ASSIGNMENT TOPIC:

Leading and Developing People

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1.0 Introduction (Yoggisha)

Strategic People Management: Comparative Study of Microsoft and JurisTech Essay
People are viewed as a valuable source of organisational capability, innovation and competitive advantage in modern enterprises. Rapid evolvement of digital technologies, artificial intelligence, automation, changing employee expectations and global competition make it critically important to attract and retain employees, as well as to ensure their engagement and productivity. Strategic human resource management (SHRM) is a key concept, which is directed at providing coherence between an organisation's people and its long-term goals. The Chartered Institute of Personnel and Development defines strategic HRM, or people strategy, as a set of strategies, by which an organisation hires, manages and develops employees to meet its long-term objectives. It is worth noting that strategic HRM practices should be tailored to the specific business environment, rather than being universally applicable for all organizations (Cipd, 2022).

This study focuses on people strategies through a comparison of the practices in Microsoft and JurisTech. The two firms are interesting for analysis because they operate in different contexts despite engaging in similar technology-intensive activities. Both companies rely on extensive human capital to deliver complex technological products but operate on different scales and geographies. Microsoft is a multinational corporation with about 228000 employees as of 30 June 2025. Its staff work in the United States and other countries as the firm's activities range from cloud computing and software to artificial intelligence, digital productivity, cybersecurity, gaming and other technology-related markets (*Microsoft 2025 Annual Report*, n.d.). JurisTech, by comparison, is a Malaysian fintech and enterprise-software organisation specialising in lending and recovery technology for banks, financial institutions and telecommunications companies. Its business therefore operates within a more specialised technology and financial-services environment. JurisTech describes itself as having developed enterprise-class software for major banks and enterprises for more than two decades and states that it is expanding internationally (Admin, 2026).

The comparison is particularly relevant because the technology sector is highly dependent upon knowledge, specialist skills, innovation and the ability to respond rapidly to technological change. Employees working in software engineering, artificial intelligence, data, cybersecurity, product development, financial technology and digital transformation possess knowledge that can directly influence organisational performance. Consequently, the ability to recruit and retain skilled employees can become a source of competitive advantage. This argument can be linked to the Resource-Based View (RBV) of the firm. Barney (1991) argues that resources can contribute to sustained competitive advantage when they possess characteristics such as value, rarity, imperfect imitability and limited substitutability. Human resources can therefore become strategically important when employees possess specialised knowledge, experience, relationships and capabilities that competitors cannot easily reproduce (Barney, J., 1991).

From a strategic HRM perspective, Wright and McMahan (1992) similarly emphasise the importance of understanding HRM through theoretical perspectives including the resource-based view, behavioural perspectives and other approaches to strategy. Their work highlights the importance of integrating human resource practices with organisational strategy rather than treating HR as an isolated administrative activity. This provides a useful theoretical foundation for comparing Microsoft and JurisTech because both organisations depend on human capital, but the ways in which they acquire, develop and retain that capital reflect their different strategic contexts (Wright, P. M., & McMahan, G. C., 1992).

1.1 Strategic People Management and Competitive Advantage

People strategy comprises much more than recruitment. It incorporates workforce planning, talent acquisition and management, employee development, performance management, reward, employee wellbeing, diversity and inclusion, leadership development, organisational culture, employee engagement and retention. An effective people strategy should ultimately enable the organisation to achieve its strategic objectives and in technology businesses this relationship is particularly important as the knowledge becomes dated quickly and organisational capabilities are constantly being developed (Microsoft, 2025).

The importance of employees can be viewed from the perspective of human-capital. Employees bring knowledge, skills, experience, creativity and problem-solving ability into the organisation. However, it is the responsibility of the organisations to create an environment in which these abilities can be developed and used. Therefore, the recruitment process is not the sole key factor. The company may attract the best employees, but without development opportunities, a feeling of inclusion, good managerial support and vision of the future career, they will not perform well (Microsoft, 2025).

Microsoft can serve as a representative example of an organisation that is trying to balance people management and overarching corporate goals. Microsoft's current reports on people management highlight that the company's human-capital policies are geared towards attracting, motivating and retaining talent, as well as promoting learning and development, with the emphasis on culture and values. The company's human-capital objectives also include such strategic goals as workforce well-being, competitive compensation, pay equality and learning (Microsoft, 2025).

Microsoft's people strategy is strongly linked to its growth mindset culture. Microsoft's cultural attributes are described as having a growth mindset, being customer obsessed, diverse and inclusive, and being committed to operating as 'one Microsoft'. Its growth mindset nurtures curiosity, commitment to continual learning, and the confidence to experiment and learn from mistakes. This reflects a shift from viewing employee capability as a given to learning and development as an ongoing organisational capability (Microsoft Career, 2025).

The cultural change at Microsoft has also been taking place in the context of the company's competitive environment. Microsoft has recognized the role of culture for attracting and retaining talent and for driving organisational strategy. Its cultural transformation has prioritized customer focus, organisational coherence, diversity, and a learning orientation. Recently, Microsoft has been emphasizing the growth mindset as an integral part of its culture, which is especially evident given the need to adapt to disruptive innovations related to AI (Microsoft, 2025).

Learning and development thus appear as a key component of Microsoft's people strategy. Microsoft has invested in digital learning platforms and characterizes learning as a core component of the employee experience. The company's internal learning concept comprises Microsoft Viva Learning and LinkedIn Learning, enabling employees to learn and control their development. This is strategically significant since technology companies cannot rely solely on staff skills at the time of recruitment. The continuous development of technologies requires employees to constantly acquire new competencies (Kellington & Kellington, 2026).

Microsoft's diversity and inclusion strategy can also be used as an example of how people management practices can be linked to innovation. Microsoft claims that attracting, developing and retaining diverse talent is integral to the company's success and relates inclusion to collaboration and innovation (*Microsoft Careers Stage*, n.d.). The company's Global Diversity and Inclusion reporting also shows that diversity, inclusion, learning and talent management has been increasingly incorporated into its overall people management strategy (Microsoft, 2025.).

1.2 JurisTech as a Contrasting Case

JurisTech provides a useful contrast because it is significantly smaller and narrower in scope. This Malaysian based fintech focuses on enterprise software for the banks and financial institutions, as well as telecom companies and other organisations. The company offers solutions in the area of lending, credit management, debt collection, loan servicing, and customer onboarding. JurisTech aims to be a driving force in the financial services industry and innovation, and it considers people a critical component in its strategy to provide financial and lending solutions Admin (2026b).

Unlike Microsoft, which has a larger global presence and operates in a highly competitive technology market, JurisTech has a narrower market scope. It operates in financial technology and enterprise software, providing lending solutions to banks and other financial institutions (JurisTech, 2026). Because of the nature of the market, one of the critical success factors is being knowledgeable about financial services, software, clients' needs, and technology. Therefore, the company will benefit from having the right employees who contribute to its capacity to provide end-to-end technology solutions to its clients.

JurisTech's career section contains information about the company's approach towards people. The company uses the acronym GECO to outline its core values, which include Growing Heroes, Excellence as a Habit, Customer First, and Opening Up. The company states its intention to mentor and nurture talent and highlights professional learning, collaboration, and overall growth. The JurisTech career section notes that one can grow in the company while focusing on personal and professional growth and enjoying the benefits.

The company's approach to staffing is also consistent with its commitment to people. The latest information on the JurisTech careers page reveals that it hires software engineers, product owners, finance, marketing, personal assistant, and HR professionals. The company's internship in human resources (HR) and administration is about getting exposed to the inner workings of HR while gaining mentorship and developing soft skills and technical expertise. Similarly, JurisTech seems to invest in its employees by providing transformation through exposure, mentorship, and opportunities to learn new things. It does not rely solely on external recruitment to fill positions (JurisTech, 2026).

JurisTech has been public about its talent attraction and retention strategies. In the company's technology recruitment update, culture, talent, and retention were identified as critical areas of focus. The company states its desire to provide career opportunities and experiences attractive to technology professionals. Earlier in the year, JurisTech talked about talent, culture, and growth, noting that they were essential areas in its people and leadership strategy. The company will continue to invest in its employees and have the best talent to support its transformation journey (JurisTech, 2026).

It is evident that JurisTech is a compelling case for comparison to Microsoft because it operates in the technology field. Both companies are intensely people-focused, although they may pursue different approaches. Microsoft has the advantage of operating at a global level, offering more extensive career opportunities, better benefits, and more comprehensive listening platforms, including extensive intranet forums. However, JurisTech has the advantage of being more accessible, being able to offer a more intimate working environment, mentorship, and exposure to senior executives and leaders (JurisTech, 2026).

1.3 Importance of Organisational Structure

Microsoft's growth mindset is a prime example of culture being used as a strategic people mechanism. Microsoft claims that employees are encouraged to remain curious, develop skills, experiment and learn from failure. The organisation therefore seeks to create a culture that supports continuous adaptation, which is especially desirable within an industry undergoing rapid AI and digital transformation (*Microsoft Careers Stage*,2025).

JurisTech similarly uses culture as a key component of its employee experience. Its GECO values articulate expectations concerning employee development, excellence, customer orientation and openness. The company also speaks about supportive colleagues,

professional learning and opportunities for personal/professional growth. This therefore suggests that JurisTech makes use of culture as a communication tool as well as an element of its employee value proposition (JurisTech, 2026).

