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A review of Disruptive Transformation and its impact on talent management and Business Process efficiency.

Khalil Salim S Al Hedaifi and Ananthalakshmi Mahadevan

Ex.MBA, EUCLEA Business School, Britts Imperial University College, Sharjah, UAE

Faculty in Business, Britts Imperial University College, Sharjah, UAE

Abstract:

In the context of disruptive transformation in the dynamic business world, organizations are focused on setting and communicating clear objectives. The main idea is to develop a direct link between the performance of employees and corporate strategic objectives. The process of disruptive transformation is important because organizations are focused on empowering their workforce with future skills. In the context of AI and automation, the demand for highly skilled employees is more urgent than ever. Disruptive innovation has made it possible to empower employees with the adoption of artificial intelligence (AI) technology. AI-powered digital assistants play an important role in refining training opportunities to employees in different sectors such as the automotive and energy industries. As innovation plays a significant role in organizations' digital transformation, companies are expected to do something more beyond the simple adoption of new technologies. Process modelling has been observed that organizations are expected to have a clearly defined and effective process modelling competence. The process of disruptive transformation is frequently seen from the perspective of sustainability. Companies have recognized the importance of realizing sustainable development goals in the context of persistent digital transformation. It appears that disruptive technologies can significantly contribute to attaining sustainable development goals. This paper aims to review and provide insights on various impacts that disruptive Transformation has created in Business process.

Key words: Disruptive transformation, Talent management, Process modelling, Process optimization, Innovation

Introduction:

The business landscape in different industry sectors has been extensively changing to reflect different priorities, objectives, and interests of key stakeholders. During the Fourth Industrial Revolution, which is also identified as Industry 4.0, the digitalization of different work processes took place (Skender & Ali, 2019). In fact, such revolution can be properly understood from the perspective of a larger social-technical paradigm. A phenomenon known as disruptive transformation has altered business practices and structures around the world. It is important to investigate the practical implications of such transformation at three major levels: people, process, and performance (Roblek et al., 2021). In this way, relevant insights can be developed into the link between disruptive transformation and talent recruitment and retention. The need for the study is apparent since businesses encounter immense HR-related challenges in the post-pandemic world. The aim of this study is to critically explore the multidimensional nature of disruptive transformation.

The process of disruptive transformation is quite important in talent recruitment and retention. Recruitment has evolved in different ways considering the phenomenon of digital disruption (Eickemeyer et al., 2021). The introduction of new technologies has changed recruitment practices. In this way, it has been noted that traditional recruitment processes are experiencing a large-scale transformation. Companies have started utilizing various job websites and social media networks to attract talented employees (Trenerry et al., 2021). In this context, the role of HR is substantial in implementing various positive changes. It has been illustrated that HR play an important role in change management by presenting relevant initiatives aimed at attracting and retaining talented employees (Eickemeyer et al., 2021).

Disruptive transformation also has been connected to boosting employee engagement in the workplace. In a disruptive work environment, HR managers emphasize the importance of providing flexibility and support to employees (Trenerry et al., 2021). The work-from-home (WFH) model has become widespread in today's business environment, considering the transformations resulting from the pandemic (Savic, 2020). In such disruptive work conditions, organizations offer numerous opportunities to employees to develop their own work schedules (Chen, 2021). It is believed that such flexibility tends to boost employee performance over time. Such new work arrangements contribute to increased employee productivity and motivation.

In the context of disruptive transformation in the dynamic business world, organizations are focused on setting and communicating clear objectives. The main idea is to develop a direct link between the performance of employees and corporate strategic objectives (Trenerry et al., 2021). Such initiatives assumed by organizations convey a relevant message to employees, particularly that their efforts are adequately valued. In turn, employees are most likely to boost their confidence in performing job-related tasks, which implies a significant opportunity to improve their performance and increase organizational efficiency (Chen, 2021).

The ongoing process of disruptive transformation, which has emerged with many positive changes for organizations, has prompted HR managers to rethink and refine their strategies while interacting with employees. From the perspective of talent recruitment and retention, HR managers have recognized the importance of providing consistent feedback and recognition (Eickemeyer et al., 2021). These aspects serve as motivating factors to many employees, especially those who have higher-order needs within organizations (Chen, 2021). In providing feedback, the main role of HR managers is to demonstrate sufficient transparency in discussing important aspects pertaining to employee performance.

