



Professorial Lecture UiTM
Professor Ts. Dr. Haryani Haron

**Duality of Technology: The Metamorphosis of
Digital Disruption**



Program

Professorial Lecture UiTM

Dewan Al Ghazali, UiTM Shah Alam

23 Januari 2024 (Selasa), Jam 9.30 pagi

Nama Professor Ts. Dr. Haryani Haron
Tajuk Duality of Technology: The Metamorphosis of Digital Disruption
Jangka masa : 2 jam 44 minit

Transkrip:

- 1:16:08 : Ladies and gentlemen. First of all I'm very humble to be standing here in front of all of you, all the my well learned industry partners and also all the professors here and also some of you I know from the Deans and the assistant vice chancellor. Who spend their time here, to be together with me today, to listen to a little bit of knowledge that I think I possess as I accumulate along my way throughout my career. As a lecturer and later as an academic administrator for UiTM. Okay, I purposely choose the topic Duality of Technology and Looking Into The Metamorphosis of Digital Disruption. As you have heard in the montage, the concept of duality of technology has been introduced to me by my dear supervisor during my PhD, that is Professor Dr Rose Alinda Alias and at that time nobody dares to take her challenge.
- 1:17:11 : Actually I am one of them who do not dare to take the challenge but it was really imposed on me, quote, unquote. So it was like, Haryani, you have to look at this. And I think your research should be aligned to what you say as the duality of technology.
- 1:17:28 : And I choose the subtopic of metamorphosis of digital disruption, due to my experience, maneuvering over the era of digital era, and leading one of the faculty, a very high-achieved faculty in the technology-based era. So now as I go and be and lead the faculty, I found that this digital disruption are actually a metamorphosis. It changes, and then when I started to think about my professorial lecture, I thought that these two concepts should be blend together and for us to have a look and then learn together to give us some guidelines on how do we maneuver the digital era.
- 1:18:29 : Okay, for the next, I hope, one hour. I will bring you towards the journey, that is I'm going to go and brief a little bit on the Industrial Revolution 4.0. This is a buzzword. I think most of you know what is Industrial 4.0, but let's recap on what is Industrial 4.0. Then we will go and comprehend into what is actually digital transformation. The word has been widely used, digital transformation, but now let's comprehend what is digital transformation.



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- 1:19:02 : Then together, let us go and look into the technology adoption and re-imagine technical adoption in the era of IR 4.0. And then this is the thing, this is the concept that I would like to share, that is the duality of technology, and after we have gone through the duality of technology. I'm going to tie up some of the concept from the duality of technology into what we call the emerging technology and also the digital disruption, and lastly, we will see the metamorphosis of digital disruption, and an example of CHATGPT is being used for us to look into how the metamorphosis happens and how does it become a digital disruptor.
- 1:20:01 : And let's begin, okay? Whenever we talk about digital transformation and whenever we talk about a technology advancement. The concept of technology advancement cannot run away from what we call the industrial revolution, and as we know, there are four industrial revolution, but the important thing is that all these industrial revolution highlighted three main thing, three main era. That is the first industrial revolution is on the agricultural revolution where it increases the productivity, and then later we found that during the industrial revolution 2.0. It is all about industrial revolution, and then the third and the fourth industrial revolution focuses on digital era.
- 1:20:54 : And what we learn is that from all these four industrial revolution, we have gone through the four industrial revolution is the impact of all these industrial revolution. That is all of these revolution bring in the technology progress, and the technology progress that it brings in is unprecedented. It means that it has never happened before, right? And then after that, when it is an unprecedented technology advances, what happened is that it affected many aspects of human life and society. And this is actually what happened to us in our industry 4.0 currently, yeah? So basically, I will not dwell into the detail of each of the industrial revolution, but as we know that this is all about technology advancement and all this impacted the life of the society, it changes the society. Meaning that the impact of technology advances now changes and affected the whole society. And just to take some points of industrial revolution or IR 4.0, yeah? I just take some of the action from many of the industry players and also from some of the academic literature.



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- 1:22:24 : Whenever we say about IR 4.0. Everybody says that this is the digital transformation era. Why? Because during IR 4.0, the process of digitizing and the process of digitalization are very intensive, and then this lead to what we call digital transformation. And we know that IR 4.0 expand from the digital revolution from IR 3.0. I think this is a very common key or point, yeah? When we talk about IR 4.0. But the other thing about IR 4.0, let's not forget that IR 4.0 is unique or is different from IR 3.0 is because during IR 4.0, the character is that it is a fusion of technologies which it integrates the physical and also the digital world. And this is what they call as a cyber physical system, CPS. And if we look into the elaboration of what is a CPS, CPS is an intelligent entity.
- 1:23:37 : It is so intelligent that it enables the machine and the system to communicate, to share the data and information in a coordinated and efficient way. When we have this, now I think most of us start to say that is CPS the beginning of AI. When this intelligent machine start to communicate, yeah? Now, and then IR 4.0 also has always been associated as a new era of technological advancement where it transformed the society, the economy, the industry worldwide. Meaning that it is one force that is transforming not only the industry, but also the society, not only the technology, but also the human kind. And then when we look into what Schwab, yeah? I have to write his name, Schwab 2016, because this is one of the guru when he mentioned about IR 4.0, when he says about digital transformation is that IR 4.0 is characterized by the convergence and the complementary of emerging technology domain.
- 1:24:49 : It means that the technology that is there in IR 4.0 is not in isolation. The thing that this technology complement each other. And when it complement each other, it means that it becomes a more powerful force of technology that are affecting us.



