

Digital Disruptions and Changing Behaviour at Work: New Trends of the Millennial Workforce

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ABSTRACT

An effort has been made to study the changing behaviours of the younger generation at work in the context of the digital disruptions and transformations. The new generation workforces are emerging as a key element at the work space. We are witnessing a paradigm shift in the work behaviours and consequently employee satisfaction, enhanced productivity and performance through engagement in the new order. A sample was drawn from leading technology companies and a structured questionnaire was administered involving a 5-point likert scale to test the three hypotheses. The trends that are clearly emerging are that the use of cutting-edge technologies is driving path breaking results. The speed of change, transformation is significant and innovation and creativity is driving superior business results. The current work force is a complex proposition with an inert desire to stay ahead of the learning curve, have access to the best tools for enhancing performance. Their approach towards work and leisure is driving new paradigms in employee-employer relationships and ensuring retention. The statistical test revealed that the behaviours of employees in the IT industry is largely shaped by the emerging technological trends and Technology has impacted behaviours positively to enhance productivity, performance for job satisfaction while Communication and team activities impact individual and group behaviours positively. The study also collaborates with various other scholarly inputs on the subject.

Keywords: *Communication, Digital Disruptions, Innovation, Workforce, Job Satisfaction, Productivity*

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INTRODUCTION

The world of work is transforming at a rapid pace and technology is the trend setter. We are witnessing such high levels of innovation and creativity at work which has never experienced before (Abrishamkar, Abubakar & Mitra, 2020; Botha, 2019). The speed of change is a challenging task for millennial managers which drives new behaviours and the new generation is bringing newer essences to work and redefining the meaning of work in a controlled environment (Coetzee, 2016; Yunus, 2020). Knowledge workers are exposed to multiple technology tools, platforms and environments to perform their work which is far distinct to the established practices over the years to develop innovation and sustainability (Kuzma, Padilha, Sehnem, Julkovski & Roman, 2020). Cloud computing, Internet of Things (IOT) Artificial Intelligence (AI), Machine Learning, Big Data, Data Science and Analytics at the work place is driving productive and high performance cultures (Sivathanu & Pillai, 2018; Agrawal, Gans & Goldfarb, 2017). Artificial Intelligence has a significant influence on HR practices especially in aiding employee recruitment and selection process (Krishnan & Ishaan, 2022). Global trends and global citizens in the global village are breaking all barriers of communication and seamlessly interacting despite various time zones in performing tasks for a global customer maintaining international standards (Li, Sun, Tao & Lee, 2021).

Customer preferences are undergoing a sea change and the global workforce acquisition, deployment and implantation is seeing various innovations on the ground (Kuzma, Padilha, Sehnem, Julkovski & Roman, 2020; Coetzee, 2016). Most multinational companies are driving business objectives keeping a diverse work force in a complex but competitive work environment (Abrishamkar, Abubakar & Mitra, 2020). Various diversity norms are factored in and high performance work cultures are evolving at a neck breaking speed with a collaborative workforce that is driven by results and passion to excel (Storme, Suleyman, Gotlib & Lubart, 2020). Technology platforms are providing the impetus to high performance results and sustainable growth in the knowledge economy for adaptive behaviour (Frederico, Garza-Reyes, Kumar & Kumar, 2020; Coetzee, 2016). Technology advancements and pace changing system learning during pandemic have a significant impact on employee performance (Krishnan & Sowjanya, 2021).

The new age workforce is driven with a passion to excel, seeking freedom to experiment, innovate and take risk part of their daily work routine. Today's work force is a complex proposition with an inert desire

to stay ahead of the learning curve, have access to the best-in-class tools and tackles for enhancing productivity and performance (Khan et al., 2021). Easy access to technology, gadgets and infrastructure is providing the platform to innovate and is a game changer (Caron, Lesca, Perea, & Beyrouthy, 2020). One can hardly differentiate the knowledge work force of the West, East or India when we look at the new trends at work in the knowledge economy (Almahamid, 2018). There is very little gap in the skill sets, competencies, academic distinctions, access to technology tools and infrastructure (Pichlak, 2016). Performance culture driven by ownership and engagement is driven seamlessly through technology tools and analytics is predicting results with far greater accuracy and reliability (Tsai, Chang, Chen & Chang, 2017; Brougham & Haar, 2020). High speed communication networks, big data, cloud computing, server and storage infrastructure is aiding high speed work processes in a dynamic and ever-changing world of work (Sivathanu & Pillai, 2018). Talent analytics is not just driving behaviours but also results making it relevant in the emerging world. Leadership, entrepreneurship within the global framework is distributed and not concentrated as it was in the past resulting in monopoly (Pichlak, 2016).