1.4 Purpose of the Comparative Study

The analysis of the two people strategies is equally important as both strategies demonstrate that an effective people strategy cannot be viewed in isolation. In other words, what may be an effective course of action in the context of a global company such as Microsoft may not be appropriate for a localised organisation such as JurisTech. As the CIPD suggests, companies need to be aware of the contextual factors that may make one option more viable compared to others. In relation to the discussion, it is not possible to determine which of the two companies has a better HR purely on the basis of this information. Instead, emphasis should be placed on whether a particular people strategy is the most appropriate choice given the circumstances (Cipd, 2022).

Overall, it is possible to suggest that Microsoft has developed a global people strategy that is focused on continuous improvement, diversity, sustainability, learning, and employee engagement. At the same time, JurisTech has prioritised the development of a technology company with a strong emphasis on training, mentoring, culture, employee experience, flexibility, and career development. It is possible to suggest that both groups have chosen the right course of action given the nuances of their respective areas of business (Cipd, 2022).

As suggested by the analysis, it is now possible to assess whether the two people's strategies are appropriate. More specifically, the analysis will demonstrate whether the strategies are likely to lead to employee-related benefits and whether they can be used to gain competitive advantage. In this regard, Resource-Based View is the most interesting approach as it suggests that employee-related resources can be viewed as a source of competitive advantage. Ultimately, the analysis of Microsoft and JurisTech will offer additional insights into the ways in which people management can be used to achieve strategic goals while also considering the variance in the strategic goals of the companies (Barney, 1991).

2.0 Overview of Companies (Rampavin)

Organisation success depends not only on financial resources or organisational technologies but also on the ability of organisations to develop, lead and manage their people effectively in today's business environment. This is especially true in the technology-intensive sector, where the skills of employees can shift with the quick pace of innovation within relatively brief timeframes. Two organisations, Microsoft Corporation and JurisTech, are compared in the present analysis to investigate how two organisations create their people strategies and how they implement them to face the challenges of today and prepare for the challenges of tomorrow at their organisation. While both are in a technologically orientated setting, they are significantly different in terms of scale, geographic scope, industry focus and organizational context. This makes them appropriate cases for looking at the possibility of effective people leadership with alternative forms of organisation.

Figure 2.0.1 : The Logo of Microsoft

Figure 2.0.2 : The Logo of Juristech

2.1 Microsoft Corporation

Microsoft Corporation is a worldwide technology firm that has grown much larger than its original mission of computer software. It currently has a portfolio of cloud computing with Microsoft Azure, productivity solutions like Microsoft 365, LinkedIn, Dynamics and a growing array of artificial intelligence (AI) products and services (Microsoft, 2025). It shows the organisation's ability to continuously evolve its business model, as it responds to technological developments and evolving customer needs.

What We Offer

Founded in 1975, we develop and support software, services, devices, and solutions that deliver new value for customers and help people and businesses realize their full potential.

We offer an array of services, including cloud-based solutions that provide customers with software, services, platforms, and content, and we provide solution support and consulting services. We also deliver relevant online advertising to a global audience.

Our products include operating systems, cross-device productivity and collaboration applications, server applications, business solution applications, desktop and server management tools, software development tools, and video games. We also design and sell devices, including PCs, tablets, gaming and entertainment consoles, other intelligent devices, and related accessories.

Digital transformation and adoption of AI continues to revolutionize more business workstreams for organizations in every sector across the globe. For enterprises, digital technology empowers employees, optimizes operations, engages customers, and in some cases, changes the very core of products and services.

The Microsoft Cloud provides integration across the technology stack while offering openness, improving time to value, reducing costs, and increasing agility. Our cloud business benefits from three economies of scale: datacenters that deploy computational resources at significantly lower cost per unit than smaller ones; datacenters that coordinate and aggregate diverse customer, geographic, and application demand patterns, improving the utilization of computing, storage, and network resources; and multi-tenancy locations that lower application maintenance labor costs.

We prioritize security above all else and we offer our customers integrated AI-driven products addressing security, compliance, identity, management, and privacy across customers' multi-cloud, application, and device assets.

The Ambitions That Drive Us

To achieve our vision, our research and development efforts focus on three interconnected ambitions:

- Reinvent productivity and business processes to help organizations and individuals work and collaborate more securely and efficiently.
- Build the intelligent cloud and intelligent edge platform to provide a foundation for our customers' digital workloads including hybrid consistency, developer productivity, data and AI capabilities, and trusted security and compliance.
- Create more personal computing to enable users to interact with technology in more intuitive, engaging, and dynamic ways.

Figure 2.1.1 : Microsoft Business Portfolio And Technology Offerings

One of the key aspects of the transformation is the role of the people. Microsoft's competitive strength now relies more and more on advanced technical, digital, analytical and leadership skills of its employees. The organisation is situated in a context of accelerating developments in cloud computing, generative AI and automation, which are transforming products and work itself. This means that Microsoft can't depend on finding technical people to work for them. It will also need to continually build the skills of its current employees.

HUMAN CAPITAL RESOURCES

As of June 30, 2025, we employed approximately 228,000 people on a full-time basis, 125,000 in the U.S. and 103,000 internationally. Of the total employees, 89,000 were in operations, including product support and consulting services, datacenter operations, and manufacturing and distribution; 80,000 were in product research and development; 44,000 were in sales and marketing; and 15,000 were in general and administration. Certain employees are subject to collective bargaining agreements.

We design our programs to attract, reward, and retain top talent while fostering continuous employee development and reinforcing our organizational culture and values. Our total compensation offering is both highly differentiated and competitive within the market, and we also monitor pay equity across multiple dimensions. We have invested significantly in employee wellbeing and offer a differentiated benefits package which includes many physical, emotional, and financial wellness programs. We also provide access to continuous learning through a wide range of internal and external content, supporting professional growth across roles and disciplines. Through our employee listening systems, we gather direct feedback from our workforce, enabling us to adapt our programs and address employee needs globally with real-time insights. Additionally, our culture prioritizes the security of both our customers and Microsoft, embedding this responsibility across all teams and functions.

Figure 2.2.2 : Human Capital And Employee Development

This issue is reflected in Microsoft's Work Trend Index. The report, titled "The State of the Industry, Generative AI in the Business World" (Microsoft, 2025), found that in 2025, the "Frontier Firm" is the new frontier and a type of organisation that requires a rethinking of traditional approaches to organisational design, workforce capacity and leadership, with employees and artificial intelligence agents working together more closely than ever before.

According to Microsoft (2025), 82% of global leaders anticipate that 2025 will be a transformative year in which to rethink strategy and operations, and 82% say they plan to leverage digital labour to scale their workers in the next 12-18 months.

Our Future Opportunity

We are focused on helping customers use the breadth and depth of the Microsoft Cloud to get the most value out of their digital spend while leading the AI platform wave across our solution areas. We continue to develop complete, intelligent solutions for our customers that empower people to be productive and collaborate, while safeguarding businesses and simplifying IT management. Our goal is to lead the industry in several distinct areas of technology over the long term, which we expect will translate to sustained growth. We are investing significant resources in:

- Transforming the workplace to deliver new, modern, modular business applications, drive deeper insights, and improve how people communicate, collaborate, learn, work, and interact with one another.
- Building and running cloud-based services in ways that utilize ubiquitous computing to unleash new experiences and opportunities for businesses and individuals.
- Applying AI and ambient intelligence to drive insights, revolutionize many types of work and business processes, and provide substantive productivity gains using Microsoft 365 Copilot and agents.
- Providing training on generative AI and greater access to digital learning and resources through skilling programs and initiatives, grants, and LinkedIn learning pathways.
- Inventing new gaming experiences that bring people together around their shared love for games on any device and pushing the boundaries of innovation with console and PC gaming.
- Leveraging Windows to fuel our cloud business, grow our share of the PC market, and drive increased engagement with our services like Microsoft Edge, Bing, Copilot, Microsoft Teams, Microsoft 365 Consumer, Xbox Game Pass, and more.
- Tackling security from all angles with our integrated, end-to-end solutions spanning security, compliance, identity, and management, across all clouds and platforms.

Our future growth depends on our ability to transcend current product category definitions, business models, and sales motions.

Figure 2.1.3 : AI, Digital Transformation and Future Opportunities

Whether Microsoft can get advanced technology is the challenge, not just that. The real question of the organisation is whether or not its people can effectively work with that technology. Microsoft's 2026 Work Trend Index also says that factors of organisational culture, management support and talent practices are more strongly linked to reported AI impact than individual factors alone. This leaves a direct link between technological change and people leadership. Leaders need to provide a culture that fosters experimentation, critical evaluation, and decision-making by employees with AI-generated content.Leaders should establish a culture that promotes employees' learning, experimentation, and critical assessment of AI-generated content and their decision-making responsibilities.

This is also important in the Malaysian context. According to the Microsoft 2026 Work Trend Index, 16% of workers globally were identified as "Frontier Professionals" who have more advanced experiences with AI, while 24% of those surveyed in Malaysia were "Frontier Professionals" (Microsoft Malaysia, 2026). So there is a broader context in which Microsoft's own people strategy is operating, and where the expectations of employees and their technology and organisational arrangements are evolving at the same time.

Microsoft is in good company in the cloud, artificial intelligence, software, productivity and digital services markets. Competition is no longer just in the form of products, it's also about attracting, developing and retaining highly skilled employees. This has made talent competition a strategic challenge, and AI has been pivotal to its evolution. The development of an AI-enabled workforce and fostering innovation and reimagining work in the context of human-AI relationships can, therefore, have a long-term effect on Microsoft's competitive advantage.

