

INTEGRATING AI INTO PERFORMANCE MANAGEMENT SYSTEMS IN A CREATIVE WORKSPACE: A STUDY ON ASIATIC MARKETING COMMUNICATIONS LIMITED

Asiatic Marketing Communications Limited (AMCL)

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



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Internship/Project Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

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Letter of Transmittal

December 4, 2025

Dr. SK Tasthekur Hossain Kowshik

Assistant Professor

Department of Business

Administration University of

Liberal Arts Bangladesh

Subject: Submission of Internship Report

Dear Sir,

With due respect, I am pleased to submit my internship report titled "Integrating AI into Performance Management Systems in a Creative Workspace: A Study on Asiatic Marketing Communications Limited", prepared as a partial requirement for completing my Bachelor of Business Administration (BBA) program at the University of Liberal Arts Bangladesh (ULAB).

Throughout my internship at Asiatic MCL, I had the opportunity to work closely with the employees, observe core operational activities, and gain practical insights relevant to my academic learning. The report is based on firsthand information collected through interviews, observations, and organizational documents. This experience allowed me to better understand the dynamics of a professional environment and apply theoretical knowledge in a real-life setting. I hope you find the analysis insightful and valuable.

I am sincerely grateful for your continuous guidance, thoughtful feedback, and support throughout the internship period. Thank you for your time and consideration.

Sincerely,

Abida Rahman

ID: 213011061

School of Business

University of Liberal Arts Bangladesh (ULAB)

Acknowledgement

I am truly honored to present this report after completing my internship at Asiatic Marketing Communications Limited (MCL). First and foremost, I express my deepest gratitude to Almighty Allah for granting me good health, strength, and patience to complete this internship and prepare the report successfully.

I would like to express my sincere appreciation to my respected academic supervisor, Dr. SK Tasthekur Hossain Kowshik, for his continuous support, constructive feedback, and thoughtful guidance throughout the entire period. His valuable insights and encouragement played a vital role in helping me complete this report with clarity and confidence.

My heartfelt thanks go to Ms. Anjuman Ara, Associate Director of HR at Asiatic MCL, whose supervision, instructions, and mentorship significantly shaped my learning experience. Her guidance helped me understand the organization's work environment, responsibilities, and professional expectations more effectively.

I am profoundly grateful to my family for their unwavering support, encouragement, and patience throughout my internship journey. Their constant motivation, emotional strength, and belief in my abilities have been instrumental in helping me overcome challenges and stay focused on my goals. Their continuous guidance and understanding have truly been the foundation of my academic and personal growth, and I remain deeply thankful for their presence in every step of this achievement.

Lastly, I express my appreciation to the Career Services Office (CSO) of ULAB for providing me with the opportunity to participate in this professional experience, which has been instrumental in shaping my growth and enhancing my understanding of the corporate sector

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Part-A

Chapter 1: Internship Preparation

1.1 Motivation for the Internship

As part of my undergraduate program, the internship was a partial requirement designed to equip us with practical exposure and bridge the gap between academic learning and workplace realities. My primary motivation for pursuing an internship was to gain first-hand experience in applying the theoretical knowledge that I've studied in my coursework into real-life situations. I wanted to understand how organizations function while aligning different departments, as this would give me a clear idea of whether, in the future, I want to pursue the corporate world as an HR professional or not. Additionally, I was eager to sharpen my professional skills, build workplace discipline, and prepare myself for any future career opportunities that I have to seek after completing my graduation.

1.2 Search Process for Internship

My search process began midway through my Summer 2025 term, both by submitting my CV to the ULAB Career Services Office (CSO) and my individual efforts of exploration. I joined all the relevant Facebook groups and turned on email notifications on LinkedIn for posts containing information about internship openings to stay updated. I also researched different organizations to keep track of what better aligns with my interests, as well as hiring exactly when I need the internship. Accordingly, I prepared my CV and cover letter to keep applying to the recruitment offers. The most challenging part during this process was waiting for interview calls because it made me very anxious about whether I would get called or have to deal with a silent rejection.

1.3 Internship Interview Experience

My interview journey has been diverse, from waiting endlessly without any calls to preparing for interviews within a day just before my final exams. These early experiences taught me patience and persistence by learning to leverage any available online and offline resources to gather as much information as possible for acing the interviews. It didn't happen overnight, but my past experiences of attending and failing interviews for part-time jobs while being an undergraduate student definitely helped. Even though I can communicate confidently, the skill I learnt while being in this process is to present myself professionally without talking too much or being irrelevant.

For the internship, I had been interviewed once by a different organization, but couldn't agree on the date of joining because I still had a month left to finish the Summer 2025 term then. Asiatic Marketing Communications Limited (Asiatic MCL) was the second organization to schedule an interview with me, and I was elated, as it is a well-known organization in the advertising field. I was informed instantly that I would face two rounds of interviews. When the first interview took place, I found myself performing better than I had anticipated, as I had grown accustomed to attending interviews and expecting setbacks or tricky questions. I also benefited from conducting my own research on the company, ranging from their prominent projects and current projects to their working culture via Facebook groups and LinkedIn. Besides, the interviewers, Ms. Anjuman Ara, Associate Director of HR, and Ms. Sayma Sultana, Associate Manager of HR & Admin, made sure the session was relaxing and not rigid, so I felt less pressure. My second interview was with Ms. Farah Tanzeen Subarna, Head of Group HR & Compliance, Asiatic 3Sixty. The questions mainly focused on how I manage high-pressure situations, my adaptability, my overall understanding of Human Resources functions, and my willingness to abide by the rules and regulations of Asiatic MCL. The combination of academic knowledge gained in my coursework and the organizational skills I had developed through extracurricular activities enabled me to provide thoughtful and convincing responses that eventually secured me the internship.

Once I got the selection call, I immediately collected my forwarding letter from the ULAB Career Services Office (CSO) to provide it to my organization, and on my first day, I collected my joining letter and provided it to CSO as proof of officially being appointed as an HR Intern.

1.4 Overview of Asiatic MCL

Asiatic Marketing Communications Limited (Asiatic MCL) is Bangladesh's oldest, largest, and one of the most influential integrated marketing communications agencies. Founded in 1966 under the vision of the late Aly Zaker, the company has grown into a dynamic hub for creativity, strategy, and innovation. As part of the larger Asiatic 3Sixty group, which offers 360-degree marketing solutions, Asiatic MCL has expanded its reach beyond traditional advertising to encompass a wide range of communication and business solutions, making it a leader in the country's marketing and advertising landscape. The agency's commitment to excellence is reflected in its recognition as the #1 agency in Bangladesh by Campaign Brief's THE WORK 2024 and its achievement of 16 awards at MAD STARS 2023. With more than 650 employees and a field force of over 3,000 professionals, Asiatic MCL thrives on the belief that creativity is its superpower and strategic thinking is its compass. Alongside its core operations, Asiatic MCL has also expanded into a wide network of sister concerns under the Asiatic 3Sixty umbrella,

each catering to specific areas of communication and brand building. These include Asiatic Mindshare Ltd. for media planning and buying, Asiatic Events Marketing Ltd. and Asiatic Experiential Marketing Ltd. for event management and activations, Forethought PR for public relations, Asiatic JWT/Grey for creative advertising, A Minor for animation services, MRC-Mode for research and consumer insights, Out of the Blue for interior solutions, and many more. These specialized concerns form an integrated ecosystem that delivers 360-degree communication services, making Asiatic 3Sixty the most diversified and comprehensive communications group in Bangladesh. Its core philosophy centers on creating purposeful work that not only builds brands but also connects deeply with people.

Asiatic MCL's structure is designed to deliver holistic communication and advertising solutions. Its Client Servicing team acts as business managers and client liaisons, ensuring smooth project execution. The Creative Team, divided into copy and art, brings ideas to life with storytelling and visual excellence. The strategy and planning teams analyze markets, uncover consumer insights, and inspire creativity, while the content planning team focuses on digital-first strategies. In addition, specialized digital media and analytics units provide data-driven campaign execution and performance measurement. Other crucial units include HR, community engagement and management, influencer and talent management, IT, finance, and production teams, which collectively ensure efficiency across operations.

Over the years, Asiatic MCL has been behind some of the most memorable campaigns, including long-standing work for brands such as Unilever, BAT, BRAC, Grameenphone, UNICEF, and many more, which established its reputation as a creative powerhouse. Most recently, its collaboration on the Lux Channel i Superstar platform has showcased Asiatic MCL's ability to blend entertainment, branding, and cultural relevance in ways that resonate with millions. These projects reflect the agency's commitment to producing bold ideas, insightful strategies, and impactful campaigns that shape not only consumer behavior but also the broader communication landscape.

The current management of Asiatic 3Sixty is led by Sara Zaker, who serves as the Chairperson, Iresh Zaker, the Managing Director, and Sriya Sharbojaya, the Deputy Managing Director. Supporting them in driving the MCL unit's creative and strategic vision are several key members of the leadership team, including Farooq Shams, Chief Strategy Officer; Manas Paul, Vice President of Client Service and Executive Business Director; Sadib Ehsan, Lead Growth Officer; and Mostafa Monwar Al-Azim, Executive Creative Director. This core management team plays a crucial role in guiding Asiatic MCL's operations, fostering innovation, and maintaining the agency's long-standing reputation as a leader in Bangladesh's marketing communications industry.

Chapter 2: The Internship

2.1 Work Environment & Everyday Responsibilities

Asiatic MCL has a very engaging and friendly work environment. The atmosphere is creative yet professional, where collaboration and communication are highly encouraged. My direct supervisor was Ms. Anjuman Ara, Associate Director of HR. During my tenure there, I also assisted Ms. Jibon Nahar Lubna, Manager of HR, and Ms. Sayma Sultana, Associate Manager of HR & Admin, whenever needed. Everyone, regardless of their position, is approachable, and the culture feels non-rigid and open. This made it easier for me to ask questions, learn from others, and adapt to the workflow. The HR department, where I was placed, worked closely with several teams, which helped me observe how different units function under one roof.