The use of data and analytics is ensuring decision making and ownership at all levels across the value chain from the board room to shop floor, analytics is pervading all functions and processes. Training through the virtual platforms on real-time is also driving ownership, productivity improvements and on-the-job learning (Frederico et al., 2020). Various team and group-based activities are being run in a complex performance measured scenarios which is paving way to alignment and revised adjustments at work (Sun, Tao & Lee, 2021; Kuzma et al., 2020).

Seamless communication in a transparent manner on the fly is encouraging talent to use multiple platforms to communicate to a large cross section. Use of social media networking is making giant strides in all aspect of human resources not restricted to talent acquisition or employee engagement (Caron-Fasan, Lesca, Perea & Beyrouthy, 2020). More often than not, employees are laying emphasis on gaining new skills, exposure to new technologies, hands on experience on new machines and tools (Brougham & Haar, 2020; Agar, 2020). Promoting gender balance and up-skilling women workforce is also gaining speed in a gender-neutral world where women workforce is occupying key roles in the decision making process and ensuring a level playing field. We are also seeing an emergence of women work force in the technology and service sector globally (Brougham & Haar, 2020).

There is clear adaptation to innovation and its impact on emergent technologies on how we work, live and interact, furthermore underlining the need to focus on the ways we adapt our lives and our behaviours based on the innovations (Botha, 2019). A close look establishes a personalised human-centric design for customer experience, technology trends shifting the nucleus of work (Connelly et al., 2020; Tsai, Chang, Chen & Chang, 2017).

LITERATURE REVIEW

The studies indicate that innovative, creative learning practices substantially increase the productivity and performance of the younger generation at the workplace. It also proves that usages of technology tools, communication, social networking and collaboration enhance millennials learning process (Thejovathi & Krishnan, 2020). The use of cutting-edge technologies is driving path breaking results. Machine learning and robotics including AI is the new wave for work practices in a complex and competitive work environment (Liao, Deschamps, Loures & Ramos, 2017). The new generation work force is very easily adapting to technology and embracing the new trends with far greater ease and hence work environments need to factor this appetite for ensuring retention of top talent (Kakada & Deshpande, 2018; Tambe, Cappelli & Yakubovich, 2019; Tsai et al., 2017). Man and machine collaboration is at its new levels and driving new skills and performance benchmarks (Agar, 2020). The use of AI in talent acquisition is enhancing the quality of intake and hence getting the right mix or blend of resources is no longer a challenge in the war of talent (Agrawal, Gans & Goldfarb, 2017; Tambe et al., 2019).

The emerging practices of handholding talent in a dispersed and distributed work environment, on-the-job training, post orientation and induction is pushing early settling in and achieving productivity thresholds at very short intervals (Frederico et al., 2020). The ever-changing customer preferences is also driving innovation and creativity within organisations and employees are getting empowered by customers to drive change and improvement in the value chain besides business process automation and process improvements (Abrishamkar et al., 2020; Pichlak, 2016). It is essential to expand the horizon of capabilities of the employees to benefit the organization and address employees' career aspirations. This significantly impacts production, productivity, and the competitive edge of the firm ((Rajan & Krishnan, 2021).

Employees are no longer operating in isolation but in tandem with

business, market, product innovation and technology trends (Bhardwaj, 2019). The new generation workforce thrives on freedom to innovate, ability to take risks and continuously up-skill to remain competitive (Storme, Suleyman, Gotlib & Lubart, 2020). Work behaviours are largely driven by empowerment, freedom to innovate and work on challenging assignments with the use of latest technologies (Bai, Dallsesga, Orzes & Sarkis, 2020; Kuzma et al., 2020). Employees prefer technology to regulate the flow of events with less human supervision and reporting. Measurement of work and outcomes need to be real-time and transparent that promotes team work and well-being of the employees in the group (Brougham & Haar, 2020).