Competition

Windows faces competition from various software products and from alternative platforms and devices. We believe Windows competes effectively by giving customers choice, value, flexibility, security, an easy-to-use interface, and compatibility with a broad range of hardware and software applications, including those that enable productivity.

Devices face competition from various computer, tablet, and hardware manufacturers who offer a unique combination of high-quality industrial design and innovative technologies across various price points. Many of these manufacturers are also current or potential partners and customers, including our Windows OEMs.

Xbox and our cloud gaming services face competition from various online gaming ecosystems and game streaming services. We also compete with other providers of entertainment services such as video streaming platforms. Our gaming platform competes with other console platforms. We believe our gaming platform is effectively positioned against, and uniquely differentiated from, competitive products and services based on significant innovation in hardware architecture, user interface, developer tools, online gaming and entertainment services, and continued strong content from our own first-party game franchises as well as other digital content offerings.

Our Search and news advertising business competes with search engines, and a wide array of websites, social platforms, and portals that provide content and online offerings to end users.

Figure 2.1.4 : Microsoft Competitive Environment

2.2 JurisTech

An interesting contrasting case is provided by JurisTech. Unlike Microsoft that operates at a global technology scale in a wide range of technology markets, JurisTech is a Malaysian-based fintech organisation that specialises in enterprise technology solutions for banks, financial institutions, telecoms and other organisations. It provides solutions for digital onboarding, loan origination, credit management, AI, decision making and debt collection (JurisTech, 2026). Today, JurisTech's product is being offered under the brand name 360 AI Lending Tech, which encompasses the lending and credit life cycle from onboarding and origination, through to decisioning and collections (JurisTech, 2026).

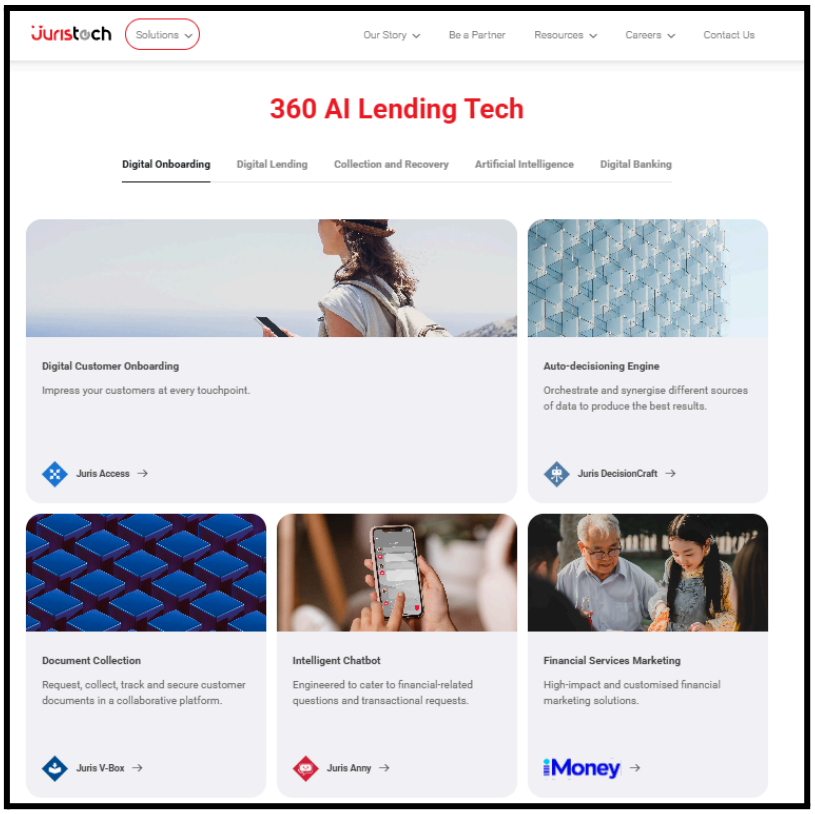

Figure 2.2.1: JurisTech 360 AI Lending Technology Ecosystem

JurisTech is a particularly engaging organisation from a people and leadership point of view because of its history. The company was established in the Asian Financial Crisis of 1997 when the financial institutions were experiencing serious problems associated with debt recovery and NPLs. Initially, JurisTech saw an opportunity to leverage technology to link banks and legal professionals and then grew its business into a more comprehensive suite of credit management and financial technology solutions (JurisTech, 2026).

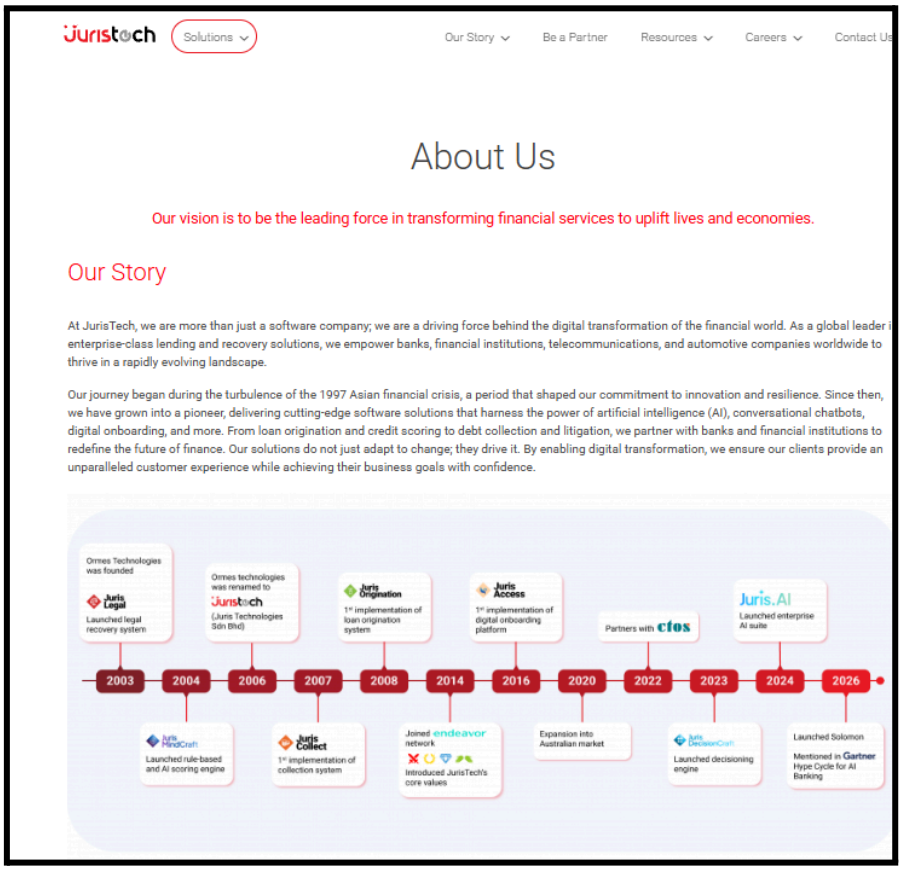

Figure 2.2.2 : JurisTech Organizational Development Since 1997

This history also shows an important trait of the organisation: adaptation has been a process of organisation's development from the inception. Instead of sticking to its core debt recovery business, it ventured into the digital transformation, lending technology, automation and AI space. In the current capabilities section, it states that its employees have technologies, finance and regulatory expertise (JurisTech, 2026), and showcases its product design and development, international project delivery, technical innovation, governance and compliance abilities.

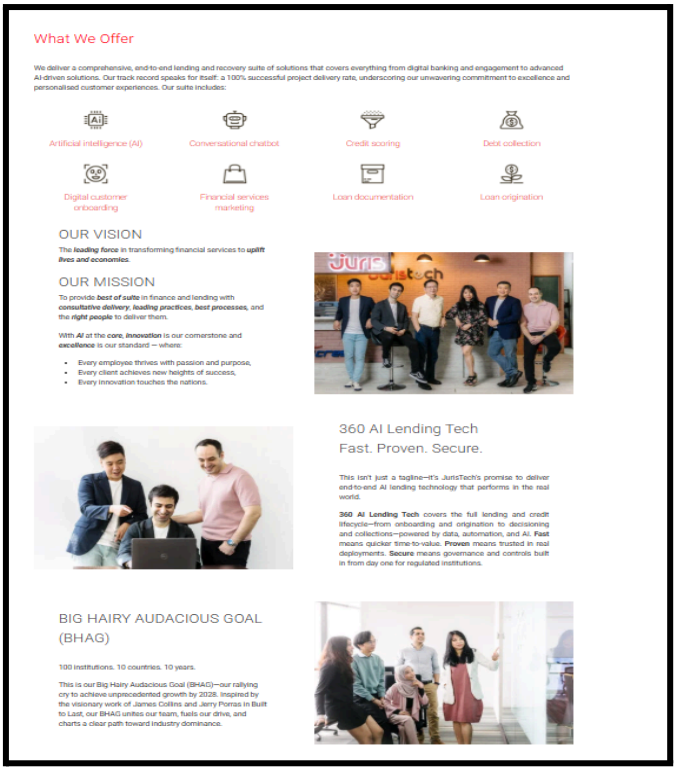

Figure 2.2.3 : Juristech Core Organizational Capabilities

JurisTech is also a unique competitive environment. Financial institutions are becoming more aware of the need for technology that can enhance operational efficiency without compromising security, compliance or customer experience. Fintech companies can't only deal with technological evolution; they need to also address the financial regulatory frameworks. JurisTech, therefore, needs staff with a broad understanding of software, AI, as well as banking, financial processes, regulatory requirements and client expectations.