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- 1:25:09 : Lastly, the IR 4.0 also is known as the era of connectivity, advanced analytics, automation, advanced manufacturing technology, and it is going to transform the global business, yeah? And I think when we look at this, everybody start to agree with me, yes. So people are talking about big data analytics, we are talking about automation, yeah? We are talking about advanced analytics, and we are talking about all this advanced technology. And one thing for sure, we have been assured by the literature, we have been assured by the work from the industry saying that it is going to transform the business.
- 1:25:53 : And now, let's look into digital transformation, yeah? As we mentioned just now, IR 4.0 is closely related to digital transformation, and let's look into digital transformation. I will start with the last caption at the bottom there, yeah, by George Westerman, he says that when digital transformation is done right, it is like a caterpillar turning into a butterfly, yeah? That's why the word metamorphosis come in. But then, when it is done wrong, all you get is a really fast caterpillar.
- 1:26:32 : It means that you get something, you get the caterpillar, but now the caterpillar does not grow into a beautiful butterfly, but I think all of us agree that caterpillar is not, I don't want to use the word ugly, but I would say like, it's not something that we love to look in comparison to butterfly, yeah? If you say that a butterfly and a caterpillar, which one do you think is beautiful? That one will be another survey. I think Dr. Zia will help me, as the head for statistic will do a survey, caterpillar and also butterfly, right? So this is very important for us to know. So in order for us to ensure that this digital transformation will turn to become a butterfly, we must understand what is digital transformation, yeah? We cannot just be looking at the concept and say that everything is digital transformation. IR 4.0 is digital transformation, without really knowing what is digital transformation. And I quote from KPMG study in the year of 2022, which says that about 84% of the global companies agree that digital transformation is critical for organization survival in the next five years, yeah? This is done in 2025, sorry, it's done in 2022. So we are now in 2024.



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- 1:28:01 : It means that it is quite recent, yeah? So it means that we are in the era and we must acknowledge that it will be one of the key initiatives for key competitiveness for any organization, yeah? And I put a diagram there, yeah? And this is the stages of digital transformation. And I think if you go for some academic articles and you do some literature review, they will say that digital transformation must start with the process of digitization and then followed by digitalization and later it becomes a digital transformation, yeah? And those are the processes, I think I will not go into detail because you know, like digitization is just converting the information into binary form. So that it can be communicated to the other machine, to machine and digitalization are about the process of using whatever information that has been digitized into the work process of an organization, yeah? And digital transformation is actually a process, yeah? When we say that it is a process, it means that it is ongoing.
- 1:29:16 : There is no such thing as digital transformation. You put a technology and then it becomes a digital transformation. One keyword here is that it is the process. And what is this process? It is about optimizing and transforming the operation, the strategic direction and the value proposition of any organization by leveraging on digital technology, yeah? So this is digital transformation. And now let's go and look into the concept of digital transformation by looking into, as what we mentioned just now, the core of digital transformation. All of us agree, I think, yeah? That digital transformation, the core of it is digital technology, yeah? What about digital technology? What about that technology, that influences or that has a characteristic and transform the whole industry and it is known as digital transformation? What is it in digital technology, okay? Two characteristic, two distinct characteristic of digital technology is that, one, yeah? Digital technology support the digital representation of data, yeah? So any digital technology, we know that is fixed, yeah? It's fixed in the form of a binary of zero and one.



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- 1:30:52 : So therefore, it support any digital representation of data because all the data from any digital machine are in the form of zero and one, yeah? And then after that, it is programmable and reprogrammable, right? It can be programmed and you can reprogram it. So what happened is that it can be repurposed in other different field, okay? These two distinct characteristic of digital technology is the one that become the catalyst for the process of digitization and digitalization. Now, not only the characteristic of this digital technology become the catalyst, there is another one factor that is contributing towards the digital transformation.
- 1:31:42 : That is the affordance of connective devices, yeah? Because the connective devices are affordable by the huge mass that what happened is that it allows the diverse interaction between the sources and the platforms, which is in the form of digital, right? And as a result, we are accessible to the digitally stored information. Digitally stored information now become ubiquitous. It means that it is there, it is massive, it is everywhere, and we can access it.
- 1:32:20 : And then now these digital technology devices also, which are affordable now, brings in what we call as the interoperability and the connectivity of digital technology architects, right? All this pushes digitization, digitalization, and the ubiquity of the digitally stored information plus the interoperability and connectivity of digital technology artifacts, all these contributed to the digital transformation process. Okay? And just to recap, yeah? Once a lecturer, always a lecturer, yeah? You start with something and you always ask your students, now let's recap. What have I told you in class, right? But I know that you all are very well-versed, right? But just to recap, yeah? In case some of you missed the point, yeah? To recap, I think three most important points that we need to recap is that the first one is digital technology plays an important role in digital transformation, yeah? Secondly, digital technology now, it evolves and new emerging technology arises, yeah? And we know that digital transformation is a continuous process of change in adapting digital technology and emerging technology, yeah? So we get a new dimension there. It's a process, and now the core thing is digital technology.