More often, performance management practices are directly aligned to customer preferences and goals and hence customers play a significant part in who stays the course and hence employees are beginning to build strong alliances with customers while employed and reporting to their manager's (Frederico et al., 2020; Al Mamun, 2017). The sustainability, organizational success, long-term growth and profitability in today's knowledge- and information driven economy are contingent on innovations in technologies, products, individual behaviours, group behaviours and services in order to meet rapidly changing customer expectations (Agrawal et al., 2017). The proactive change, supportive employee behaviour that facilitates adaptation to technological advances which promotes organisational innovation has become important for organisational and individual success in the globalised knowledge-based economy (Khan et al., 2021). The concerns about progressing in one's work, feeling a sense of stability, understanding the basic requirements of the job, and thinking on a long-term basis are all essential concerns of the new generation workforce.

We find very limited research on the framework of psychosocial career preoccupations as stated by Coetzee (2015). Psychosocial career preoccupations predispose individuals to adaptive behaviour aimed at proactively engaging in behaviours that will bring about change in them and also in their environment. This is causing work life balance issues, burn out, causing drop outs, mid-career crisis, change of profession, early retirement etc. experienced by the new millennial (Cai et al., 2018).

Multinational companies operating in India also bring with them various cultures and dimensions which has a direct impact on employees and their outlook towards work. This cultural dimension has penetrated across various industry and market segments, including personal values and attitudes at work (Abraham et al., 2019). Language, accent, work

norms, patterns and expectations have all undergone significant change in the context of work and business catering to the global markets (Khan et al., 2021). Unification and harmonization of laws in the context of Globalization, Privatization and Liberalization has also changed the behaviours at work resulting in high intensity of competition and also insecurity at the work place, owing to lack of job security or stability (Brougham & Haar, 2020).

India is seemingly a major hub for export of top IT talent including IT exports and hence employees in this industry are clued to the international markets and their expectations (Kuzma et al., 2020). The employee behaviour that proactively adapts to technological advances and promotes innovation has become important in the knowledge-based economy (Coetzee, 2016). Digitization is sending tremors through traditional workplaces and upending ideas about how they function. New technologies are changing the entire economic structure, society and the way we live, work and consume with breath taking speed. Agrawal et al. (2017) the combination of individual technologies offers unparalleled new possibilities. Bringing together emerging technologies such as cloud computing, artificial intelligence, robotics, 3D printing, smart devices, big data or social media has led to entirely new products, services and business models across industries (Khan et al., 2021).

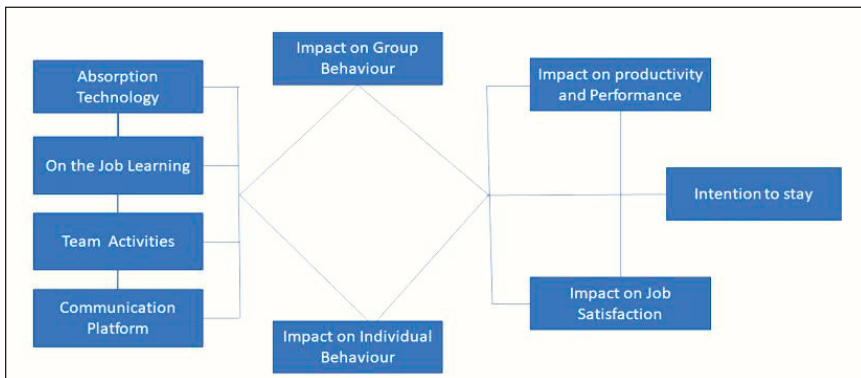


Fig. 1: Conceptual Framework

Conceptual Framework: Fig. 1 depicts how the new generation work force can be lured to stay longer in organisations while being satisfied with the job and consequently providing higher productivity and performance. The younger generation is deeply entrenched with the absorption of latest technologies, learning on the job and believe using technology they can enhance communication, team work and engaged on the job.

There is directional view that employee behaviour with use of technology is impacting both at the individual level as well as group level, which is promoting higher performance standards and resulting in stickiness to stay.

METHODOLOGY

Hypotheses

H1: The behaviours of employees in the IT industry is largely shaped by the emerging technological trends.

H2: Technology has impacted behaviours positively to enhance productivity and performance for job satisfaction.

H3: Communication and team activities impact individual and group behaviours.