My daily responsibilities included organizing and maintaining employee records, managing recruitment postings, assisting with offboarding compliance, preparing separation documents, and updating the employee database. I also worked on specific recruitment projects such as calling and coordinating candidates for various positions i.e. Trainee Executive, Executive, Senior Executive, Manager, Associate Manager, Visualizer, and more. Additionally, I got to assist in face-to-face interviews and practical assessments, which gave me real exposure to HR operations as well as the key evaluation criteria for the roles. These tasks made me realize the importance of accuracy, follow-up, and maintaining clear communication in workplace processes.

2.2 Learning and Contribution

Throughout my internship, I learned how HR functions go far beyond administrative work. I became more efficient in using Excel, Outlook, and other tools used for maintaining employee records and communication. I also learned how structured recruitment processes are, from creating job posts, shortlisting candidates, coordinating interviews, to assisting in final selections. Contributing to these activities gave me a sense of responsibility and belonging within the team.

I also contributed by organizing and digitizing employee files, helping improve accessibility for future HR needs. While assisting with recruitment drives and database updates, I made sure all information was clear and properly formatted. These contributions, though small, made the daily workflow smoother for the team and helped me understand how attention to detail plays a crucial role in HR functions.

2.3 Roles and Responsibilities related to Educational Learning

As a BBA student majoring in Human Resource Management, the internship allowed me to connect theoretical knowledge with real-world application. Concepts like employee life cycle management, recruitment and selection, and offboarding were no longer just textbook learning; I was able to practice them first-hand. Tasks such as preparing job posts, maintaining employee databases, and assisting in recruitment, interviews, and onboarding gave me a better understanding of HR operations, legal documentation, and organizational behavior.

Additionally, I observed how HR professionals handle communication between departments, maintain confidentiality, and manage deadlines. These skills are crucial for HR practitioners. This internship not only strengthened my HR fundamentals but also helped me recognize areas where I can continue to improve, such as analytical reporting and policy understanding.

Chapter 3: Self-Reflection

3.1 Likes and Dislikes of the Internship

One of the things I liked most about my internship at Asiatic MCL was the work environment. The culture was friendly, flexible, and full of creative people who made the workplace enjoyable. There was no rigid hierarchy, and everyone was open to discussion, and even as an intern, my contribution was heard, recognized, and valued. Oftentimes, I was given breaks from my usual duties to initiate interaction and get to know other people in the organization, as Asiatic MCL is a place where good bonding between employees is highly valued and also part of the core culture. Another liking of mine would be my supervisor's instruction to provide her with a monthly report of my tasks, reflections, and expectations from the internship. This particularly helped me keep track of everything I was doing in the organization, as well as came in handy while I was compiling this report.

The only part of my internship experience I disliked was not a direct issue, but rather a byproduct of the workplace being far from my home. I found it extremely difficult to commute from and to the workplace every day, especially during the peak hours. The office location required long travel hours, along with the scarcity of public transportation and Dhaka city's unpredictable pattern of traffic jams, which sometimes made it tiring to balance personal time and work hours. Additionally, the political instability of the country created situations like being stuck due to protests and roadblocks, which worsened my experience even more. I found myself becoming exhausted and even falling sick due to high stress from the daily commute most of the time. Since Asiatic MCL has more of a relaxed working culture, most of the employees stay till late as they genuinely believe in the saying "in a creative workplace, there's clock-in time but nothing such as clock-out time", and so I found it difficult to match up to their expectations of me willingly staying until late while dealing with the long hours of commute.

3.2 Ways I could do better, and Asiatic MCL could utilize me better

Looking back, I could have taken more initiative to ask for feedback on my work more frequently. In the same way the monthly report was taken from me, if they maintained a monthly feedback for me, I think I would have better clarity on whether I'm performing well or not, and what areas I should be mindful of. While I completed all my assigned tasks, I could have explored other HR functions, such as payroll or preparing tax certificates, if I had communicated my interest earlier. However, I do understand that these were highly confidential areas for the organization for me to be involved in.

On the other hand, Asiatic MCL could utilize interns like me even better by involving us in more observation-based learning sessions, such as sitting in on interviews from all departments to help us understand and differentiate what psychology goes behind choosing the right candidate for a role. Being able to assist during performance evaluations to understand what formal and informal criteria are taken into account and being directly involved in the process could've given me even better context for my research report. Lastly, Asiatic MCL could arrange some formal and off-the-job training & development sessions for the interns to develop necessary soft skills as well as technical skills. This would not only increase our understanding of HR dynamics but also make the internship versatile.

3.3 Insight for My Career After the Internship

This internship gave me a clear picture of what working in HR is really like and where my interests lie within the field. Before joining Asiatic MCL, I viewed HR mostly as an administrative and recruitment- focused function; however, once I started working directly in HR, I realized that I enjoy the strategic and people-oriented sides of HR, especially the thought process behind every recruitment, talent development, and maintaining employee relations. The experience holistically helped me see that I enjoy environments that value both creativity and structure, where people and ideas can grow together. It also helped me understand that HR is not only about paperwork but about creating connections and maintaining balance between organizational goals and employee satisfaction.

After completing this internship, I am confident about pursuing a career in HR, particularly in recruitment or talent management. I also plan to deepen my knowledge in HR analytics, compensation management, and understand how HR can positively influence an organization's CSR (Corporate Social Responsibility) to become a well-rounded HR professional in the future, who can bridge between people, culture, and sustainability.

Chapter 4: Personal Development

4.1 My Personal Development Plan

My internship at Asiatic MCL gave me a clearer sense of how I want to shape my professional path. Experiencing HR in a creative, people-driven organization taught me that effective human resource management is as much about empathy and communication as it is about structure and policy. The exposure I gained in recruitment coordination, employee documentation, and real workplace interactions strengthened my desire to pursue this field in greater depth.

One of my key academic goals is to pursue a Master's degree abroad, with the support of a scholarship program, ideally in Human Resource Management or Organizational Psychology with a focus on HR analytics. I'm also open to exploring transdisciplinary studies that combine people management with sustainability studies. By majoring in HRM and minoring in Sustainable Development, my undergraduate background has already given me an interdisciplinary foundation that I wish to expand through postgraduate study. I want to understand how human-centered HR strategies can align with sustainable organizational practices, especially in rapidly evolving industries like communications, media, and technology. Some of the scholarship programs I am highly interested in are the Erasmus Mundus Joint Master's program, the Commonwealth scholarship, and the Chevening scholarship.

I also aim to develop a stronger grounding in research and data analysis. During my internship, I realized that HR decisions are becoming increasingly data-driven, from talent mapping to performance evaluation. Learning how to interpret workforce data and translate it into actionable insights will be essential for any HR professional in the future. Therefore, I plan to take short online courses focused on data analytics and training on advanced Microsoft Excel, as well as gain some more professional experience by working a full-time job before pursuing my master's degree. In terms of career skills, I intend to work on strategic thinking, leadership communication, and emotional intelligence, the qualities I observed in my supervisors at Asiatic MCL. These soft skills are vital for managing people effectively in creative environments where individuality and collaboration coexist. Ultimately, my short-term plan focuses on building both the academic and practical expertise necessary to succeed in the modern HR landscape that values data, diversity, and sustainability in equal measure.

4.2 Extended Vision

Looking further ahead, my long-term vision is to become a cross-disciplinary HR professional who bridges business strategy with social sustainability. I plan to build a career that combines my interest in strategic human resource and organizational management, sustainable development, and research to create positive organizational cultures both in Bangladesh and abroad. I aspire to work in roles that go beyond administrative HR; positions that allow me to design people strategies, lead diversity initiatives, and implement ethical, inclusive, and sustainable management systems.

Whether in creative industries, international or local developmental organizations, or research-based institutions, I want to contribute to shaping workplaces that balance performance with well-being and inclusivity, especially for women and people with special needs. In the long run, I see myself leading or consulting for organizations that prioritize employee growth and social impact. I also want to engage in research on the future of work, particularly how technology and sustainability are transforming employee experience and organizational resilience in developing countries.

Eventually, I hope to bring this global exposure back to Bangladesh by helping local organizations strengthen their HR frameworks through innovative, sustainable practices. My vision is to become a professional who not only manages people but also empowers them, creating work environments where ambition, empathy, and equity thrive side by side.

Part-B

Executive Summary

This study explores employee perceptions of integrating AI into the performance management system (PMS) at Asiatic Marketing Communications Limited (Asiatic MCL), a leading creative agency in Bangladesh where evaluation practices remain largely manual, subjective, and documentation dependent. Chapter 1 delves into the background and purpose of the study along with stating the objectives and questions. Chapter 2 highlights using a quantitative descriptive design, data were collected from 42 employees through a structured online survey to understand their awareness, expectations, and concerns regarding AI-enabled evaluations. Chapter 3 discusses the findings which show that while employees recognize AI's potential to reduce manual tasks, improve consistency, and support training needs, they remain cautious due to limited hands-on exposure and AI's perceived inability to interpret creative and strategic work. Respondents strongly prefer a hybrid system that combines AI-driven insights with human judgment, reinforced by transparent HR oversight. Qualitative responses further highlight the need for better documentation, contextual understanding, and proper training before adoption. Overall, employees are cautiously optimistic rather than resistant, and their acceptance depends on clarity, governance, and familiarity. Hence, chapter 4 discusses some practical recommendations on how the AI-integration in HR tools, particularly in performance management systems, can be introduced. In chapter 5, the study concludes that a gradual HR-led transition that strengthens documentation, offers practical training, and pilots AI features before full implementation can help Asiatic MCL enhance efficiency and fairness while preserving the human-centered evaluation essential to creative work.

Chapter 1: Introduction

Integrating AI into Performance Management Systems in a Creative Workspace: A Study on Asiatic Marketing Communications Limited

1.1 Background of the Study

Evolution of Performance Management Systems

Performance Management Systems have undergone significant transformation over the past century, evolving from static appraisal tools into dynamic, development-oriented frameworks. Early performance appraisal models emphasized measurable outputs, compliance, and administrative decisions such as promotions and compensation (DeNisi & Murphy, 2017). These systems relied heavily on subjective rater judgment and periodic evaluations, often failing to support employee development or organizational learning (Pulakos et al., 2019).