People management becomes even more crucial given the organisation's ambitions to go international. According to JurisTech, it's located in Asia, Australia, Middle East and Africa and has set itself the target of covering 10 institutions in 10 countries in a 10 year span (JurisTech, 2026). This growth can't be achieved with just technology products. It demands inter-market skills, knowledge of various regulatory frameworks and a consistent quality service to overseas customers.

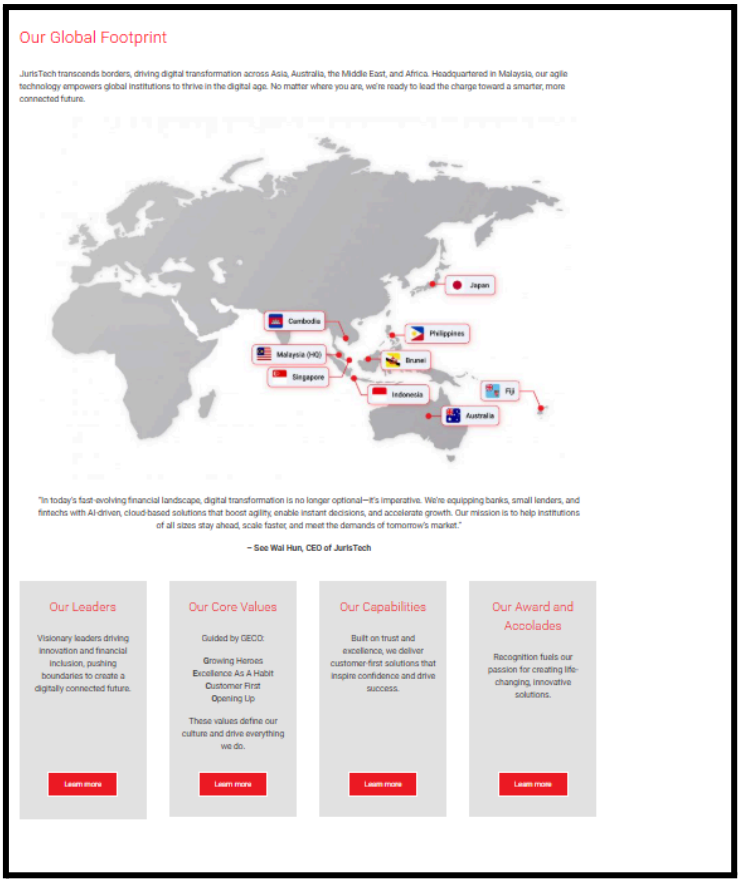

Figure 2.2.4 : Juristech International Expansion and Global Footprint

2.3 Competitive and Organizational

While both Microsoft and JurisTech have a different business size, both have the same core problem, technology advances faster than a traditional workforce (Microsoft, 2025).For it to be competitive in a fintech and digital banking landscape, Microsoft needs to be ready to deal with AI-powered work and collaboration with humans, and JurisTech needs to build tech and financial capabilities (JurisTech, 2026).

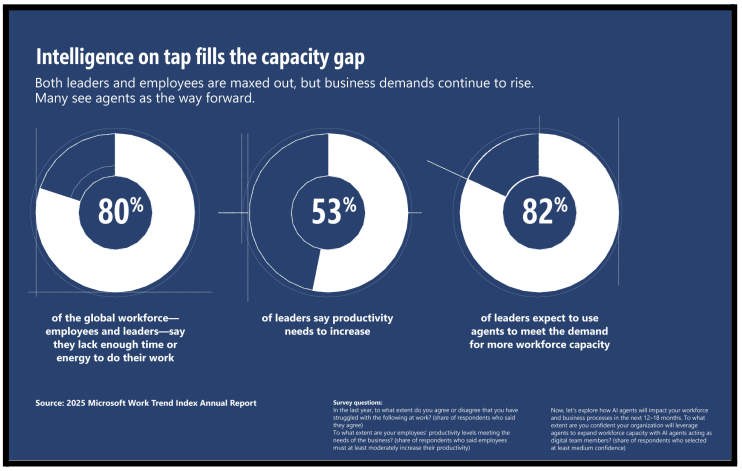

Figure 2.3.1: Microsoft Work Trend Index 2025

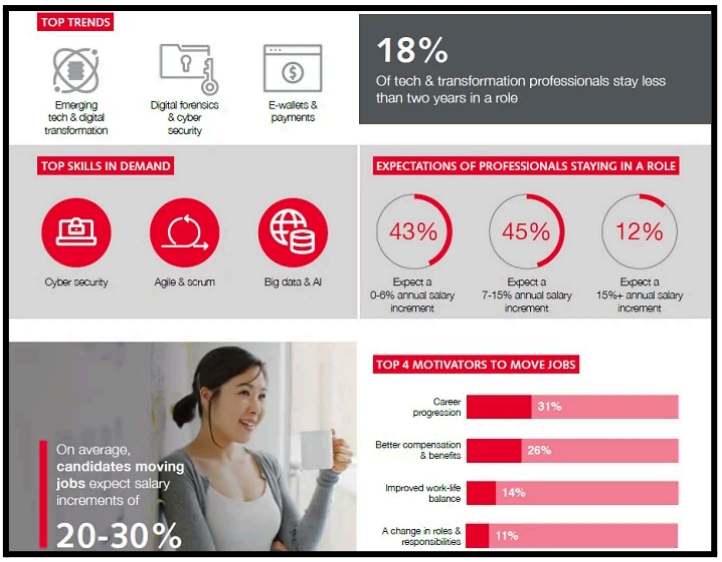

Figure 2.3.2 : JurisTech Work Trend Index 2025

But the kind of competition they face are different. Microsoft's struggle is mainly connected with keeping its innovation and technological leadership in extremely competitive worldwide technology markets. As a result, its people strategy must enable them to innovate on a massive scale, be able to master AI, and be willing to keep learning and keeping the organisation agile (Microsoft, 2025). JurisTech, on the other hand, is in a more niche market with the need for technological innovation and financial knowledge, security and implementation of specific client needs (JurisTech, 2026).

Competition

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Figure 2.3.3 : Microsoft Competitive Environment

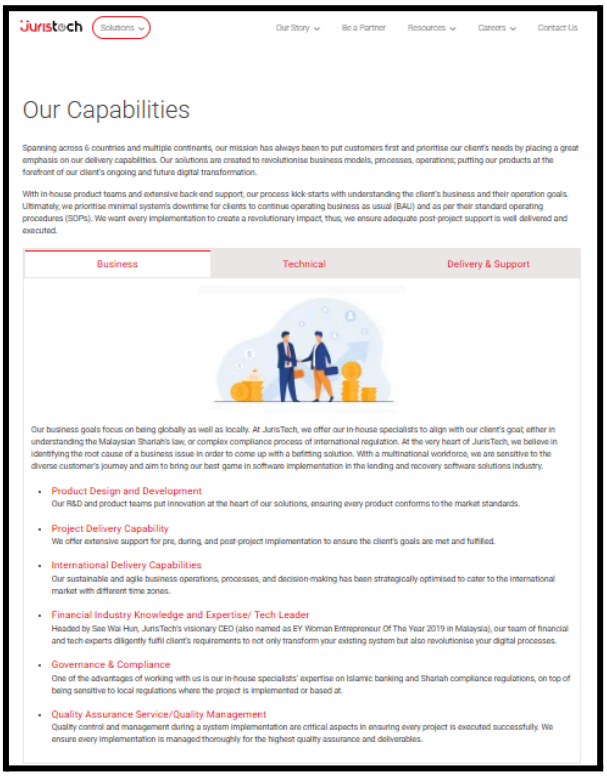

Figure 2.3.4 : JurisTech Competitive Environment

It is an important difference to make. Shows that there is not a one-size-fits-all model for effective people leadership. The strategy depends on the organisation size, industry, work force ability, and competitive climate and future trajectory. But, both organisations highlight the growing significance of a culture of continuous learning, leadership ability, innovation and employees' adaptability.

2.4 Rationale of selecting two organizations

Microsoft and JurisTech were chosen as they offer a meaningful comparison with a large multinational technology firm and a Malaysian technology-focused FinTech firm. Both organisations rely on the knowledge, innovation and specialist employee skills as a key resource, but are in different organisational contexts.

What We Offer

Founded in 1975, we develop and support software, services, devices, and solutions that deliver new value for customers and help people and businesses realize their full potential.

We offer an array of services, including cloud-based solutions that provide customers with software, services, platforms, and content, and we provide solution support and consulting services. We also deliver relevant online advertising to a global audience.

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We prioritize security above all else and we offer our customers integrated AI-driven products addressing security, compliance, identity, management, and privacy across customers' multi-cloud, application, and device assets.

The Ambitions That Drive Us

To achieve our vision, our research and development efforts focus on three interconnected ambitions:

- Reinvent productivity and business processes to help organizations and individuals work and collaborate more securely and efficiently.
- Build the intelligent cloud and intelligent edge platform to provide a foundation for our customers' digital workloads including hybrid consistency, developer productivity, data and AI capabilities, and trusted security and compliance.
- Create more personal computing to enable users to interact with technology in more intuitive, engaging, and dynamic ways.