Participants

The top 10 big Indian and MNC IT companies in India were surveyed and 55 samples/respondents participated in the survey from Bangalore, Hyderabad, Chennai, Pune, Mumbai, Gurgaon and Kolkata. A Google form was shared with 39 structured questions on a Likert scale. The pilot study was conducted and the questionnaire pre-tested on 30 respondents. Thereafter, 100 questionnaires were mailed to the targeted respondents, out of 100 questionnaires, 60 were returned to the researcher. Finally after excluding incomplete questionnaires, 55 no's were used to analyze the results by using SPSS (Refer Table 1). Cronbach's Alpha is a statistical method for ascertaining the variable's consistency and reliability. The result is 0.915, valid 39 items (refer Table 2), which in itself is satisfactory, and the scale was found to be reliable (Table 2).

Measures

Digital disruption was measured with a 5-point item scale developed by the researched and adapted for the study. The responses to the questionnaires were recorded on a 5-point Likert scale ranging from 1 to 5, "strongly disagree" to "strongly agree".

RESULTS AND DATA ANALYSIS

Descriptive Statistics

The Mean, standard deviation, variance, skewness, and kurtosis were ascertained. The skewness and kurtosis tests were be used to determine

whether or not something is normal. The skewness score is smaller than -1, indicating that the distribution is skewed to the left. All of the factors were skewed adversely in this case. The majority of the value obtained in kurtosis is less than -1.0, indicating that the distribution is platykurtic, with less kurtosis than typical (Table 3).

Table 1: Case Summary

Summary			
		N	%
Cases	Valid	55	100
	Excluded	0	0
	Total	55	100

Table 2: Chronbach's Alpha of 39 Items

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.915	.919	39

Cronbach's Alpha (Refer Table 2) shows internal consistency of the variable. Here value arrived is 0.915 which shows strong reliability. Total of 39 items taken for analysis, Standardized items measured 0.919. Thus, Questions framed and data collected was highly reliable.

Table 3: Descriptive statistics

N	Valid	Missing	Mean	Median	Mode	Std. Deviation	Variance	Skewness	Std Error of Skewness	Kurtosis	Std Error of Kurtosis	Range
Q1	55	0	4.18	4	4	0.696	0.485	-0.263	0.322	-0.876	0.634	2
Q2	55	0	3.93	4	4	.790	.624	-.570	.322	.261	.634	3
Q3	55	0	4.02	4	4	.952	.907	-1.105	.322	1.165	.634	4
Q4	55	0	4.35	4	5	.775	.601	-1.192	.322	1.352	.634	3
Q5	55	0	4.25	4	4	.726	.527	-1.037	.322	1.730	.634	3
Q6	55	0	3.55	4	4	.789	.623	-.390	.322	-.249	.634	3
Q7	55	0	4.07	4	4	.813	.661	-.779	.322	.480	.634	3
Q8	55	0	4.20	4	4a	.848	.719	-.969	.322	.521	.634	3

N	Valid	Missing	Mean	Median	Mode	Std. Deviation	Variance	Skewness	Std Error of Skewness	Kurtosis	Std Error of Kurtosis	Range
Q9	55	0	3.76	4	5	1.217	1.480	-.487	.322	-.898	.634	4
Q10	55	0	3.91	4	4	.845	.714	-.397	.322	-.389	.634	3
Q11	55	0	4.07	4	4	.690	.476	-.095	.322	-.832	.634	2
Q12	55	0	4.33	4	4	.695	.484	-.890	.322	.983	.634	3
Q13	55	0	4.29	4	4	.737	.543	-1.677	.322	6.034	.634	4
Q14	55	0	3.89	4	4	1.031	1.062	-1.144	.322	1.037	.634	4
Q15	55	0	4.02	4	4	.828	.685	-.441	.322	-.444	.634	3
Q16	55	0	3.93	4	4	.836	.698	-.453	.322	-.254	.634	3
Q17	55	0	3.80	4	4	.803	.644	-.508	.322	.096	.634	3
Q18	55	0	4.11	4	4	.809	.655	-1.293	.322	3.251	.634	4
Q19	55	0	3.85	4	4	.911	.830	-.616	.322	-.227	.634	3
Q20	55	0	4.13	4	4	.668	.446	-.536	.322	.862	.634	3
Q21	55	0	4.18	4	4	.819	.670	-.983	.322	.844	.634	3
Q22	55	0	3.96	4	4	.666	.443	-.351	.322	.518	.634	3
Q23	55	0	3.89	4	4	.809	.655	-.449	.322	-.079	.634	3
Q24	55	0	3.91	4	4	.845	.714	-.205	.322	-.788	.634	3
Q25	55	0	3.85	4	4	.826	.682	-.128	.322	-.723	.634	3
Q26	55	0	3.71	4	4	.809	.655	-.065	.322	-.490	.634	3
Q27	55	0	3.96	4	4	.719	.517	-.256	.322	-.152	.634	3
Q28	55	0	4.29	4	4	.629	.395	-.308	.322	-.604	.634	2
Q29	55	0	4.11	4	4	.567	.321	.027	.322	.164	.634	2
Q30	55	0	3.98	4	4	.652	.426	.018	.322	-.549	.634	2
Q31	55	0	3.91	4	4	.752	.566	-.390	.322	.082	.634	3
Q32	55	0	3.84	4	4	.739	.547	-.013	.322	-.541	.634	3
Q33	55	0	4.05	4	4	.650	.423	-.471	.322	.999	.634	3
Q34	55	0	3.87	4	4	.721	.521	.197	.322	-1.019	.634	2
Q35	55	0	4.07	4	4	.766	.587	-.638	.322	.387	.634	3
Q36	55	0	3.55	4	4	1.015	1.030	-.404	.322	-.528	.634	4
Q37	55	0	3.80	4	4	.951	.904	-.521	.322	-.524	.634	3
Q38	55	0	3.56	4	4	1.014	1.028	-.677	.322	.044	.634	4
Q39	55	0	3.58	4	4	1.083	1.174	-.627	.322	.002	.634	4