In improving talent recruitment and retention practices, organizational leaders try to be as creative and innovative as possible to attract top talent. The introduction of diverse human and machine workshops has been illustrated as a promising solution to empower the workforce (Trenerry et al., 2021). Business leaders aim to empower employees to work through the challenges they encounter in the workplace, as individuals are expected to find creative solutions to various complex problems. In this way, there are collaborative ways to empower the workforce in order to achieve lasting results

(Eickemeyer et al., 2021). The focus on acting instead of reacting has been emphasized in research, implying the adoption of a holistic approach to managing employee relations in the process of digital transformation (Eickemeyer et al., 2021).

Disruptive innovation has made it possible to empower employees with the adoption of artificial intelligence (AI) technology. AI-powered digital assistants play an important role in refining training opportunities to employees in different sectors such as the automotive and energy industries (Malik et al., 2021). This implies that trainees can improve their knowledge of different organizational practices through AI-powered digital assistants on the job. The direct outcome of such innovation is that employees can function at a higher level of competency. The ability to develop and enhance their competency on the job is crucial to achieving further success.

The process of disruptive transformation is important because organizations are focused on empowering their workforce with future skills. In the context of AI and automation, the demand for highly skilled employees is more urgent than ever (Malik et al., 2021). Considering such ongoing disruptive transformation, employees have dedicated their time to continuous learning, which could help them secure top positions within organizations. Even though the newly introduced technologies have substantial capabilities, employees obviously need specific skills to engage with such technology-based solutions effectively (Eickemeyer et al., 2021). Organizations play a key role in upgrading employees' digital fluency, as the latter is crucial during disruptive times.

Yet the process of effective disruptive transformation implies that organizations should grow their multicultural dexterity. In other words, companies operating in different industry sectors should redefine the components of diversity, which applies to effective employee recruitment and retention (Chen, 2021). A new concept of organizational diversity indicates that organizations place importance on the uniqueness of employees' experiences. The importance of lifelong learning is emphasized in the context of disruptive innovation, which has forced organizations to invent different strategies to attract and retain top talent (Malik et al., 2021).

Researchers have emphasized that the process of disruptive transformation has resulted in redefining careers (Eickemeyer et al., 2021). In other words, it has been considered important to leverage WFH culture considering the flexibility and convenience dimensions expected of many employees in disruptive times (Chen, 2021). HR technology experts and business analysts try to address the challenges of workforce disruption through the potential of remote work. Strategic preparedness sessions intended for employees can help them better address emerging challenges in the workplace. In this way, the promotion of WFH culture has become an integral part of organizations' efforts to become more flexible and adaptive to the new normal in the business world (Eickemeyer et al., 2021). HR managers have redefined their strategies in the sense of offering additional skills training and clarifying job roles and expectations to employees.

The increasing popularity of WFH culture and other disruptive work practices have prompted global organizations to rethink their strategies of engaging with employees. In this way, company leaders have recognized the importance of adopting effective tools to enable employees to become more collaborative in disruptive work conditions (Chen, 2021). From this perspective, the role of open and flexible communication has been crucial in facilitating such positive relationships between employers and employees (Trenerry et al., 2021). Developing new ways of work is closely linked to the function of digital platforms. The specific focus of WFH culture is on redesigning work schedules to enhance employee productivity. The introduction of time management practices is another aspect of the prevailing WFH culture in disruptive times (Chen, 2021). In this way, employees are encouraged to develop better habits in managing their time between personal and professional responsibilities more effectively.

The Relevance of Innovation in Disruptive Transformation

Innovation plays a key role in facilitating organizational performance in the context of disruptive transformation. Innovative companies have recognized the importance of incorporating digital disruption and transformation principles to achieve a series of strategic goals. Such organizations are focused on

the utilization of innovative approaches to optimize customer experience (Feng et al., 2022). In today's competitive business environment, customers tend to have diverse choices, which means that positive brand experiences lead to greater customer loyalty over time. It is important for organizations to develop such products and services which attract customers, implying the role of consistency and innovation. It has been pointed out that customer experience tends to impact organizations' bottom line (Flavin, 2021). From this perspective, it has been noted that enhanced customer experience is positively associated with increased sales and lifetime value provided to major stakeholders.

The combination of new models and technologies contributes to the emergence of properly streamlined operations which deliver optimal results. Innovation enables companies to introduce data-driven processes which outperform previous models which have proved inefficient or unreliable (Flavin, 2021). Research indicates that innovation has been pointed out as one of the most significant causes of digital disruption (Flavin, 2021). Thus, the interlinks between innovation and digital disruption have been adequately explored in the literature. Innovative organizations are those which succeeded in incorporating advanced technologies in such a way to promote effective internal communications (Feng et al., 2022). The emphasis on improved communication has helped employee collaborate more effectively on completing different projects.