Figure 2.4.1 : Microsoft Business Portfolio And Technology Offerings

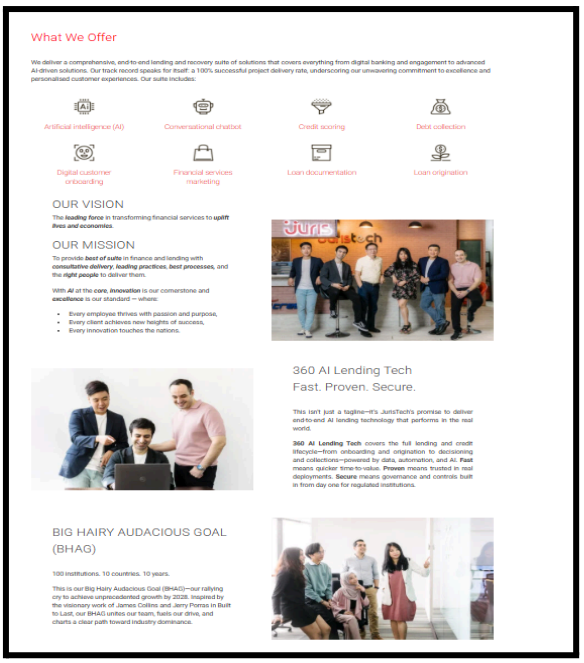


Figure 2.4.2 : Juristech Core Organizational Capabilities

As an example, Microsoft has a worldwide organization undergoing significant AI transformation that can be studied for its people strategy. Because of its current trajectory, it has significant implications for skills development, leadership, organisational change and human-AI collaboration (Microsoft, 2026).

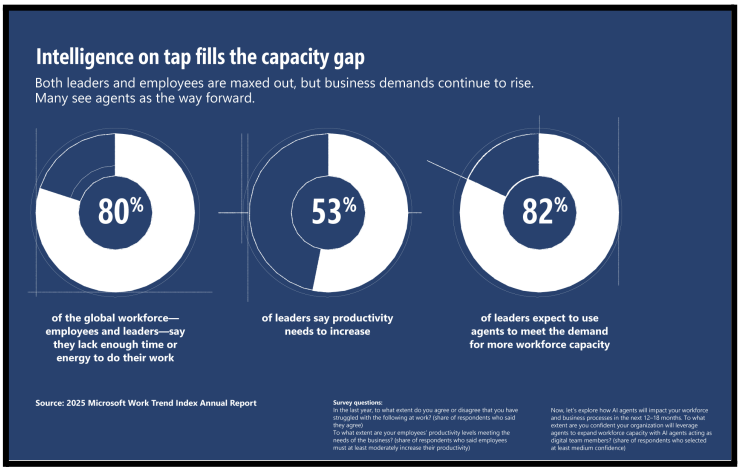


Figure 2.4.3: Microsoft Work Trend Index 2025

The Malaysian view is provided by JurisTech. The evolution of the company from its inception in the Asian Financial Crisis in 1997 into an international fintech company is a testament to organisational learning, technology adaptation and leadership for sustainable growth (JurisTech, 2026).

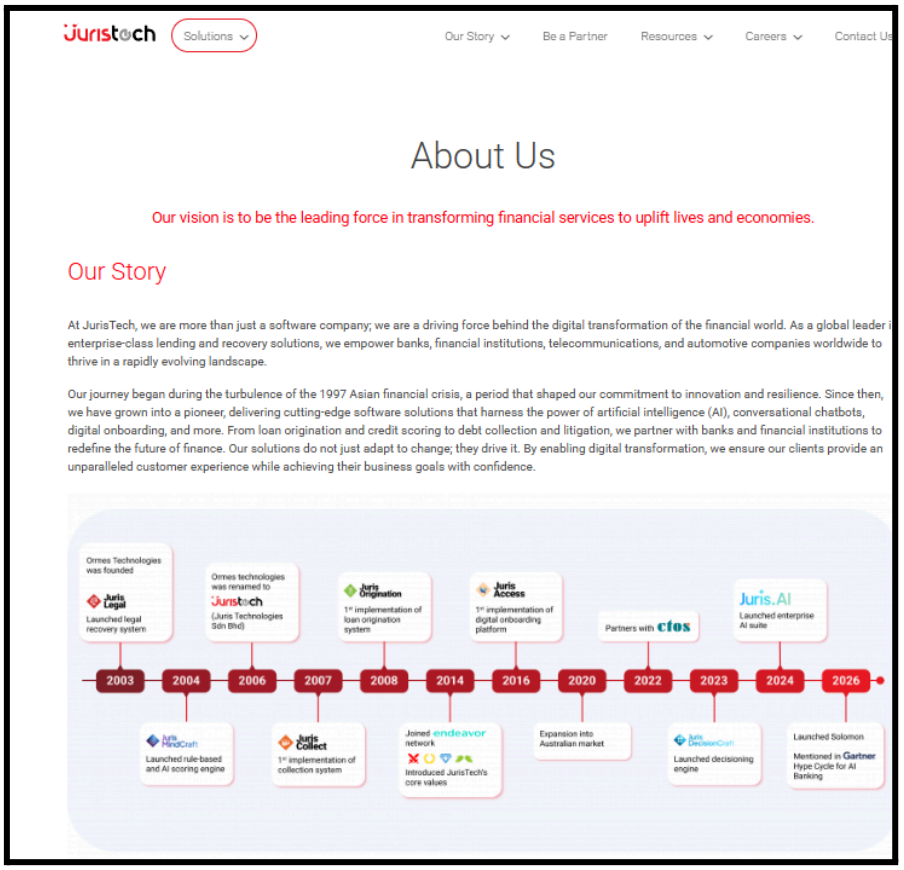


Figure 2.4.4 : JurisTech Organizational Development Since 1997

The comparison is therefore useful, as the organisations are similar enough to offer a useful basis for comparison, but distinct enough so that it is possible to identify how context affects people's strategy. The analysis can address the questions of why each organisation has taken certain approaches, how the approaches are put into practice and whether they are effective in addressing current and future organisational needs, instead of questioning if there is a “better” approach.

2.5 People Leadership And Future Needs

This comparison is ultimately about a key challenge in today's organisations – technology can open doors but the people have to make them count in terms of organisational performance. Microsoft's experience is a good example of the necessity to go along with the adoption of AI and employee development, leadership support and organisational redesign. The combination of technological innovation with specific financial expertise, regulatory understanding and delivery expertise internationally, as JurisTech has shown, is vital.

This will set the basis for the subsequent analysis of the design, implementation and effectiveness of people strategies in both organisations. But the issue isn't just whether or not Microsoft and JurisTech invest in their staff, it's whether the way they invest in their staff is in line with the skills they will need for the future. Organizations that continuously invest in their people are more likely to be adaptable and competitive in an AI-driven, digital world, and in a world going international by the day. These organisational requirements are therefore explored in the context of leadership, learning, development and workforce strategies in both Microsoft and JurisTech and the effectiveness of these strategies in terms of both current performance and future organisational growth is then assessed.

3.0 Detailed Exploration of People Strategies (Rifqi)

3.1 Introduction to People Strategies

People strategy is a set of actions that an organisation can take to manage, develop and support its employees to achieve its overall business goals. It includes practices like employee development, leadership, engagement, organisational culture, and workforce planning, ensuring that employees are effective in contributing to the organisation's performance (Patel, M., 2023). The need for a well-designed people strategy is important because the skills, motivation and commitment of employees can affect the productivity, competitiveness and long-term sustainability of the organisation. There is also recent research that suggests that employee engagement can have a positive impact on organisational performance, and that employee engagement can be supported by the proper organisational practices (Corbeanu, A., & Iliescu, D., 2023).

The case study presentation will examine the people strategies implemented by both JurisTech and Microsoft in some specific areas. These are learning and employee development; Organisational culture and employee engagement; Leadership and career development; Diversity and employee wellbeing; and Skills and adaptability of future workforce. These areas can be used as points to consider when looking at the way both organisations develop and manage their workforce in the context of the business environment in which they operate. This comparison will not only include the strategies taken by both Microsoft and JurisTech, but how these strategies assist the organisation they are in now and the future.

> Successful people strategies drive employee engagement, retention, professional development, and performance that support your organization's overarching business strategy and bottom line. When done well, **people strategy can be your competitive advantage** to attract top talent and keep them performing at their best.

3.2 Microsoft's People Strategy

Microsoft's people strategy concentrates on employee development, organisational culture, preparing to lead the future, inclusion and adaptable workforce. This strategy enables Microsoft to continue on its journey as an AI-powered technology company while keeping employee engagement and wellbeing at the forefront (Microsoft, 2026).

> We design our programs to attract, reward, and retain top talent while fostering continuous employee development and reinforcing our organizational culture and values. Our total compensation offering is both highly differentiated and competitive within the market, and we also monitor pay equity across multiple dimensions. We have invested significantly in employee wellbeing and offer a differentiated benefits package which includes many physical, emotional, and financial wellness programs. We also provide access to continuous learning through a wide range of internal and external content, supporting professional growth across roles and disciplines. Through our employee listening systems, we gather direct feedback from our workforce, enabling us to adapt our programs and address employee needs globally with real-time insights. Additionally, our culture prioritizes the security of both our customers and Microsoft, embedding this responsibility across all teams and functions.

3.2.1 Learning, training and employee development.

Continuous learning and employee development is a priority for Microsoft. It's approach to people focuses on employees learning new technical and professional skills, by providing ongoing learning opportunities. This is especially crucial given the impact of artificial intelligence (AI) on job requirements. Structured learning across organisations has become an important aspect, workers having undertaken AI training with their organisations. That is why Microsoft takes such a proactive stance in promoting learning and skills development in AI to help employees become proficient with AI tools like Copilot and other digital tools (Soloway, J, 2024). This way, staff can enhance their current skills and talents, as well as building up for future positions.