Interpretation

Refer Table 3 from the valid 55 samples taken for analysis there are no missing values. The descriptive statistics described the relationship between variables in a sample to summaries data in an organized manner (Parampreet, 2018). Skewness and kurtosis were calculated to find out the symmetry and heaviness of the distribution tail. Here most of the values are less than -1, thus the result clearly showed that the distribution is left skewed. Were as while calculating kurtosis most of the values are less than -1 then the distribution is platy kurtik.

Table 4: KMO Barter Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.604
Bartlett's Test of Sphericity	Approx. Chi-Square	1284.576
	df	703
	Sig.	.001

KMO Measure 0.604 (Refer Table 4), Anything which is measuring more than 0.5 is acceptable regarding Bartletts P value. The P value is 0.001 which is statistically significant. Thus, values generated are acceptable for the study to understand the impact of sampling. This test was undertaken since factor analysis tests were undertaken.

Table 5: Factor Analysis

Total Variance Explained									
Com- po- nent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Vari- ance	Cumul- ative %	Total	% of Vari- ance	Cumul- ative %	Total	% of Vari- ance	Cumu- lative %
3	2.627	6.914	42.111	2.627	6.914	42.111	2.697	7.096	29.230
4	2.357	6.202	48.313	2.357	6.202	48.313	2.678	7.049	36.279
5	1.705	4.487	52.800	1.705	4.487	52.800	2.498	6.573	42.851
6	1.674	4.405	57.206	1.674	4.405	57.206	2.264	5.957	48.808
7	1.509	3.972	61.177	1.509	3.972	61.177	2.053	5.404	54.212
8	1.397	3.677	64.855	1.397	3.677	64.855	1.968	5.178	59.391
9	1.317	3.466	68.321	1.317	3.466	68.321	1.965	5.172	64.562
10	1.148	3.022	71.343	1.148	3.022	71.343	1.880	4.948	69.511
11	1.062	2.795	74.138	1.062	2.795	74.138	1.758	4.628	74.138
12	.947	2.491	76.629						
13	.887	2.335	78.964						
14	.823	2.167	81.131						
15	.729	1.918	83.050						
16	.699	1.838	84.888						
17	.667	1.756	86.644						
18	.613	1.613	88.256						
19	.583	1.534	89.790						
20	.496	1.305	91.096						
21	.478	1.257	92.353						
22	.398	1.047	93.400						
23	.388	1.021	94.422						
24	.323	.850	95.272						
25	.294	.775	96.047						
26	.244	.643	96.689						
27	.233	.613	97.302						
28	.216	.567	97.870						
29	.177	.466	98.336						
30	.137	.360	98.696						

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
31	.102	.268	98.964						
32	.089	.234	99.198						
33	.082	.215	99.413						
34	.066	.175	99.588						
35	.052	.136	99.724						
36	.044	.116	99.840						
37	.035	.092	99.931						
38	.026	.069	100.000						

11 Factors/Components were extracted (refer Table 5), the factors shows that 74% cumulative variance for the 11 factors. The factors which are above the acceptable value were extracted. These 11 components were thereafter used to perform rotated component matrix to arrive at the correlation matrix and check strong loading and high co relation among the variables. All 11 components demonstrated strong correlation amongst the variables, which is significant.