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- 1:33:58 : But the thing is that this digital technology keep on evolving, and because of the involvement of this digital technology. Now digital transformation is a process in adapting the changes of this digital technology. And obviously it is a dynamic process. The changes, the evolution of digital technology makes it as a dynamic process.
- 1:34:24 : So we cannot view digital transformation as a linear process. And it is a dynamic process. Why? Because of, I add another verb, rapid and emerging digital technology that we look at it because it is not only evolving but it is evolving rapidly in an acceleration, right? So now we know that it is a very dynamic process, digital transformation.
- 1:34:52 : The last key point, I think, just to recap, is that digital transformation is the optimizing of digital technology. We leverage on the right technology at the right time and also on the right process with the right costs, right? This is actually, it recaps what is digital transformation, yeah? It's not only implementing any digital technology but it is optimizing this digital technology. And when you say that you have optimized this digital technology, it is not anywhere as you like, right? It must be on the right process and it must be on the right time, right? And it must be the right technology that we are picking up, yeah? And all this, okay? All this, because of this complexity, yeah? It requires us to look back into technology adoption in organization, yeah? Because we are looking into digital transformation, we want to look into digital technology, we know the characteristic, we know it's a dynamic process.
- 1:36:06 : Now, it requires us to look back, to reimagine, to reinterpret our technology adoption in organization, yeah? And by the way, the authors here, Andrew, Hawkes and Tin, yeah, in 2016, okay? I got this from BIAFO, the Innovators' Dilemma. And they wrote it, very interestingly, they wrote this in 2018, yeah? This is before COVID time. And what happened after COVID time, this thing has become much more relevant and pertinent for us to consider.



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- 1:36:44 : Now, let's look into the earlier work of technology adoption. Whenever we look into the technology adoption, I think most of you in the field of science, computing sciences will agree with me, right? These four names are the big four names whenever we mention about technology adoption, yeah? And my PhD students, I think they will remember that I will say, go for the big names, I see. When you assign, go for the work, the impactful work.
- 1:37:20 : And these four work, yeah? By Levitt, back in 1964, the year when I was born. Thank you, Dr. Noorjan. Everybody now knows how old I am, yeah? Okay, all right, okay? So by Levitt, in the year of 1964, and then go to Christensen in the year of 1997, Moore, 2002, and Rogers, 1995, okay? And these four works, for example, the first one, Levitt in 1964, started with the diamond shape and later being transformed into what they say, the people process technology framework.
- 1:37:59 : And they say that when you look into the technology adoption, you look into this framework. And what does this framework say? It says that it must be in balance, all three, the people, the process, the technology. Meaning that if the technology move, the people has to move, the process has to move. The thing is that if one of the element move faster than the other two, then it collapse. That organization collapse. That was the first work of Levitt since 1964. And it has been used now, basically in the world of change management. It says that the people need to be upscale. The process need to change. The technology, when you enhance the technology.
- 1:38:46 : But now, look into the work from Christensen also on the innovators dilemma, yeah? The innovators dilemma, now it looks into, whenever you have an innovation, organization must quickly adapt to it. Whenever you have a changes in technology, all the organization must quickly adapt it for survival of that organization, okay? And Moore says that when you talk about technology adoption, you will find that the technology adopters are being divided into groups, okay? The groups that you have to tackle is that, according to Moore, is that period between the early adopters there. When you can fill up this gap, then technology adoption will be a success, yeah? And then later, diffusion of innovation by Rogers in 1995.



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- 1:39:50 : All this work has become the basis of technology adoption in organization. And we agree that all this work are correct at that time, right? But now, remember, yeah? We are in the era of IR 4.0. We are in the era of digital transformation. And we just realized this now, yeah? Or we have realized before this, that digital technology evolve, right? All this framework go into the perspective of adoption of technology-driven rather than digital transformation. It means that you take technology, you put it there. Everyone has to follow. It means that it is technology-driven.
- 1:40:35 : It is not looking into the process of a transformation and we are looking into digital transformation. And all of this work look into the technology appropriation in a situated use. Situated use meaning that in one organization. It means that put it and you improve efficiency by doing this and you use the technology, right? And lastly, all of this imply that technology usage, yeah? It's a linear process. And it always look into the behavior of the user, yeah? Due to this, this is where we always have a look and say that all this work is still relevant or can we follow this technology adoption framework in the era of IR 4.0? Definitely something at the back of our mind start to say that it is quite different now, yeah? Technology adoption in the era of IR 4.0 now is quite different. Something changes, right? So I would like to bring you, yeah? To the perspective of what I call re-imagining technology adoption in the era of 4.0, yeah? Now, and when we re-imagine technology adoption in the era of 4.0, we cannot be looking into the technology complexity only.
- 1:42:19 : We must be looking into the organization complexity as well, yeah? And when we look into the technology complexity, yeah? From the book, The Innovators Imperative, yeah? These three authors listed what are all the technology complexity, yeah? Don't worry about if you want to go and do another review saying that what are the technology complexity. Go and find this book because why? This book has give you all the technology complexity in IR during IR 4.0, yeah? One of it is that it says that the pace of digital technology changed dramatically, accelerated and in unprecedented rate, okay? It is based on the survey. They look into the survey and everyone agrees and they look into the evolution of technology.



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- 1:43:11 : It is in a very unprecedented rate. It is very, very fast now. And then it says that the cumulative impact of the integrated technology solution is rapidly expanding and the integration and the interoperability of technology across the phone.
- 1:43:31 : Now, this is why as we understand now, one machine can talk to another machine, yeah? The cyber physical world and the latest. If you look into the interoperability of this platform and the integration, the latest one that is in our country is definitely the launching of Padu, yeah? Which the government is trying to come up with an integrated platform solution where your data are inside one platform, yeah? But this has been mentioned back there in the year of 2018, right? So we are five years after that only. Maybe we start to think that, correct, some action must be taken here, okay? Now, another thing is that normally when technology before this are introduced, it is always difficult.
- 1:44:24 : Technology is difficult to be adopted, yeah? But now what happened is that the ease of deploying the emerging technology is very easy. You'll see that you don't need a big data center, big servers anymore. Now you have cloud-based, right? And it is full of scalability, meaning that you can use and deploy emerging technology with ease.
- 1:44:48 : And lastly, it says that now everyone, all the CEO, okay, understood the importance of leveraging on digital technology. This is technology complexity. But if we rely on technology complexity only and we start to bring in, come up with our strategy for our technology adoption in our organization, I'm afraid, yeah? We are afraid that we didn't fulfill or we are going to return our organization is going to be like a caterpillar rather than a butterfly, right? So to become a butterfly now, yeah? I am, you know, literature or the world, and I think we would like to say that technology complexity must be viewed together with organization complexity, yeah? You put technology in an organization, you must know that that technology is not a sole entity that will be there, and everyone has to adapt to the technology.