3.2.2 Organisational Culture & Employee Engagement

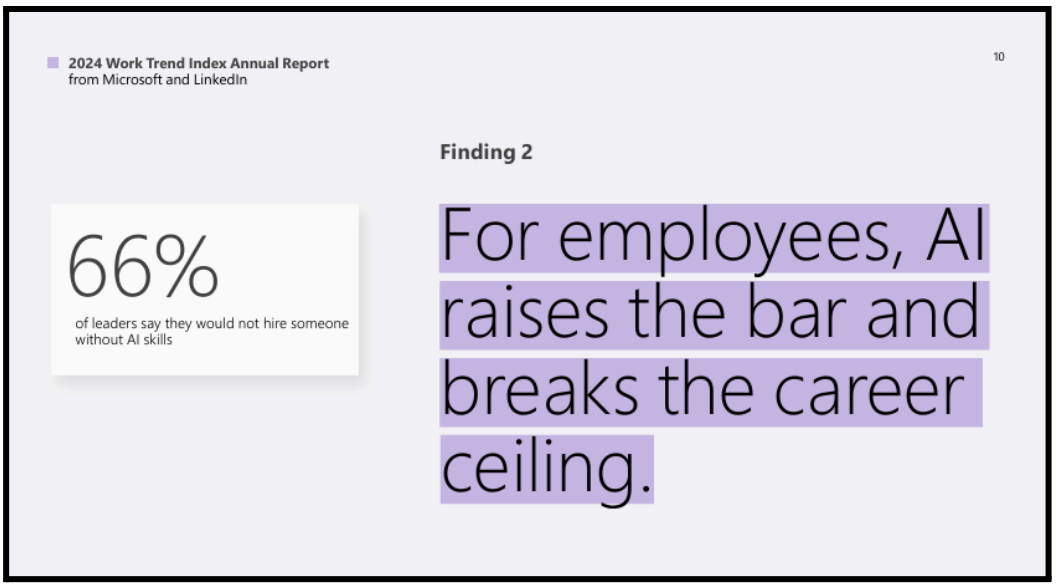
Microsoft has nurtured a culture that emphasizes collaboration, innovation, and a "growth mindset" that embraces learning from failures and strives for continuous improvement. The relevance of empathy and growth mindset in changing the culture of Microsoft. The company adopts a flexible and hybrid working approach, which allows it to accommodate its employees in a variety of work settings (Spataro, J., 2021). A hybrid workplace approach is part of Microsoft's people strategy, as are guidance and employee wellbeing programs. These can help to enhance the engagement of employees through increased flexibility and yet remain connected with the organisation and its people.

3.2.3 Leadership and Career Development

Leadership development is another important element of Microsoft's people strategy. Senior leaders are expected to create an environment for innovation, learning & organisational transformation. To be a good leader, you need to be empathetic, continuously learn, and empower your employees. Microsoft also correlates career growth with new technology skills. According to Microsoft and LinkedIn, 77% of leaders say that AI will help early-career workers be given more responsibilities. As a result, growth and development of internal employees has become a core part of Microsoft's leadership strategy, with the organization increasingly offering opportunities to employees as they become more capable to be tasked with more complex roles.

3.2.4 Diversity, Inclusion and Employee Wellbeing

Microsoft's approach to people strategy includes diversity, equity and inclusion (DEI) in key ways, such as by fostering an inclusive workplace and tracking workforce diversity and career development. The 2024 Global Diversity and Inclusion Report by Microsoft highlights the importance of diversity and inclusion as a core aspect of its mission and innovation strategy (McIntyre, 2024). Microsoft also offers physical, emotional and financial wellbeing programmes, as well as occupational health and safety programs (Microsoft, 2024). These practices show that not only is the wellbeing of employees regarded as an EBA, but it becomes an important element of sustainable workforce management.



3.3 JurisTech's People Strategy

The development of employees, fostering a collaborative culture, and preparing employees to embrace technological change are all very strong components of JurisTech's people strategy. Recognising that the performance of employees is crucial in sustaining innovations and business growth, JurisTech is a Malaysian financial technology company.

> At JurisTech, we nurture our culture by practising our GECO core values: **G**rowing Heroes, Making **E**xcellence Happen, **C**ustomer First, and **O**pening Up. These values are deeply embedded into our working culture. They are consistently communicated from our monthly townhalls, to our 1-on-1s. It's even on our office wall prints and we have monthly comics showcasing our GECOnites from the Land of Juris. We are what we are today because of these core values. A core value Sheryl highlighted during the talk was growing heroes. Kiarash, who is now our Chief Information Officer (CIO) is an excellent example of how we develop our people. He began his career with us as an intern and mining the great potential in him, Kiarash is overseeing the company's internal information technology and software development needs!

3.3.1 Learning, Training and Employee Development

JurisTech has a strong commitment to ongoing training and development with its Heroes Training Academy (HTA). New staff members go through structured induction and training to build up technical and functional skills. JurisTech offers a two-week intensive training programme for new employees, even for those without a technical background. More recently, JurisTech promoted Learning and Development opportunities in HTA that include the creation of learning journeys, management of training programmes and the evaluation of learning outcomes (Sabrina, 2022). This indicates that employee development is seen as a process rather than just a one-time onboarding.

3.3.2 Organisational Culture and Employee Engagement

The GECO values of JurisTech are related to its organisational culture: Growing Heroes, Excellence as a Habit, Customer First and Opening Up. What these values promote is working together, being open and constantly improving. The values are introduced into activities like town calls, 1 to 1 sessions and internal communications, so that employees can understand and adopt the desired values (Qin Chiow, H., 2022). JurisTech also encourages employee engagement with social activities and communicating. The information it shares about careers its current employees speak demonstrates that supportive colleagues, teamwork and open feedback and community activities are key attributes to the employee experience.

3.3.3 Leadership and Career Development

JurisTech's philosophy of “Growing Heroes” is closely related to their career development. It offers employees the chance to learn from seasoned professionals and to grow through hands-on experience (Tsen, L., 2020). JurisTech pointed to the case of Kiarash, who rose from intern to CIO, as an example of internal promotions. In addition, JurisTech emphasises the importance of mentoring by seasoned practitioners and skill-building, whether through technical or soft skills (JurisTech, 2024).Hence, leadership development is facilitated via mentoring and through practical experiences and development of internal careers.

3.3.4 Employees' wellbeing and flexible working

In addition, employee wellbeing and flexibility are crucial elements of JurisTech's strategy on people. As part of the current career information, the benefits provided to employees as identified by JurisTech include employee wellbeing, hybrid working and open feedback culture. Earlier it was reported that JurisTech developed a hybrid workplace in which the employees work in both physical and virtual space (JurisTech, 2023). The flexibility of this approach can help to promote work-life balance and ensure that employees are able to stay engaged and productive (Thoemmes, J., & Li, L., 2025).

3.4 The effectiveness of the People Strategies

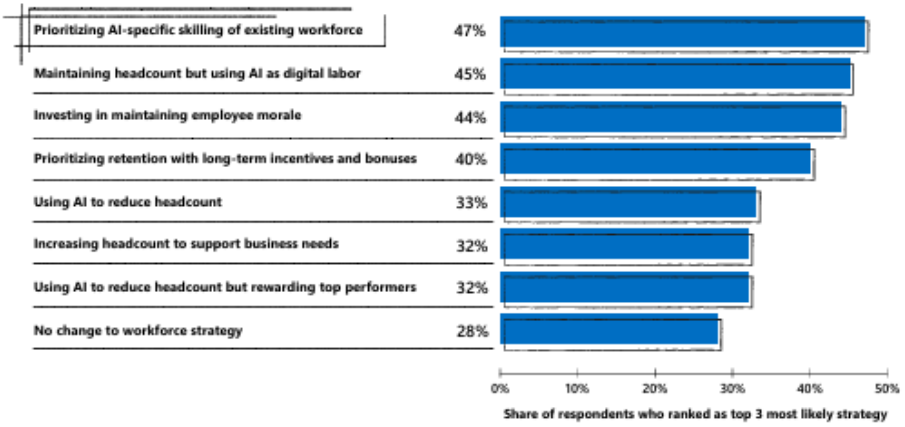
3.4.1 Effectiveness of Microsoft's People Strategy

Microsoft's people strategy works well because it is well aligned with employee development and the transformation of the organisation to embrace artificial intelligence (AI), cloud and digital technologies. Its growth mindset culture is focused on ongoing learning, development and adaptation to new requirements in the business. This is especially relevant in light of the transformation of the nature of work through the use of AI and the need for new skills. Continuous reskilling is becoming a more critical issue as 83% of leaders stated that AI would allow their employees to carry out more complex and strategic work earlier in their careers, according to Microsoft's 2025 Work Trend Index (Spataro, 2025). AI-skilling efforts have, as well, been expanded across the globe with Microsoft, showing its commitment to preparing employees for an increasingly AI-driven workplace.

In addition, Microsoft's people strategy is designed to enhance the adaptability of its workforce as well as the organisation's long-term performance. Continuous learning can help build staff capabilities aligned with new technologies, and wellbeing can help sustain staff performance (Poynton, 2024). The huge and wide-spread Microsoft workforce, however, can make it difficult to ensure equal experiences in development for the various countries and functions. As such, it is important for the company to regularly check if learning programs are enhancing the engagement of employees, productivity and career growth (Microsoft, 2024). A summary of the results and effectiveness of Microsoft demonstrates the company's considerable effectiveness, with a significant investment in employee development and alignment of people strategy and business transformation.

