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Individual report – HR strategy

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PART 1: Establishing a Culture of Innovation & Future Work Practices

1.1 Current Practices in Culture & Work Among Tech Companies

AI-driven Workforce Restructuring & Layoffs

As reported by Reuters (2026), almost four in five workers, especially Gen Z employees, are concerned that companies are increasingly dependent on artificial intelligence chatbots and automation, which may affect their jobs. Additionally, the number of job vacancies requiring AI skills has increased by 1,587% (Reuters, 2026). Recently, Meta Platform Inc., one of the leading American technology companies, announced plans to lay off 20% or more of its workforce to reduce costs and increase efficiency by relying on AI-assisted workers (Paul, Horwitz, and Seetharaman, 2026). Similarly, the other tech giant, Amazon, confirmed it would lay off 16,000 jobs, nearly 10% of its workforce (Paul, Horwitz, and Seetharaman, 2026).

Hybrid & Remote Work Consolidation

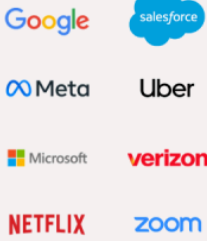
In-Office vs. Hybrid vs. Remote: How 20 Global Tech Companies Approach Work			
Digital Services			
Integrated Tech & Production			
	In-office	Hybrid	Remote

Figure 1: Global Tech Companies' Work Modes

(Source: Quintela, 2026)

As per Quintela (2026), hybrid working is the most dominant mode among global tech companies. Meanwhile, digital-native companies such as Airnub, GitLab, Glassdoor, and Spotify promote remote work. In-office working mode is still relevant for heavy manufacturing companies such as Tesla, Amazon, X, Dell, and AT&T. On a similar note, Robinson (2026) stated that the top leader at the American tech company, Xplor Technologies, assured that remote work offers benefits that help attract and retain top talent, especially those who value work-life balance and autonomy.

Skills-First Hiring & Training

According to Perna (2026), AI & machine learning skills have replaced communication skills, surging by more than 245% in 2026. Tech skills now lead the job market, indicating a major shift toward digital & automated abilities over traditional soft skills. Conversely, TOI (2026) noted that despite artificial intelligence replacing jobs, it creates new jobs, especially in AI training. The fastest-growing profession is AI trainers who help machine learning systems to develop by annotating data, offering expert-level feedback, and verifying outputs. Over 70,000 workers currently train AI systems worldwide across 600 organisations (TOI, 2026). In 2025, hiring for general AI trainer roles increased by 283%, and cross-border became the fastest-growing job category in the AI domain (TOI, 2026).

Through the lens of Geert Hofstede's organisational culture framework, global tech companies currently have a combination of power and role-oriented cultures that are changing traditional work culture and making them more dependent on AI tools (Mikušová, Klabusayová, and Meier, 2023). The power culture inclines towards centralised control and high risk; meanwhile, role culture promotes a clear, defined work structure around hierarchy.

1.2 Recommendations on Cultural & Structural Initiatives Embedded with Innovation

Foster Cross-Functional Teams

As cited by Ilufoye and Giwah (2025), in the rapidly evolving modern business environment, cross-functional teams have become an instrument for driving strategic objectives and improving organisational performance. The cross-functional teams need to align with the wide organisational goals of operational efficiency, innovation, and

responsiveness. Global tech companies need to break down silos and create and promote cross-functional teams such as research & development (R&D), customer service, and engineering. Likewise, Balasubramaniam *et al.* (2024) inferred that in IT projects, cross-functional teams facilitate problem-solving, enabling each team member to bring specialised expertise to support more comprehensive and faster decision-making. Additionally, agile methodologies help improve cross-functional collaboration through flexible, iterative development (Balasubramaniam *et al.*, 2024).

Embrace Failure & Risk-Taking

Psychological safety is a shared belief that a workplace is safe for risk-taking without fear of embarrassment and punishment (Zhang *et al.*, 2023). Intrapreneurs need to boost organisational culture that encourages experimentation and risk-taking (Gonzalez, 2023). Employee motivation to take several risks and view failures as learning opportunities can help tech companies to build a strong culture of adaptability. It enables employees to navigate an unpredictable, dynamic environment more effectively and to adapt to changing circumstances rapidly. From the perspective of Cameron & Quinn's competing values framework, embracing failure and encouraging risk-taking promote adhocracy culture (Cao, Duan and Edwards, 2025). The adhocracy culture values agility, transformation, and innovation, and prioritises flexibility and an adaptable workplace over rigid rules.

