe their managers that they will allow employees to be involved in remote jobs by giving employees flexible working opportunities. Some respondents have given negative answers to this question as their managers don't find efficiency in remote jobs and some managers will not allow remote jobs in the bank. Some studies such as Rahman et al. (2022) suggest that the management should take the responsibility of remote workers by checking their performance in remote jobs to understand whether it is effective or not.



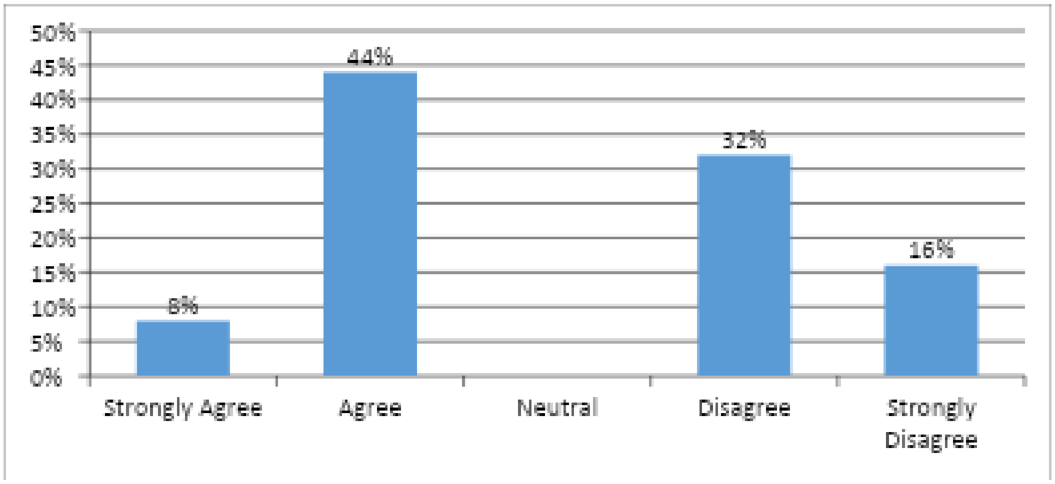
The last objective was based on finding how communication gaps are created between employees and the management in the banking industry due to excessive remote jobs. Some survey questions were established to find relevant results by collecting data from respondents and mostly results were positive. A question has been developed to analyse whether there is adequate communication from teammates and team leaders while working at home.

This question shows that almost three-quarters of respondents agreed that adequate communication from teammates and team leaders while working at home. As per the study by Cross et al. (2022), they found positive results from employees who are working from home and they also found good lifestyle equilibrium among them as they maintain adequate communication with the management.

To get a proper result of an objective, a question was created to find that some employers were feeling that communication gaps were increasing in the management due to remote jobs. Over 70% of respondents found that employers found a communication gap with remote workers when they are working from home, and it creates a problem in the management. However, some employers believe that no problem is created due to remote jobs. The study by Malik et al. (2021) shows some reasons such as a lack of engagement between employers and remote workers could create communication gaps.



A study question exemplifies that building and growing a business is harder for the management when some employees are working at home. Over 50% of respondents think that remote jobs could make it harder for the management to build a business growing. Less than 50% of respondents think that remote jobs may not make it harder for the management to grow the business while some employees are working at home. The result of Ahsan et al. (2021) found that banking businesses will find it harder to grow a business if all employees are involved in remote jobs and some employees should remain at the office as banks are dependent on regular customer services.



Some survey questions were developed to rate the relationship of remote workers with their employers and colleagues. While estimating the relationship with employers, over 75% of respondents have given more than 4 ratings out of 5 and it shows good communication between employers and remote workers. While estimating the relationship with colleagues, almost 60% of remote workers have given more than 4 ratings out of 5 and it shows that all colleagues don't have good communication with remote workers. A study by Bick et al. (2020) analysed that employees feel that remote workers get more opportunities from them which creates a dispute between remote workers and employees, and they get less communication with each other. Employers get regular communication with remote workers to get updates of remote workers and their progress on each task and it develops good communication between employers and remote workers.

Chapter 6: Conclusions

6.1 Conclusions

Additionally, this study revealed that the management of the banking sector may be negatively impacted by remote jobs. In this case, remote working processes in the banking industry raise social isolation which create a negative impact on the three different dimensions of work engagement which includes dedication, absorption and vigour. While working remotely can increase productivity and cut expenses, it also needs a strong monitoring system to preserve data security and operational effects. Increasing the remote based option among employees helps to enhance the performance of Bangladesh's banking industry and leads towards the digitalization as well. Banks must find a balance between flexibility and the maintenance of effective communication in order to move forward as referred before by Aziz and Naima (2021). They also need to spend money on technology and training to keep remote work an effective and feasible choice.

The adoption of remote jobs has been found as a transformative era for the banking industry of Bangladesh where it has reshaped business models and strategies. The shift has been possible due to the adoption of new technologies, and they have given businesses seamless operations despite not having any physical space. The banking sector has started embracing the modern technique where future implications may change. Remote jobs have allowed banks in streamlining business operations that has led to cost savings. By reducing the reliance on physical office spaces and overhead costs, banks have been allowed to allocate resources efficiently.