Another important way in which innovation is linked to the ongoing process of disruptive transformation is identified as automation of essential job duties. It has been argued that automation is an essential process of generating substantial returns. In this context, effective automation suggests opportunities to save time and resources by reducing monotonous and irrelevant tasks (Kivimaa et al., 2021). In turn, employees tend to engage in more value-added activities which can benefit their professional development as well as the entire organization. Since innovation contributes to the development of streamlined business processes, this indicates a high level of efficiency (Flavin, 2021). The focus on achieving greater efficiency implies decreased error rates.

As innovation plays a significant role in organizations' digital transformation, companies are expected to do something more beyond the simple adoption of new technologies. For instance, it has been pointed out that organizations should be more flexible when it comes to the elements of corporate culture (Kivimaa et al., 2021). Companies' openness to change is associated with the emergence of digital technology. This makes it possible to introduce more on-the-job learning opportunities (Feng et al., 2022). In fact, employees are taught that keeping their learning consistent is an integral part of their future success (Oghazi et al., 2022).

In understanding the implications of innovation and how it is linked to disruptive transformation, it is relevant to focus on the aspects of organizational restructuring. The latter has been shown to enable persistent change and innovation within organizations (Kivimaa et al., 2021). Companies frequently re-assess their existing structures and processes to find the most optimal solutions which can facilitate their planned growth. In this way, certain organizations have recognized the importance of incorporating new functions into their models (Flavin, 2021). For instance, the use of digital strategy functions is believed to facilitate organizations' innovation orientation.

An important component of innovation in disruptive transformation is the focus on entrepreneurship. In proposing a specific model of entrepreneurship, it is possible to better recognize the significance of disruption in certain industry sectors (Kuratko et al., 2019). From this perspective, it has been pointed out that entrepreneurs are innovative, and they have an opportunity to display their innovative potential during disruptive times (Marquez & Ortiz, 2021). The focus on entrepreneurship as part of innovation in disruptive transformation is associated with substantial changes and taking risks (Feder, 2017). In this way, the competitiveness of entrepreneurship is quite relevant since entrepreneurs establish new ways of doing business.

Demonstrating entrepreneurship types of thinking has become important in the context of digital innovation. Along with logical thinking, innovative entrepreneurs are known to display substantial creative thinking skills (Kuratko et al., 2019). This is evident in the process of presenting distinct solutions to emerging problems in the intense business environment. Entrepreneurs tend to rethink

prevalent ideas and situations, which helps them in becoming more confident in sharing their innovative solutions (Marquez & Ortiz, 2021). The combination of creative thinking and managerial thinking encourages entrepreneurs to understand and conceptualize different strategies that could help their businesses grow.

Process Modelling

Many companies have undertaken digital transformation journeys, which means they are equipped with the right tools and expertise to fulfill the respective change objectives. Thus, enterprises are concerned with optimizing operational costs and improving organizational capacities (Oghazi et al., 2022). In relation to process modelling, it has been observed that organizations are expected to have a clearly defined and effective process modelling competence. In fact, it has been noted that such competence should be properly adapted to the digital transformation projects followed by companies (Kivimaa et al., 2021). At this initial stage of process modelling, project managers emphasize the importance of specifying all the steps and procedures needed to develop an efficient business process model (Oghazi et al., 2022). Having properly established modelling patterns is helpful for achieving positive results.

Companies operating in the context of disruptive transformation emphasize the need to effectively manage the process of business model transformation. Sometimes a persistent change is required in business model innovation, which means visionary leadership plays a significant role in facilitating optimal results pertaining to process modelling (Oghazi et al., 2022). The emergence of disruptive business models is associated with new opportunities for companies' sustainable performance as part of their ongoing disruptive transformation.

Process Optimization

It has been indicated in research that business transformation tends to impact process optimization in companies. Digital transformation can be seen in various businesses across different industry sectors (Kozarkiewicz, 2020). However, undertaking large-scale digital transformation initiatives may appear challenging at times. This is because such businesses aim at keeping those initiatives well-balanced to achieve optimal results. The time and resources required for adequate process optimization are sufficient to attain more specific objectives (Oghazi et al., 2022). The problem is that digital transformation is not linked to quick returns. It usually takes time to see adequate results.

Process optimization is sometimes perceived as an alternative to digital transformation considering that the latter may be more complex to implement consistently across all business levels. It has been pointed out that organizations usually push for extensive digital transformation when they need to address the issue of business survival, especially in the context of a substantial technological disruption (Kozarkiewicz, 2020). Transformation implies a large-scale change in the precise way in which products and services are delivered (Oghazi et al., 2022). Digital transformation suggests the utilization of a holistic approach to managing different digital platforms (Kasinathan et al., 2022). This means the development of innovative business models is done for the purpose to add new value or competitive advantage to businesses.