Leverage Strategic Data Governance

In the rapidly emerging digital landscape, the significant growth in data offers modern companies and their operations a range of opportunities from various sources. In this context, global tech companies need to build a strategic data governance that aligns data management with business goals, implements policies, and assigns clear ownership to secure data quality, usability, and security (Bernardo *et al.*, 2024). Presently, increasing data security concerns among tech companies, for instance, the American tech company Microsoft faced a cyberattack that exploited its internal confidential data (Pearson and Satter, 2025). Leveraging strategic data governance in tech companies is mandatory. It includes technologies, processes, and people to handle and safeguard the company's data assets, ensuring they are understandable, complete, correct, secure, and trustworthy (Gichohi, 2020).

1.3 Proposal of a Future Work Model

Hybrid Work Model

Lauring and Jonasson (2024) defined hybrid work as an ongoing shift between traditional and non-traditional working modes aligned to process, place, and time to perform work activities.

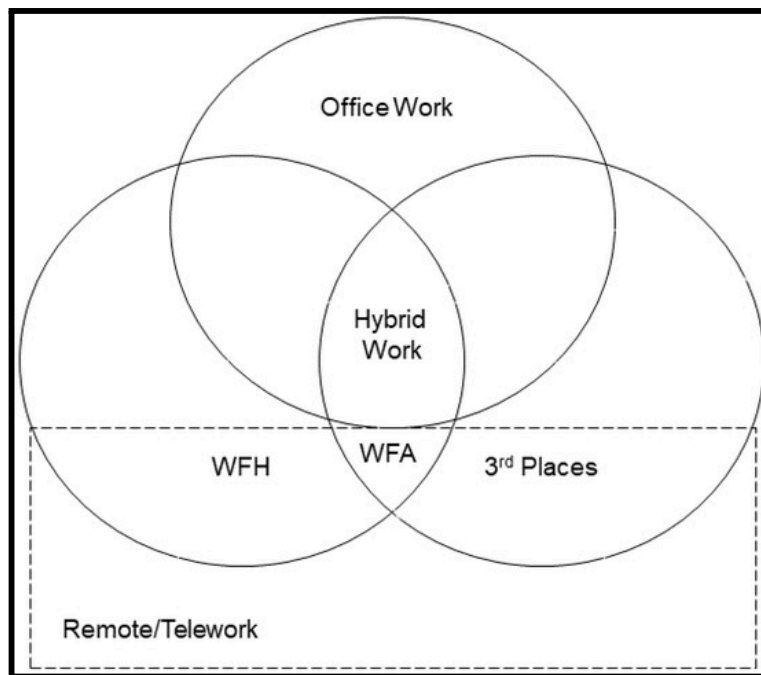


Figure 2: Hybrid Work as an Integration of All Work Environments

(Source: Hopkins and Bardoel, 2023)

On a similar note, Hopkins and Bardoel (2023) inferred that, in the modern work arrangement, office work, work from home (WFH), and third places necessitate hybrid work arrangements. Hybrid work culture offers organisations the opportunity to leverage both remote and in-person work environments (Vij, Sharma, and Sharma, 2022). In addition, an effective hybrid work culture requires psychological strategies to foster collaboration, balance work and life, and foster a sense of belonging.

While establishing a successful hybrid working environment, leadership plays a critical role in shaping employee behaviours and attitudes, as well as organisational growth (Vij, Sharma, and Sharma, 2022). Similarly, Kim and Yoon (2025) noted that the growth

of hybrid work requires leaders to adopt diverse leadership styles rather than simply monitoring tasks to build trust and delegate authority.

With the guidance of leaders, hybrid work models improve collaboration and creativity by combining traditional and non-traditional work modes to help employees balance in-person interaction with remote autonomy. According to Tønnessen and Flåten (2023), the WFH environment reduces social proximity, which means fewer face-to-face interactions. The employees balance their work and personal lives by adjusting their time and promoting greater creativity in a virtual work environment. Additionally, remote work in a hybrid work culture provides exposure to technology & communication tools, including file sharing, project management tools, and video conferencing, to replicate face-to-face interactions (Ferreira *et al.*, 2021).

The modern corporate environment and hybrid work settings encourage employees to learn and adjust their expectations. It allows employees to work from flexible locations and schedules by working at home 1-2 days per week while staying connected to routine requests (Hanzis and Hallo, 2024). In an in-person work setting within a hybrid work environment, allow employees to use intentional collaboration, such as meetings, mentorship, or brainstorming sessions. The physical presence reinforces team bonds, minimising feelings of isolation and boosting a shared culture. Overall, the hybrid work model is more significant in promoting open, collaborative spaces that support diverse interaction styles, encourage individuals to share ideas, and enable work-life balance.