AI skilling and digital labor are top workforce strategies

Retaining top talent while reducing headcount is also being considered.



AI agents transforming business operations

One of Microsoft's central ideas is the expanding role of AI agents. Unlike older chatbots, these agents can grasp goals, carry out sequences of actions, connect with business applications, and automate bigger workflows with pretty minimal human involvement. For instance, AI agents might:

- Prepare meeting summaries, and do it quickly.
- Organize project documentation.
- Generate business reports.
- Analyze customer feedback.
- Monitor operational data.
- Assist with software development.
- Coordinate internal workflows across several applications, without too much fuss.

3.4.2 Effectiveness of JurisTech's People Strategy

JurisTech's people strategy looks to be working well, in part by building capability in employees and fostering a good collaborative organisational culture. As learning is formally part of its people strategy, its structure of learning journeys, onboarding and employee development is through its Heroes Training Academy (HTA) (Abdullah Al Hindi, 2022). JurisTech is also promoting the skills of its staff with various educational and professional backgrounds in the field of technology, creating a wider talent pool for the organisation. It also has GECO values, which are Growing Heroes, Excellence as a Habit, Customer First, and Opening Up, to support employee development and performance, customer focus, and open communication (Harizan, 2021).

The more difficult challenge is that of measuring the effectiveness of JurisTech in an objective manner, as there is less publicly available quantitative evidence when it comes to employee engagement and retention, employee productivity and training results. Measurable indicators could be used more to provide evidence of the impact of its learning programmes and organisational culture on the development of its employees (Mustafa & Sim, 2023). For instance, JurisTech might consider measuring and evaluating training by employee retention, promotion from within, employee satisfaction, and post-training performance (Karunaratne, 2023). However, the human-centered and agile nature of its approach seems to be right for the size of the growing fintech firm in which employees must adjust rapidly to technological and business developments.

GECOnites from the Land of Juris

As part of our expedition to promote the culture of Jurisians, we are embarking on a journey to explain the core values of Juris which are **GECO**: ***G****rowing Heroes,* ***E****xcellence As A Habit,* ***C****ustomer First,* and ***O****pening Up*. We thought of a good way to do this would be through having a character to represent each core value and explain the core values through their lenses. You too can be a part of this expedition as we will be posting comic episodes here, periodically.

G – We managed to train our new team members who have now turned into butterflies and taking on more responsibilities. Apart from growing them into heroes, I grew alongside them too.

E – We went through sleepless nights and did everything we could in our circle of influence to learn and make sure the work we produced was excellent. We did not let our circumstances define us, we rose above it and made excellence happen through us.

C – Our customers, Jurisians and Incredibles, benefited from this entire journey. This experience taught us to always equip ourselves with knowledge so that our customers would get the best service from HRA.

O – We created an environment to open up comfortably about not knowing a certain subject and worked together as a team to bridge the knowledge gap. Ultimately, building more trust in the entire department.

4.0 Conclusion (Kamaliah)

4.1 Comparative Evaluation of the People Strategies of Microsoft and JurisTech

It is important to note that strategic people management is a source of organisational capability in technology-driven industries and that this is reflected in the comparative analysis of Microsoft and JurisTech (CIPD, 2025). While they are operating at very different levels and competing in different markets, both organisations are aware of the need for long-term reliance on attracting, developing, motivating and retaining talented employees (Gerhart & Feng, 2021). Looking at the evidence throughout the study it is evident that people strategy is not just a supporting HR function role in these two organisations. Instead it is embedded in the culture, innovation, capability to use technology, employee experience, and competitive performance of any organisation (Chadwick & Flinchbaugh, 2021).

Strategic HRM offers a suitable analysis framework to analyse the link between human capital and organisational performance (CIPD, 2025). Strategic HRM is a 'linking role' between people management and development and the long-term objectives and goals of an organisation. It also involves taking into account HR activity in the specific context of the organisation (CIPD, 2025). This is particularly true when the two companies are compared, as the context in which they conduct their business is very different. Microsoft is a global business employing 228,000 full-time employees (Microsoft, 2025), whereas JurisTech is a more niche focused fintech and enterprise-software organisation based in Malaysia . As such their people strategies are not reasonably comparable.

Microsoft has a very advanced and integrated people strategy. Based on the latest reports on the firm's annual reporting, the human-capital initiatives aim to recruit and incentivise talent, keep expertise on board, but also enable ongoing employee development and organisational culture. The company also focuses on competitive compensation, pay equity as well as employee wellbeing and the provision of access to continuous learning (Roby Dimlow, 2023). This is a testament to the fact that Microsoft's talent management strategy is multidimensional in nature, aiming to take account of talent acquisition, retention, development, reward and employee experience.

A significant aspect of Microsoft's people management philosophy is the emphasis on company culture (Lal, 2022). The growth mindset has become an important component of the firm's strategy (Lal, 2022). The growth mindset is defined by Microsoft as a way of encouraging employees to learn constantly, ask questions and be innovative, build their abilities and skills (Lal, 2022). The technology industry is a competitive arena where technological disruption is a constant phenomenon, making this a strategic issue. To meet the growing demand for new digital solutions, cloud tools and artificial intelligence, workers have to continually gain new skills and competencies.

Malaysian financial technology firm and enterprise software developer JurisTech is in a similar situation. The company has a narrower scope in the technology sector, supplying enterprise software solutions to financial institutions and other companies. Thus, the company needs to give staff the opportunity to keep their skills up to date constantly, so they can stay competitive with clients' needs. This has resulted in JurisTech's people strategy also emphasises the importance of continuous learning and development (Lim, 2022).

By implementing a growth-oriented approach, JurisTech can meet the challenges of technological change by promoting employees' life-long learning. A growth-oriented approach can help JurisTech to overcome the challenge of technological change by fostering the life-long learning of employees (Lim, 2022). It is a strategic topic, because the company's investment in Microsoft Viva Learning and LinkedIn Learning as tools to foster a culture of continuous learning and help employees stay updated with the latest skills. The linkage between continuous learning and development and the firm's need for technological capabilities is strong (Tan, 2022).

Another advantage is the way that Microsoft is working on diversity and inclusion within the organisation. The organisation sees inclusiveness as a key enabler to innovation and it outlines the significance of attracting, developing and retaining a diverse workforce. It also displays diversity reporting, as part of its longer-term commitment to embedding diversity, talent management and learning practices. Diversity management can be a strategic practice to widen diversity thinking, which can help increase the innovation and problem-solving capacity (Indeed, 2025).

Microsoft's employee wellbeing and reward practices further enhance its employee value proposition (Roby Dimlow, 2023). It details the investment made in the physical, emotional and financial health of employees (Roby Dimlow, 2023), and offers competitive compensation and benefits. It is also using its careers information to encourage pay equity, recognition, coaching and career development opportunities. These practices help to keep employees, as they offer financial and non-financial incentives.

Meanwhile, Microsoft's strategy on people has its obstacles. Being a large international organisation with over 200,000 employees (Reuters, 2025), it cannot offer the same employee experience to each team in each country and in each function. Scale can present challenges to employee experience, engagement and communication (Indeed, 2025). Additionally, as AI evolves, there is an ongoing demand for reskilling as Microsoft's business model shifts towards AI (The Wall Street Journal, 2026). It is thus crucial that a culture conducive to learning should be encouraged if it is to be successful in the long run (Lal, 2022). Microsoft recently admitted the need for culture change as it moves to an AI-driven business model (The Wall Street Journal, 2026).

JurisTech is an interesting alternative people strategy. JurisTech's success lies in its financial technology and enterprise software product focus, and not its broad product line and scale like Microsoft (Monash University Malaysia, 2026). JurisTech offers financial technology, recovery and lending services to banks, financial institutions and telecoms companies (Monash University Malaysia, 2026). It requires technical skills, financial-services and problem-solving skills, as well as client-facing skills for its employees to possess (Chong, 2022).

JurisTech seems to have a people strategy that is oriented towards talent (Lim, 2022). Growing Heroes, Excellence as a Habit, Customer First and Opening Up are values that GECO expects employees to develop, as well as to excel in their work and attitude towards customers and to be open. The company's career information also promotes personal and professional growth (Lim, 2022), employee wellbeing and flexible working, open feedback (Lim, 2022) and a fast-paced technology environment.

A great advantage of JurisTech is that it focuses on people development and not just on hiring experienced professionals (Lim, 2022). JurisTech’s staff members are able to work with professionals and subject-matter experts, and they also have the opportunity to learn and

grow (Tay, 2022). Likewise, its HR internship programme provides exposure to the HR operations and HR lifecycle, mentorship, and provision of technical and soft skills development. This is true especially in the technology sector where there is a competitive need to have highly trained employees. Focusing on building in-house resources can minimise recruitment of new staff.

‘Attracting and retaining staff’ is another organisation concern identified. In the JurisTech case study on technology recruitment, we see that the technology recruitment firm understands and values this space and aims to help technology professionals meet their expectations in terms of career development and work environment. This means JurisTech knows that they must not only attract, but retain skilled employees, as these are in short supply and have valuable skills (JobStreet, 2026).

