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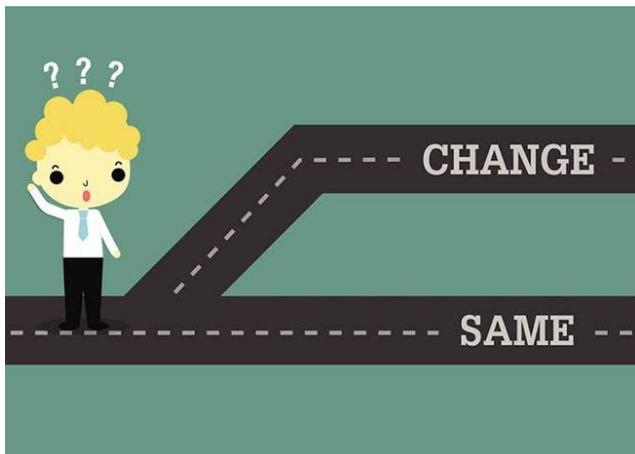
BY
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CHANGING NATURE OF JOB, WORK AND CAREER

“Change is the law of life, and those who look only to the past or present are certain to miss the future” – John .F.Kennedy.

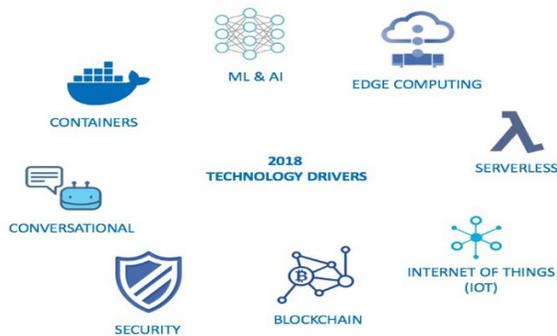
INTRODUCTION:-

Work and its role in society has become the subject of considerable public commentary and debate in recent years. Some people believe that the world of work is changing so thoroughly and quickly that we should consider ourselves pioneers of a new historical era. Workers change careers for myriad reasons. Some decide the current lines of work are bad fits for their skills and personalities. Others need higher salary potentials to achieve their life goals. Changing jobs to a different company, but pursuing the same line of work provides enough challenges as you transfer benefits, handle a possible move, and get used to new co-worker and office policies. However, if you want to change the job fields, you will be faced with a larger challenge.



According to career change statistics the average person will change career five to seven times during their working life. Whether your career goals have shifted, your values have changed or your just ready to try something new, navigating a career change can be a daunting prospect. The change in workplace has been combined with technological advances which has been lead to a more collaborative and flexible working environment. Large organizations have a huge challenge in attracting the millennial generation to come and work for them those people expect much more entrepreneurial environments where there is much more freedom to operate and have less control.

By 2020, Generation Y or ‘Millennials’ (those born in the 1980s until mid-1990s) and Generation Z (those born from 1995 onwards) will comprise more than half of the workforce. They are digital natives, collaborative, adept at multitasking and their attitudes and expectations will have a major impact on the work environment as they are striving for greater autonomy and flexibility. They expect a genuinely agile work ecosystem, with good internet access, where they can work from basically anywhere – home, client’s office, co-working space, even from a holiday resort. In this changing scenario, there are a great number of hard and soft skills required from a leader. The leader will also need to be able to develop and nurture high potentials and future leaders with the right skills and adaptability to match the organizational needs in the ever-changing work environment.



| Top 10 skills | |
|---------------------------------|---------------------------------|
| in 2020 | in 2015 |
| 1. Complex Problem Solving | 1. Complex Problem Solving |
| 2. Critical Thinking | 2. Coordinating with Others |
| 3. Creativity | 3. People Management |
| 4. People Management | 4. Critical Thinking |
| 5. Coordinating with Others | 5. Negotiation |
| 6. Emotional Intelligence | 6. Quality Control |
| 7. Judgment and Decision Making | 7. Service Orientation |
| 8. Service Orientation | 8. Judgment and Decision Making |
| 9. Negotiation | 9. Active Listening |
| 10. Cognitive Flexibility | 10. Creativity |

Source: Future of Jobs Report, World Economic Forum

EMBRACING CHANGE:-

In today’s world many factors ultimately contribute to the changing pattern of work. The two main key drivers are:

- Increasing pressures on organizations to be more competitive, agile, and customer focused to be a "lean enterprise."
- Communication and information technology breakthroughs, especially mobile technologies and the internet that enable work to be separated from time and space.