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- 1:45:54 : Organization, no matter what organization you are in, has its own complexity. And this complexity, okay, I follow, or I take from the work of Anthony Giddens back in 1984, yeah, Anthony Giddens, and I guess this is one of the work that my supervisor, my PhD supervisor, Prof. Rose, pushing me to read. And I remember was telling her, I don't understand.
- 1:46:22 : And she was telling me, because you are not reading enough, go and read again, okay? I know Prof. Rose messaged me saying that she is in Bali currently, but she will be following through the YouTube. So Prof. Rose, if you are listening, right, I think you will agree with me, right? And thank you for pushing me to really read. Because why, Anthony Giddens, why? I have, what is the problem in reading Anthony Giddens' book, yeah? The title is The Constitution of Society.
- 1:46:51 : I'm very pleased here that my, one of my friend, yeah, my best friend in fact, Dr. Sharifah Muzlia is here. She is a sociologist, I know, yeah. The Anthony Giddens' work, Anthony is on sociology.
- 1:47:07 : Anthony Giddens is a sociologist, yeah, like Dr. Sharifah, I guess, yeah, Sharifah Muzlia, right? So now, so can you imagine me being from a computer science background trying to read a sociology book, yeah? Though, you know, I am quite an inquisitive mind. But that is really difficult, right? So now, but anyhow, yeah, once I read it, and I was like, huh, right, this is true, right? I get the gist of it. And later, much to my relief, in 1992, a work from one scholar from MIT with the name of Ollie Korsky come up and try to take, adapt the work from Giddens into the perspective of technology.
- 1:48:00 : And that saved me a lot of trying to go and see my supervisor and taking her time to explain everything to me, yeah? So I think that is a specialty of my supervisor, yeah? She don't want sociology, whereas she is in the field of computer science, okay? Now, what did Anthony Giddens says? Yeah, he says that organization are complex system. This is what we agree upon. And it interact with the environment.



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- 1:48:31 : Organization and environment interact. And what happened is that they are mutually influencing. They influence each other and it goes over time, okay? If I influence you, you influence me, and it goes and evolve in the process of evolution, yeah? So exactly what Giddens is proposing is what he mentioned as the duality of structure, yeah? Which I'm going to bring you after this to my next slide of duality of structure.
- 1:49:03 : And he says that structure, when you talk about organization, organization have structure. And what is this structure? Though these are the rules and regulation, okay? The structures are rule and regulation, but normally these rules and regulation appears in an informal way rather than formal. So organization have rules and structure.
- 1:49:30 : And also in organization, they have human agency, the people, which Giddens mentioned as a human agency. And he says that the structure and the human agency are mutually influencing, okay? A human actor, now it interacts with the rules and structure, the governing rules and structure. Now it influence it and also the governing, also constraining the human of their actions, yeah? And Giddens call it as the duality of structure.
- 1:50:05 : Now, what happened in 1992 is that Orlikowski, all right, come out using the duality of structure, come out with what she mentioned as structural analysis of technology in organization, yeah? And in structural analysis of technology in organization, she adapted, she used information technology as a structure, yeah, as a structure in an organization. Meaning that now, instead of your norms, instead of the culture of the organization, she said, put IT as the structure. And let's see in this organization, the interaction between the user or the human, the people in the organization, as it interacts with the information technology, how does the people shapes the information technology and how the information technology later are being shaped by people.



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- 1:51:09 : This is the work of Orlikowski, yeah? It put structure not from the sociology perspective, but also in the form of IT. Now, and in doing so, Orlikowski added two concepts for the duality of structure to understand the structural analysis of technology in organization. He says that, he says what, or he came up with duality of technology.
- 1:51:39 : And this duality of technology is that duality of human and IT, right? And IT is now the structure. Secondly, Orlikowski now introduced another concept. This is, that is the interpretive flexibility of technology.
- 1:51:58 : Right? So it means that technology, technology, which has always been seen as a positive force. When we talk about positive, it is not, I know everything is positive, it's not positive, negative, but we see that we cannot look at it as a very objective entity. There must be a view of interpretive that way in looking into technology, meaning that it is flexible and you have to interpret it with some flexibility of technology, right? Okay.
- 1:52:31 : So now I'm bringing you all into looking into technology adoption in organization, but combining the view of technology complexity and organization complexity. Yeah. And with this view, we are going to venture into digital transformation. Yeah. And, okay. As mentioned just now, okay, this is a structuration theory from Giddens in 1984.
- 1:53:01 : If I have modified a little bit the diagram, why? Because if you look into the original Giddens, it has all the structure, but I'll try to put in a slide and try to summarize for all the audience here. Structuration theory by Giddens actually focus on the social practice in organization. And as I mentioned just now, it is the structure and the agency.



