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University of Wales

Trinity Saint David

Module Code: LCMB7023

Module Name: Human Capital Management

**Designing a Human Capital Architecture for Strategic
Renewal: Addressing Workforce Challenges at Helios
Urban Mobility**

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Date of Submission: 17th July 2026

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Introduction

Global organisations require effective human capital management to enhance employees' capabilities, foster innovation and engagement, which ultimately secures organisational success. Socialisation, effective job design and continuous capability development are strategic practices that can overcome workforce challenges to enhance organisational performance in technology driven organisations.

Hence, the report emphasizes Helios Urban Mobility (HUM), a European smart-transport start-up with weak organisational socialisation, low employee engagement and high staff turnover amongst talented graduates. It examines socialisation practices, innovative job design, and related management theories to analyse strategic human capital solutions for HUM. It also includes reflective analysis on the use of AI for decision-making and a plan for personal skills development for future employability.

TASK A: Socialisation, Identity & Business Activism

1. Traditional on-boarding vs. Strategic organisational socialisation

Dimensions	Traditional On-boarding	Strategic Socialisation	Organisational
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Purpose and Focus	Primarily focuses on administrative orientation, organisational policies, compliance requirements, contractual obligations, and immediate job responsibilities (Mitschelen and Kauffeld, 2025) The objective is to help employees complete mandatory procedures and become operational quickly.	Focuses on developing long-term organisational commitment by integrating employees into the firm's culture, values, social networks and strategic objectives (Yu <i>et al.</i>, 2025). It encourages employees to understand organisational purpose while strengthening collaboration, adaptability and identification with the organisation's mission and vision.
Process and Duration	Conducted over a short period, usually during the first few days or weeks of employment Learning activities are largely standardised, classroom-based and information-driven, with minimal follow-up once induction is completed.	Extends throughout the first six to twelve months using structured mentoring, coaching, job rotations, continuous learning, regular feedback sessions, and social interactions The process evolves alongside employee development and changing organisational needs.

Employee Development and Identity	Emphasises task execution and operational competence, ensuring employees understand their specific roles (Kuusisto, 2024) However, it provides limited opportunities to develop organisational identity, interpersonal relationships, or emotional attachment to the organisation.	Promotes working relationships amongst staff, awareness of organisational norms and values inculcation Exposure to leadership, mentorship and peer provides ongoing sense of belonging, psychological commitment and organisational identity.
Leadership and Organisational Support	It is the HR department's responsibility whilst line managers may have a limited role after induction. Any employee support turns into reactive, not proactive.	The support of HR, senior leaders, managers and seasoned mentors happens regularly, in the form of coaching, developmentally-led conversation, performance guidance and co-learning as a group (Süveges and Kurucz, 2024).

Table 1: Traditional on-boarding vs. Strategic organisational socialisation

(Source: Self-created)

Strategic organisational socialisation is appropriate for Helios Urban Mobility (HUM), which operates in a knowledge-intensive AI and smart mobility industry, with 450 employees across London, Berlin and Singapore. The human capital issues it currently faces include an average induction period of eight months, high attrition among top-performing graduates, and a low employee engagement rate of 54%. This indicates that the administrative on-boarding process has failed to integrate

employees into the collaborative framework and organisational culture. Harter (2024) has determined that organisations with engaged staff experience a 23% profit increase. However, a structured on-boarding programme can improve new-hire retention by up to 58% over a period of three years (Kosinski, 2023). Cross-location mentoring, AI-guided learning journeys, leadership coaching and shared innovation initiatives could boost the identity within HUM, facilitate knowledge sharing and enhance engagement.

Theoretical application

Van Maanen & Schein's Organisational Socialisation Theory

According to Van Maanen and Schein's Organisational Socialisation Theory, there are six tactics for facilitating newcomers' adjustment. These include collective versus individual, formal versus informal, sequential versus random, fixed versus variable, serial versus disjunctive, and investiture versus divestiture (Arras-Djabi *et al.*, 2025). Helios Urban Mobility (HUM) experiences a high attrition rate among graduate recruits after eight months and weak organisational integration, indicating the need for formal and collective socialisation practices. Having a set of four collective, formal, sequential, and investiture strategies would support organisational identification, role clarity, cultural integration, and would add to the human capital development of HUM in its international staff.