1.4 Impact of New Approach on Employee Motivation, Creativity & Performance

Motivation

According to Eng, Tjernberg, and Champoux-Larsson (2024), the hybrid work model is mainly designed to motivate employees, improve work-life balance, increase autonomy, and offer greater flexibility in their work. The blend of remote and in-office work allows firms to promote diverse work preferences, reduce burnout, and stress. On a similar note, Hariri *et al.* (2024) mentioned that, especially after the pandemic, work-life balance became a major concern for people. Employees are concerned about spending more time with their family and growing awareness of their health & wellness. Likewise, Jain,

Srivastava, and Mishra (2025) stated that the hybrid work model promotes me-time and well-being restructuring, balancing in the modern work-life landscape.

Creativity

In a hybrid work culture characterised by cross-functional teams, innovation & creativity are achieved by integrating diverse specialised skills, perspectives, and knowledge bases. This approach boosts creativity, bridges departmental gaps, promotes effective problem-solving, and generates new ideas (Han, Wang, and Bai, 2025). Employees across departments, such as R&D, engineering, marketing, finance, or sales, break down silos to foster a more creative approach to drive innovation. Digital collaboration & communication tools allow employees to share ideas virtually and track project progress (Lane *et al.*, 2023).

Performance

Leadership guidance in the hybrid work culture is a main driver of employee performance, boosting autonomy, setting clear expectations, and maintaining connection. According to Hincapie and Costa (2024), inclusive leadership strategies are crucial to successfully guide hybrid teams, improve team member's well being, and achieve high performance. Hybrid teams that frequently switch between co-located and remote working encounter issues with technology-mediated communication. In this regard, the leaders establish clear communication & digital protocols, drive inclusivity & equity, and shift to outcome-based management. Besides that, in hybrid work, as most data is stored, transmitted, and accessed on the Internet, leaders need to be careful to use strategic data governance and to encourage employees to follow it strictly, resulting in better performance.

PART 2: REFLECTION

2.1 Gibbs Reflective Cycle Application on My Learning

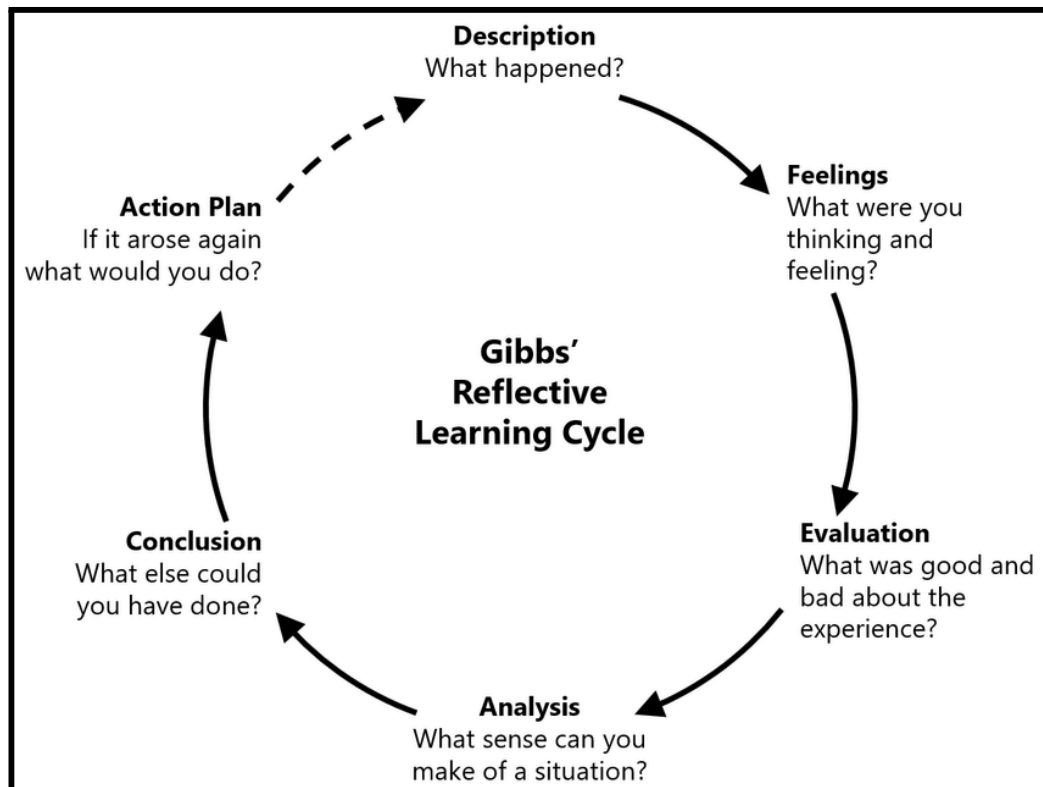


Figure 3: Gibbs' Reflective Model

(Source: Gibbs, 1988)

Description

The module LCMB7023 has provided an in-depth understanding of human capital management. The weekly sessions, lectures, group discussions, and Q&A sessions served as vital components of modern education, working together to improve my learning, critical thinking, and classroom engagement. I have been exposed to researching newspaper and peer-reviewed journal articles published mainly between 2020 and 2026. Theoretical concepts related to human capital management were studied during the weekly sessions. While conducting a critical analysis of current practices in culture and work across tech companies, I used theoretical concepts to understand the various aspects of work & culture.