A new pattern of work is emerging as the knowledge economy realizes the full potential of both new technologies and new organizational models. The changes fall into the following domains:

I. COGNITIVE COMPETENCE

Cognitive workers are expected to be more functionally and cognitively fluid and able to work across many kinds of tasks and situations. The broader span of work, brought about by changes in organizational structure, also creates new demands, including:

- **Increased complexity of work**—Workers need to know more, not only to do their jobs and tasks, but also to work effectively with others on teams. Many knowledge-based tasks require sound analytical and judgment skills to carry out work that is more novel, extemporaneous, and context based, with few rules and structured ways of working. Although demand for high cognitive skills are especially prominent in professional, technical, and managerial jobs, even administrative tasks require more independent decision making and operational decision making.
- **Continuous competency development**—Not only do workers need to keep their technology skills up to date, they need to be continuous learners in their knowledge fields and to also be more conversant with business strategy. Time to read and attend training classes is no longer a perquisite of only a few, it is essential for all workers.
- **Different ways of thinking**—Rosabeth Kantor argues that cross-functional and cross boundary teams require "kaleidoscope thinking," the ability to see alternative angles and perspectives and to create new patterns of thinking that propel innovation. Workers also need to be able to synthesize disparate ideas in order to make the cognitive leaps that underlie innovation.

II. SOCIAL AND INTERACTIVE COMPETENCE

As per the findings, the changing nature of work, it is seen that attention to the importance of relational and interactive aspects of work is needed. As collaboration and collective activity become more prevalent, workers need well-developed social skills. Good social skills are necessary for:

- **Team work and collaboration**—Conflict resolution and negotiation skills are essential to collaborative work. Conflicts often occur about group goals, work methods, assignments, workloads, and recognition. Team members with good conflict and negotiation skills are better equipped to deal openly with problems, to listen and understand different perspectives, and to resolve issues in mutually beneficial ways.

- **Relationship development and networking**—Sharing important information, fulfilling promises, willingness to be influenced, and listening are building blocks of reciprocity and the development of trust. When workers trust one another, they are more committed to attaining mutual goals, more likely to help one another through difficulties, and more willing to share and develop new ideas.
- **Learning and growth**—Many organizations strive to be learning centers—to create conditions in which employees learn not only through formal training but through relationships with coworkers. Learning relationships build on joint problem solving, insight sharing, learning from mistakes, and working closely together to aid transmission of tacit knowledge. Learning also develops from mentoring relationships between newcomers and those with experience and organizational know-how.

III. THE NEW PSYCHOLOGICAL CONTRACT

As work changes, so does the nature of the relationships between employees and employers. In the new work context, the informal, "psychological contract" between workers and employers what each expects of the other focuses on competency development, continuous training, and work/life balance. In contrast, the old psychological contract was all about job security and steady advancement within the firm. As already discussed, few workers expect, or desire, lifelong employment in a single firm.

As job security declines, many management scientists see clouds on the horizon, including:

- **Corporate indifference**— the new individuals are invested in "psychological self-determination." They desire participation, expression, identity, and quality of life all values which are espoused by organizations, but largely ignored in practice as organizations continue to focus on reducing fixed labor costs.
- **Reduced loyalty and commitment**— with little expectation for advancement, workers feel less committed to organizational goals and more committed to their own learning and development. The knowledge and technological skills that employees bring with them to the workplace are transportable and are not lost when a new job is taken.
- **Increased time burdens**—Years of downsizing and outsourcing have produced what "time famine" is called that is the feeling of having too much to do and too little time to do it. In order to keep up with workloads, many workers are spending longer hours at work.