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- 1:53:28 : Agency referring to the human agency as mutually constitutive. And this is a duality. Yeah. I construct, human construct the structure. Now the structure now constructed back the human thinking. Yeah. Okay. So it becomes a duality. And now it says that here, structure influence the human behavior.
- 1:53:53 : Yeah. The norms influence our behavior. And we human are capable of changing the social structure. How do we do this? Is by enabling our thinking, our interpretive scheme. And then now it is being reconstituted through our action. Yeah.
- 1:54:15 : So it is a mutually influencing. Now in Giddens' work, yeah, in Giddens' work, he says that the social structure and action is performed by human. Now he says that human action can normally be categorized into three. That is you communicate, you express your power, and then you are doing some sanctioning. Yeah. Power meaning that you have the ability to do something.
- 1:54:45 : Okay. Now, but the social structure in the organization is the structure of signification. You feel significant, something. You have the structure of domination. You dominate a certain thing. And also you have the power of legitimization. You legitimize your action. But the point which human action and social structure comes in, okay, is where the interaction. And this interaction point is called the modality by Giddens.
- 1:55:26 : And if we read into the whole theory of Giddens, he says that when human communicate, it uses interpretive scheme, and then it brings the structure of signification in the organization. For example, a lecturer uses interpretive scheme. Why does it want to lecture? Because of some self-satisfaction.



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- 1:55:52 : So the structure of signification is there as self-satisfaction. That's why I think most of the lecturer stay in UiTM, right? Because it has some structure of signification. You signify what you did, yeah? You have prior experience, your interpretive model or interpretive scheme.
- 1:56:12 : Now, when a human exert his power, okay, it uses the resources and facilities that he has, okay? It gets some facilities, it gets resources, which is under this particular human. Now, with the power and resources, it arise to the structure of domination, okay? You become dominant, yeah? I think if you look here, if you are in the leadership role, okay, you have now, you can exert your power. Why? Because you have the resources under you.
- 1:56:51 : And now, this bring in the structure of domination. And also, how do the structure of legitimization comes in? It's because we have to sanction our behavior, and who are doing the sanctioning for human behavior? It is the norms that is in the organization that sanction you from doing certain things, or that makes it like, this is legitimate to do, this is illegitimate to do, okay? So, this is sociology, right? I think only maybe Prof. Faridah from business school maybe like, okay, but I think those from computing sciences was like, oh my goodness, what is happening now, okay? But this is the basic thing, yeah? This is the basic thing of what Giddens says. Don't worry, I'm going to give you another slide.
- 1:57:42 : I think the slide is that, now look at Orlikowski. As I mentioned to you, Orlikowski now takes the work from Giddens, right? And put it into the context of technology, okay? So, this might be a little bit easier to digest, yeah? For all of us. Now, Orlikowski in the interpretive flexibility of technology, Orlikowski look into the human actor, the human agency, and also the technology.



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- 1:58:16 : Forget about the structure first, it looks into the human and also the technology. And what did Orlikowski says? He says that, now, following also the work from Lev in 1988, he says that the interaction of technology and the organization is influenced by the actor who develop and use the technology, okay? It gives the meaning that, if you look into the first arrow, yeah? Technology is developed for a certain purpose for an organization, right? When you procure a technology, you have a certain purpose. You want this technology to be used for a certain purpose, right? And the developer of this technology, when it develop, it develop based on his or her understanding of the technology, okay? So, it comes out with many, many features, maybe of an application, and it give it to the organization, okay? And the people start to use.
- 1:59:23 : And if you give any application, I think this is in your routine, you give any computer application, you will not be using all, right? You only use whatever you think is useful for you, right? But there are other features that you did not explore. So, first, the first arrow, it says that, people now go and use the technology which has been developed by someone else, which has some interpretive scheme of what they think this technology will do, okay? Now, if you look at the second arrow, as the technology is being used, now, the users start to understand, oh, we can do more, much more with this technology. It is not only like storing our information, right? But now, we can do much more other functions, yeah? So, that is what the human sees.
- 2:00:17 : Now, what happened is that, once you have that thinking, this human actor will say, now, let's explore whatever application is given, and now, look into the other features. And we say that, in using the technology, now, the human actor reinforce and reconstitute the emerging technology structure, okay? What are the other good things, yeah? What are the other things that this technology can do? Now, let's do it, okay? Once the technology has been reinforced, now, reinforce it now, now, shape back the behavior of the user. Now, the user, instead of using that technology for a certain purpose, now, the behavior is that, we start to transform the behavior of this user, and they start to use this technology for a wider range of purposes, right?



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- : And this spiral keeps on continuing, it evolves, right? So, this is what Orlikowski says that, technology and user are mutually influencing, right? An example would be like, I think the most basic example would be the phone, right? First, we give the phone, it is for communication.
- 2:01:40 : You can just call a person. Later, we say that, hey, if we can play music on the phone, you know, you start to tell someone else. Someone say that, now, let's play music in the phone, right? When you start to play the music, and you say that, it's good.
- 2:01:55 : If now, that phone can also be an entertainment tool, okay? So now, the developers start to add more features, it become an entertainment tool. And suddenly, we say that, it's not enough, because the user now says that, not only entertainment, can it be a smart gadget, right? And now, it becomes a smart gadget, right? So, this is why he says that, when he says that it is mutually influencing, any devices or any technology now, is mutually influenced and reshaped by the human, who are using the technology, okay? Now, let's go into duality of technology by Orlikowski. This is her second concept, right? Similar to the duality of structure, Orlikowski now put technology as the structure.
- 2:02:49 : And this technology now is IT. If you look into the work of Orlikowski in 1991, 1992, the technology that she is referring is the information technology, because this is the era where everyone start to say about IT, okay? It looks into IT as the technology now, and what happened here? I number the arrow so that we can flow, okay? He says that first, information technology is the outcome of human action, developed and used by human, okay? A developer developed that IT application, right? And then later, used by human. I think this is normal, and we say that, yeah, that's true.