From this perspective, the resource-based view, it can be argued that both companies are trying to turn people into capabilities within the organisation (Gerhart & Feng, 2021). According to Barney’s model, for a resource to be a basis for sustainable competitive advantage, it needs to be valuable, rare, difficult to imitate, and have no substitutes (Gerhart & Feng, 2021). When applied to the scenario discussed, that implies that both Microsoft and JurisTech have some constructs, namely their ability to leverage people, that can be competitive advantages that last over the long haul (Ployhart, 2021). This is only true for a limited time, however, as competitors can hire specialists with similar skills (Gerhart & Feng, 2021).

The other part of Barney's theory is more pertinent to the two companies. While many tech competitors might be able to hire skilled workers, it is much more difficult to build an organisation with the same culture like processes, systems, relationships, networks, all of which are essential to support a company's learning and development (Gerhart & Feng, 2021). For Microsoft, culture is the key to its ability to develop cloud computing systems and utilise its competitive advantage. Its culture fosters lifelong learning and growth (Lal, 2022), enabling the company to make the best of opportunities and face challenges head-on, making their overall people first approach too difficult to replicate.

Microsoft is not the only company to benefit from such an approach. The employees of JurisTech will gain valuable skills and knowledge about local and regional financial institutions, credit management, and enterprise recovery and restructuring that can be

transferred to the broader networks and systems of JurisTech (Glassdoor, 2022). As such, JurisTech can also benefit from competitive advantage from hard-to-imitate resources, but in a much narrower area and scope than that of Microsoft (Gerhart & Feng, 2021). The other implication is that for JurisTech, as it is for Microsoft, employee retention is critical since their knowledge is part and parcel of the business (Gerhart & Feng, 2021). So, both these companies are great examples of how two different methods can be successful.

JurisTech's people first approach can also be connected to the organisation's overall success in technological innovation. JurisTech won the Malaysia Technology Excellence Award in 2025 for the Enterprise Software under Banking category for its Juris Origination loan origination software, which is powered by AI and Generative AI to enhance lending processes, risk assessment and operational efficiency (Asian Business Review, 2025). The recognition reflects the constant evolution of innovative financial technology solutions and the industry's evolving needs, which JurisTech has been able to meet. This accomplishment is paralleled by the company's focus on employee learning, skills development and knowledge exchange as demonstrated by previous JurisTech employees and interns like Lim (2022), Chong (2022), and Tan (2022). The experiences show the importance of opportunities for continuous learning, technical development and hands-on experience in the creation of human capabilities needed for innovation. JurisTech's people-first culture is an important supporting element in the development of the knowledge and capabilities needed to achieve technological excellence and keep the organisation competitive.

As can be seen from the analysis, there is no one best way when it comes to people management, and the strategy of the company needs to reflect its context and environment (CIPD, 2025). A strategic HRM perspective also helps here, in that it centres on the match between HR practices and strategy, from which strategic insights can be gained (CIPD, 2025). When talking about such topics as Microsoft's global perspective or JurisTech's narrow market, it is crucial to compare these firms to other companies similar to them. However, it is worth remembering that each company has opportunities and threats associated with their dependency on people (Gerhart & Feng, 2021).

First of all, people-focused approaches and practices need to be updated constantly as the workforce evolves (CIPD, 2025). Therefore, it is important for both JurisTech and Microsoft to prioritise the need for ongoing and meaningful learning and development to keep pace with the evolving business environment (CIPD, 2025). In this aspect, the

advantage of both companies is noticeable, since Microsoft has a comprehensive system of learning and development of employees (Lal, 2022), JurisTech has mentoring and professional growth opportunities (Lim, 2022). It is important to ensure that learning opportunities are in line with expected needs of the workforce and the company as a whole, however (CIPD, 2025).

Microsoft operates at a much bigger scale and has a substantial footprint in the international market, whereas JurisTech is a smaller niche fintech start-up (Reuters, 2025). The company is a popular topic and has a lot of resources to work with. Its main focuses are on people management practices, organisational culture and employee performance. Microsoft has a well-designed strategic HRM approach, as evidenced by the company's continued focus on people, continuing learning and growth (Lal, 2022), diversity and inclusion, wellbeing (Roby Dimlow, 2023), rewards and employee experience (Indeed, 2026).

The organisation has a holistic stance on learning with its annual reports and in statements about people management, it is clear that there is an emphasis on investing in people's physical, emotional and financial wellbeing. It is important to understand that pressure can occur if the technology professionals are expected to perform at high levels and are constantly expected to learn new skills and adapt to changing technology environments (Indeed, 2026). The other strategy for Microsoft is to invest in the personal and professional development of employees and offer hybrid working arrangements (Indeed, 2025). It pays particular attention to diversity and inclusion in its actions and employees and has a very strong commitment to staff wellness, such as financial perks and rewards (Indeed, 2026).

To summarise, JurisTech's People Management Strategy is different from Microsoft in several aspects. The company's strategic HRM is broader because of its wide international footprint and the attraction and retention of a large number of highly qualified technology professionals. It has a robust reward and recognition programme, wide learning and growth opportunities, a strong commitment to diversity and inclusion and has a significant wellbeing and employee experience programme.

People Centric Strategies have similar core elements for both JurisTech and Microsoft, which is to recognise the significance of people in enabling technology to give competitive advantage. The Resource Based View and the strategic HRM argument as a

whole is that human resources and their knowledge, organisational culture, relationships, networks, learning and experience are hard to imitate (Gerhart & Feng, 2021). In other words, the technology can be bought, copied, and frequently enhanced by rivals, but the resources of the workforce, experience, knowledge, and collective intelligence of the workforce is much harder to appropriate (Ployhart, 2021). In both JurisTech and Microsoft, the focus of strategic management is still on people management (CIPD, 2025).

Microsoft and JurisTech are two models of strategic people management, both of which have their merits in their present context and competitive environment. Both companies know that they need to hire and keep technology-savvy employees to continue to enjoy their competitive edges. But how the companies are tackling this challenge is quite different. Microsoft has a more comprehensive and well-established program to recruit and groom technology experts (Microsoft, 2026). It involves on a much larger scale working and has resources allotted to continuous learning, diversity and inclusion, wellbeing and rewards, and employee experience. Meanwhile, JurisTech has a more focused strategy, which is geared towards fostering a strong organisational culture and providing extensive development opportunities for its employees. When it comes to strategic people management, the question is whether one of the two approaches is better or whether HRM strategies and practices are more suitable with the overall organisational strategy. In this regard, JurisTech or Microsoft can be used as examples of different approaches that have proven to be equally effective in the management of people.

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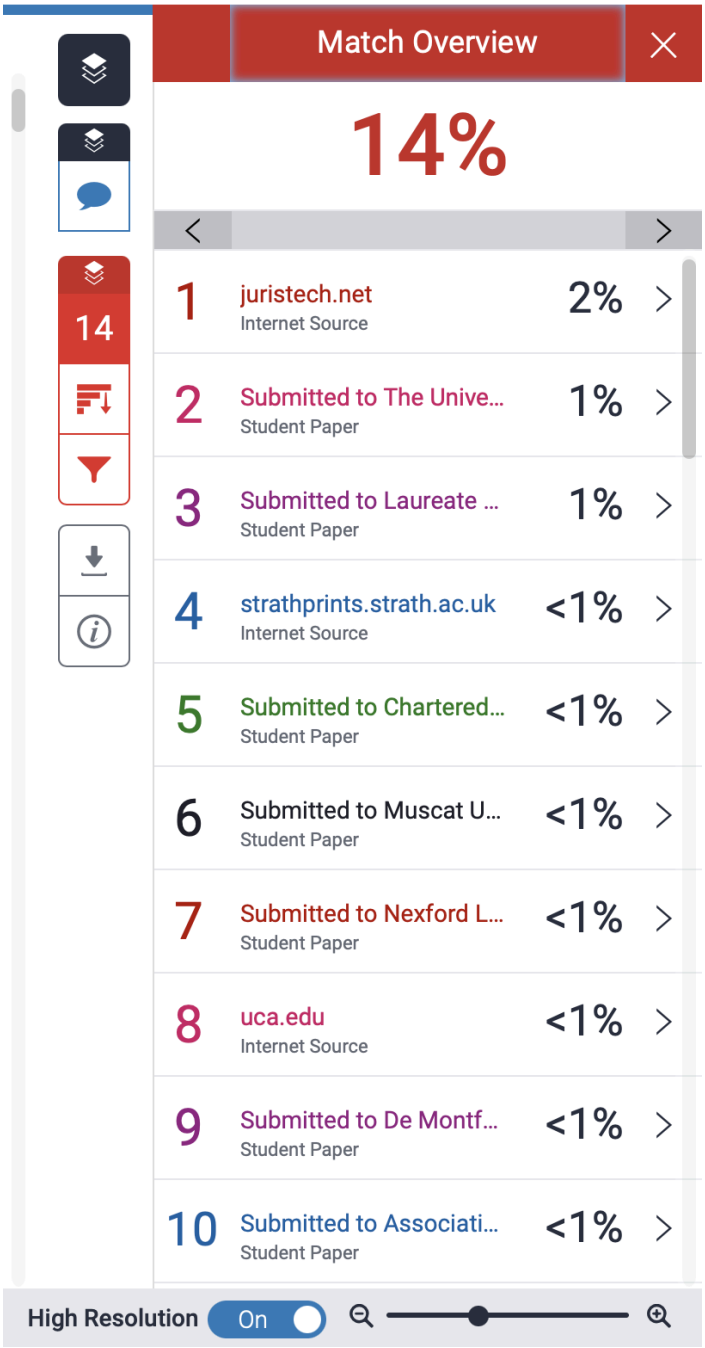
6.0 Appendices