- **Flexible work arrangements do not keep up with employee preferences**—Many workers are not allowed flexible hours and work arrangements (such as telecommuting). Those with flex hours have limited freedom regarding when and where to work. The vast majority of workers have to commit to a specific day to work at home or a specific day to take off if they work four 10-hour days.



IV. **THE CHANGING WORKPLACE**

The changing workplace is driven by the organizational issues described above and enabled by technologies that support mobility and easy access to information. These pressures and opportunities, however, have not resulted in a specific new workplace model. Many models and ideas exist concurrently, with designs depending upon the organization, its work practices, culture, and customers.

CHANGES NATURE OF WORK:-



There have been some significant changes in employee productivity, management procedures, and a variety of other areas that make up the work we know today. Some of these changes are a result of technology, others have come about because of shifting perspectives and expectations, and some of the reasons behind this fluctuation will remain a mystery. Old-school work policies have been transformed or have even been thrown out completely. Traditional office hours have become more flexible as more employees have started

to work remotely, and outdated routines, like the annual review, are on their way to becoming obsolete.

From hierarchies to a more flattened structure

Instead of the traditional hierarchical model, organizations are adopting a more flattened approach where anyone can speak with and interact with anyone else. There is no longer any justification for keeping people from interacting and engaging with each other because of their seniority level. New collaborative platforms are making this especially easy today.

From fixed working hours to flexible working hours

There is no reason to force employees to work 9-5 anymore. Employees can now connect to people and information anywhere, anytime, and on any device. Working flexible hours makes the company more appealing to new hires, provides greater job satisfaction, and helps employees with work-life balance.

From fear-based leadership to empowering and inspiring

The smart leaders understand the concept of following from the front that is, removing obstacles from the paths of employees to help them become successful. Scaring your employees into doing what you want is a failed approach to leadership yet unfortunately this is how many of our companies were created; it's time to evolve this way of leading.

From on-premise to the cloud

Cloud technologies are rapidly making their way into our organizations, this means that it's easier and cheaper to deploy social and collaborative tools to connect and engage our people and information. Not only that but many employees or team leaders are deploying these technologies without having to wait for corporate or IT approval.

From email as a primary form of communication to being a secondary form of communication

Email today has become a glorified chat messaging program and we all stare at our in-boxes. If you do not reply to an email within a few hours people get mad at you, when did this become

the norm? New collaborative technologies make it easier to collaborate, share, find, communicate, and engage with people and information. There is no excuse for getting 200 emails a day anymore.

From climbing the corporate ladder to creating the ladder

Employees now have the unique opportunity to share their expertise, passions, and interests in a very public way (inside of their companies). This means that they can be recognized for their contributions, become subject matter experts, establish thought leadership, and ultimately shape their own career paths. Employees have a voice within their organizations that they never had before. There is no need to climb the corporate ladder; instead employees are building their own ladders.

From working at the office to working anywhere

As mentioned above employees now simply need to "connect to work." This means that an employee can work from a home office, a coffee shop, or in a cab while on the way to the airport. Many organizations today have satellite offices staffed with just a single employee working from a home office or a co-working space.

CHANGING NATURE OF JOB:-

When an employee entered the workforce in 1978 as a fresh engineering graduate, having dozens of big companies looking for young engineers to train for lifetime careers, each offering job rotation, heavy amounts of training, and seemingly lifelong employment. But when employees joined these companies, they found their career options altered entirely when management launched a massive turnaround. The changing world of work has disrupted all three elements: expertise, duration, and rewards, and as scary as this may be for employees trying to stay ahead, it is equally disruptive for employers who must try to hire and develop the workforce of today, tomorrow, and five years from now.

The rise of digital does not just mean changes in job descriptions, it also means a blurring of roles. As you explore and learn digital competency in your own field, you will be developing solutions that touch upon other roles. For example, the roles of software developers and

designers, once part of two distinct disciplines, are increasingly overlapping. Developers are increasingly grasping the importance of user experience (UX) in their work, and software designers are becoming more intimately involved in the coding and testing of software.

