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## **Task A: Socialisation, Identity and Business Activism**

Helios Urban Mobility (HUM) has enjoyed high organisational growth, but is currently confronted with strategic human capital problems, such as an average of eight months ramp-up of employees, and high turnover of high-potential graduates. These problems show that the traditional methods of onboarding cannot be applied in the development of devoted organisational citizens able to participate in innovation and sustainable development. Consequently, Helios needs to implement a strategic organisation socialisation regime that unites the identity formation, ethical professionalism and business activism to advance employee loyalty and organisational output.

### **1.1 Critical Evaluation**

The tradition of onboarding mainly involves administrative onboarding, compliance training and role familiarisation in the first few days of the employee engagement. Such a method makes uncertainty less but in most cases the development of lasting organisational commitment is not successful. The organisational socialisation theory by Van Maanen and Schein (1979) suggests that employees can adapt more to the organisational culture through the impact of structured socialisation tactics (Tuttle, 2002). On the same note, the Psychological Contract Theory (Rousseau, 1995) recommends that, during the initial stages of employment, employees have unwritten expectations of how an organisation will support and grow their careers and be just with them (Naresh and Rajalakshmi, 2024).

Failure to realise these expectations often results in deterioration of organisational commitment which results in disengagement and turnover. SUBHIKSHA *et al.* (2023) found that when organisations have structured onboarding programmes, the retention of new-hires increases by 82% and productivity enhances more than 70% and proved that strategic socialisation results in measurable organisational benefit. Moreover, the identity construction theory states that employees are constantly engaged in constructing their professional identity by interaction, feedback and organisational experiences (Obling, 2022). Therefore, Helios needs to move the corporate approach onboarding to a strategy of ongoing socialisation, which reinforces the corporate values and other organisations, innovation and accountability.

## **1.2 Structured Socialisation Network**

A well-organized system of socialisation must commence prior to the employees joining the organisation. In pre-boarding, Helios will have to offer the personalised onboarding portals powered by AI and comprising organisational values, learning modules and the introduction by senior leaders and prospects of online networking with their operational associates (Helios, 2024). Microsoft has already managed to introduce the digital pre-boarding in the frame of hybrid working, which minimized the administrative delays and hastened the process of preparing the employees in the global teams (Chik, 2022). The new workers ought to be under a structured induction programme, cross-functional workshops, training on technical aspects as well as are assigned a mentor during the first 30 days. The psychological contract should be reinforced by them through regular feedback whereby expectations must be clarified early in the week (Sachdeva, 2022). The employees will be required to complete rotational innovation projects in their respective areas (engineering, analytics and client-facing companies) to enhance organisational knowledge and teamwork in the course of week 31-90. Google adheres to a particular cross-functional model of learning that enhances knowledge sharing and ability to innovate (Google, 2026). In addition to the first three months, Helios ought to institute an organized year-one developing programme that includes quarterly coaching sessions, innovation challenges, leadership mentoring development and lifelong skills development in line with career development. According to Aydinliyim and Somaya (2025), organisations nowadays focus their attention on the internal mobility as employees who are provided with the opportunity to develop their careers are much more likely to stay with companies. This yearly structure would be an acceptable way to shorten the average helios ramp up time of eight months to around five months at the same time enhancing retention of graduate recruits.

## **1.3 Propose mechanisms to cultivate**

Creation of organisational identification is the second pillar of strategic renewal. The Social Identity Theory (Tajfel and Turner, 1979) asserts that members of their valued organisations are provided with a component of their self-concept (Hu and Kiu, 2024). Consequently, Helios needs to enhance organisational identification through communicating an attractive purpose with a focus on creating AI-based sustainable urban mobility solutions that enhance the environment and

society. Innovation communities, cross-location between London, Berlin and Singapore, and frequent town-hall meetings should be engaged as actions so that strategic accomplishments are communicated openly (Robinson *et al.* 2024). The example set by Salesforce of motivating employees to engage in social impact activities via its 1-1-1 philanthropic approach helps to promote organisational commitment and corporate citizenship, as it makes the organisation a formidable benchmark. These programmes would make employees feel organisational success is important to them and not just contractual employment.