Unlike digital transformation, process optimization appears more balanced in nature. Instead of focusing on reinventing certain business models, organizations are focused on optimizing their business processes. Such process optimization is translated into numerous positive outcomes such as improved productivity, efficiency, and collaboration within companies' digital infrastructure (Kozarkiewicz, 2020). Understanding the drivers of process optimization is crucial to move certain business functions or processes in the right strategic direction (Kivimaa et al., 2021). Even though digital transformation has become the new normal for many businesses, companies still try to pursue process optimization objectives which can deliver relevant value to major stakeholders.

The reason for considering the implications of process optimization is that optimized business processes are commonly linked to refined business goals and improved organizational efficiency. In this way, business leaders move in the right direction of pursuing optimal changes (Kozarkiewicz, 2020). The involvement of employees in process optimization tends to deliver optimal results. It has been

illustrated that individuals represent companies' strategy in motion. By providing relevant opportunities for reskilling, organization leaders recognize the importance of training employees to solve complex business problems and propose innovative solutions (Zhang et al., 2021). Employees also may be considered from the perspective of end users, as this can facilitate the process optimization for many businesses.

It has been argued that companies can achieve substantial business transformation through process optimization. Using organizations' expertise in digital transformation, the utilization of a pragmatic and systematic approach is promising to delivering positive results (Zhang et al., 2021). In relation to the role of process optimization in digital transformation, the process scope is initially defined. In turn, the development of an action plan is associated with short- and long-term business improvements which require adequate strategic planning (Kozarkiewicz, 2020).

Disruptive Transformation and Companies' Sustainable Performance

The process of disruptive transformation is frequently seen from the perspective of sustainability. Companies have recognized the importance of realizing sustainable development goals in the context of persistent digital transformation (Kivimaa et al., 2021). It appears that disruptive technologies can significantly contribute to attaining sustainable development goals. As shown in research, a promising development pertaining to disruptive technologies is identified as Industry 5.0 (Kasinathan et al., 2022). It is apparent that Industry 5.0 is developed based on Industry 4.0 by including certain dimensions such as resilience and sustainability. The integration between cyber and physical platforms appears optimal to enabling companies' sustainable performance in the context of disruptive transformation (Kasinathan et al., 2022). The emphasis in Industry 5.0 is upon the functioning of humans and robots for achieving optimal business optimization at different organizational levels and areas. The human element should not be disregarded in the context of Industry 5.0; on the contrary, it should be refined and properly understood in relation to various automated and efficient organizational processes.

The emergence of digitalized business models has made sustainability possible in relation to the disruptive transformation of businesses. Customer segments and different active business channels tend to be strengthened to encourage businesses to add new value and achieve a more substantial competitive advantage (Kivimaa et al., 2021). In this way, the role of remote collaboration has been adequately recognized as part of the numerous disruptive technologies which have emerged in the context of disruptive transformation. The business models being proposed are developed with an inclusive nature, which emphasizes the relevance of a positive development path (Kasinathan et al., 2022). The main aspect is to prevent the exploitation of resources, which is done for the purpose of extending the sustainable development objectives pursued by businesses.

Disruptive technologies of the future represent diverse implications for stakeholders including employees and consumers. Nevertheless, the respective technologies are considered challenging to business leaders and innovators, as they are expected to revisit and refine their business objectives and strategies for the future (Kivimaa et al., 2021). The mentioned disruptive technologies are most likely to enhance their potential of universal applicability in different business sectors in the future (Kasinathan et al., 2022). Such technological solutions have been shown to support business innovation and product development. The ongoing technological revolution has holistically changed people's lifestyle and prevailing working patterns. In fact, disruptive technologies have played a crucial role in redefining the implications of work-life balance (Kasinathan et al., 2022). Therefore, the adoption of such technologies is believed to improve work-life balance considering the aspects of flexibility, adaptability, and resilience emerging in today's dynamic workplace.

Conclusions

Companies operating in the mentioned sector have recognized the importance of advancing the process of disruptive transformation, which could further enable them to increase their competitive advantage over time. By undertaking process transformation with a disruptive approach would lead to

improved business performance of companies. Companies were expected to maintain a relevant focus on process optimization, which could lead to the introduction of innovative business models and operational excellence. Proactive attitude was by the increasing role of entrepreneurs, considering their substantial innovative potential in offering new ways and models in moving the business way forward. It is noted that process transformation undertaken with a disruptive approach is translated into substantial process optimization and operational excellence.

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