ORGANISATIONS MUST ENSURE THEIR STAFF ARE READY FOR AUTOMATION

AI TO CREATE MORE JOBS THAN IT REPLACES – EXPERTS

By John Ricks Kayizzi

BETWEEN THE LINES
As technology evolves, organisations are shifting focus toward building talent ecosystems that maximise productivity and innovation.

The growing adoption of Artificial Intelligence (AI) across workplaces is expected to create more jobs than it eliminates, according to business leaders. AI is a branch of computer science that enables machines to simulate human intelligence, allowing them to learn, reason, solve problems, and understand language.

David Mutaka, the head, People and Culture Department, Standard Bank Mauritius, said emerging technologies are already transforming how organisations recruit, train and manage talent, while opening new opportunities for workers.

"Generative artificial intelligence and innovative technologies are reshaping talent management processes in human resources," Mutaka said, noting that organisations must embrace the technology to remain competitive.

ADAPT, OR BE LEFT BEHIND

Speaking during the 15th Annual Directors and Company Secretaries Conference, organised by the Institute of Chartered Secretaries and Administrators Uganda, held at Mestil Hotel on March 4, 2026, Mutaka emphasised the critical role of governance in the adoption and oversight of artificial intelligence (AI).

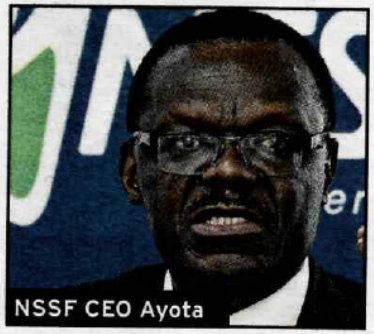
The conference brought together over 300 officials from African and European countries. Speakers highlighted AI's potential in enhancing decision-making, operational efficiency, and risk management, but also warned of challenges such as data privacy, cybersecurity, and ethical dilemmas. Mutaka further noted that while automation may replace some routine roles, AI is simultaneously creating new categories of jobs and expanding demand for digital skills.

"Businesses must continually ask whether they are creating value for stakeholders – including shareholders, employees, governments and communities. AI offers powerful tools that help companies improve efficiency and scale operations," he said.

Mutaka added that in human resource management, AI is already improving recruitment processes, adding that instead of traditional paper-based applications, companies are increasingly relying on digital platforms, such as LinkedIn, that analyse online profiles and identify suitable candidates more quickly.

AI IN EMPLOYEE SKILLING

Linda Ford, the CEO of Chartered Governance Institute of the UK and Ireland, said that beyond recruitment, AI is also transforming training and professional development. She added that with online learning platforms and AI-powered tools, employees can now access knowledge and acquire new skills more easily than before.


NSSF CEO Ayota

"Some jobs are going to shift," she said, adding that people in HR departments have seen some roles falling away while others are emerging.

"The key is helping people transition, develop new skills and continue growing. But there is a need for responsible adoption of Artificial Intelligence, since technology has the potential to transform workplaces, enhance governance and drive productivity across industries.

UGANDA'S TECH POSITIONING

Patrick Ayota, the CEO National Social Security Fund (NSSF), who made the keynote speech, highlighted Uganda's strategic advantages that position it to benefit from emerging technologies.

Ayota said Uganda's geographical location and national characteristics make it an attractive destination for investment and innovation.

"Uganda is strategically located close to major African markets, and our national language, English, gives us a competitive advantage in global business," he said, adding that the country's natural resources and cultural richness further strengthen its appeal to investors and development partners.

AI USE AT NSSF

Ayota further said organisations must embrace AI's practical applications while ensuring workers are prepared for the transition.

"Artificial intelligence has practical applications in workforce transformation, ethical considerations and skills development," Ayota noted.

At the National Social Security Fund Uganda, he said the institution has already deployed AI-powered tools to improve service delivery. These include "Sunny," an AI assistant that responds to customer inquiries, and "Doctor," an AI tool that assists with legal research.

Ayota explained that such technologies are helping the organisation automate call centre services, improve compliance and reassign staff to more strategic roles.

"AI will inevitably replace certain routine jobs, but the solution is to reassign employees to new roles and equip them with new skills so they remain productive," he said.

MORE COMPANY INSIGHTS

Ian Mugisha, Vision Group's Risk Manager and Environmental, Social, and Governance Lead, said that responsible corporate governance is central to sustainable innovation.

"Our platforms, which include newspapers, radio stations, television, the Vision app, courier services and printing, are evolving to incorporate AI in digital services through e-paper and digital advertising," he said.

Josephine Okui Ossiya, the CEO of the Capital Markets Authority (CMA), stressed that robust governance structures are critical as organisations adopt generative AI, adding that this technology helps balance innovation with accountability. "AI governance is crucial for creating wisdom, sustainability and trust because it connects innovation with accountability," she said. Ossiya outlined three pillars that organisations should adopt when governing AI systems: Principles, practices and evidence.

"Principles include accountability, fairness, transparency, safety and human oversight; while practices involve establishing policies, defining roles, implementing controls and continuous monitoring," she said. Ossiya further said evidence is equally important: "Organisations must maintain audit trails, incident logs and independent assurance mechanisms to ensure AI systems are functioning responsibly."