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- 2:03:34 : Now, what happened later? Okay, now, as human use it as a means to perform their task, as a means to perform their task, they found that they would like to explore more on IT, so that they can perform more computer-mediated tasks, yeah? So now it becomes mutually influencing, yeah? I think Dr. Su is smiling. I think she understands, right? Why? Because look at her MyATP system, all right? She started to develop that system just for a storage kind of system, where you put all your documents there, yes, Su, right? And later, everybody start to use, and everybody says that, use that system now for promotion, right? Because you say, hey, it can do more, more than just putting your documents there, right? So it is mutually influencing, but now look into the third one, yeah? The third one is that this IT or this technology now, okay, are the consequences of the interaction of human and technology, right? When it is used in a social context, yeah? In a social context, meaning that any kind of technology will be developed and used in a certain context. You cannot be developing one application and you can say that this is very general.
- 2:05:04 : In any context, it can be used, right? In a social context, but this social context is what Orlikowski say as the institutional properties, yeah? And these institutional properties actually condition the interaction between human and technology, meaning that this IT has now conditioned, become part of the institutional properties. Now it condition the human agents, yeah? The human agents in interacting with the technology. For example, how does it condition, okay? First, before you can use that application, you must log in. Whether you like or not, you have to log in because it is for privacy purposes, right? So you know you are not supposed to go and look into others. So it condition what you can do or not, and you abide with it. Look into our HR2U.



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- 2:06:04 : At first, when it was introduced, right? It says that now you have to declare, yeah? Whether are you healthy or not. At first, everybody is very jumpy. Why, why, right? We only want to plug in, plug out. But later, it conditions, meaning that you don't declare that you are healthy. Don't click in, click out, okay? So these are the thing. And you know that everyone here agrees. Once you forget to click in, yeah? I'm talking about near, Dato' Zailani. I'm talking about the situation in UiTM. Once you forget to plug in, like Dr. Norjan, yeah? And she will like, I'm sorry, I'm sorry, I forgot.
- 2:06:45 : I forgot, right? I tell you, because you know that this condition you to say that it is your job to plug in and plug out, yeah? If failure to do that, yeah? It means that failure to do that, you know that, oh, this is, I'm now going against the institutional properties. That is the rules. They're asking us to plug in and plug out, yeah? So now, the IT now has become our structure.
- 2:07:16 : Now, instead of it being a technology being used to do our work, now, it is conditioning us to follow it, right? Okay, very interesting. And then now, we will start to think like, so now, are the machine going to detect us if we are going to follow this, yeah? But let's look at that, yeah? So again, once a lecturer, always a lecturer, key points, yeah? I know some, we are like, we are gone everywhere. Let me bring you back, yeah, where we are.
- 2:07:51 : Now, we say that technology adoption, if we forget, where are we now, actually? She goes to sociology, she goes to everywhere, right? We are talking on technology adoption, yeah? In IR 4.0, and we say that it is a dynamic process because it is evolving, and this emerging technology and also the organization complexity are contributing to the dynamism of the IR, a technology adoption in IR 4.0. Secondly, the two concepts, duality of technology and interpretive flexibility of technology concept now highlighted that technology and human actions are mutually influencing. The third one is that the relationship between human agents, technology, and institutional property changes over time. It changes every time.



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- 2:08:45 : It is not one of kind of thing, but it evolves, it changes over time. Now, when things changes over time, it leads to transformation, yeah? Now, okay, another diagram, and I think maybe, yeah? My husband looked at the slide, he was saying that at the end of your presentation, everybody will be seeing all those spiral kind of thing everywhere, right? Spiral, spiral, but, okay. Now, duality of technology and emerging technology.
- 2:09:21 : Now, let's see. We understand the relationship between human and technology, yeah? We know that it is mutually influencing, right? And we know now there is institutional properties, yeah? That is the social and cultural context in which the IT or technology are being used. But now, if we look into the usage of technology, as mentioned, developer develop a technology, user use the technology.
- 2:09:54 : Now, user will explore more on the technology and demand more features to be added, so it is evolving, okay? The technology is not static. You cannot be buying one system in one organization and say that, never mind, this is the only system and it is forever, all right? And without looking into the system, without upgrading the system. So now, what happened here is that the changes of technology, from one technology to another technology, the evolution of technology now give rise to what we call the emerging technology.
- 2:10:32 : One concept of emerging technology, which I discover as I do my reading and also doing the research together with my PhD student is that, now, emerging technology is not an entity which comes from nowhere. It comes from a technology which is already there. And when we say it is emerging, it doesn't mean that it has to totally change in form of shapes, right? It is emerging when you see that more features are added and it turn out to be something else, whereas in terms of forms, that is a system, that is a platform, right? But the addition of more and more features are transforming this technology and we can say that this is an emerging technology, yeah? And it is also quoted by Halawi in year 2013, that it says that we need to correct all those that emerging technology is totally not a new entity, but it is a technology which arises from the existing technology, right? So now, and if we relate it, it is duality of technology, right? Why does this emerging technology start to come in? Because the people ask for it.