Early Development: Measurement and Compliance: Initially, PM systems centered on performance appraisal (PA), a periodic evaluation focused primarily on administrative decisions such as compensation and promotion (DeNisi & Murphy, 2017). Early systems emphasized measurable outcomes and efficiency but often ignored employee development. The reliance on graphical rating scales and rater judgments led to subjectivity and inconsistency in evaluations (DeNisi & Murphy, 2017; Pulakos et al., 2019).

1970s–1980s: Emphasis on Accuracy and Behavior: The 1970s to 2000s marked a period focused on improving rater reliability and reducing bias. Management by Objectives (MBO) emerged as a method for linking employee goals to organizational performance, but it lacked the capability to assess competencies. A hybrid of MBO and behavioral rating scales improved validity and reliability (Wicaksono & Gustomo, 2025).

1990s–2000s: Transition to Continuous Performance Management: By the late 1990s, organizations began moving from one-off appraisals to continuous performance management systems emphasizing ongoing feedback, coaching, and alignment with business goals (Pulakos et al., 2019; Giamos et al., 2025). This shift recognized the dynamic nature of work and the need for real-time performance monitoring, setting the foundation for modern digital and AI-supported systems.

Integration of Artificial Intelligence into Performance Management Systems

With advancements in data analytics, automation, and machine learning, Artificial Intelligence (AI) has emerged as a transformative tool in performance management. AI-enabled systems such as Lattice, Culture Amp, and 15Five automate feedback cycles, analyze behavioral patterns, identify skill gaps, and support data-driven evaluations (Dhanalakshmi et al., 2023). These systems enhance accuracy and reduce rater bias by basing decisions on aggregated behavioral indicators rather than subjective assessments (Väänänen, 2025).

AI also supports predictive analytics to forecast performance trends and offers personalized development recommendations (Alarshy et al., 2025). However, research emphasizes a critical need for human oversight, as overreliance on algorithms may reduce empathy, nuance, and contextual understanding; elements essential to fair evaluation (Fonder, 2024–2025). The interplay between automation and human judgment becomes particularly important in sectors where creativity and interpretation drive performance outcomes.

Performance Management in Creative Workspaces

Creative industries such as advertising, media, and design present unique challenges in performance evaluation. Unlike traditional sectors where outputs are easily quantifiable, creative work is project-based, iterative, and highly subjective (Tavares & Vaz, 2025). Performance depends not only on timely delivery but also on idea quality, innovation, collaboration, and adaptability. As Fonder (2024–2025) highlights, evaluation in creative settings is “extremely personal,” requiring emotional intelligence, contextual awareness, and qualitative interpretation.

Therefore, performance management frameworks in creative organizations must balance objective indicators (e.g., client satisfaction, task completion) with subjective dimensions (e.g., originality, teamwork). The complexity of creative output makes fully automated evaluations unsuitable without strong human involvement.

AI, Creativity, and Human–AI Collaboration

Emerging research on human–AI collaboration underscores the need for balanced integration when applying AI in creative environments. Studies show that creative professionals are receptive to AI tools that enhance workflow efficiency, but only when final evaluative decisions remain human-led (Ogawa et al., 2025). AI can support tasks such as analyzing client feedback, tracking collaboration metrics, or predicting the effectiveness of creative concepts, but employees trust these systems only when they are transparent and explainable (Generative AI in Knowledge Work, 2025; *Frontiers in Computer Science*, 2025).

In creative settings, AI serves best as a decision-support mechanism and not a decision-maker. Transparent dashboards, clear algorithmic logic, and human review layers are essential to maintain trust and safeguard the interpretive and emotional dimensions of creativity.

Bangladesh and AI-integrated Performance Management Systems

Although AI adoption is growing globally, empirical research in Bangladesh is concentrated primarily in the banking, MNCs and telecommunications sectors (Rabby et al., 2025; Islam & Hossain, 2024). Despite rapid digitalization across business functions, performance management in Bangladesh’s creative sector remains manual, time-consuming, and inconsistent. Studies show that employee acceptance of AI-driven PMS in Bangladesh depends heavily on perceived fairness, transparency, and the presence of human judgment (Nath et al., 2025).

Creative agencies such as Asiatic MCL still rely heavily on manual, paper-based evaluation methods that which often results in slow and subjective appraisals as well as delayed feedback. These limitations make performance management less effective in environments where deadlines are tight and creativity must be continuously nurtured. on supervisor judgment, these issues affect motivation, transparency, and the organization’s ability to identify skill gaps efficiently.

1.2 Problem Statement

Despite AI-driven performance systems having demonstrated success in improving fairness and real-time feedback globally, there is limited evidence on their impact within creative industries in Bangladesh, where work is collaborative, client-oriented, and less quantifiable. Employees may also resist AI-based evaluations due to concerns about data privacy, algorithmic bias, the dehumanization of the appraisal process, or a lack of sufficient information.

Thus, the central problem lies in how AI integration can improve fairness, timeliness, and objectivity in performance management while maintaining human judgment and trust. Understanding employee perceptions of this transition is extremely important for developing ethical, hybrid PMS models suitable for creative workplaces like Asiatic MCL.

1.3 Research Question

1. How do familiarity with AI, feedback-related experiences, and concerns regarding fairness and transparency influence employee perceptions and openness toward adopting AI-integrated performance management systems in a creative workspace?

1.4 Objective of the Research

1. To assess how employee perceptions of AI in performance management are shaped by familiarity with AI tools, feedback experiences, and concerns related to fairness and transparency.
2. To identify the conditions under which employees feel more open and prepared to accept AI-enabled performance management systems.

1.5 Purpose of the Research

The purpose of this research is to explore how AI can be effectively integrated into performance management systems within creative workspaces in Bangladesh, focusing specifically on Asiatic MCL. As Bangladesh's creative sector continues to expand, agencies such as Asiatic MCL face increasing pressure to balance creativity, speed, and accountability. However, the company's current performance management practices remain largely manual (relying on paperwork, subjective appraisals, and irregular feedback cycles), which often lead to delays, inefficiencies, and employee dissatisfaction. Globally, AI-enabled performance systems have been adopted to enhance

accuracy, fairness, and transparency in performance evaluations (Väänänen, 2025; Dhanalakshmi et al., 2023). These systems use predictive analytics, continuous feedback loops, and data visualization tools to support decision-making and employee development. Yet, despite the success of such models in multinational firms like Meta, Microsoft, and Boston Consulting Group, their adoption in Bangladesh's creative industry remains limited. This study is therefore significant in two key ways. First, it investigates how AI can streamline performance management systems and reduce subjectivity while maintaining human judgment essential for creativity-driven work. Second, it captures employee perceptions of AI-based evaluation systems, particularly regarding fairness, transparency, feedback frequency, and HR oversight. This focus is crucial, as Asiatic 3Sixty (the parent group of Asiatic MCL) is currently in the process of developing a digital HRIS portal that may include automated evaluation tools. Understanding employee attitudes before full implementation will help ensure a smooth, ethical, and efficient transition.

By examining these perceptions, the study seeks to provide insights into how AI integration can balance technological efficiency with human-centric evaluation in creative workplaces, ultimately contributing to better performance alignment, employee motivation, and organizational growth.

Chapter 2: Methodology

2.1 Type of Research

This research follows a descriptive approach, as the primary goal is to understand and map employees' current perceptions regarding the integration of Artificial Intelligence into the performance management system at Asiatic Marketing Communications Limited. A descriptive study is appropriate because the research focuses on identifying existing attitudes, levels of awareness, practical concerns, and expectations related to AI-enabled evaluations, rather than testing hypotheses or establishing causal relationships.

Through this descriptive lens, the study aims to present an accurate picture of how employees interpret AI- assisted performance management within a creative workspace. By capturing their viewpoints as they currently exist, the research reflects the present condition of PMS practices at Asiatic MCL and highlights how employees feel about potential transitions toward more automated or hybrid systems. The aim is to document these perceptions clearly so that the organization can understand areas of readiness, resistance, or required support before introducing technological adjustments to its evaluation structure.

2.2 Research Design

This study utilizes a quantitative research design, allowing the researcher to collect structured, measurable data that can be analyzed systematically. The quantitative design aligns with the objective of examining how multiple factors—such as familiarity with AI tools, perceived timeliness of feedback, transparency concerns, and trust in automated evaluation are what shapes employee perceptions. Using a numerical design makes it possible to compare patterns across respondents and identify trends within the organization. The questionnaire included:

- Multiple-choice items
- Likert-scale statements
- One semi-structured open-ended question

The structured format enabled the collection of quantifiable data suitable for descriptive statistical analysis, while the open-ended item provided space for respondents to share their personal thoughts, concerns, or recommendations. This combination helped capture both measurable patterns and context-specific insights, ensuring consistency across responses and allowing statistical summarization using frequencies, percentages, and visual charts. The structured supports objective interpretation and provides a clear, data-driven understanding of employee perceptions toward AI-integrated PMS.

2.3 Method of Sampling

This study applied a non-probability sampling technique, specifically combining purposive sampling and convenience sampling, to gather responses from employees at Asiatic Marketing Communications Limited. Purposive sampling was used to ensure that individuals directly engaged in the organization's creative, managerial, and operational activities, particularly those familiar with or affected by the existing performance management process, were included in the study. This ensured that respondents possessed relevant knowledge and experience to provide meaningful insights regarding AI integration into performance management. Convenience sampling was incorporated to reach participants who were readily available and willing to respond within the data collection period. Given the fast-paced nature of creative work at Asiatic MCL, convenience sampling allowed efficient access to employees who could complete the survey without disrupting their workloads.

42 responses were collected through the mentioned way. Since all participants are current employees of Asiatic MCL, they were able to provide relevant insights based on their direct experiences with the company's existing performance practices.

