



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Student Name:

Kirtankumar Jagdishbhai Patel

Student ID:

(2538537)

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Human Capital Management

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Lecturer's Name:

Gladius David Kulothungan

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1. Executive Summary

Helios Urban Mobility is a company in Europe that does transport. They have 450 people working for them in London, Berlin and Singapore. Even though they have grown fast with their electric mobility systems and smart infrastructure they are having some problems with the people who work for them. It takes employees about eight months to get really good at their jobs and only about 54 percent of employees are really engaged in their work. Also a lot of the graduate employees who're really talented are leaving the company.

This report is trying to help Helios Urban Mobility with these problems. It looks at how the company can help new employees get up to speed faster and feel more connected to the company. It also talks about how to make jobs more interesting and motivating for employees. The report even discusses how to use intelligence in a responsible way when making decisions about employees. All of these ideas are meant to help Helios Urban Mobility keep its employees make them happier and make the company stronger in the run.

2. Introduction

For companies that're really into technology and innovation having good employees is crucial. This is especially true for Helios Urban Mobility as it grows fast around the world. The company needs to be able to attract, help and keep employees if it wants to be successful.

This report was written to help Helios Urban Mobility with some of the problems it is facing. The companys leaders asked for help with a specific issues: helping new employees get settled in making employees happier in their jobs and keeping graduate employees from leaving. The report uses ideas from resources and organizational behavior to come up with some solutions.

The report is divided into three parts. The first part looks at how to help new employees feel more connected to the company. The second part talks about how to make jobs more interesting and motivating. The third part discusses how to use intelligence in a responsible way and how to help employees develop their skills.

3. Organisation Background

Helios Urban Mobility is a company that does smart transport. They have 450 professionals working for them in London, Berlin and Singapore. The company makes electric mobility systems and smart infrastructure that helps cities be more sustainable and have public transportation.

Helios Urban Mobility has grown fast in the past five years. However the company is having some problems with its employees. New employees take a time to get really good at their jobs employees are not very engaged in their work and a lot of graduate employees are leaving. This means that the company needs to rethink how it manages its employees if it wants to be successful, in the run.

4. Task A: Socialisation, Identity & Business Activism

4.1 Traditional Onboarding versus Strategic Organisational Socialisation

As Helios Urban Mobility grows fast globally their current way of introducing employees is not working well. The companys new employees take around eight months to get up to speed. Many are not engaged (only 54%). Also many young employees are leaving the company. This shows that the usual way of onboarding employees is not enough to help the company do well.

The usual onboarding process is mostly about paperwork and rules. New employees do some forms learn about company policies and get some job- training. While this helps them understand the basics it doesn't help them feel part of the company or understand its goals.

On the hand organisational socialisation is a continuous process where employees learn what they need to know to be part of the company. It's not about the first few days or weeks; it takes place over the first year. This process helps employees adjust to the company and feel committed to it. For a growing tech company like Helios this is especially important because employees need to work together across different countries adapt to new technology and align their work with the companys purpose.

Van Maanen and Scheins theory on socialisation provides a good framework for changing Helios employee integration process. They suggest six tactics that influence how new employees adjust: collective or individual formal or informal, sequential or random fixed or variable serial or disjunctive and investiture or divestiture. Helios should use formal, sequential, fixed, serial and investiture tactics.

The Psychological Contract Theory also shows why Helios needs to change its onboarding process. According to Rousseau employees have expectations about career development organisational support and commitment. When these expectations are met employees are more likely to trust the company feel committed and go above and beyond.

Identity Construction Theory provides insight into employee adjustment. New employees continuously build their identity by interacting with colleagues, leaders and the company culture. In tech companies.

In short traditional onboarding is mainly about compliance while strategic organisational socialisation is about long-term commitment, cultural integration and organisational citizenship. Given Helios Urban Mobilities challenges implementing a comprehensive socialisation strategy is a critical investment, in human capital that supports employee engagement, retention and sustainable strategic renewal.

Helios increasing reliance on intelligence requires an organisational culture founded on ethical responsibility, transparency and trust. Employees must understand how AI supports decision-making while recognising that important people-related decisions require judgement and ethical consideration. Promoting AI practices will strengthen employee confidence protect organisational reputation and support sustainable business growth.