Another sign that Ulrich advocates evolving the Human Resource Business Partner model is to develop ethical professionalism and encourage the so-called business activist attitude that Helios must adopt. Advanced HR professionals and employees are becoming more and more involved in environmental sustainability, social inclusion and responsible corporate governance as opposed to operational efficiency (Alrifae, 2026). According to stakeholder capitalism, organisations are supposed to generate value to their employees, customers, governments, communities and investors at the same time. Based on this, ethics training, AI governance workshops or sustainability objectives and stakeholder engagement projects should be incorporated into employee development at Helios (Chatzimatthaïou *et al.* 2026).

In its orientation of environmental activism within organisational culture and consistently high employee engagement and employer attractiveness, Patagonia offers good real-world examples at the same time (Hong, 2025). The Helios employees would also have an opportunity to engage in annual sustainability hackathons, smart-city community-building and ethics AI review boards, which would take into consideration the topic of algorithmic fairness and trust. These would turn them into responsible people who represent their organisations and will be able to strike a balance between financial performance and the wider impact on society.

## **Task B: Job Design**

Helios Urban Mobility (HUM) needs to redesign work rather than streamline adjustments to current job descriptions to increase employee engagement (that decreases by 54%), and to minimise turnover of high-potential grads due to year-long ramp-up times. Conventional job designs are usually strict and task-based that do not give the employees freedom and a chance to be continuously developed (Hernaus *et al.* 2024). With London, Berlin and Singapore operations,

and a fast expanding AI-enabled smart mobility company, Helios needs to adopt an innovative job design approach that combines the Job Characteristics Model (JCM), Job Crafting Theory and skills-based architecture backed up by an in-house talent marketplace. This would enhance employee motivation, build the ability to innovate and become more agile in a business environment that is becoming more dynamic.

## **2.1 innovative job design strategy**

The proposed strategy must be based on the Job Characteristics Model developed by Hackman and Oldham (1976) that states that five fundamental dimensions of jobs such as skill variety, task identity, task significance, autonomy and feedback are essential forces that offer meaningful work experiences, which lead to increased intrinsic motivation and performance (Hussein, 2018). In Helios, engineers and AI experts must cease to be involved in technical assignments with a bottom-up scope of action and instead be engaged in multidisciplinary smart-city initiatives that include software development, infrastructure analytics and customer-collaboration. The identity of the tasks would be enhanced by attributing the ownership of the entire mobility solutions and not the single, disconnected coding actions and allow workers to see the immediate result of their actions (WEFORUM, 2026). In addition, highlighting how AI-powered transport systems of Helios can eliminate the problem of urban congestion and carbon emissions would give more importance to the tasks, strengthening the employees with a sense of mission.

Employees can be allowed to come up with innovation projects, volunteer to sustainability projects and personalise aspects of their learning journeys (Mansour *et al.* 2025). To exemplify, AI engineers who care about the work of the community can work on smart-city consultancies, and AI data scientists can join ethical AI governance efforts. A powerful example in this regard comes in the form of Google, expanding upon its long-standing tradition of inviting employees to spend a certain portion of their labor time on creative side projects, and has been instrumental in the creation of successful products developed as a result of this tradition, such as Gmail and Google News (Meng *et al.* 2025). In the same way, an Atlassian ship nowadays incentivises employees to focus on self-directed innovation, where many product improvements are created and organisational engagement is improved. These are indications that workers should be given more freedom over their work as this will enhance motivation and innovativeness in organisations at the same time.

The third element is to substitute the old job-based plans with a skill based architecture which can be backed by an internal talent market. Instead of characterising employees based on set job titles, Helios ought to have an online list of technical, analytical, leadership and sustainability skills (Fehr and Koob, 2025). AI-driven systems can also help source employees for short-term projects, mentorship opportunities, and global assignments based on validated skills. However, it is not just a box on your job description or step up in the chain of command. This skills-centred strategy allows employees to be allocated in locations where their abilities can add the most value to the organisation whilst also providing opportunities for ongoing learning opportunities and career progression. In the fields of artificial intelligence (AI) and smart mobility, where technology is evolving quickly, employment qualifications are shifting day by day. Through continuous adjustment of employee skills and connecting them to new needs of the business, Helios can increase the ability of the workforce, speed up innovation, and put itself far ahead of competitive competition in changing markets.