2.4 Method of Collecting Data

Data were collected through a structured online survey administered via Google Forms. This method ensured accessibility for employees working in hybrid, remote, or in-office settings and allowed respondents to complete the survey at their convenience.

The survey link was shared internally through Outlook email, which is commonly used within Asiatic MCL. Respondents' identities were not collected to ensure confidentiality and encourage honest input.

2.5 Method of Data Analysis

Once responses were collected through Google Forms, the data were exported into spreadsheet software for analysis. A descriptive statistical approach was applied to interpret the results.

The quantitative responses were analyzed using:

- Percentages
- Pie charts
- Bar charts

These visual formats were chosen to clearly represent employee perceptions across variables such as AI familiarity, feedback quality, transparency, and trust in AI-integrated evaluation. Descriptive analysis enabled the identification of common trends and concerns among employees.

For the open-ended question, responses were reviewed and summarized to identify recurring themes or notable individual insights. These qualitative comments were used to support the interpretation of quantitative findings and highlight employee expectations or reservations regarding AI-enabled performance management systems.

Overall, the analysis helped determine the major perceptions of employees toward AI-assisted performance management and provided a foundation for practical recommendations suitable for creative work environments like Asiatic MCL.

Chapter 3: Findings and Discussions

3.1 Findings and Data Analysis

This chapter presents the results of the employee survey conducted at Asiatic MCL on the integration of artificial intelligence in performance management systems. The analysis is based on the demographics of the respondents, quantitative data collected through Questions 3 to 14, and supplemented by the open-ended question 15, which was “Based on your role, can AI integration into performance management systems change the way your performance is assessed or supported in a creative workspace like Asiatic MCL, and how?”

1. Current designation at Asiatic MCL

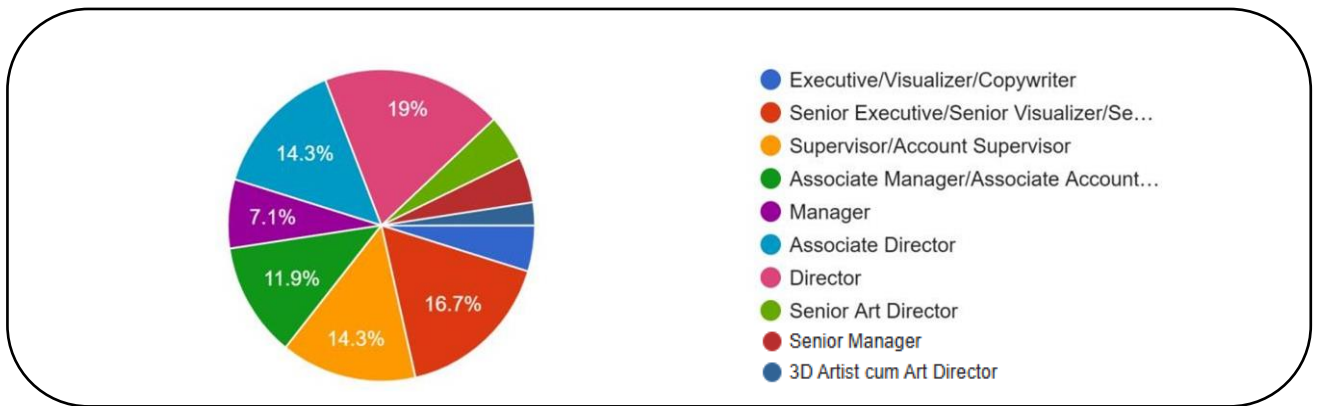


Figure 1: Distribution of Respondents by Designation

2. Years of experience in the advertising or creative industry

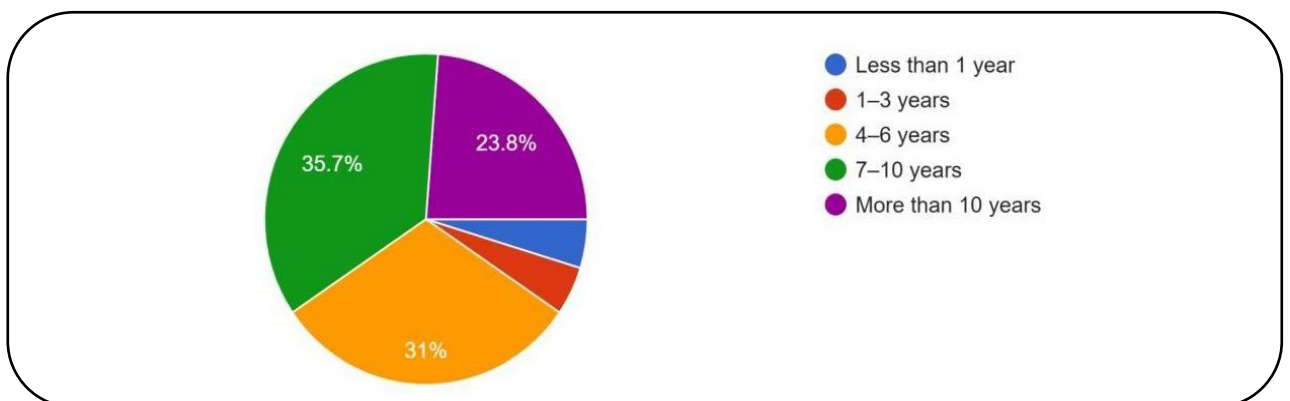


Figure 2: Respondents' Years of Experience in the Creative Industry

Firstly, respondent demographics offer important context for understanding the findings. As shown in Figure 1, participants represented a wide range of designations at Asiatic MCL. The largest group consisted of Directors, accounting for 19% (8 respondents), followed by Senior Executives/Senior Visualizers at 16.7% (7 respondents). Supervisors and Managers each represented 14.3% (6 respondents), while Associate Managers/Associate Account Managers made up 11.9% (5 respondents). Executives/Visualizers/Copywriters accounted for 7.1% (3 respondents). The remaining specialized senior roles, including Senior Art Directors, Senior Managers, Associate Directors, and 3D Artists, each represented smaller proportions within the sample. This distribution ensures that insights were gathered from junior creatives, mid-level professionals, and senior leadership roles across the agency.

In addition, Figure 2 reflects strong professional experience among respondents. A total of 31% (13 respondents) had four to six years of experience, 35.7% (15 respondents) had seven to ten years, and 23.8% (10 respondents) had more than ten years in the creative industry. Only 4.8% (2 respondents) each had less than one year or one to three years of experience. Together, the wide range of designations and substantial industry tenure show that employee perceptions are grounded in both hierarchical diversity and long-term exposure to traditional evaluation practices, strengthening the credibility of their views toward AI-based performance management systems integration.

3. Employees' Awareness of AI Tools Used in Performance Management Systems

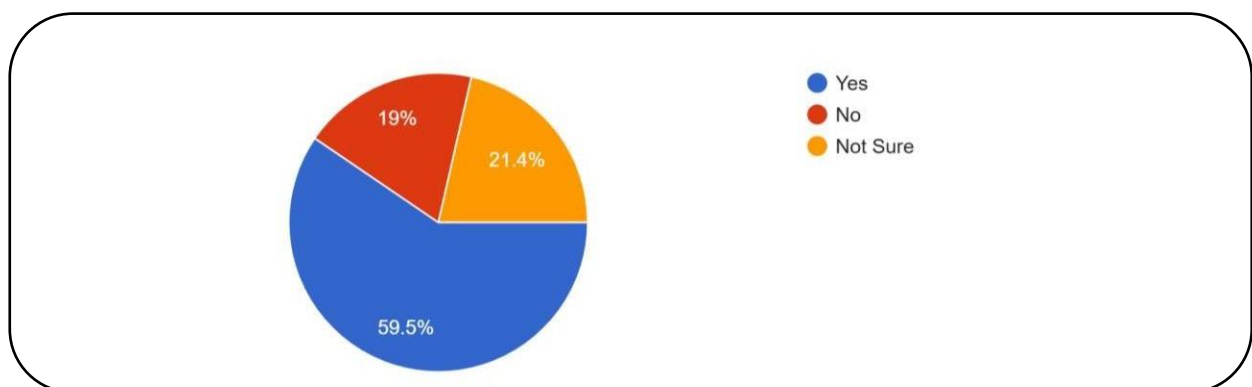


Figure 3: Employee Awareness of AI in PMS

Figure 3 shows that out of 42 respondents, 59.5% (25) reported that they were aware that AI tools are being used within performance management systems. Another 21.4% (9) were unsure, reflecting partial exposure but not full recognition, while 19% (8) stated that they had no awareness of such tools. These numbers indicate that most employees possess general awareness but that a portion remains uncertain about current technological integrations within the workplace.

4. Employees’ Interaction with AI-powered PMS features

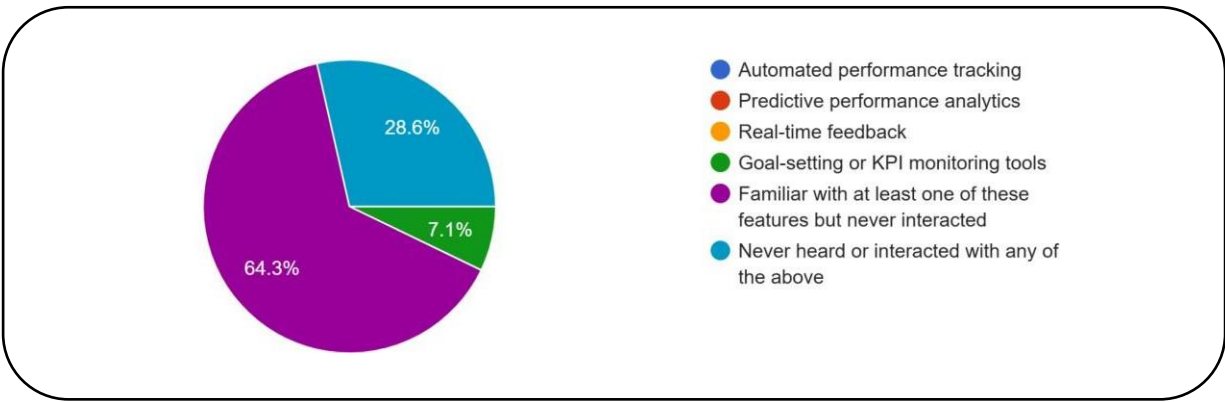


Figure 4: Interaction With AI in PMS Features

Despite this broad awareness, actual usage or interaction with AI-powered systems remains notably limited. According to Figure 4, 64.3% (27) of respondents indicated they were familiar with at least one AI feature but had never interacted with it. A further 28.6% (12) reported that they had neither heard of nor interacted with any of the listed AI tools. Only 7.1% (3) selected goal-setting or KPI monitoring tools as features they had directly engaged with. No respondents reported using automated performance tracking, predictive analytics, or real-time feedback tools in a practical capacity. This suggests a significant gap between awareness and direct functional exposure.