Computer programmers and IT troubleshooters needed constant training and upskilling. Now, all the employees are expected to continuously learn new skills, new tools, and new systems. Just as COBOL programmers had to learn C++ and Java, administrative assistants have switched from typewriters and dictation machines to PCs and voice memos, assembly-line workers have had to learn to operate robots, and designers have moved from sketchpads and clay models to touchscreens and 3D printing. In technical fields, there is constant pressure to master new technologies or risk becoming instantly obsolete.

Driven by opportunism (why stay at a company where advancement opportunities are limited?) and necessity (what else can you do when your job is outsourced?), the practice of switching jobs and companies grew more common, until job-hopping became the norm. People typically worked for four to five companies during their working lifetime. Today, a college graduate may work for as many companies in their first 10 years after graduation.

Digital approaches are disrupting many industries, and traditional players are recognizing that they must embrace new business models to succeed. For example, retailers such as Walmart have digital labs to help open up new vistas in e-commerce. Digital is blurring the lines between industries, and the activities of one are bleeding into adjacent sectors. In the future, companies will be outsourcing more of their work which they have decided is not critical while the work that has been defined as critical will not be outsourced. Outsourcing is a win-win situation for everyone who is involved in it. Innovation, new technology and global competition are the constant driving forces behind growth and expansion in the global business process outsourcing industry.

Between 2012 and 2016, the global business process outsourcing industry growth rate at a compound annual growth rate of 4.4% to reach total revenues of \$140.3 billion in 2016. In the early months of 2017, the industry had major concerns related to increased skill shortages, increased trade protectionism, and political gridlock. Outsourcing has revolutionized the way business is done in almost all sectors. It was a gradual process that evolved with time and as per

the latest requirement if the industry. The basis of outsourcing the pace of one's business and increase its efficiency.



Humans would not necessarily be out of jobs – but they may find themselves doing very different professions. It is predicted that 65% of children under the age of 11 today will be working jobs that are not even created yet. That is not necessarily a bad thing, however, as computers are set to take over many of the mundane tasks that humans currently do at work. At the BMW assembly plants, robots assemble the cars. However, humans do the quality control. In every case, automation handles the tasks that do not require thinking and creativity. The jobs of humans in these companies are now the ones where judgment, creativity, and problem solving are required. Machines now replace humans in high-risk tasks, such as placing explosive charges in mines. Robots operate more safely, reliably, and efficiently than most humans. Humans think and machines execute.

CHANGING NATURE OF CAREER:-

One way to think about careers today is to consider yourself a surfer: We catch a good wave early in our life; as it crests and falls, we need to look for the next wave. Bersin by Deloitte's research and an examination of data from labor market analytics firm Burning Glass Technologies confirm that while many technical skills are in high demand, they decay in value as more people acquire proficiency in those skills. The experts, then, must look to “surf” to the next wave, unless they're content to settle for steadily declining financial returns.

- **A career represents our expertise, our profession, and ultimately our identity.** It defines *who we are* and *what we do*. This form of self-identity makes changing careers dauntingly difficult.
- **A career is something that builds over time and endures.** It gives us the opportunity to progress, advance, and continuously feel proud. When we are asked to change our career or path, what happens to all we have learned?
- **A career gives us financial and psychological rewards.** It makes life meaningful, gives us purpose, and pays us enough to live well. What happens if our career suddenly becomes less valuable, even if we still enjoy it?



The 30-year “lifelong career” that companies promoted during the last century is disappearing. Today only 19 percent of companies still have traditional functional career models. First, business structures have changed. The iconic industrial companies of the early 1900s (steel, automobile, energy, and manufacturing) have outsourced to smaller firms many of their business processes and sales channels, as well as various parts of their value chain. The result has been a steady increase in innovation and profitability, but a dramatic decay in the security of a “company man” career move to a smaller, faster-growing company.

