

Digital Disruption: Coincidental or Choice for HR Professionals (with Support of TAM)**Author****Dr. Kalpana Lodha****Associate Professor- Research Guide****Savitribai Phule Pune University,****Pune****Author****Dr. Vijay B. Dhole****Dean, Sinhgad Institute of Business****Administration and Research Savitribai Phule****Pune University**

“Disruptors don’t set out to beat you at your own game — they change the rules.”

-Kai Riemer, Digital Disruption Research Group- Chairman, and CEO of Berkshire Hathaway.

Abstract

Digital disruption is the result that deviates the essential prospects and behaviors during a culture, market, trade or method that's caused by, or expressed through, digital capabilities, channels or assets. (<https://www.gartner.com/en/information-technology/glossary/digital-disruption>) Clayton M. Christensen and Michael E. Raynor, presented theory in which he observed that “Disruption as a process whereby a smaller company with fewer resources is able to successfully challenge established incumbent businesses.” Here the disruption is nothing but the introduction of the new ideas/ technologies/innovations which is not confined to the specific domain but supporting in overall performance of the organization. A true challenger can take Disruption in a positive way. HR professional need to adopt the various digital technologies ruling in the market related to their domain. As per the report 2015-16 (CB Insights Report, 2015) more than \$2.4 Billion investments is expected because of the digital disruption. Talent management is one of the important challenges in competitive era and especially during disruption phase. It’s the proficiency of HR professional

that how the HR professional can attract the highly skilled staff for the organization and retain. Here, the researcher tried to study the digital disruption with help of Artificial Intelligence (AI).

Key Words

(TAM) Technology Acceptance Model, Digital Disruption (DD), Artificial Intelligence (AI), Artificial Intelligence Platform (AIP).

Introduction

The advancement in the technology and the HR Disruption have made many changes in the new era which one never ever imagined in the past. Instead of contacting to the employer due to machine learning process one can directly contact the passive aspirant for the specific job, instead of performance appraisal system the algorithm may predict who is likely to continue with the organization. Now a raiding and poaching concept is somehow out and the talent retention is more focused by the organization. The organizations are trying to avoid the lose-lose situation by raiding and poaching and trying to concentrate on the employee engagement. Michaels (2001) discussed that HR disruption is nothing but the war of talent. In the time and flow of Disruption the organization has to plan and apply the reengineering of HR functions. Clayton Christensen of Harvard Business School introduced the concept of Disruption in the business world with some different perception. Disruption is inevitable and organization must made up their mind for the disruption if they want to sustain in the market.

AI is improving industry processes and making machines “smart.” It is expected to be one of the most disruptive technologies impacting industry and business. As the market for AI grows, boards should understand how this technology will affect their company's strategy.

Literature Review

Josh Bersin (October 6, 2017) criticized that “HR is a thankless job.” HR is often on the point of management’s sword. If things go smoothly, credit is taken by the Management, but for failure HR is held responsible for that. Claus(2013)observed that at international level various organization realized that the strategies used by the organization mainly focuses on the Human capital which helps to remain sustain in the competitive market and go with the flow of competitive advantage. In this the Talent management plays an important role. The 4th industrial revolution: The environment is dynamic and the industrial revolution is disruptive. It is one of the factors of Disruption which directly or indirectly affect the HR domain as well. Durach and Kerr and Kelly(2017)Digital technology has created its entity and altering the workplace culture through the various inventions. The Digital technology has actively changed the not only the market scenario but the workplace scenario in the business organizations. These changes are giving opportunities to HR professional s with the personnel to get especially in employee engagement.

Hinssen 2017 observed that many HR functions outstripped by AI. Now AI is dominant in the field of HR as well. Only few functions partially where reasoning or mental skills are required are not captured fully by the AI. Reports presented that more than 40% of jobs were declined due to disruption and also observed that more than 70% various types of business have at least 40% activities will take the place of automation. Even employers are very much interested and enthusiastic about how the Industrial revolution 4 has made many unexpected changes on the Global platform. These changes made the Talent management to be more skillful to handle the situations. The challenges like migration from one place to another, replacement of labor force due to advancement in technology forever, unemployment, job insecurity like Micro level talent management challenges and many more. Clapon, 2016 criticized that all these factors are also responsible for making the change in the mindset of millennial generation. The millennial generation need more flexible jobs. Deborah Sharon Stanley; Vaneeta Aggarwal 2019 commented

that The advancement in the technology has also touched the typical traditional domain in the form of Artificial Intelligence. Artificial intelligent has entered in the various functions of HRM actively and HR has disrupted partially or completely.