## **2.2 intrinsic motivation and support innovation**

It is through this proposed approach to job design that would directly generate intrinsic motivation in that the three psychological needs in the Self-Determination Theory (autonomy, competence and relatedness) would be met (Olafsen and Kujanpää, 2024). The greater the control employees have over their work, the stronger their autonomy, engaging in different projects builds competence due to the constant learning process; and cross-functional teamwork builds relatedness due to the development of more close interpersonal relationships. Combined, these psychological effects help motivate employees towards innovation since they are intrinsically motivated and not rewarded by monetary gain or supervision by authority. Harter (2024) found that Gallup's research around the world shows that highly engaged employees are critical to organisational performance. Organisations which have engaged their workforces can expect to boost profitability by as much as 23%, non-attendance can be reduced, and customers can be 10% more satisfied with customer service than organisations with disengaged employees. If staff are motivated then they are more likely to be loyal, be more productive and be prepared to come up with new ideas that will further lead the business to continuously improve. By creating jobs that offer greater choice, Helios (Huq Bin, 2025) can instill employee motivation, improve employee retention and ultimately increase

organisational performance and competitive advantage if their motivation to engage in the job is increased due to these jobs.

Moreover, the planned design would enhance the innovation capacity of Helios by developing a workforce that is more agile and knowledge exchange. Cross-functional work promotes the union of engineering, analytics and client insights and internal talent markets promote quick redeployment of expertise to new strategic agendas. Maintaining employees on a variety of projects makes them more diverse in their organisational knowledge which makes them more creative and problem solving. According to the Deloitte (2025), developed by Deloitte, organisations that have shifted to skills-based workforce systems are significantly better placed to respond to technological shock and skills shortages as compared to organisations based on traditional job-structuring. In the case of Helios, this lightness becomes especially useful in the context of AI technologies, which tend to evolve quite quickly, new regulations of urban mobility and sustainability requirements.

### **Task C: Reflective Report**

It is Artificial Intelligence (AI) that is reshaping Human Resource Management by enhancing workforce analytics, recruiting, developing talent and making strategic decisions (Safshekan *et al.* 2026). As a human resource professional in future, I will apply AI as a decision support tool, but not as a decision maker. The ability to quickly analyse employee data, derive the workforce trends, and come up with evidence-based recommendations can be provided by AI, but the ultimate decisions should be made by a human to be fair, morally accountable and always context aware. In one example, the 2024 Work Trend Index by Microsoft showed that AI has increasingly become strategic in the day to day activities of 75% of knowledge workers, indicating its strategic relevance and significance (Microsoft, 2024). However, AI systems may produce incomplete, inaccurate or different outcomes when they are put into an incomplete, thorough or representative dataset. As a result, I will not use AI to make the final human resource decisions, instead using it as a decision-support tool. I will try to prioritize the evidence analysing from AI over evidence from the organization, professional judgment and the thoughts of employees. In addition, I will consider the legal, ethical and cultural implications of all AI driven decisions to ensure they are fair, transparent

and abide by employment law. This human-in-the-loop approach will help AI to augment, not supplant, human decision-making, leading to more ethical and people-focused HR strategies.

To enhance my personal employability in future, I will adopt a systematic developmental plan in terms of four strategic competences.

- Firstly, I will become more data-literate by mastering job analytics software, namely, Power BI, Excel, and Tableau so that I can analyse workforce statistics and assist in making evidence-based decisions.
- Second, I will gain expertise in AI augmentation in HR through taking the professional AI-enabled recruitment, predictive analytics and responsible AI governance certifications.
- Third, I will enhance my skills of strategic influencing by the help of the participation in the leadership workshop, practicing presentations and motivating stakeholders by means of engagement activities so that I will be able to convey HR strategies to the senior management.
- Lastly, I would also develop awareness of global mobility by learning the practice of International HRM, employment laws, and cross-cultural management to contribute to the operations of the multinational organisations in the different markets.

Altogether, the skills of AI literacy and critical thinking, ethical decision-making and lifelong learning will help me become a strategic HR practitioner who can facilitate organisational change and ensure responsible and human-centred decision-making in an even more digitalised workplace.

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