Similar stories can be told in automobile, manufacturing, financial services, retail, hospitality, and many other industries. This has created opportunities for some workers but has left others behind their parents at the same age. One study found that workers who entered the labor force in the 1980s and 1990s were more than twice as likely to stay in low-wage, dead-end jobs over the next decade compared with similar employees who joined the workforce in the late 1960s and early 1970s (at the high point of the corporate economy). Part of the reason: Big

corporations have outsourced many specialized (and highly paid tasks), which can make it harder to “move up” in socioeconomic status.

CONCLUSION:-As hard as we may try, nothing can reverse the trends toward longer lifetimes, shorter tenure, and the relentless pressure to master new technologies. But organizations can make it easier by adopting an active program to support people’s reskilling, re-education, and career development. Our research on this topic shows that it has become a top priority: The 2017 Deloitte *Global Human Capital Trends* report rated L&D the second-biggest issue among business and HR leaders, up from fifth only a year ago, and indicated that 83 percent of companies are re-engineering their career programs.

Many organizations though have far to go. Some of the leading practices in this area include:

- Opening up learning and content to employees at all levels at no cost (Bank of America now offers a prepaid “credit card” for employees to skill themselves, for example)
- Investing in a large library of training content for employees to use (IBM and GE license courses and content from dozens of companies and have negotiated pay-per-use contracts)
- Creating a culture of learning among management: rewarding managers for developing their people, re-engineering the performance management process to focus on development, giving managers incentives for hiring internal candidates versus external candidates (AT&T has focused its entire corporate culture on the continuous reskilling of its employees)
- Creating career paths and self-assessment tools to help employees find new jobs and new career paths within the company (IBM does this)
- Creating L&D programs to enable employees to develop hybrid skills; design thinking, visualization, project management, problem solving, communication, and other soft skills are vitally needed, and standard programs help create career flexibility and a currency of consistent practices
- Offering micro-learning and macro-learning to let people learn quickly as needed (that is, small nuggets of content in the flow of work as well as courses and traditional training)

- Investing in a chief learning officer with an established corporate budget to watch over and shepherd learning solutions in all the various business units and functional areas
- Investing in onboarding programs and transition-management programs that help people move into new roles (Royal Bank of Canada has developed a new-hire program for branch bankers that lasts an entire year, designed for both new employees and transfers)
- Working closely with business leaders on job design and organizational design as technologies automate work, to help realign people, retrain people, and move people into more “essentially human” roles as technology is adopted

The nature of work and its role in society are changing in ways that have sparked considerable debate among social critics and scholars from multiple disciplines who study work. This article has been guided by the following four broad themes: (1) there is increased diversity in the workforce and within occupations, (2) traditional occupational boundaries are becoming increasingly blurred, (3) the range of choices open to human resources managers and other decision makers about how to structure work appears to be increasing, and (4) there is a need for occupational analysts to think systematically about the range of forces influencing how work is structured.

Changes in technology serve as another strong external influence on the structure of work and content of jobs. Innovations in digital technologies are clearly the most important technical developments of our time and are leading some to suggest that their ultimate effects will be equivalent to those of the first and second industrial revolutions.

As globalization becomes more prevalent, companies deal with increased cultural diversity within the workforce. These changes require small and large businesses adopt new policies and guidelines for workers. This increased cultural diversity also has produced many benefits as companies gain new insights into different cultures from a management and a marketing standpoint.

As a result of an increasing employee displacement via outsourcing, offshoring and technology development, a more dynamic economy built on freelance talent will emerge. This will change our conventional understanding of work and employment in several ways. The demographics has played a vital role in changing the work culture as 60% of Indians are under age of 35 years

and in the year 2020 average Indian age will be 29 years. The corporates are striving hard to keep their employees well satisfied and provide them excellent environment. Therefore, the evolution of technology has led to diverse job roles and created opportunities for young aspirants who have number of options to choose from and explore themselves. The evolving environment has made the corporate world challenging and therefore, the manager and top management frames different policies to work under different frame work and therefore maintain stability. It is important to actively redesign our learning organizations, rethink our job models, create more hybrid roles, and throw away our traditional ideas of the up-or-out approach to success.

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