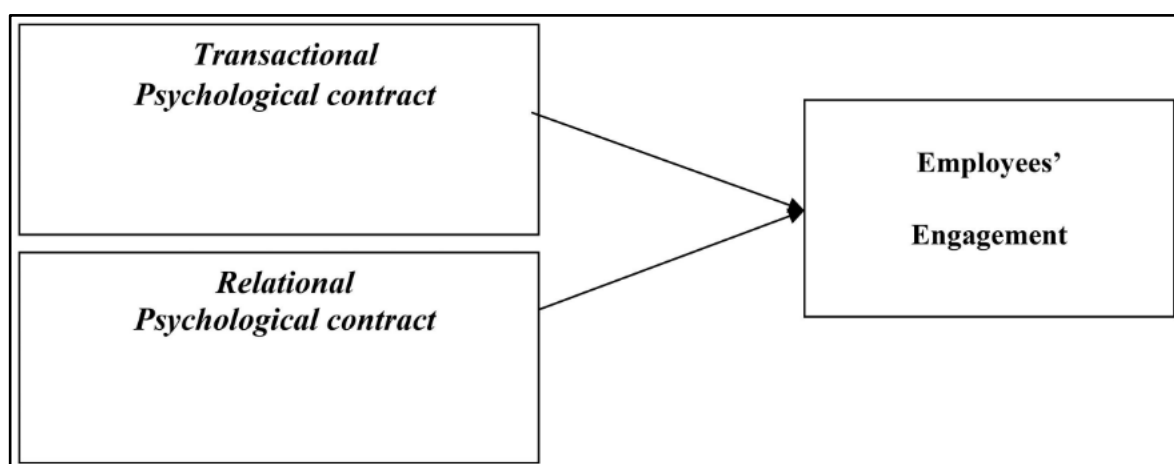


Figure 1: Psychological contract theory

(Source: Taken from Wonda *et al.*, 2024)

Psychological Contract Theory

According to Psychological Contract Theory (PCT), workers establish transactional and relational psychological contracts when they perceive there are obligations on both sides between them and their employers (Wonda *et al.*, 2024). The employee engagement score at HUM is assessed at 54%, indicating a breach of the psychological contract regarding expectations around career development, organisational support, mentoring, and recognition. This leads to lower affective commitment, organisational trust and discretionary behaviours, and higher intentions to leave. HUM can reinforce the relational psychological contract, strengthen perceived organizational support, and enhance employee commitment, knowledge sharing, and long-term retention of valuable human capital.

2. Structured socialisation framework for Helios

Stages	Key Socialisation Activities	Expected Human Capital Outcome
Pre-boarding (Before Day 1)	Send digital welcome pack, AI-enabled learning portal access, organisational values, role expectations, buddy assignment, and virtual introductions with global teams.	Reduces uncertainty, strengthens psychological readiness and early organisational commitment.

First 90 Days	Formal induction, cross-functional job rotation, mentoring, weekly manager check-ins, technical training, collaborative innovation projects, and structured feedback reviews.	Accelerates knowledge acquisition, improves role clarity, builds organisational identity and enhances collaboration.
Year One	Leadership coaching, continuous professional development (CPD), international project exposure, career planning, quarterly performance reviews, and succession development programmes.	Develops long-term human capital, increases engagement, improves retention, and prepares future innovation leaders.

Table 2: Structured socialisation framework for Helios

(Source: Self-created)

Effective communication and mentoring reduce uncertainty, creating a solid foundation for induction in the pre-boarding phase. During the first 90 days, a clear definition of roles and an organisational identity is created through addressing HUM's ramp-up period, structured mentoring, job rotation, and regular feedback.

Microsoft also introduced a solution titled “New Employee On-boarding”, which connects pre-boarding, buddy systems with continuous learning, while enhancing global team integration and collaboration (Microsoft, 2026). Similarly, the integration of continuous learning, leadership development, and international cooperation within HUM can make it more human capital with less dropouts among graduates and enhanced innovation capability.