5. Perceived Benefits of AI in Performance Management Systems

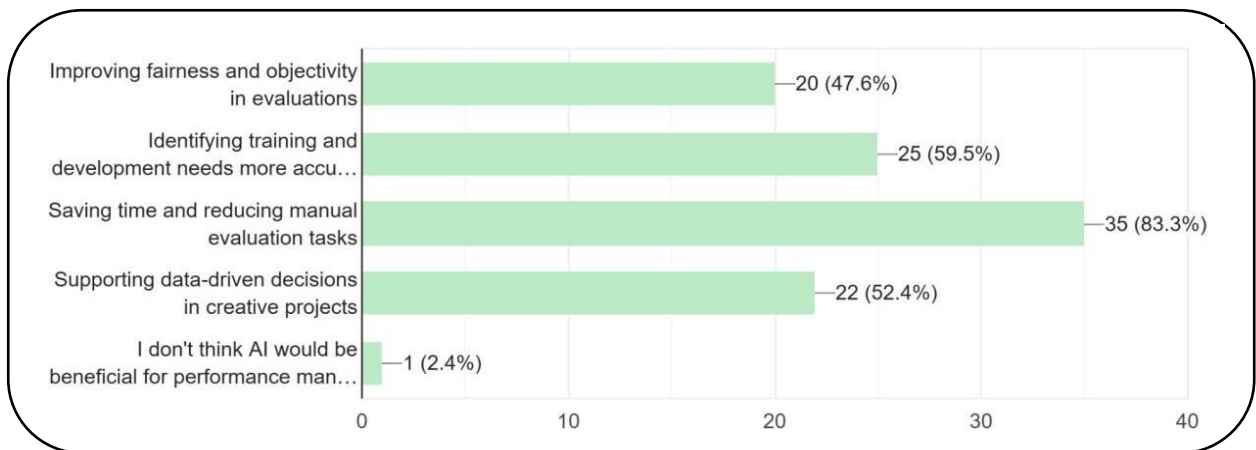


Figure 5: Employees' Perceived Benefits of AI in PMS

Regarding expectations about potential benefits in Figure 5, employees expressed strong confidence in AI's ability to support evaluation processes. Saving time and reducing manual tasks was selected by 83.3% of respondents, making it the most widely acknowledged benefit. Identifying training and development needs more accurately was selected by 59.5%, while 52.4% recognized the potential for AI to support data-driven decisions in creative projects. Improving fairness and objectivity was chosen by 47.6% of participants. Only one respondent, representing 2.4%, believed AI would not be beneficial for PMS activities. These distributions highlight a strong belief in AI's ability to support operational efficiency and enhance analytical capability.

6. Level of Confidence that AI-based Evaluations Can Improve Fairness and Objectivity

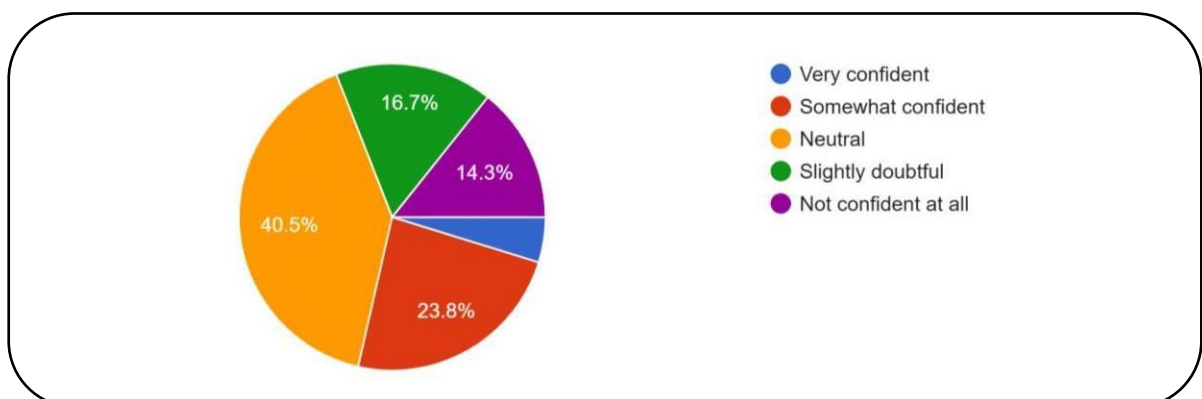


Figure 6: Employees' Confidence in AI-based evaluations improving fairness & objectivity

In Figure 6, it can be seen that 40.5% (17) of respondents selected neutral when asked whether AI-based evaluations could improve fairness and objectivity. Another 23.8% (10) selected somewhat

confident, indicating conditional optimism. Meanwhile, 16.7% (7) selected slightly doubtful and 14.3% (6) selected not confident at all. Only 4.8% (2) reported being very confident. These results illustrate a largely ambivalent stance, where employees neither fully trust nor dismiss the possibility that AI could make evaluation processes fairer.

7. Perceived effectiveness of AI in Identifying Training and Development Needs

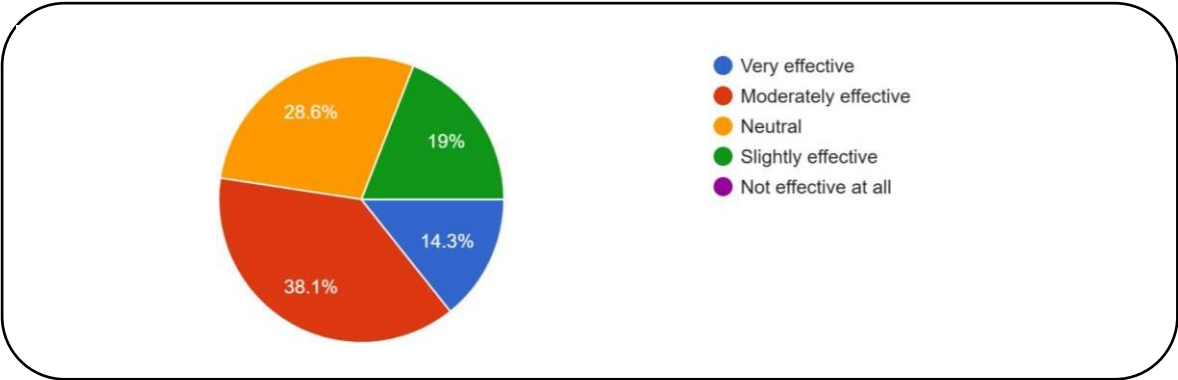


Figure 7: Effectiveness of AI in Identifying Training Needs

Figure 7 shows that a considerable portion of respondents expressed moderate confidence in AI’s usefulness for identifying their training needs. Specifically, 38.1% (16) rated AI as moderately effective in identifying training and development needs, while 28.6% (12) selected neutral. An additional 19% (8) indicated that AI would be slightly effective, and 14.3% (6) believed it would be very effective, and none chose the ‘not effective at all’ option. These results illustrate a measured level of trust, with employees generally optimistic but not overwhelmingly confident in AI’s developmental assessment capabilities.

8. Real-time AI feedback Supporting Timely Performance Improvement

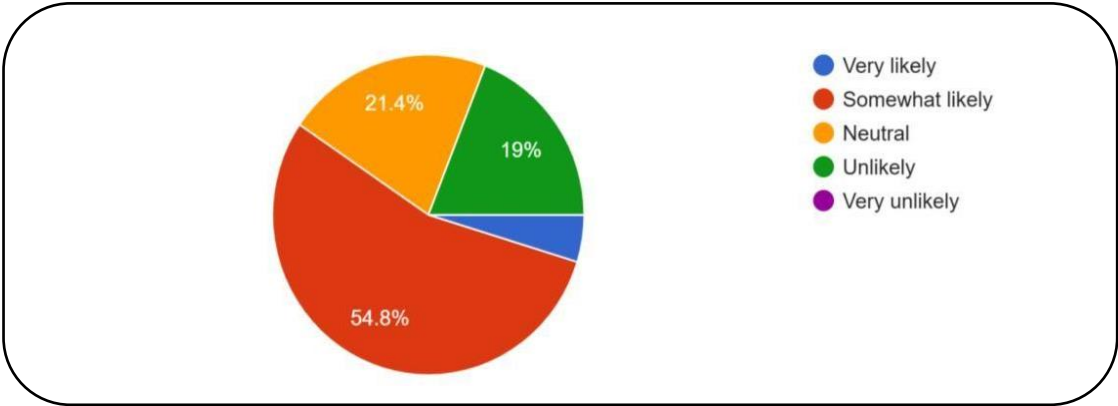


Figure 8: Likelihood of Real-Time AI Feedback Supporting Improvement

Figure 8 shows that the majority of the respondents, 54.8% (23), selected somewhat likely, indicating an openness to the idea that AI could help accelerate feedback cycles. Meanwhile, 21.4% (9) remained neutral. A smaller portion, 19% (8), expressed skepticism by selecting unlikely, and only 4.8% (2) selected very likely. The distribution reflects a cautious acceptance, with the majority recognizing potential benefits but still expressing uncertainty.