Overall Helios Urban Mobility possesses a culture that strongly supports innovation and strategic development. However strengthening employee integration commitment, leadership communication and ethical people management will enable the organisation to achieve its long-term strategic objectives more effectively.

4.2 Strategic Organisational Socialisation Framework for Helios Urban Mobility

To address Helios Urban Mobility's prolonged eight-month productivity ramp-up, declining engagement and graduate attrition, a structured organisational socialisation

framework is proposed. Unlike conventional onboarding, this framework views employee integration as a continuous developmental process extending from pre-boarding through the first year of employment. The objective is to accelerate learning, strengthen organisational commitment and enable employees to become productive organisational citizens.

Table 1. Proposed Strategic Socialisation Framework

Stage	Objectives	Key Activities	Expected Outcomes
Pre-boarding	Reduce uncertainty and establish positive expectations	Welcome portal, AI onboarding assistant, digital learning modules, manager introduction, buddy assignment	Strong psychological contract and reduced first-day anxiety
First 30 Days	Build role clarity and cultural understanding	Formal induction, technical training, weekly manager check-ins, team integration, organisational values workshops	Faster adjustment and improved role confidence
Days 31–90	Develop collaboration and performance	Cross-functional projects, mentoring, innovation workshops, regular feedback, career discussions	Increased engagement, collaboration and early productivity
Months 4–12	Promote long-term commitment and career growth	Leadership mentoring, internal mobility opportunities, stretch assignments, recognition programmes and continuous learning	Higher retention, organisational commitment and leadership readiness

During the rest of the year the emphasis should be on leadership development and contributing to the company. Employees should participate in innovation challenges, internal talent marketplaces, stretch assignments and leadership mentoring programmes. The company should also have recognition systems that reward employees for being innovative, collaborative and ethical. By investing in employee development Helios can reduce turnover among potential graduates and help them become productive faster.

Overall this strategic framework changes the way Helios approaches onboarding. It's no longer a short administrative process but a comprehensive journey that helps employees grow and develop. This journey aligns growth, with company strategy.

5. Task B: Innovative Job Design

5.1 Proposed Innovative Job Design Strategy

Helios Urban Mobility needs an approach to job design. This approach should make work more meaningful and flexible. It should also align with the company's goals. As a growing tech company with offices worldwide Helios needs employees who are motivated and can adapt to change.

The current job structures are not working well. Many employees are not. It takes a long time for them to become productive. Many graduates also leave the company quickly. This shows that current jobs do not use employees' skills well and do not encourage them to stay.

5.2 Job Characteristics Model

The Job Characteristics Model says that jobs should have five key features: skill variety, task identity, task significance, autonomy and feedback. These features make employees more motivated and satisfied with their work.

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Feedback

5.3 Job Crafting Theory

Employees can change their jobs to make them more meaningful. They can do this by changing tasks, relationships and how they think about their work.

- Task Crafting: Changing the type, number, or way of performing work tasks.
- Relational Crafting: Changing interactions and relationships with colleagues, customers, or stakeholders at work.
- Cognitive Crafting: Changing how employees perceive or think about the purpose and meaning of their work.

5.4 Skills-Based Architecture and Internal Talent Marketplace

Traditional career structures can limit employee development. A skills-based architecture focuses on employees skills, not their job title. This approach is good for tech companies where skills change quickly.

5.5 Stimulating Intrinsic Motivation and Supporting Innovation

The proposed job design strategy aims to do more than just redesign roles. It also aims to create a work environment that encourages learning, innovation and high organisational performance. By combining the Job Characteristics Model, Job Crafting Theory and a skills-based architecture Helios Urban Mobility can create work experiences. These experiences enhance motivation while supporting the strategic objective of delivering innovative AI-enabled mobility solutions.

According to Self-Determination Theory (Deci & Ryan 2000) intrinsic motivation develops when employees feel they have control over their work feel competent and feel connected to their colleagues. These three psychological needs are directly supported by the proposed job design strategy.