3. Proposed mechanisms

Organisational identification

Helios Urban Mobility (HUM) should further strengthen identification by cross-border mentoring, innovation teams and increased leadership involvement with the HUM staff in London, Berlin and Singapore. Staff members should participate in AI-related activities and be seen as a contributor to sustainable urban mobility. Enhanced cultural values, employee recognition and sharing of knowledge would further foster a sense of belonging, emotional investment and employee commitment.

Ethical professionalism

To establish an AI ethics-infused culture, HUM will institute mandatory training on AI ethics, responsible innovation guidelines, transparent decision-making processes, and annual certification of ethics conducted by all employees. Governance of public sector AI-driven transport systems should ensure professional accountability, individual and data privacy and algorithmic fairness (Somanathan, 2024). Ethics ambassadors and confidential reporting mechanisms would be in place, encouraging good practice and enhancing employee, client and stakeholder trust.

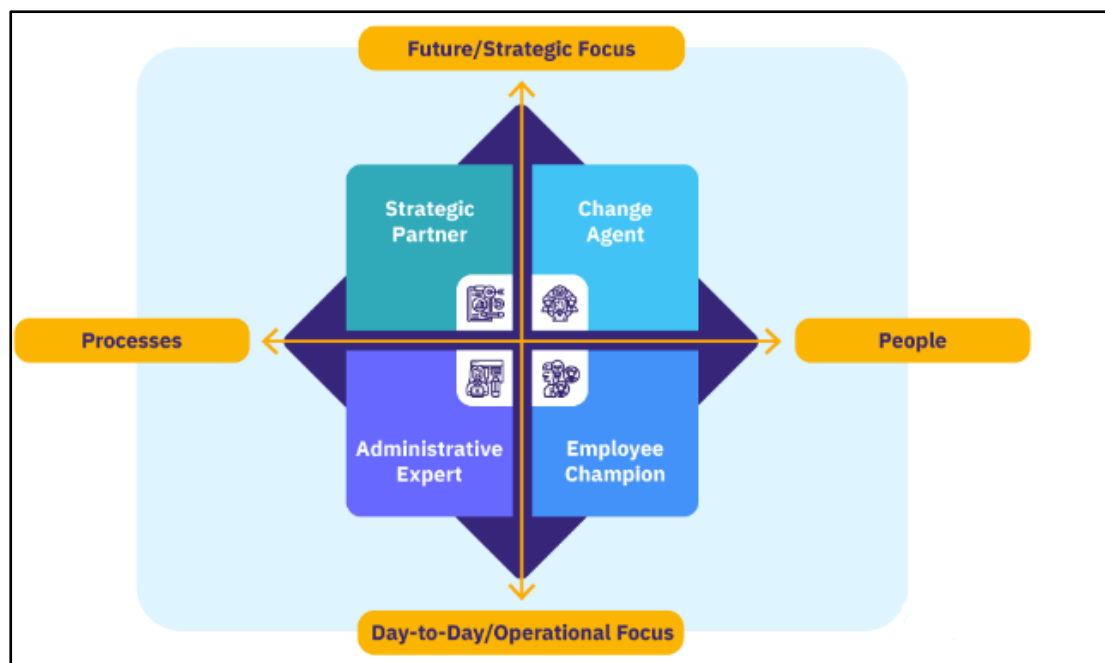


Figure 2: Ulrich's HR Business model

(Source: AIHR, 2026)

The “business activist” mindset

Based on Ulrich’s HR Business Partner evolution and stakeholder capitalism, HR must ensure that workers are strategic partners who generate value for customers, communities and the environment (Ginting *et al.*, 2023). Staff involvement is needed in sustainability innovation challenges, stakeholder engagement workshops, and ESG performance projects. Integrating organisational performance with social impact enables the development of a business activist mindset that leads to responsible innovation, value creation for stakeholders, and long-term organisational competitiveness by the human capital of HUM.