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- 2:11:54 : You ask for it, you want more. So it keeps on improving, it keeps on adding new features, so it becomes an emerging technology, yeah? So I relate it that way. Now, let's relate this emerging technology and digital disruption, yeah? Now, when you look into this emerging technology and digital disruption, you know that digital disruption is the transformation caused by the emerging digital technology and it impacted the value of the existing products and services offered, right? Okay, now, look, if we do a reflection on UiTM, yeah? How much does this digital technology, yeah, changes the existing product and services that we offer, right? If we have the answer like, sama je, right? And then, think, have we adopted digital technology? Are we really into digital transformation, right? I'm sure the answer will not be sama saja, right? Because, contoh, example, last time we used to clock in, clock out, right? Using that card, now it is HR2U on your mobile phone, right? Things changes that we are adopting digital technology, yeah? Because we are putting values of the services we offer, okay? Now, an emerging technology, as it evolved, yeah? This technology, as it evolved, it can be a generalized technology, yeah? In one of the forum which I attended, yeah? The nice thing about the forum is that I just realized that I was in a forum conducted by an economist.
- 2:13:51 : It's not an IT person, yeah? Economist. And the topic was so interesting. I think together with me, I bring another two lecturers and they were like telling me, this is not technical, bro.
- 2:14:04 : This is not technical. I said, nevermind, just listen. Okay, now, because we are looking into disruptive technology, right? And it is actually from the perspective of economists, right? From the perspective of economists, for us, a disruptive technology is a technology which we implemented and suddenly it changes everything, right? It changes our behavior, it changes the organization, right? As if like you take an entity, put it and boom, magic, right? Changes, right? But later I found that, yeah? From the reality of technology, it doesn't happen that way, it evolved.



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- 2:14:42 : And from the perspective, when we always ask the question, how can a technology become disruptive? The answer will always be, it'll become disruptive if it changes the organization structure, it changes the way business are big then. But before it changes, what really happened to this emerging technology? That is the question, all right? What really happened to this emerging technology? Can we say that any emerging technology become disruptive technology and cause digital disruption? So I think when I attended that forum, okay, I found the answer. It says that from the economist viewpoint, any emerging technology or this emerging technology to become a disruptive technology first, right? It says that it must become a general purpose technology, GPT we call.
- 2:15:39 : I can mention, careful, when we say GPT, you think like ChatGPT, right? This is another GPT, that is the general purpose technology. When it become a general purpose technology, meaning that everyone is using the technology, obviously it will change the way business are being done, it will change the way organization are being done, right? But there is a process for an emerging technology to become a general purpose technology, right? There is a process. And that one, I think we will look, I will start, I will cover in my last slide, okay? Now, and it says that emerging technology can become a disruptive technology if it has these three properties.
- 2:16:24 : It must be digital, okay? So now we are in a digital era, right? So why are we scared of digital technology? We are using it. So if we say there is disruptive technology, it is to come because we are using digital technology. Secondly, it must have the disruptive property.



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- 2:16:43 : Thirdly, it is innovative. It must be innovative. It cannot be the old technology that we are using, right? Now, disruptive property. Yeah, digital, we know what is digital. Disruptive property is that it manifests in various form, okay? And depending on the domain or entity is being disrupted, it can be the changes of economic configuration, it changes the whole economy system and all it did changes the existing social structure. Yeah, the social structure in justifying the current patterns of function or behavior.
- 2:15:39 : Meaning that, okay, can one technology be disruptive and changes the behavior of the society? Okay, so it can be a disruptive technology, yeah? And thirdly, that organizational configuration in the form of competence destruction or competence creation. It means that a disruptive technology, okay, a technology can be disruptive if it changes the competence creation and also it disrupts some of the competence. I thought the third point is very interesting for us in academic institution, right? So it means that if some of our competency are being disrupted by certain technology, that means that that technology which is there are now become a disruptive technology whether you realize it or not, okay? And lastly, what is innovative property? Innovative property is start from an invention and this invention become innovation when it is accepted and diffused in the market, okay? So these are the three properties from where we can get from emerging technology to digital disruption, okay? Now, I know they are looking at me, I'm finishing, okay, now, right? Now, let's look, okay, as to tie up what I have discussed today, let's look into the metamorphosis of digital disruption and I use the example of ChatGPT, yeah? For all my industry strategy partners, I'm sorry because when we say like, what is ChatGPT, right? Because it is something that is disrupting the whole education system currently, right? So I think I'm using it, but I guess this also affecting the industry, right? Now, suddenly people say that we don't need any more a clerk to do the letters, ask ChatGPT, draft a letter, so ChatGPT can come up with a letter.



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- 2:19:33 : I don't know whether it's true or not, but I doubt that is as simple as that, yeah? Now, let's look into the metamorphosis of digital disruption and I use the example of ChatGPT. Now, we look here, we cannot deny in education sector the pervasiveness of digital technology, right? Everyone is using digital technology. If you do not believe me in UiTM, that's why we have one unit under the Hal Ehwal Akademik, I think as the boss, Dr. Suriyani will agree with me, we have Dr. Zainuddin who are doing the CIDL, right? Or doing all the digital kind of initiative, right? So now it is very pervasive.
- 2:20:16 : It is all, and it is affecting the education sector. Everybody wants to jump into digital technology and you know that the interaction between human and digital technology are become more intertwined, meaning that it may said, if you want to try, yeah? Just take your handphone, your smartphone from you. I am sure you will be very restless because you need the phone, right? You need the phone.
- 2:20:44 : It's always about the phone, right? Okay, I think Dr. Fiza agree with me. She smiled widely there, correct. Don't take her phone, right? Because that is one of the cherished belonging, right? Now, then when you start to interact more with your digital technology, suddenly you realize that now, we cannot just interact like normal.
- 2:21:10 : Can we have something like an intelligent machine, human machine interaction, right? This is the beginning actually in our digital technology environment, yeah? Meaning that you start to say that, let's interact with the technology, let's interact with the website, but now can it be more intelligent, right? So what happened is that chatbot is invented. You agree, right? You go now, Air Asia, what is the chatbot name? I think Bo, right? What can Bo do to you, right? Okay, it means that it has all this chatbot systems, right? Because it tries to do a conventional. And when chatbot is invented, okay, when chatbot is invented, definitely it is AI-based.