Feelings

Initially, I had mixed feelings of anxiety and excitement. I was worried and doubted myself about whether I had missed something important in my reporting or not. I have thoroughly read the assessment brief to ensure I meet all the criteria. I have found that, while conducting a critical analysis of the current practices of culture & work in tech companies, Geert Hofstede's organisational culture framework is crucial. Gradually, I gained confidence in my work by learning to make the findings more relevant through analysis of real evidence.

Evaluation

I believe that clear communication, active listening, and effective collaboration led to deeper knowledge of this module. During the classroom lectures, I raised my concerns to the supervisor, who helped me to clear my doubts. The diverse ideas shared between my peers and me helped me think critically and improve my assessment.

However, I believe I could have studied more case studies to understand how they manage their culture of innovation. Statistical data could be used more to understand the graphical growth of advanced technologies in tech companies. Overall, I need to improve my time management to highlight the most relevant tasks and speed up without compromising the quality of assessment delivery.

Analysis

According to Tennant, Butler, and Long (2023), active listening is a fundamental aspect of professional interaction that strengthens relationships and reduces conflicts among parties. Supporting this, the clear communication and active listening helped me to receive feedback, acknowledge other efforts, and build a strong mutual relationship. Besides that, Shin, Kwon and Jung (2022) highlighted that social interdependence theory emphasises that social interdependence occurs when an individual's goal is affected by others' actions. Positive interdependence occurs when individuals encourage a peer to complete a task. In this regard, I have had a positive experience of interdependence with my peers, who helped me clear my doubts.

Conversely, Valente, Dominguez-Lara, and Lourenço (2024) highlighted that academic procrastination can be a habitual or voluntary delay of important academic tasks despite expecting the negative consequences. In this regard, my time management planning is

necessary to excel in time management, complete important tasks on time, and get time to revise the lessons or proofread the report.

Conclusion

Based on critical analysis, I need to focus more on time management and problem-solving to avoid last-minute rush and panic. Although I have changed my mindset on innovation & creative by engaging in research, critical analysis, and academically sound reporting. I faced time management issues in the middle of the assessment and panicked about completing it on time. Even during my academic exam, when I realized I had less time to revise, I started panicking. However, the clear communication with peers and supervisors has helped me to think critically and develop new ideas. I have understood that a culture of innovation is built through coordination with others, leadership support, and the interpretation of advanced technology in practice.

Action Plan

Objectives	Actions	Measure & Track	Relevance	Time-Frame
Improve Time Management	The "Pomodoro" time management method can be used with 25-minute intervals.	At least complete the important task one day before to revise it properly.	It is relevant to improve in academic, learning & development, which will also help in career growth.	Ongoing
Excel in problem-solving	Engage in brainstorming discussions with peers and note down, in pen and paper,	To reduce panic and overcome the uncertainty in the next tasks.	Problem-solving is crucial to improving in personal decision-making and	4-5 months.

	the important unknown facts to utilise in the learning practice.		professional efficiency.	
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2.2 Reflection on Developing Skills in the Intelligent Age

AI has been widely used in various industries. While I need to change my mindset as a value-adder in the intelligent age, I need to view AI as a tool for automation rather than a catalyst for improving human capabilities and generating new ideas. In this modern era, technology is at the core of AI, driving its advancements through big data, high-performance computing, and machine learning. In this context, I aim to cultivate unique human skills to complement machine learning, focus on complex problem-solving, improve emotional intelligence, and develop critical thinking. I want to become an AI collaborator, meaning I would be proficient with generative AI tools like ChatGPT without being completely dependent on them. I need to use AI assistant tools to get answers to important questions.

I have found that AI uses a huge amount of data, store them, and critically analyse them. In this context, for a human being, it is much more difficult to access large amounts of data, analyse it, and present it. In my view, AI use makes things faster, smoother, and more efficient at work.

However, in some cases, AI bias discrimination has been found to be a major issue in AI use. AI bias occurs when AI is used only in a particular target area rather than exploring a vast area. In that regard, human ideology and thought processes are crucial for handling the situation ethically. The AI provides vast amounts of data; however, humans need to interpret it.

In my practices, I may use AI 30% to gain the immediate answers on the difficult questions which are hard to find. In the future, AI needs to be used alongside human skills to address the challenges posed by cultural, ethical, and racial discrimination.

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