TASK B: Job Design

1. Job design strategy

Job design concept

Job Design is the systematic process of structuring jobs to define tasks, responsibilities, autonomy, skills, and work relationships to enhance employee performance, motivation, and organisational effectiveness. Effective job design aligns employees' capabilities with organisational goals while increasing employee engagement, productivity, and retention (Guo and Hou, 2022). Redesigning Jobs is critical for Helios Urban Mobility (HUM) because of its eight-month average ramp-up period, 54% employee engagement, and high attrition rate of high-potential graduates. Operating in an AI-enabled smart mobility market, HUM's staff must be trained to collaborate, innovate, learn continuously, and work in flexible, cross-functional jobs.

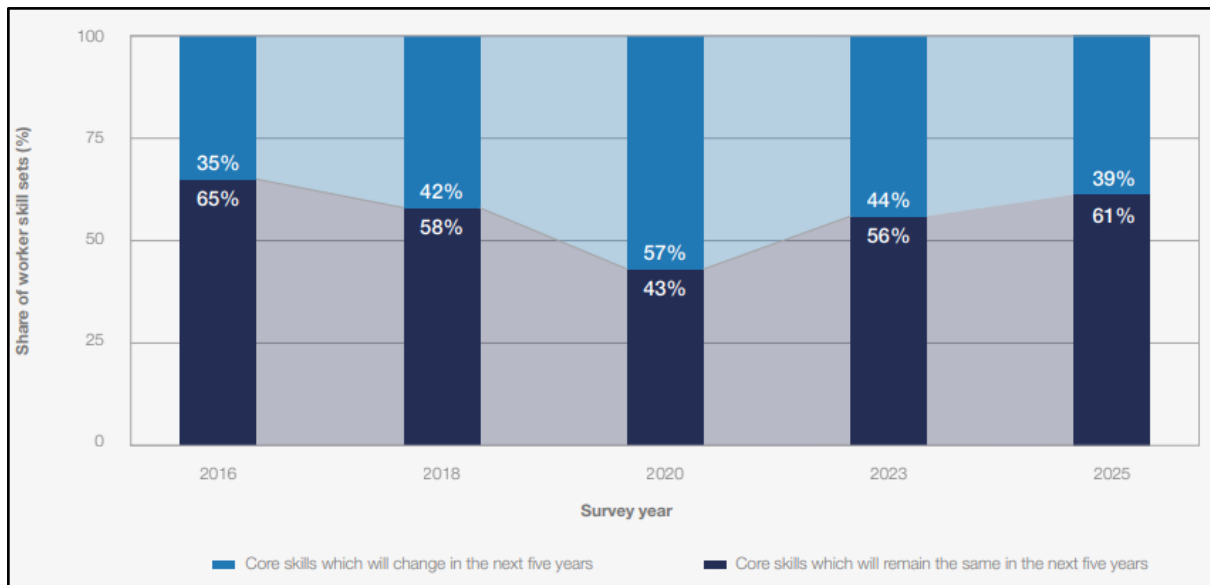


Figure 3: Projected core skills change by 2030

(Source: World Economic Forum, 2025)

The World Economic Forum’s Future of Jobs Report indicates that the core skills of 39% of workers are projected to change by 2030 (World Economic Forum, 2025). This reflects the increasing need for organisations to redesign jobs based on transferable competencies instead of specified activities. Thus, strategic job development will reinforce HUM’s human resources’ agility, competence development speed and sustainable innovation.

Strategy development

Job Design	Proposed Strategy for HUM	Expected Human Capital Outcome
Flexible Role Structure	Replace rigid job descriptions with outcome-based roles that allow employees to contribute across AI engineering, analytics, and smart-city solution projects	Enhances adaptability, innovation, and faster capability development

Cross-Functional Project Teams	Assign employees to multidisciplinary project squads involving engineering, data science, urban planning, and customer engagement across London, Berlin, and Singapore	Improves collaboration, knowledge sharing, and organisational learning
Skills-Based Career Framework	Introduce skill portfolios and internal talent marketplaces where project allocation depends on verified technical, analytical, and leadership competencies rather than job titles	Develops future-ready human capital and improves internal mobility.
Employee Job Crafting Opportunities	Allow employees to customise selected tasks, innovation projects, and learning pathways according to their strengths, career aspirations, and interests	Increases engagement, ownership, and retention of high-potential graduates.