To understand the opinions about the acceptance of DD , the researcher took the support of TAM. TAM was developed by Fred Davis and Richard Bagozzi (Davis 1989, Bagozzi, Davis & Warshaw 1992). Mainly focused on the following factors like :

1) Perceived usefulness: Perceived usefulness has been also measured by using 5 indicators. These were- being fast (or quick), time saving, effort saving, cost reducing, and overall usefulness

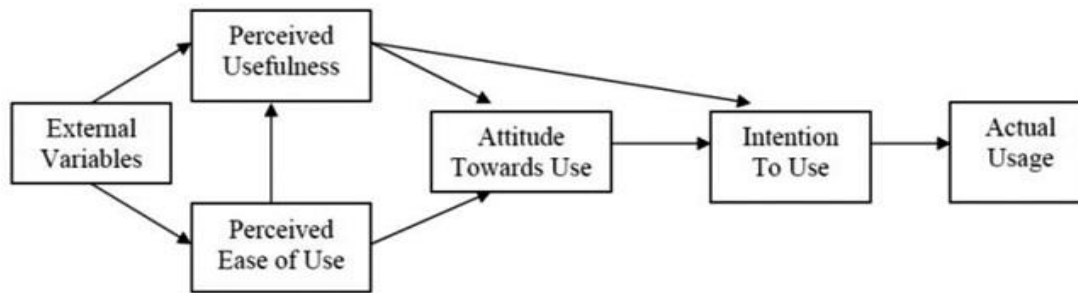
2) Perceived ease of use.: According to Davis, perceived ease of use is defined as “the degree to which a person believes that using a particular system would be free of effort” (Davis, 1989. Perceived usefulness, perceived ease of use, and user acceptance of information technology..

3) Attitude Towards Use-(Psychological Trait): Attitude toward using refers to a user's assessment of the desirability of using a specific information system application (Ajzen and Fishbein, 1980). Agarwal and Prasad (1998) believe that attitude is a person's affective response to use new technology.

4) Intention to Use- (Mental Ability of a Person) : an intention to use reflects a user's desire to use technology in the future. Intention to use technology was used as the outcome variable in this study because it has been found to be a reliable predictor of actual technology usage (Ajzen 1991; Turner et al. 2010)

On the basis of TAM following variables can be considered in the study like 1. procuring and using skills takes place at a workplace, 2. depend on functional technology, 3.machine interface,4. personal ability and response in the direction of using and application of the technology.

The key feature of this model is its emphasis on the perceptions of the potential user.



Need and Importance-Digital HR Trends:

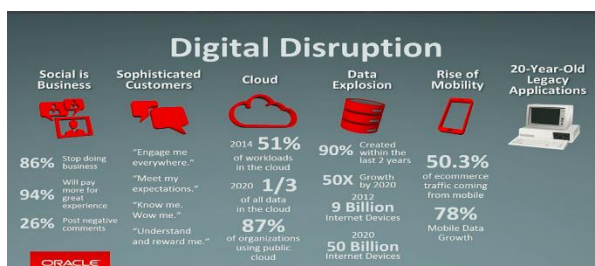
Recruitment & Talent Acquisition technology market: Recruitment is the biggest marketplace in terms of volume and investments with an ever-increasing competition between companies for experienced candidates, employer brand, strategic sourcing etc. High volume recruitment (services, retail, hospitality, healthcare, retail) will be automated by chatbots, skilled job recruitment will employ open sourcing tools, applicant tracking systems, video assessment and culture assessment tools. The digital technologies will make recruiters smarter about candidates, just as candidates have become smarter about the organizations.