Remote jobs have also given business the financial flexibility by further investing on the digital transformation and infrastructure. One of benefits of remote jobs for banking operations is employee retention and satisfaction. Work from home has given the flexibility to employees in managing their lifestyle equilibrium and it has also reduced stress levels of employees. The positive shift for employees not only changes consumer perceptions but also satisfied employees to take less stress. It has also allowed banks to retain top talents. The necessity of remote jobs has managed businesses in the digital transformation where banks have increasingly taken digital platforms to communicate with customers (Khan and Jahan, 2022).

The customer service through hotline can be given from home as some employees of customer service executive are doing their duties from home to receive call of hotline numbers by remaining at home. Mobile banking services are given by banks and also some automated services are suggested by banks which don't require physical spaces. The digital shift has increased the customer engagement by giving uninterrupted services. The accessibility of digital banking system may sustain customer service and loyalty to manage the further growth. Remote jobs have also introduced some challenges such as data theft, miscommunication and cyber security threats as Rahman (2020) mentioned before.

In conclusion, the development of remote work has certainly created both enormous potential and challenges for Bangladesh's banking sector. This study examined the complex implications of remote work, highlighting both its potential advantages and disadvantages in the field of banking management. Using a survey methodology, we investigated the following crucial elements: First off, by giving workers more flexibility with their work schedules, remote jobs has expanded the banking industry's perspectives. This flexibility has increased diversity within the sector and improved lifestyle equilibrium by attracting talent from a wider geographical area according to Maja & Letaba (2023).

Then, recognising that there have been difficulties associated with remote employment is important. Communication gaps that have developed as a result of physical isolation are one of the most prominent problems. In the banking industry, effective communication is crucial, thus finding creative ways to close the communication gap while working remotely has become necessary, as Uddin (2021) referred. In order to mitigate this difficulty, it will be essential to embrace modern communication technology and to promote an environment where clear, regular communication is valued.

In recent years, the global shift towards remote work has significantly impacted various industries, including the banking sector in Bangladesh. This study aims to delve into the transformative influence of remote work on banking operations within the country, examining both the opportunities and challenges it presents.

Remote work has opened up numerous growth opportunities for the management in Bangladesh's banking industry. By embracing flexible working arrangements, banks can attract and retain top talent who might otherwise be unavailable due to geographical constraints. This flexibility also allows for a more diverse workforce, contributing to a broader range of perspectives and ideas, which can foster innovation and improve decision-making processes. Furthermore, the cost savings associated with reduced physical office space and related expenses can be substantial, allowing banks to allocate resources more efficiently and invest in technology and infrastructure improvements, according Maleh et al. (2024).

However, despite these advantages, remote work also presents several challenges that need to be addressed. One of the primary concerns is the negative impact on the lifestyle equilibrium of management. The blurring of boundaries between work and personal life can lead to increased stress and burnout, ultimately affecting productivity and job satisfaction. It is crucial for banks to implement policies and practices that support a healthy lifestyle equilibrium, such as setting clear expectations, encouraging regular breaks, and promoting a culture that values employee well-being, according with Mihu et al. (2023).

Another significant challenge is the potential for communication gaps between employees and management. Remote work can sometimes hinder effective communication, leading to misunderstandings, reduced collaboration, and a lack of cohesion within teams. To mitigate these issues, banks must invest in robust communication tools and platforms that facilitate seamless interactions, provide regular training on virtual communication best practices, and foster an inclusive environment where all employees feel heard and valued, as mentioned by Harun (2023).

Additionally, while remote work can create more flexible working schedules, it is essential to ensure that these schedules do not compromise the quality of service provided to customers. Banks must strike a balance between flexibility and maintaining high standards of customer service, which may involve implementing flexible yet structured working hours and ensuring that employees have access to the necessary resources and support to perform their duties effectively.

In result of this study, we may recommend the following aspects:

- **Embracing remote jobs as an opportunity:** Given the growing advantages of remote work, Bangladesh's banking sector should seriously consider adopting this development. Banks should invest in strong remote work infrastructure, such as secure VPNs, video conferencing software, and project management platforms, in order to adapt it successfully. Adoption of remote work among employees can improve an industry's adaptability and resilience, particularly in times of crisis like the COVID-19 pandemic.

- **The balance between flexibility and company structure:** While freedom in terms of working hours is provided by remote employment, the banking sector must find an appropriate equilibrium between flexibility and upholding a structured workplace. This can be accomplished by putting in place specific policies regarding what is expected of remote workers, scheduling frequent check-in meetings, and keeping an eye on worker output (Johnson et al., 2021). This strategy guarantees that staff members can take advantage of flexible schedules while upholding accountability and accomplishing organisational goals.
- **Decreasing communication gaps:** Working remotely may sometimes result in communication breakdowns. Banks should place a high priority on using efficient communication tools and techniques to resolve this issue. To guarantee effective communication amongst remote teams, promote the usage of instant texting apps, webinars, and regular team meetings. To close any potential gaps, also offer training and instructions on efficient remote communication.
- **Managing negative impacts in management:** The use of remote workers may complicate traditional management techniques. The banking sector must make a significant investment in leadership training initiatives that focus on remote handling abilities. To prevent a negative influence on management effectiveness, managers should receive training in establishing high standards, tracking progress remotely, and giving constructive criticism (Hernandez and Chang, 2020).