Table 3: Job design strategy for HUM

(Source: Self-created)

Theory alignment

Role flexibility is also consistent with the ***Job Characteristics Model***, which involves a rise in skill variety, task identity, and autonomy (Cotič *et al.*, 2025). HUM staff members would work across the full project lifecycle, covering all stages of AI solution development and deployment. Increased decision-making autonomy also inspires intrinsic motivation, which can boost engagement beyond the current level. It

is especially useful in HUM's knowledge-driven environment, where innovation relies on employee creativity and collaborative problem-solving.

Cross functional project team and employee job crafting opportunities are indicators of **Job Crafting Theory**. This theory states that the worker is actively modifying the task boundaries, relational boundaries and cognitive boundaries to make the work more meaningful (Doden *et al.*, 2024). At HUM, graduates and professionals may be able to participate in further sustainability innovation projects, AI ethics projects, or international smart city projects. Task and relational crafting would stimulate organisational identification, alleviate task monotony, and alleviate graduate attrition by offering meaningful career experiences.

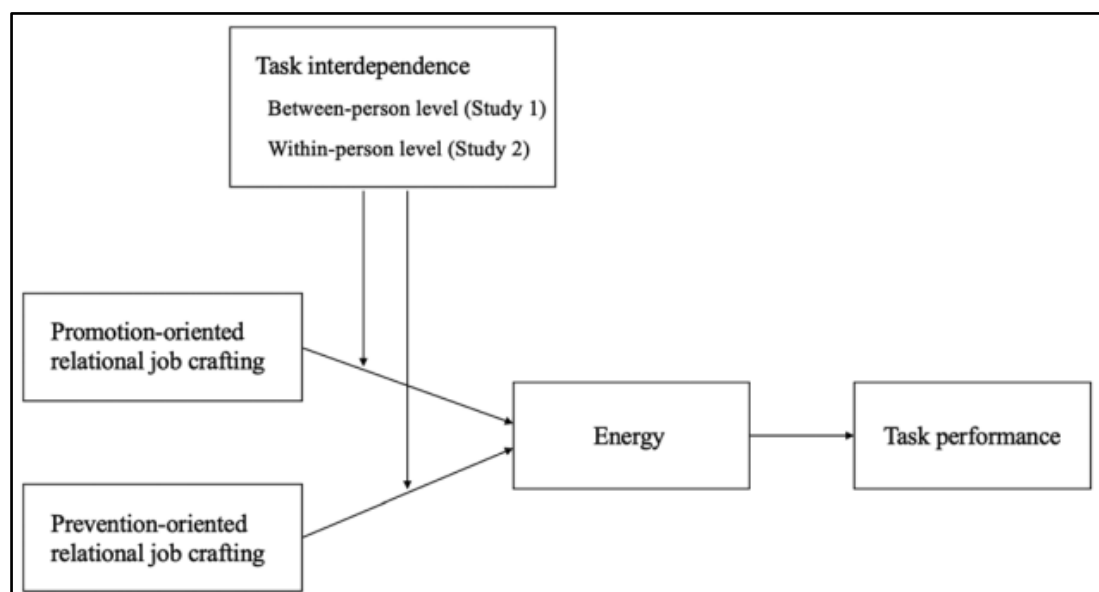


Figure 4: Job Crafting Theory

(Source: Taken from Doden *et al.*, 2024)

Skills-based career model and integration of Continuous learning are rooted in **Skills-Based Architecture**, which links talent management to capability expertise. Staff are deployed based on proven technical, digital, leadership, and innovation skills using an internal talent marketplace. Employee competencies are continuously updated through AI certifications, mentoring, quarterly capability reviews, or job rotations as technology evolves (da SILVA, 2025). With this architecture, HUM will be able to transfer talent to various projects and minimize the current project setup time of eight months.

2. Stimulating intrinsic motivation and supporting innovation

Intrinsic motivation is the internal drive to engage because it is interesting, enjoyable, and rewarding rather than the external reward of pay or promotion. Intrinsically motivated employees are more creative, committed to their work, knowledgeable, and persistent in tackling complex problems (Yesuf *et al.*, 2023). Innovation is promoted when employees are given opportunities to use a variety of abilities, have autonomy over their work, and can work collaboratively across areas to develop new concepts.

