

# Digital transformation – from jobs to super jobs

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## Abstract

The present are more machine centric and data driven, however human resource skills such as decision making, problem solving, communication, and design are also at a higher demand. The machines are taking over routine and repeated tasks but people should focus on complex work. Hence the traditional job roles are evolving into "superjobs" executed with a combination of human as well as artificial intelligence (AI), and robotics. The present paper investigates the various benefits and challenges faced with respect to the superjobs. The present paper also examines the position of superjobs in various geographical regions of the world. The study is based on secondary data. It is understood that even though machines replace human in performing work which is routine, a new combination of both skills and capabilities are necessary in new job profiles. Hence, there is a dire need to redesign jobs in order to sustain in long run.

## Introduction

Adoption of AI and robotics technologies in organizations are leading to virtually change in job. The jobs in the future are digital, multidisciplinary, data and information driven.

Robotics includes both robotic process automation and physical robots and facilitates in automation of standardized processes and transactions.

Machines that can make predictions using deep learning, neural networks, and related techniques. As robotics and AI enter the workforce, organizations are finding that virtually every job should be redesigned. This is creating completely new categories of work, most notably superjobs.

Machines concentrate on repeated tasks and this would enable in creation of new job roles called superjobs that incorporate jobs that combine components of traditional jobs into modern integrated roles that support the efficiency and productivity gains due to the emergence of people working with technology.

For example, a doctor in USA operating via telemedicine on a patient in Hyderabad is enhancing human skills with technology.

HR roles are shifting dynamically due to the introduction of technology. The employee in a superjob would consider the advantage of technology as well as focussing on delivering an effective workforce experience to the clients and customers.

In a superjob, technology transformed the nature of the skills, the nature of the work and the job per se. Technical and soft skills are both required in performing superjobs. Deloitte's 2019 Global Human Capital Trends report identified superjobs as one of the top 10 human capital trends for future of work. The study concentrated on exploring how the various organizations should radically reinvent themselves and adapt to fast technological advancements and attract as well as engage employees.

## Need of the Study

According to the Deloitte human capital trends 2019 survey, the regional differences of superjobs in terms of importance and readiness of the same and the capability gaps (Importance – Readiness) are very significant globally. It is also observed that across the world majority of the organizations across the world anticipate to significantly increase their operations in Artificial Intelligence and robotics over the next few years.

## Objectives of the study

1. To examine the various benefits with respect to the performance of the superjobs.
2. To investigate the challenges observed with regards to the performance of the superjobs.
3. To analyse the position of superjobs in various geographical regions of the world.

## Research Methodology

Data was collected from Secondary sources, including the Report of Deloitte on Human Capital Trends 2019, concerned literature on the subject and World Wide Web.

## Review of Literature

Innovation is the main attribute which contributes towards the economic growth (Solow 1957; Romer 1990). Literature on robotics and artificial intelligence has shown the immense potential of these novel technologies. Brynjolfsson and Hitt (2017) profess that artificial intelligence can be considered as an important general-purpose technology of the present era. Graetz and Michaels (2018) suggested that robotics added 0.37 percentage points to GDP growth for around 17 countries from the period of 1993 to 2007.

Initially there was an apprehension around introduction of new technologies due to the anticipated challenge of substitution of labour (Mokyr et al. 2015). Acemoglu and Restrepo (2018) investigated the impact of industrial robots on US regional labor markets between 1990 and 2007. The findings suggested that the adoption of industrial robots had a negative correlation with employment. Graetz and Michaels (2018) observed that use of robotics dropped the hours worked for middle and low skilled employees. In Germany a similar study was conducted which suggested loss of jobs due to introduction of robots but these jobs are counterbalanced by new roles created in the service industry (Dauth et al. 2017).

Frey and Osborne (2017) anticipated that the increased usage of technologies would affect non-routine tasks. On similar lines Brzeski and Burk (2015) suggested that 59% of the workforce in Germany may be susceptible to automation and Pajarinen and Rouvinen (2014) suggested that 35% of jobs are at high risk in Finland. Brynjolfsson et al. (2018b) suggest that machine learning would affect different areas in managing human resources in various organizations.

Few studies had a more focused approach and highlighted the impact of AI on select sectors of the economy. Acemoglu and Restrepo (2018) suggested that the significant impact of technology adoption would occur more in manufacturing sectors.

## Advantages

### Changing Jobs

Automation would lead to the elimination of some jobs but many more jobs are destined for change. Automation of routine work would significantly increase the importance of human skills and capabilities. The value of artificial intelligence in automation lies in the workforce augmentation and not just the replacement of human with machines. Automation focuses on problem solving and creating new ideas.

Automation and artificial intelligence would help in augmenting work practices to increase the productivity, and this leads to reimagining the new ways of performing work. Organisations are concentrating on reskilling and retraining to make automation effective.

### Increase in superjobs

Visionary organizations are concentrated on redesigning jobs. The parts of the job when automated, people execute the more service-oriented work. Demand and wage acceleration are observed to be the strong for super jobs that impact the efficiency and productivity. Technology changes the skills and nature of the job itself in super jobs.

### From Redesigning Jobs to Rethinking Work

Superjobs creation requires construction, deconstruction and expansion of the existing roles and which requires rethinking of work design intensely. Redesigning jobs would improve customer service and productivity. Substantial rewards are observed but bringing both the machines and humans together into unified flow would demand innovative thinking. This requires strong collaborations specifically in IT, finance and HR.

Rethinking work design includes concentration on the importance of machines, people in alternative work arrangements and specifically on human capabilities such as creativity, imagination, empathy, curiosity and self-development.

### Continuous Learning

Rise of superjobs is forcing organisations to rethink the way their employees learn. Organisations require to empower the employees to continuously develop their skills. Effective adoption of new skills requires an organizational culture that facilitates continuous learning.

### Talent is omnipresent

The adoption of superjobs would facilitate the organizations to engage alternative workforce if required like gig workers, outsourced service providers and freelancers.

Organisations should identify all types of work arrangements to redesign jobs in order to channelize the strengths across workforce segments.

### Challenges

Reimagining work to meet the needs across the workforce is a challenge that has to be looked into. Work is already divided into complex, well-paid jobs at one end, and low wage, low skilled work across service sectors on the other, with