9. Preferred Frequency for receiving AI-generated Real-Time Performance Feedback

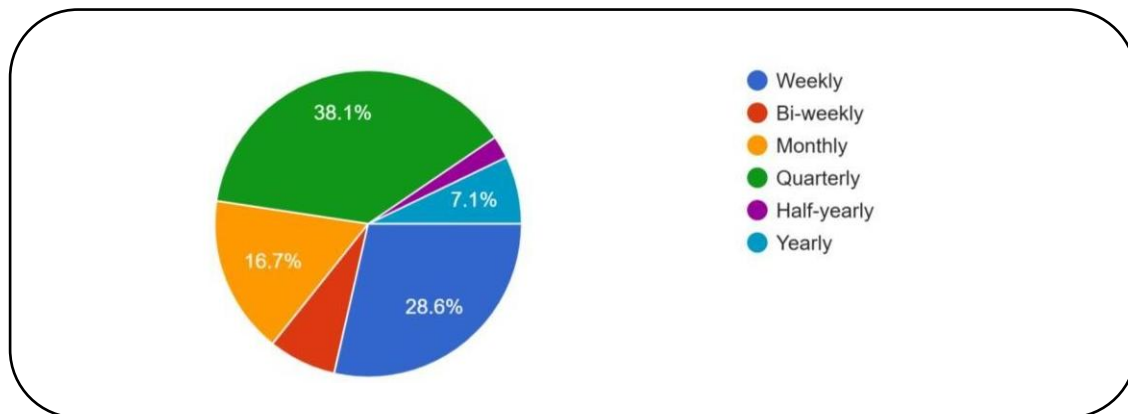


Figure 9: Preferred Frequency of AI-Generated Feedback

In Figure 9, 38.1% (16) of employees indicated that they preferred quarterly AI-generated updates. Another 28.6% (12) preferred weekly feedback, while 16.7% (7) favored monthly intervals. Both bi-weekly and yearly feedback by 7.1% (3 each). Only one of the respondents preferred half-yearly feedback. These patterns suggest that employees value periodic and structured feedback rather than continuous or overwhelming streams of insights. This preference aligns with the workflow of creative industries, where projects often unfold over extended periods and require reflective assessment rather than constant monitoring.

10. Perceived Effectiveness of Combining AI-generated Feedback with Supervisor Input

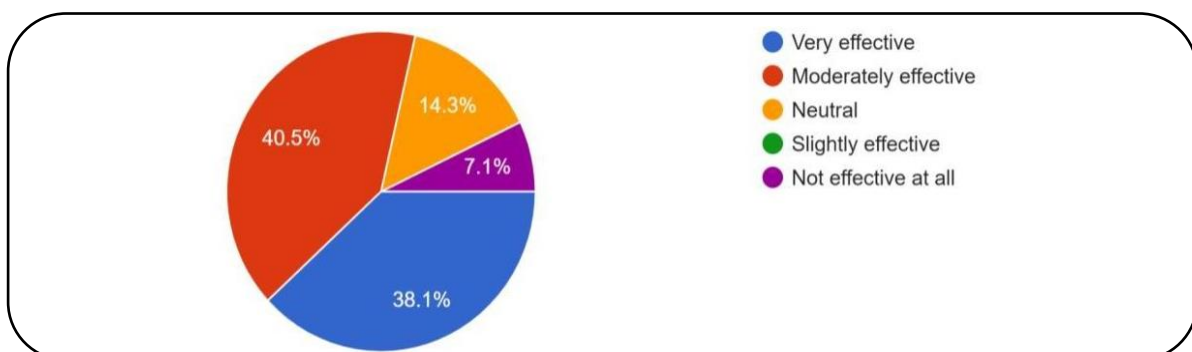


Figure 10: Effectiveness of Combining AI Feedback with Supervisor Input

Perceptions of hybrid evaluation models were further explored in Figure 10. The majority expressed confidence in combining AI insights with supervisor inputs. A total of 40.5% (17) rated this combination as moderately effective, and 38.1% (16) rated it as very effective. Only 14.3% (6) selected neutral and 7.1% (3) selected not effective at all. No respondents viewed the hybrid approach as slightly effective. This indicates a strong preference for leveraging AI to support evaluations while still relying on supervisory judgement to ensure contextual accuracy and relevance.

11. Extent to which AI-generated Feedback Improves Evaluation Accuracy

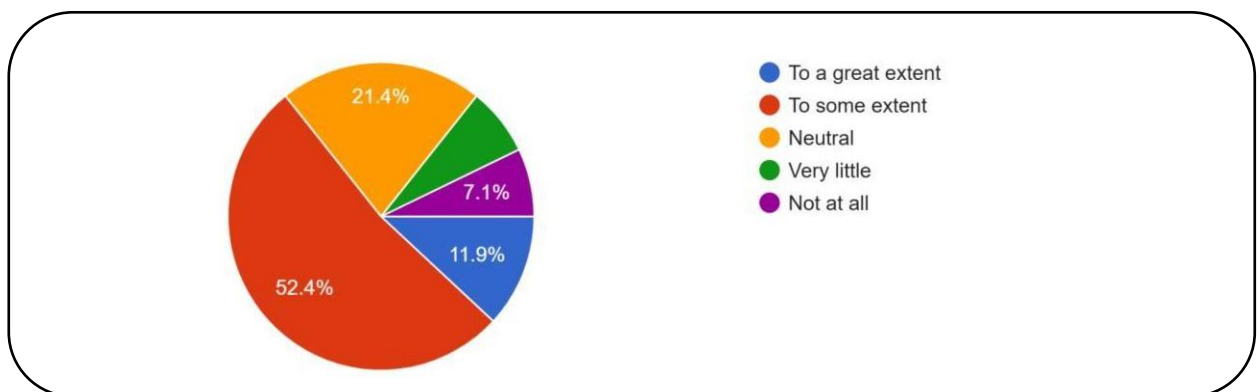


Figure 11: Improvement in Evaluation Accuracy Through AI Feedback

Figure 11 shows that 52.4% (22) of respondents believed that AI could improve the accuracy of performance evaluations to some extent. Another 21.4% (9) remained neutral, while 11.9% (5) believed that AI could enhance accuracy to a great extent. However, a combined 14.2% expressed doubts, with 7.1% (3) selecting very little and another 7.1% (3) selecting not at all. These results highlight a cautiously optimistic outlook, where employees acknowledge potential improvements but remain uncertain about AI's reliability.

12. Employees' Opinion on HR Oversight making AI-Integrated PMS More Trustworthy

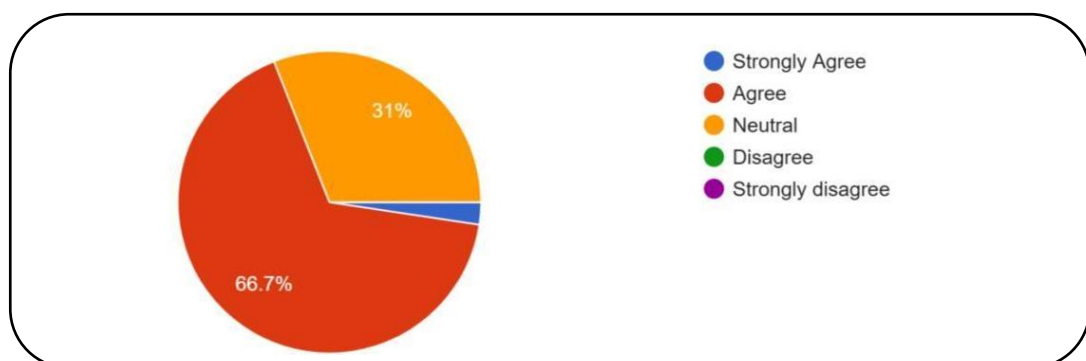


Figure 12: Agreement on HR Oversight in AI-Integrated Performance Management Systems

Figure 12 demonstrates that employees have significantly higher trust in AI systems when human oversight was included. 66.7% (28) agreed that AI-integrated performance management would be more trustworthy if HR oversight and transparency were clearly maintained. Another 31% (13) selected neutral, indicating neither strong acceptance nor resistance. Only 1 respondent (2.4%) strongly agreed, while no respondents expressed disagreement. These findings show that employees' willingness to trust AI is tied to the presence of transparent governance rather than blind reliance on automated decision-making.

13. Major Concerns Regarding AI in Performance Management Systems

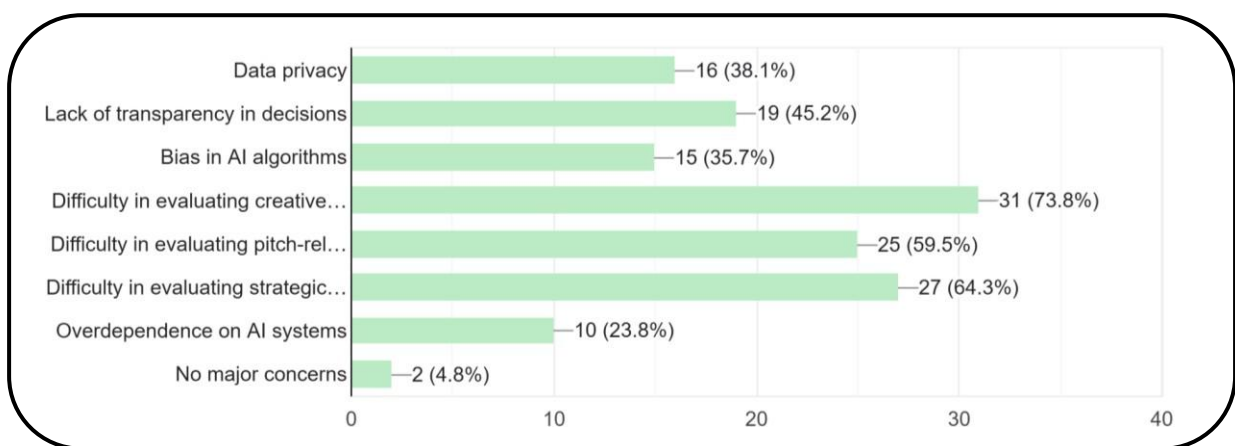


Figure 13: Major Concerns About AI Into Performance Management Systems

The most detailed concerns emerged here. The most frequently selected concerns were difficulty evaluating creative tasks, chosen by 73.8% of respondents, and difficulty evaluating strategic contributions, selected by 64.3%. Difficulty in assessing pitch-related work followed closely at 59.5%. These areas are essential components of performance in creative industries, and employees clearly remain skeptical about AI's ability to interpret nuanced, subjective, and context-heavy outputs. Additional concerns included lack of transparency in decisions (45.2%), data privacy issues (38.1%), and algorithmic bias (35.7%). Overdependence on AI was selected by 23.8% (10). Only 4.8% indicated that they had no major concerns. The distribution reinforces that employees' reservations stem from the qualitative nature of creative work, which they believe may be poorly captured by algorithmic systems.