Helios Urban Mobility (HUM) has an average ramp-up time of eight months, which is directly tied to job design, low employee engagement, and high turnover amongst high-potential graduates. By introducing flexible role structures, staff may work across AI engineering, smart infrastructure analytics and client solution development, which makes the work more meaningful and a source of intrinsic motivation. Employees from London, Berlin, and Singapore work in cross-functional project teams to share knowledge, learn from each other, and apply unique skills, talents, and interests in solving problems to shape new mobility concepts.

In addition, job crafting opportunities allow employees to reshape desired tasks, innovation initiatives, and learning experiences based upon their strengths and career goals (Dhanpat, 2025). This creates higher psychological ownership, purpose and satisfaction, decreasing the risk of talent attrition in the organisation. The skills-based career framework also encourages employees, as it acknowledges and applies their proven skills instead of focusing on the hierarchy of job roles (Nair *et al.*, 2023). AI certifications, mentoring, and job rotations offer staff ongoing education, fostering trust and participation in the workplace.

TASK C: Reflective report

1. Using AI as a decision-support tool

Artificial Intelligence (AI) has emerged as a valuable decision-making support tool, capable of processing vast amounts of data, recognizing patterns, and providing insights much faster than traditional data analysis techniques. AI is not intended to replace human judgement; rather, it should complement it, especially in ethics,

uncertainty, creativity, and stakeholder decision-making (Rezaei *et al.*, 2025). A good leader needs to analyze and review AI-generated recommendations, rather than blindly following them.

I view AI as a valuable assistant that helps me make better and faster decisions, but I do not consider it the "final decision-maker". I will leverage AI for information retrieval, option comparison, risk identification, and data summarisation for handling large volumes. Using critical thinking skills, years of experience, and ethical awareness, I question whether the AI generated recommendations are appropriate for the specific corporate environment.

I understand that AI models can be biased, incomplete, and inaccurate as they rely on the quality of the data and algorithms used to train them. Thus, I will confirm information created by AI with reliable evidence, organisation policy and stakeholder viewpoints, before taking a decision.

2. Personal capability development plan

Capability Areas	Development Activities	Resources	Timeline	Expected Outcomes
Data Literacy	Complete courses in HR analytics, Power BI and Excel; practise analysing workforce datasets and interpreting HR dashboards through case studies.	LinkedIn Learning, Coursera, Microsoft Learn, Power BI	0-3 months	Develop the ability to interpret workforce data, support evidence-based decision-making, and improve analytical confidence.

AI Augmentation in HR	Learn to use AI-powered HR tools for recruitment, workforce planning, performance management and predictive analytics while understanding AI ethics and governance.	Microsoft Copilot, ChatGPT, SAP SuccessFactors Learning, CIPD resources	3-6 months	Enhance the capability to use AI responsibly as a decision-support tool without replacing critical human judgement.
Strategic Influencing Skills	Participate in leadership workshops, presentation training, stakeholder negotiation simulations, and cross-functional project teams while seeking regular feedback from mentors.	Harvard Online, Toastmasters, professional mentors	6-9 months	Improve communication, negotiation, and strategic influence to lead organisational change and collaborate effectively with diverse stakeholders.

Global Mobility Awareness	Study international HRM, employment legislation, cultural intelligence and global talent management while engaging in virtual international collaborations and industry webinars.	CIPD, SHRM, Coursera, global HR webinars	9-12 months	Strengthen cross-cultural competence, global HR knowledge and readiness to manage diverse international workforces in multinational organisations.
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Table 4: Personal capability development plan

(Source: Self-created)

Conclusion

Lastly, strategic human capital management is depicted as a solution to the employee related problems of Helios Urban Mobility. The results show that structured organisational socialisation, novel job design, and ongoing implementation of knowledge sharing and innovation can enhance employee engagement, organisational identification, and retention.

Knowledge of relevant theories lies the foundation of building sustainable Human capital practices for satisfying organizational goals. Moreover, the reflective aspect emphasizes the proper use of AI alongside human discretion and emphasizes continuous professional development. These recommendations establish a roadmap for building a productive, future ready, and effective work force for HUM.

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