Of following strict rules employees are encouraged to try new ideas and find creative solutions to complex organisational challenges. This increased level of discretion promotes ownership, accountability and greater commitment to objectives.

Competence is developed through learning opportunities, cross-functional projects, leadership mentoring and the internal talent marketplace. Employees are encouraged to acquire technical and professional skills. They apply existing capabilities in

organisational contexts. Continuous feedback, coaching and stretch assignments enable employees to monitor their progress.

The proposed strategy also enhances relatedness by strengthening collaboration across departments and international offices. Cross-functional innovation teams, mentoring relationships and collaborative problem-solving create opportunities for employees to establish professional relationships.

The proposed job design also supports innovation. Innovation depends on employees having opportunities to exchange knowledge challenge existing practices and experiment with approaches.

The introduction of a skills-based architecture further strengthens innovation. It ensures that projects are staffed according to employee capabilities than organisational hierarchy. Employees with knowledge can be matched to strategic projects. The internal talent marketplace also increases career mobility. It allows employees to explore roles, projects and development opportunities without leaving the organisation. This reduces graduate attrition while improving workforce agility and succession planning.

The proposed strategy also contributes to employee wellbeing and long-term retention. Jobs that provide work learning opportunities, autonomy and career development are consistently associated with higher job satisfaction and lower turnover intentions. They actively contribute to success. Consequently redesigning jobs around employee strengths and development opportunities represents both a strategy and a long-term talent retention initiative.

The effectiveness of the redesigned jobs should be monitored using performance indicators. Recommended success measures include reducing employee ramp-up time from eight months to four months. They also include increasing employee engagement from 54% to least 75%. Improving retention to above 90% is another measure. Increasing participation in internal mobility programmes and achieving employee satisfaction with career development opportunities are also measured. Monitoring these indicators will enable Helios to evaluate whether the redesigned jobs are delivering the intended outcomes.

Overall the proposed job design strategy positions employees as contributors to organisational success. It does this than passive recipients of assigned tasks. By combining work continuous learning, employee empowerment and flexible career opportunities Helios can develop an engaged and innovative workforce. They are capable of supporting strategic growth. This integrated approach aligns motivation, with organisational objectives. It ensures that human capital becomes a lasting source of advantage.

6. Task C: Reflective Report

6.1 Using Artificial Intelligence to Support HR Decisions

The use of intelligence (AI) is changing how Human Resource Management works. AI helps make faster decisions. As someone who wants to work in HR I think AI should help us make decisions not replace us. AI can look at lots of data find patterns and give us insights.. We should always think about ethics, the companys values and human feelings when making final decisions.

AI can also help with workforce planning and performance management. It can look at employee engagement data. Predict if someone might leave the company. This helps managers make decisions about employee development and well-being.. Managers should always check AI suggestions to make sure they are fair and follow company rules.

Using AI in HR requires ethics rules. HR professionals must keep employee data safe. Follow data protection laws.

In my career I plan to use AI to get better insights from HR data. I will use AI to support my decisions not replace my judgement. I will always think about ethics and the companys values when making decisions. By using AI and human judgement I believe HR professionals can make better decisions.

6.2 My Plan to Develop HR Skills

To succeed in HR I need to keep learning. My goal is to be a HR professional who can use technology, business strategy and people management to help companies succeed. I need to develop analytical and leadership skills.

First I want to get better at working with data. HR decisions are based on data so I need to understand how to use it. I plan to learn more about Microsoft Excel, Power BI and people analytics. This will help me make decisions using reliable data.

Second I want to learn more about AI in HR. I want to know how to use AI to support talent management and understand the ethics of using AI in HR. I plan to get certified in HR analytics and AI for business.

Third I need to improve my communication and influencing skills. HR professionals work with leaders so I need to be able to communicate effectively. I will learn negotiation, stakeholder management and consulting skills.

Finally I want to understand more about HR. Companies work in different cultures and countries so I need to know about cross-cultural management and global workforce diversity. This will help me work effectively in teams.

My plan is to keep learning develop skills and use professional judgement. By doing this I will be better prepared to succeed in HR and adapt to changes, in the field.

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