Many HR functions completed with AI, robotic process automation and other disruptive technologies. The work culture of HR professional has also changed dramatically due to advancement in the technologist thinking pattern also changed from conventional autocratic to participative style now HR manger think that how to retain the talent than threatening them and creating the job insecurities in their minds. These new techniques have reshaped the role of HR .The HR of the organization more concentrates on the assessment and employee engagement or rather can say talent management than routine work. Dealing with the disruption is the biggest challenge for the HR professional . The HR cannot be reactive or sit idle to wait and watch the consequences of the disruption. If he sits idle ,then it will be difficult to survive .So he cannot make unnecessary postponement in the decision making and his act.

Example of HR digital Transformation: Unilever accepted the HR digital positively and changed their strategies about the employment functions. The company tested their recruitment through social media, online games and various other Artificial Intelligence ways

Kasey Pane (November 04, 2019) commented that the main task of the HR professional is to handle the workforce and to maintain the Organization's progress graph in the upward direction. Most of the times the disruptions are uncontrollable factor form organizations' point of view. As environment is dynamic, few things are not in our hand. Only to overcome from that situation is the solution many times. But , sitting idle and smear the wait and watch strategy; may not be the right solution for the company every time. We need to apply the right strategy according to the particular situation.

Challenges for HR: Though recruitment is the challenge for the HR, another challenge presently is the employee engagement which mainly involves motivating and enthusiasm till to be continued at workplace. This gives satisfaction to the employees. Due to Artificial Intelligence Platform (API), many HR functions are automated but this is the crucial task for HR professional to adopt these changes in skillful manner. Artificial intelligence, networks and robotics are the few examples of HR disruption applied for recruitment process, legal activities, supervision and screening of the workforce.



Be Proactive: It is the responsibility of the HR or HR department to be proactive. They need to be always on toes and to adopt the latest suitable changes required as well suitable for the organization. There are various new practices which helps the organization to make better employee

engagement. Advance new practices may help the HR in the functions like work life balance, workers participation or quality circle, payroll, leave polices and many more. It reduces the time period. Therefore, there is a need to be proactive for any HR.

Disruption means lower costs: Advancement in technology helps to reduce the cost through various ways. Pandemic situation is the best example in which many HR disruptions are emerge ng. But many times organizations keep on with conventional methods rather than the new methods. In fact, the disruptions help in reducing the cost and support to enhance the performance in the technology. It helps the HR professional to focus on the important strategies of the business which helps in flourishing the overall performance of the business.

Research Methodology

Here the researcher tried to find out the opinions and acceptance about Digital Disruption and AI with help of TAM.

Primary Data: was collected from HR managers with the help of questionnaire.

Secondary Data: Secondary data was collected from various sources like as journals, working papers, research, databank, thesis, articles etc.

Scale: Likert Scale was used to get the responses from the respondents. The questionnaire was designed on the five-point scale with options from strongly agrees to strongly disagree. Each option was assigned as scale. 5= Strongly Agree (SA), 4= Agree (A), 3= Neutral (N), 2= Disagree (D) and 1= Strongly disagree. (SD). Also, dichotomous scale used wherever required.

Sampling method

Non-Probability Sampling method selected for the survey and purposive sampling. In this method the particular characteristics group focused to get answer to the research questions in this study. Nearly all the respondents have over 10 years' practice and nearly all the HR professionals consider themselves experienced in using information technology applications. To improve the work productivity and results the staff uses various types of applications suitable to their job profile.

Data Collection Method

The data was collected through the questionnaire. Technology Acceptance Model (TAM) model was considered for designing the of questionnaire.

Data analysis

Quantitative analysis used. It helps to measure number of respondents and includes statistical analysis, relationship of variables and comparison of trends.

Objective:

To understand the perceptions and opinions about the acceptance of Digital Disruptions of HR Professionals

Hypothesis

H₁: HR Professionals have significantly positive **attitude towards** using Artificial Intelligence Platform.

H₂: HR Professionals have significantly positive **behavioral intention** using Artificial Intelligence Platform.

H₃: HR Professionals significantly perceiving Artificial Intelligence Platform **ease of use**.