14. Openness to AI in Performance Management Systems with Extensive HR-provided Training

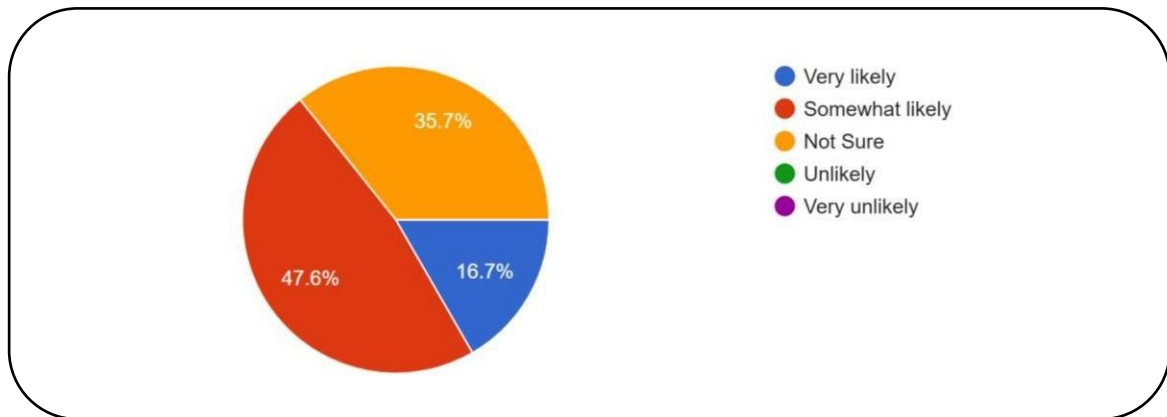


Figure 14: Employees' Openness to AI-Based PMS With HR Training

In Figure 14, readiness to adopt AI increases when organizational support is factored in. The demonstration in Figure 14 shows that 47.6% (20) of respondents would be somewhat likely to be more open to AI-based PMS if HR provided extensive training. Another 35.7% (15) were not sure, while 16.7% (7) indicated they would be very likely to adopt AI under such conditions. None of the respondents selected unlikely or very unlikely. This pattern underscores the role of training, communication, and capacity-building initiatives in shaping employees' acceptance of AI-integrated systems.

Employee Opinions on How AI Integration Could Affect Performance Assessment

The open-ended question at the end of the survey was “Based on your role, can AI integration into performance management systems change the way your performance is assessed or supported in a creative workspace like Asiatic MCL, and how?”. It provided qualitative responses that offer deeper insight into employees’ perceptions of AI-integrated performance management systems and help explain the patterns observed in the quantitative findings. The verbatim responses are synthesized under four analytical themes: perceived usefulness, concerns about evaluation accuracy in creative work, expectations for documentation and transparency, and conditions for acceptance.

Theme 1: Perceived Usefulness and Efficiency

Several respondents expressed optimism that AI could streamline administrative tasks and support more structured evaluations. For example, Participant 2 stated,

“It will only decrease the tasks that are being done right now manually.”

Participant 14 added,

“With AI-powered systems, performance management will be more data-driven; it can find the gap and also suggest the required training for me.”

Similarly, Participant 20 emphasized potential benefits, noting,

“Yes, of course. Through this, my performance assessment could be more accurate, consistent, and fair.”

These reflections reinforce the quantitative findings in 5, where a majority indicated that AI could save time (83.3%) and better identify training needs (59.5%). The qualitative data, therefore, aligns with the general perception that AI has meaningful potential to improve efficiency, consistency, and development-oriented feedback.

Theme 2: Concerns About AI’s Ability to Evaluate Creative Work

A recurring and strongly expressed concern was AI’s limited ability to understand creative, strategic, or process-based contributions. Participant 9 wrote,

“No. AI so far doesn’t have the full capacity to be a judge of creative work.”

Participant 14 elaborated,

“AI can only assess the finished work and not have the oversight to assess the process, and with so many variables in the creative landscape, there should be a balance that is difficult to strike.”

This skepticism mirrors the quantitative data from Figure 13, where the most frequently selected concerns were “evaluating creative work” (73.8%), “strategic contributions” (64.3%), and “pitch-related work” (59.5%). Several participants reinforced this by emphasizing the role of human judgment, such as Participant 38’s opinion:

“AI integration can help to some extent but AI alone can’t replace the supervisor’s role in assessment as of yet.”

These reflections support the preference for hybrid evaluation models observed in Figure 10, where 40.5% of respondents rated combined AI and supervisor feedback as moderately effective, closely followed by 38.1% of respondents rated it as very effective.

Theme 3: Need for Proper Documentation, Context, and Transparency

Multiple respondents stressed that AI can only be effective if creative work is systematically documented. Participant 25 highlighted,

“A lot of the work we do is unaccounted for, such as late nights, improvisations, sudden strategic contributions. We need to make sure all the work is being accurately documented and monitored first.”

This sentiment explains the large neutral responses in Figure 6 regarding fairness (40.5%), where employees are not rejecting AI but are unwilling to view it as fair without better documentation and transparency.

Theme 4: Acceptance Conditional on Training, Familiarity, and Explanation

A significant number of respondents acknowledged their unfamiliarity with AI systems and expressed conditional openness. According to Participants 6, 23 and 40 respectively:

“It can be initiated. Since I have never experienced it, I cannot comment directly.”

“I really don’t know at this point... but it might bring its own benefits.”

“As I am not familiar with this process, I don’t have much idea. I hope it will have a

positive and unbiased impact.”

Participant 32 neatly summarized,

“As an Art Director at Asiatic MCL, I believe AI can make my performance evaluations more structured and transparent while still keeping space for creativity and human judgment.”

Participant 19 similarly remarked,

“AI integration can provide more objective, data-driven insights, but human judgment must always be retained.”

Overall, the open-ended responses suggest that employees want assurance that AI systems recognize the full scope of creative labor, including non-quantifiable contributions.

3.2 Discussion

The findings indicate that employees at Asiatic Marketing Communications Limited hold generally positive yet cautious views about AI in performance management. While most respondents know such tools exist, very few have used them, which explains the uncertainty reflected across several responses. In Bangladesh’s creative industry, where evaluation still depends heavily on human judgment, this hesitation is expected. Employees cannot meaningfully assess the benefits or risks of AI without seeing these tools applied in their own workflows. Employees believe AI could reduce manual tasks, streamline routine processes, and strengthen developmental analysis. This aligns with global trends, yet their preference for hybrid evaluation models shows a clear desire to retain human oversight.

The qualitative responses reinforce this point. Employees stressed that AI lacks the contextual sensitivity needed in creative work, where collaboration, client adjustments, revisions, and situational barriers shape output in ways that data alone cannot capture. This reflects a wider challenge in advertising sectors, where algorithmic tools struggle to evaluate nuance and subjective contributions. Concerns about AI’s limitations, especially its inability to assess creative processes, insufficient documentation, and possible transparency issues, signal structural gaps rather than resistance to technology. Many respondents shared that significant portions of their work are undocumented, meaning AI systems would have limited or skewed data. Without stronger

documentation and clearer indicators, fair evaluation is unlikely. Their preference for HR oversight and transparent guidelines demonstrates that governance and clarity must be strengthened before AI can be meaningfully integrated. Neutral responses on fairness-related questions suggest neither trust nor rejection but simply a lack of experience. Acceptance increases notably when training is offered, indicating that unfamiliarity is a larger barrier than resistance.

This trend aligns with Bangladesh's gradual approach to technological change, where employees rely heavily on HR and managers to interpret and guide new systems. Overall, the findings show that AI can support efficiency, consistency, and developmental feedback at Asiatic MCL, but only if introduced within a transparent, HR-led framework. AI cannot independently evaluate creative work or strategic contributions, yet when paired with human judgment and supported by stronger documentation practices, it can contribute to a more streamlined and data-informed performance management system.

Key Findings:

1. Employees demonstrate strong conceptual awareness of AI in performance management but report minimal hands-on interaction, leading to uncertainty across several responses and a cautious attitude toward adoption.
2. AI is perceived as most valuable for efficiency, structured analysis, and developmental insight, with the majority expecting improvements in time-saving, training identification, and decision support rather than creative evaluation.
3. Employees express consistent concern about AI's ability to evaluate creative, strategic, and process-driven tasks, which aligns with the high selection of concerns related to evaluating creative outputs and the strong preference for hybrid evaluation models.
4. Trust and acceptance of AI-integrated PMS rely heavily on HR-led training, transparency, and proper documentation, reflected in the high agreement that oversight increases trust and the willingness to adopt AI only when training is provided.

Chapter 4: Recommendations

4.1 Develop a Centralized Creative Work Log to Capture All Contributions

A significant portion of respondents, 31 out of 42 (73.8%), expressed concern that AI cannot evaluate creative work, and 27 (64.3%) worried about the evaluation of strategic contributions. Many open-ended responses highlighted that much of their work remains undocumented, including pitch preparation, revisions, client-driven changes, and late-night improvisations. Since AI can only assess what is recorded, this lack of structured documentation becomes a barrier to fair assessment. Creative work at Asiatic is iterative, collaborative, and not always reflected in final outputs, and Bangladesh's agency culture often relies on verbal communication rather than formal logs. Establishing a Creative Evidence Library, connected to the HRIS, would allow employees to quickly log process-based contributions so AI has enough context to generate meaningful insights. This reduces fears of misinterpretation and ensures that invisible creative labor becomes visible within the evaluation system.