Table 6: Rotated Component Matrix[illegible]

[illegible]

Rotated Component Matrix											
	Component										
	1	2	3	4	5	6	7	8	9	10	11
Q37	.741										
Q38											
Q39	.610	.537									

The rotation converged in 39 iterations (Refer Table 6) and the Rotation method used was varimax with Kaiser normalization. Principal component analysis was done using the Extraction method. From the analysis we obtained separation of factors which have strong loading according to the variable. We can clearly observe from columns 1, 2, 4, 5, 6, 7, 8, 9, 10, 11 having strong loadings and also having high correlation compared to others, indicating that the behaviours of employees in the IT industry is largely shaped by the emerging technological trends, technology has impacted behaviour positively to enhance productivity and performance for job satisfaction and Communication and team activities impact individual and group behaviours.

Hypothesis Testing

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928 ^a	.861	.530	.561

a. Predictors: (Constant), Q26, Q4, Q17, Q3, Q14, Q25, Q6, Q11, Q38, Q5, Q33, Q1, Q12, Q13, Q19, Q2, Q35, Q10, Q23, Q7, Q27, Q15, Q22, Q34, Q24, Q9, Q32, Q16, Q39, Q37, Q18, Q28, Q30, Q29, V39, Q20, Q36, Q8

Table 7 Model summary helped to perform single regression command to test multiple hypothesis. The R- square is the proposition of the variance in the dependent variable (Changing behaviour), which can be predicted from the independent variables (Q26, Q4, Q17, Q3, Q14, Q25, Q6, Q11, Q38, Q5, Q33, Q1, Q12, Q13, Q19, Q2, Q35, Q10, Q23, Q7, Q27, Q15, Q22, Q34, Q24, Q9, Q32, Q16, Q39, Q37, Q18, Q28, Q30, Q29, V39, Q20, Q36, Q8). This value indicates that 86.1% of the variance in changing behaviour can be predicted, this shows the strength of association between technology, communication, learning and team activities. Value of adjusted R square is 53% goodness of fit measured in the linear model.

Table 8: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.142	38	.820	2.602	.021 ^b
	Residual	5.039	16	.315		
	Total	36.182	54			

a. Dependent Variable: Q21

b. Predictors: (Constant), Q26, Q4, Q17, Q3, Q14, Q25, Q6, Q11, Q38, Q5, Q33, Q1, Q12, Q13, Q19, Q2, Q35, Q10, Q23, Q7, Q27, Q15, Q22, Q34, Q24, Q9, Q32, Q16, Q39, Q37, Q18, Q28, Q30, Q29, V39, Q20, Q36, Q8.

Table 8 in the regression analysis depicts regression, residual and total. Regression degree of freedom shows the number of independent variables in the analysis i.e. there are 38 df in the analysis and 16 were residual. The value arrived in the analysis is 0.021 which is statistically significant. Thus, it proves there is significant difference between the variables i.e. the behaviours of employees in the industry are largely shaped by the emerging technologies enhancing productivity and performance of individuals and the Groups.

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.273	1.331		.205	.840
	Q1	-.070	.205	-.059	-.339	.739
	Q2	.429	.181	.414	2.374	.030
	Q4	.106	.215	.101	.494	.628
	Q5	-.051	.252	-.045	-.202	.842
	Q6	.129	.189	.124	.682	.505
	Q7	-.153	.227	-.152	-.674	.510
	Q8	.207	.312	.215	.664	.516
	Q9	.124	.184	.184	.672	.511
	Q10	-.104	.195	-.107	-.530	.604
	Q11	.239	.257	.202	.929	.367
	Q12	-.378	.239	-.321	-1.580	.134