H₄: HR Professionals significantly perceived Artificial Intelligence Platform **useful and valuable**.

Reliability Test: Cronbach alpha reliability coefficient

To test the construct validity of items in TAM section, reliability of factors assessed using Cronbach's alpha(α). The Cronbach's alpha proven that the test is reliable as well as valid for the factors chosen For the attitude towards using the technology, the behavioral intention of future use and the perceived ease of use, the Cronbach alpha is $\alpha > 0.9$ (perfect). On the other hand, the Perceived usefulness & collaboration value has Cronbach alpha $0.8 \leq \alpha < 0.9$ (good). Cronbach alpha test shows the result above as 0.8 and above for all four factors so the test of recallability accepted. (Attitude Towards Using the technology (ATU), Behavioral Intention of future Use (BIU), Perceived Ease of Use (PEOU), Perceived Usefulness (PU) & collaboration value.)

Reliability test for all the four factors of TAM are - means are between 3.00 to 4.00. The standard deviations range from 0.817 to 1.234 representing a narrow spread about the mean. So, most of the respondents are agree with the factor statements showing the result for all the above hypothesis.

Correlation Matrix for all factors the p value was less the .01 i.e. $p < .01$.

H_1 : HR Professionals have significantly positive **attitude towards** using Artificial Intelligence Platform.

HR Professionals have significantly positive **attitude towards** using Artificial Intelligence Platform. The total mean is above 4.0 which is interpret as Agree.

H_2 : HR Professionals have significantly positive **behavioral intention** using Artificial Intelligence Platform.

The results support the hypothesis that HR Professionals have significantly positive **behavioral intention** using Artificial Intelligence Platform.. The total mean is above 4 which is interpret as Agree.

H_3 : HR Professionals significantly perceiving Artificial Intelligence Platform **ease of use**.

The results support the hypothesis that *HR Professionals significantly perceiving Artificial Intelligence Platform* is easy to use. The total mean is near 4 which is interpret as Agree. Overall, *HR professionals* they believe that the use of the AI platform it is easy.

H_4 : HR Professionals significantly perceived Artificial Intelligence Platform **useful and valuable**.

The results support the hypothesis that HR Professionals significantly perceived Artificial Intelligence Platform **useful and valuable**.. The total mean is near 4 which is interpret as Agree.

Conclusion and Recommendation

In the technical era, economical access and utilization of knowledge resources depends on the flexibility to effectively use the equipment of knowledge Technology. the shortcoming to demonstrate experience during this space will cause resistance to technology that has been

acknowledged because the main reason resulting in impediment in clench new technology. this will cause several organizations finance within the new manner of doing things and nevertheless it'll be underneath used by their staff. Understanding technology acceptance can cause higher prediction of the employment of recent info resources. The study shows that confidence within the use of technology will cause exaggerated personal management, flexibility and competent use of knowledge. Therefore, exaggerated data will cause higher productivity. The study conjointly discovered that the shortcoming to regulate and settle for the employment of recent technology are often overwhelming which can ultimately cause anxiety to the extent that it'll weaken the standard of choices. Supplementary appraisal of this study is recommended to through empirical observation check the validity of the external and internal variables in info skill talent, particularly because it pertains to the explanations why professionals show proof of resistance to the employment of technology to access info resources. The researchers believe this may cause higher prediction of the employment of knowledge. Artificial Intelligence as a part of Digital disruption, HR professional can adopt on the basis of the above discussions in the research paper.

Information anxiety

Due to overloaded information, it becomes the challenge about the genuineness of the information for an individual. And thereby the information anxiety takes place. The only solution to get rid of the information anxiety, ability of Information literacy skill.

Computer self-efficacy

Yossoff (2009) the observed about the relationship between the two variables computer self-efficacy and adaptability of technological changes as a rational behavior. Simply one can say the acknowledgment to the technology and dissemination of useful software, application of advanced platforms.