4.2 Introduce a Balanced Human–AI Evaluation Model

Survey findings show a clear preference for balanced evaluations, with 33 (78.6%) of respondents rating hybrid models as effective. Employees repeatedly noted that AI lacks the nuance required to judge creativity, and trust in AI increases significantly when HR oversight is present, with 28 (66.7%) agreeing. This aligns with the nature of the advertising industry in Bangladesh, where intuition, contextual sensitivity, and client dynamics shape performance far more than fixed metrics. Employees at Asiatic have considerable experience, and they value the interpretive role of supervisors. A Human First, AI Assisted approach ensures that AI provides structured data such as timelines and skill gap patterns, while human evaluators determine creative quality, strategic logic, and client impact. This balanced method matches employee expectations, protects the creative process, and modernizes the evaluation system without compromising the human judgment essential to the industry.

4.3. Offer Practical AI Familiarization Sessions

Training emerged as one of the strongest determinants of acceptance; 20 (47.6%) of respondents said they would be open to AI performance management systems if proper training were provided, while 15 (35.7%) remained unsure due to unfamiliarity. Responses that indicate hesitation stem from uncertainty rather than resistance. Since transparency drives trust, employees need clear, agency specific explanations rather than generic workshops. In Bangladesh's workplace culture, practical and example-based training tends to be more effective than theoretical sessions. Asiatic

MCL has already started doing this by selecting 36 of their employees, ranging from Senior Executive to Associate Director, for a training session called “AI Tools & Automation Training Program” for the upcoming 6 months to start equipping them with AI fundamentals.

4.4 Begin with a Collaborative Pilot Program

The findings suggest that employees prefer a structured, gradual transition and trust AI more when they know the system has been internally tested and refined. Respondents emphasized the need for refinement, feedback loops, and transparency before full adoption. A pilot in departments such as Community Engagement, HR, or Client Service is realistic because they already generate trackable, deadline-driven outputs suitable for early testing. This approach aligns with Bangladeshi organizational norms, where gradual rollouts reduce resistance and support comfort with new tools. A controlled pilot allows real-time learning, helps identify fair and unfair metrics, and gives employees a role in co-creating the system. This not only improves system accuracy but also builds ownership, directly addressing concerns about trust, relevance, and transparency that surfaced throughout the survey results.

Chapter 5: Conclusion

This study sought to understand employee perceptions regarding the integration of AI into the performance management system at Asiatic Marketing Communications Limited. The findings indicate that employees recognize the potential benefits of AI, particularly in improving efficiency, reducing manual workload, and identifying development needs. However, they also hold valid concerns about the ability of AI to interpret creative and strategic work, highlighting the need to maintain human oversight.

Overall, the insights demonstrate that employees are cautiously optimistic rather than resistant. Their acceptance depends on clear communication, stronger documentation, transparent governance, and hands-on training. The results also show that creative professionals value fairness and consistency but do not want evaluation processes to become impersonal or detached from context.

For Asiatic MCL, this means that the most practical path forward is not to replace the existing system with a fully automated one, but to gradually integrate AI-driven features that support, rather than dominate, the evaluation process. By adopting a hybrid, well-governed, and ethically grounded approach, the organization can enhance its performance management practices without compromising the human elements that are essential to creativity.

In conclusion, AI offers meaningful opportunities for improving performance management at Asiatic MCL, but its effectiveness will depend on careful implementation. With proper preparation, transparent communication, and continuous human involvement, AI can become a supportive tool that strengthens organizational efficiency while respecting the nuances of creative work.

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Appendices



INTERNSHIP PROPOSAL FORM

Name:	Abida Rahman
ID:	213011061
Department:	ULAB School of Business (BBA)
Supervisor's Name (Faculty):	Dr. SK Tasthekur Hossain Kowshik
Organization Name:	Asiatic Marketing Communications Limited
Internship Title:	Integrating AI into Performance Management Systems in a Creative Workspace: A Study on Asiatic Marketing Communications Limited

Abida Rahman.

06.10.2025

Student's signature & date
date

Supervisor's signature &

Offer Letter



A3SHR/AMCL/INT/25-005

September 1, 2025

Abida Rahman
House 15/1B (Kudrat Villa), Block F,
Hazi Chinu Miah Road, Tikkapara,
Mohammadpur, Dhaka-1207.

Dear Ms. Abida Rahman,

Subject: Internship Offer

Asiatic Marketing Communications Ltd. is pleased to offer you an internship opportunity with effect from September 03, 2025 as per the following terms:

A. Date of Commencement and Duration of Contract:

Your internship with the company will be effective on your joining date. The contract is valid till December 03, 2025 with an opportunity for further extension.

B. Working Hours:

The normal working hours are from 10 am to 6 pm with a lunch break, five days in a week.

C. Responsibilities:

The internship will include training/orientation and focus primarily on learning and developing new skills and gaining knowledge in various fields of Human resource of Asiatic Marketing Communications Ltd.

D. Accountability:

You shall be under the supervision of **Ms. Anjuman Ara** - Associate Director, Human Resources.

A copy of the internship report duly attested by **Ms. Anjuman Ara** - Associate Director, Human Resources is to be forwarded to the Department of Human Resources.

E. Compensation and Benefits:

- You shall be paid a monthly remuneration of BDT 5,000 during the time of your engagement as an Intern.
- Subsistence allowance at the workplace.
- No TA/DA or conveyance or allowances or any other benefits is admissible.

Farah Tanzeen Subarna
Head of Group HR & Compliance

Abida Rahman



Survey Questionnaire

1. What is your current designation (in any department) at Asiatic MCL?

- ☐ Executive/Visualizer/Copywriter
- ☐ Senior Executive/Senior Visualizer/ Senior Copywriter
- ☐ Supervisor/ Account Supervisor
- ☐ Associate Manager/Associate Account Manager
- ☐ Manager
- ☐ Associate Director
- ☐ Director
- ☐ Other

2. How many years have you worked in the advertising or creative industry?

- ☐ Less than 1 year ☐ 1–3 years ☐ 4–6 years ☐ 7–10 years ☐ More than 10 years

3. Are you aware of any AI tools being used in a performance management system?

- ☐ Yes ☐ No ☐ Not Sure

4. Which of the following AI-powered PMS features have you *interacted* with?

- ☐ Automated performance tracking
- ☐ Predictive performance analytics
- ☐ Real-time feedback
- ☐ Goal-setting or KPI monitoring tools
- ☐ Familiar with at least one of these features but never interacted
- ☐ Never heard or interacted with any of the above

5. How confident are you that AI-based evaluations can improve *fairness and objectivity* in performance appraisals at Asiatic MCL?

- ☐ Very confident
- ☐ Somewhat confident
- ☐ Neutral
- ☐ Slightly doubtful
- ☐ Not confident at all

6. What do you think would be the *main benefits* of using AI in performance management systems at Asiatic MCL?

- ☐ Improving fairness and objectivity in evaluations
- ☐ Identifying training and development needs more accurately
- ☐ Saving time and reducing manual evaluation tasks
- ☐ Supporting data-driven decisions in creative projects
- ☐ Not sure / Prefer not to answer

7. How effective do you think the use of AI in performance management systems would be to identify your *training and development needs*?

- ☐ Very effective
- ☐ Moderately effective
- ☐ Neutral
- ☐ Slightly effective
- ☐ Not effective at all

8. How likely is *real-time feedback* using AI to help you take timely action for improving your performance?

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Neutral
- ☐ Unlikely
- ☐ Very unlikely

9. How *often/frequently* would you expect to receive real-time feedback using AI to help you stay updated on your performance progress?

- ☐ Weekly
- ☐ Bi-weekly
- ☐ Monthly
- ☐ Quarterly (every 3 months)
- ☐ Half-yearly
- ☐ Yearly

10. How effective do you think combining AI-generated feedback with your supervisor's input would be in making evaluations *more balanced and reliable*?

- ☐ Very effective
- ☐ Moderately effective
- ☐ Neutral
- ☐ Slightly effective
- ☐ Not effective at all

11. To what extent do you think AI-generated feedback could *improve the accuracy* of evaluating performances compared to current manual methods?

- ☐ To a great extent
- ☐ To some extent
- ☐ Neutral
- ☐ Very little
- ☐ Not at all

12. Do you agree that AI-integrated performance management systems would be more trustworthy only when *HR oversight and transparency* are clearly maintained?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

13. What *major concerns* would you have about integrating AI into performance management systems? (Select all that apply)

- ☐ Data privacy
- ☐ Lack of transparency in decisions
- ☐ Bias in AI algorithms
- ☐ Job security or replacement fears
- ☐ Difficulty in evaluating creative work
- ☐ Difficulty in evaluating pitch-related work
- ☐ Difficulty in evaluating strategic contributions
- ☐ Overdependence on AI systems
- ☐ No major concerns

14. If HR provides extensive training on how AI-based performance management systems work, *how likely would you be more open* to using such systems?

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Neutral/Not Sure
- ☐ Unlikely
- ☐ Very unlikely

15. Based on your role, can AI integration into performance management systems change the way your performance is assessed or supported in a creative workspace like Asiatic MCL, and how?

(Open-ended response)



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INTEGRATING AI INTO PERFORMANCE MANAGEMENT SYSTEMS IN
A CREATIVE WORKSPACE: A STUDY ON ASIATIC MARKETING
COMMUNICATIONS LIMITED

Asiatic Marketing Communications Limited (AMCL)

Prepared by
Abida Rahman
ID: 213011061

Supervised by
Dr. SK Tashekur Hossain Kowshik
Assistant Professor

Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



December, 2025

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