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- 2:22:04 : What is it for? The purpose is for a conventional agent, or it's just a bot. It just want to converse with you. So you feel like, oh, now my phone can speak to me, right? Intelligently, rather than I am only looking, I'm only looking into the phone and I'm just reading, right? Now it can communicate, it can do the interaction, okay? Now, as human use the phone, as we interact with chatbots, and then we start to say that, now, can the chatbot, yeah, rather than do the typing, reply back to us, give some voice, yeah? So we start to apply the voice recognition, and now you start to say that, ah, this is more personalized.
- 2:22:48 : First, it says this is just for interaction. Now, you say that it is more personalized. When it becomes more personalized, and you know that people love personalized interaction, now, chatbot now, from an invention now, has the potential to become a digital innovation, right? Because not everybody love personalized innovation, yeah, personalized kind of interaction.
- 2:23:12 : Later, see what happen, yeah? The chatbot now, okay, the embodiment of the smart and IoT-enabled devices, okay? You have all the smart devices, you have all this IoT, now, is when this chatbot is start to be embedded inside all these smart devices, now you find that suddenly the chatbot application are everywhere in higher education, okay? Students start to get it, and now, it become the fuse. It means that it can give you a personalized kind of interaction. Students love to use it, yeah? Student love, why is it personalized? Because student can type their own question, right? Can write their own question and can reply.
- 2:24:01 : Rather than only one question, it can reply and it can write in the way that the student love, okay? It become personalized, and now, suddenly, everybody love, and it start to being used widely in the education sector, yeah, right? But it is still a chatbot, remember, then, later, right? The whole academic ecosystem, okay, education ecosystem is also conducive for chatbot to prosper, why? Because education now start to look into, let's have online education, let's have digital, let's have virtual education, right? In doing that, you'll find that this become a very, it become a very prosperous ecosystem for chatbot, okay?



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- Now, when this becomes a chatbot, then chatbot now start to become dominant force in the education sector, okay? Now, it metaform again, now, and suddenly, we see that in education sector, we say that student must not only work in silo, student must work in groups, student must collaborate, and everybody agrees, yeah, in IR 4.0, everybody must collaborate, so everyone's to collaborate, everyone's to do cooperation, now, what happens now is that, they say that, let's collaborate, and what is ChatGPT all about? ChatGPT is about collaboration, yeah? I give my idea, I put it on the web, ChatGPT will use another person's idea, and now, it start to collaborate everything, right? And the nice thing is that, if you realize, in some of the journals that has been published in index journal, I'm talking about index journal, they have another author now, ChatGPT, right? You can have your name, and another author that is ChatGPT, because it ask ChatGPT to search for other people's work also, right? It becomes, and it becomes one article, so now, when ChatGPT is there, suddenly, it become a digital disruption, why? Because everybody start to use it, and if you see, this is what I meant by metamorphosis, it means that it changes in the form of features, yeah? There are many examples that we can look, but I thought ChatGPT is the most interesting one, yeah? And don't blame ChatGPT, because I think now, after understanding it, you know that who ask for this ChatGPT? It is us, right? It is us, we want to do it, so now, rather than we create war with ChatGPT, let's ask ChatGPT to be our friend now, yeah? Okay, now, way forward, last slide, yeah? I think, and I'm looking at the clock there, I think I'm finishing, the time is nearly up, okay. The way forward, I think, is digital transformation will confront organization and society with immense challenges. This one, we cannot run away, yeah? And then, technology will continue to evolve and coexist with human.



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- 2:27:18 : You like it or not, it is there. And then, technology advancement will accelerate, and the technology will become more complex, additive, and ubiquitous, right? Don't look into technology as an entity on its own. Now, digital disruption, okay? We are looking into digital disruption, need to be responded, requiring actions that are able to create new value from technology.
- 2:27:45 : And to survive digital disruption, yeah? To survive digital disruption, it requires digital leaders, yeah? And I believe all of us here are digital leaders, and these digital leaders need to strategize to become a complementing disruptor, yeah? It means that you must complement the disruptor. ChatGPT is a disruptor now. Think of a way, think of a strategy how to complement this ChatGPT, yeah? A complementing disruptor, and be part of the ecosystem around the disruptor.
- 2:28:25 : You have to maneuver ways and methods to add value to the disruption, okay? And then, in the digital era, it is crucial for organization to be aware and embrace technology. And the key to successful embracing technology is to understand the dynamism of human interaction with technology. And I end this talk, yeah, with a quote from Steve Jobs, who says that, to achieve great success and create revolutionary changes in the world, we must learn to prioritize the intersection of technology and humanities, because that's how the best ideas emerge, yeah? Okay, with that, before I end this talk, once again, allow me to speak in Malay.
- 2:29:18 : Saya dengan rendah hati saya ingin mengucapkan ribuan terima kasih kepada semua para hadirin yang telah mendengar, walaupun mungkin agak memeningkan setengah fakta itu kerana di sini dan berada di sini. Juga, jutaan terima kasih kepada rakan-rakan PNC dan dekan-dekan saya yang sentiasa memberikan saya semangat yang luar biasa. Terima kasih PNC yang dalam kumpulan ini dan juga kepada rakan industri yang telah hadir. Sekali lagi, saya ingin mengucapkan jutaan terima kasih. Terima kasih atas masa anda. I thought your presence here menggambarkan bahawa pihak industri. ingin melihat perspektif from academician. Saya beritahu kepada 20 industri yang berada di sini. Terima kasih sekali lagi, pihak UiTM dan saya juga sangat menghargai semua investment yang kita buat bersama-sama.