Behavioral Intention

According to Walker and Pearson 2012 behavioral aim to practice and the implement the talents is deliberately given acceptability by an individual to perform or not to perform the specific action. Here the Intension work as Dependent variable which is affected by the application of the specific skills which materialize to the attitude formation. Adoptability to the new technology or skills is by the participation of an individual, interface with other, way of thinking can establish the productive base for the Behavioral Intention in the application of new technology.

Computer knowledge

(Liao and Pope, 2008) opined that, Computer experience in a motivating thing that might cause perceived ease of use; consequently, laptop literacy refers to the consolation degree attained in the use of laptop packages therefore, a helpful aspect of laptop literacy involves the knowledge of the way computer systems work and feature and it can additionally decide the Perceived Usefulness of a technology.

System excellence

The high-quality of information system may be a likely mediator of perceived usefulness, for that reason the first-rate of structures and generation followed ought to be able to supplying sufficient output satisfactory that impacts the users' notion of its high-quality (Nanthida 2011). Certain factors decide best technology aid, particularly:; frequent participation in generation-orientated profession; assist among friends; expert development content material; cognizance on instruction and integration; and get admission to sources (Dexter, Anderson, and Ronnkvist 2002). Hence, the writer argued that the pleasant of systems is capable of fostering the perception about the usefulness of the technology.

Perception of exterior control

Inside the view of Nanthida (2011), external manipulate is a function of available expertise, ease of use of applicable and concern sources, suppleness in the use of latest proficiencies and modern-day, and ability which is required in sporting out a selected task. Consequently, if newcomers have

access to particular assets and have an expanded knowledge base, the level of control in wearing out certain tasks will boom meaningfully.

Internet Self- efficacy (Usefulness)

Torkzadeha and Thomas (2002) implied, it is a vital impression that supports the knowledge of era recognition, performance, and use. This excellent will also be taken into consideration as a way to gauge the level of achievement in era making plans. It has been discovered that self-idea has nice implications for gaining knowledge of and development, mainly in application appraisal, change in behavioural styles, relationships between peers, subordinates, management of human capital, innovation and even worry.

Computer anxiety

Fear, apprehension towards the usage of computer systems tend to boom terrible attitudes in novices and deter hobby in private improvement. Dupin Bryant (2002) said that, the problem in computer-human interactions can cause a multiplicity of 17 emotional reactions, including anxiety. Tension or anxiousness regularly takes region when new understanding is being obtained. Moreover, holds that the incapability to conform to change and resistance to transformation can lead to a negative effect on cognitive performance. This worry may be due to the volatility of computers, public show of ignorance, and threat of failure which might also impair learners' attitude and be negative to studying.

Perceived enjoyment and objective usability

(Nanthida, 2011) felt that Perceived satisfaction and objective useableness refer to how functional and utilizable a machine is and the impact it has on Perceived Ease of Use. Objective usability and perceived satisfaction have an impact on an individual user's perception of a system's ease of use

Limitations and Further Scope of Study.

Disapproval of TAM: Every model has its own strengths and weaknesses. TAM is not exception to this. Based on some assumptions the TAM has introduced. For further advance research the, the

researcher can take the benefit of Model called Unified Theory of Acceptance and Use of Information Technology (UTAUT). Khan and Woosley (2011) opined the additional stress is given on the Technological issue compared to External additionally as social persuading factors suggested that there's got to expand the tam-o'-shanter to embrace social and human factors. Priyanka and Kumar (2013) ascertained the “theory embrace questionable heuristic price, restricted informative and prophetic power, triviality, and lack of any sensible value”. different researchers like Benbasat and Barki,(2007) criticized the tam-o'-shanter for not having the ability to accommodate and adapt to the often dynamical IT settings and this has laid to theoretical chaos and confusion. Holden and Karsh (2010) observed importance of digital disruption in every field to progress with flow.

During literature survey it has found that there is very limited study has done till date. This paper tries to propose a model to find the aspects responsible for acceptance behavior for Artificial Intelligence Platform. Though respondents were from HR department, this study must be continued with other staff members as well. Further study can be done with various departmental staff within the organization with respect to specific digital technology and the specific function.

Concluding Quote

Warren Edward Buffett –“ Opportunities come infrequently. When it rains gold, put out the bucket, not the thimble.”

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