6.2 Study Limitations

Establishing the study and showing the results of the study was very tough and some limitations were found while showing data findings and data analysis of the study. The first limitation of the study is that it has used a small sample size by choosing only 25 participants and the result of the study is based on chosen participants. Selecting more participants could show a different result than the result this has got. On the other hand, the study applied the simple random sampling method where participants were selected randomly. However, the result of the study could show different perspectives if participants were selected from another group because their responses could be different. The time limitation of the study was another gap in the study because to establish the research, the researcher had a limited time to submit the paper. Therefore, getting more time could give a more established result on this topic, according to Haque & Hostetler (2021).

Few studies and journals were found related to this topic because remote jobs have become a new concept for most researchers and it was difficult to find previous gaps in the topic but still, some gaps were found from secondary literature sources. Critical answers can't be collected in this study where proper reasons for the responses of respondents in each survey question could not be found (Jackson et al., 2020). Only agreements and disagreements on each survey question were collected which can't show constructive results of this study and the result of the study is dependent on possibilities and assuming. The study used the survey method and using this method, respondents may give biased answers which mostly aren't their honest answers, and it could create a biased result.

6.2 Future areas of the study

This topic may look into how Bangladesh's banking sector is adopting remote jobs in terms of changing trends. To understand the scope and speed of this transition, consider the various types of banks, including big financial institutions and smaller local banks that are embracing working remotely. The study should further check to see if Bangladeshi banking institutions have the appropriate technological infrastructure and security measures in place to facilitate remote employment. The study shall examine the expenditures made by banks to upgrade their information technology systems to support remote work and assess the success of these expenditures in guaranteeing information safety and operational stability (Sestino et al., 2023).

The study may conduct a thorough investigation of the effects of remote work on productivity and well-being among banking industry employees. To better understand the experiences and difficulties faced by bankers when working remotely, this might involve qualitative research such as focus groups or interviews. In future studies, this topic may examine the management techniques and approaches used by banking organizations to overcome the potential drawbacks of remote labour such as communication breakdowns and adverse impacts on management efficiency. Find the best practices and create suggestions for banks to improve their methods for managing remote work.

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7. International Journal of Information Management Data Insights
8. International Journal of Ethics and Systems
9. Finance Research Letters
10. Energy and AI
11. Journal of Banking and Finance
12. Asian Economic Review
13. International Journal of Financial Accounting and Management
14. Technology in Society
15. Journal of Asian Economics
16. Studies in Business and Economics
17. South Asian Survey
18. Online Learning
19. Journal of Financial Innovation
20. Journal of Contemporary Issues in Business and Government

Appendix 1: Questionnaire

1st section: Demographic question

1. What is your job role?

- Manager
- Executive
- Employee

2. How many years have you been working with the company?

- Less than 1 year
- 1 to 5 years
- 5 to 10 years
- More than 10 years

2nd Section: Yes/No questions

1. Do you feel remote workers have a good lifestyle equilibrium?

- Yes
- No
- Neutral

2. Do remote workers have a separate and suitable space for working at home?

- Yes
- No
- Neutral

3. Have remote workers been able to stick to the work routine or schedule while working at home?

- Yes

- No
- Neutral

4. Do you feel you've been able to learn and grow in the last few months while working at home?

- Yes
- No
- Neutral

5. Would you like to continue working remotely beyond the Covid-19 crisis?

- Yes
- No
- Neutral

3rd Section: Likert-scale questions

1. There is adequate communication from teammates and team leaders while working at home.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

2. Remote meetings are as productive as face-to-face meetings.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3. There was a negative impact on employee engagement in the management while some employees were working at home.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

4. Some employers were feeling that communication gaps were increasing in the management due to remote jobs.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5. Remote jobs should be continued in the banking industry to create more opportunities.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. I have the materials and resources needed to perform my job safely in the workplace.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

7. Remote jobs has enabled remote workers to do work in a flexible time schedule.

- Strongly agree

- Agree
- Neutral
- Disagree
- Strongly disagree

8. I am confident my manager will support our future remote or flexible work policy.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. Remote jobs creates a negative impact that employees feel isolated while working at home.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. Building and growing a business is harder for the management when some employees are working at home.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

4th Section: Quick questions

1. How would you rate your relationship with your employer when working remotely?

- 1
- 2
- 3
- 4
- 5

2. How would you rate your relationship with your colleagues when working remotely?

- 1
- 2
- 3
- 4
- 5

3. Which of the following work arrangements do you prefer?

- Both
- Fully remote
- Fully at the office