Q13	.236	.216	.212	1.092	.291
Q14	-.057	.125	-.072	-.458	.653
Q15	.290	.191	.293	1.517	.149
Q16	-.059	.244	-.060	-.243	.811
Q17	-.038	.272	-.038	-.141	.890
Q18	-.136	.235	-.135	-.582	.569
Q19	.250	.212	.278	1.176	.257
Q20	-.299	.358	-.244	-.835	.416
Q22	-.001	.283	-.001	-.004	.997
Q23	.034	.235	.034	.146	.886
Q24	.139	.179	.143	.774	.450
Q25	-.024	.184	-.024	-.128	.900
Q27	-.268	.293	-.236	-.915	.374
Q28	.839	.327	.644	2.566	.021
Q29	.717	.356	.496	2.012	.061
Q30	-.147	.290	-.117	-.508	.619
V39	-.751	.279	-.690	-2.694	.016
Q32	.185	.269	.167	.687	.502
Q33	-.022	.253	-.018	-.088	.931
Q34	-.041	.245	-.036	-.165	.871
Q35	-.129	.244	-.120	-.527	.606
Q36	.305	.217	.379	1.409	.178
Q37	-.079	.196	-.092	-.406	.690
Q38	-.167	.160	-.206	-1.043	.312
Q3	.003	.123	.003	.022	.983
Q39	.115	.183	.152	.629	.538
Q26	-.446	.163	-.441	-2.744	.014

Table 9 shows the Parameter estimates, also called coefficients are the changes in the response associated with one-unit change of the predictor, when all other predictors being held constant. This table proves the significant relationship between the variables.

DISCUSSION

A global phenomenon trend, there is a massive growth of start-ups in the digital economy and we find new employment practices resulting in

many millionaires and billionaires emerging. The learning environment involving the new millennia's is undergoing changes with the help of technology and associated Pedagogy. Humanizing work and workplace in the digital era, is leading through transformational challenges (Connelly et al., 2020). AI enabled application used to detect knowledge hiding behaviour in organisation (Al Mamun, 2018; Abubakar et al., 2019). The changing behaviours at work are getting highlighted owing to the changing work practices of the employers at work. Extensive use of technology, mechanisation, automation and digitisation is disruptive traditional work practices and the internet has brought many transformations in the way work is performed and performance is managed (Charlwood & Guenole, 2021).

Business analytics is driving better decision making and alignment of the workforce towards common goals (Storme et al., 2020). Real time feedback on performance is enhancing skill development and productivity (Connelly et al., 2020). AI is reducing the errors in decision making and enhancing Managerial decision making (Agrawal et al., 2017; Tambe, Cappelli & Yakubovich, 2019). Reduced time span and focus, multitasking, over dependence on technology is also creating various challenges in employee progress and development (Brougham & Haar, 2020). AI based application ensure organisations to perform better in terms of knowledge acquisition, retention of potential employees and in soothing of business operations (Tarafdar, Beath & Ross, 2019).

LIMITATIONS OF THE STUDY

The research has been undertaken in the top 10 Indian and MNC IT companies catering to a large workforce in India. The impact of technology, digitization and various work practices was looked at from the narrow prism of changing behaviours at work owing to new trends in the work place. The work culture and its impact on work in an Indian IT company catering to global projects, MNC and global work environment was only probed.

SCOPE FOR FUTURE RESEARCH

Impact on work practices in non IT industry in Indian and MNC's, changing behaviours at the work place may be studied to correlate with the findings of this research work to arrive at other conclusions. Including some variables that act as a mediation will have profound results. Demographic

variables like age and gender may also include measuring the moderating effect on dependent variable may also alter the results in understanding the concept in better manner.

CONCLUSION

We find significant correlation between the behaviours of employees working in the IT and Technology industry with the trends in adaptation of technology tools at work for enhancing productivity and performance. Technology has surely impacted behaviours positively in the IT industry to keep pace with the global trends.

Digital disruptive technologies are creating a new wave and having a substantial impact on leaders, managers, and administrators. The traditional approach has been swept away by disruptions in technologies. This creates an opportunity for organisations to innovate and target underserved client niches and dominate the market. Organisations that fail to be agile and to respond rapidly are unable to sustain in the global market place. As a result, disruptors can move upstream and cannibalize consumer segments and gain market share. Hence disruptive technologies can arise out of compulsions and customer expectations. The data analysis clearly indicates that the changing behaviours and its outcomes on performance are directly correlated with cutting edge and path breaking technologies. The study concludes with the verified impact of disruptive technologies in human behaviour and performance.

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