



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

Student Name : Ayushiben Maheshbhai Patel

Student Id : 2543059

Master of Business Administration (MBA)

Module Name : Human Capital Management

Module code : LCMB7023

Table of Contents

Introduction	3
TASK A: Socialisation, Identity and Business Activism	3
1.1 Traditional Onboarding versus Strategic Organisational Socialisation	3
1.2 Strategic Socialisation Framework for Helios Urban Mobility	5
1.3 Developing Organisational Identification, Ethical Professionalism and Business Activism	6
TASK B: Innovative Job Design Strategy for Helios Urban Mobility	7
2.1 Designing an Innovative Job Architecture.....	8
2.2 Proposed Integrated Job Design Framework	9
2.3 Stimulating Intrinsic Motivation and Innovation	10
TASK C: Reflective Report.....	11
3.1 Using AI as a Decision-Support Tool While Preserving Human Judgement.....	11
3.2 Personal Capability Development Plan.....	12
Conclusion	13
Reference	14

List of tables:

Table 1: Traditional Onboarding versus Strategic Organisational Socialisation	5
Table 2: Integrated Job Design Strategy for Helios Urban Mobility	9

List of figures:

Figure 1: Strategic Organisational Socialisation Framework for Helios Urban Mobility	6
Figure 2: Integrated Job Design Framework for Helios Urban Mobility	10

Introduction

It is against this backdrop that this report was prepared in reaction to the strategic human capital dilemma associated with Helios Urban Mobility (HUM) such as extended employee ramp-up, decrease in employee engagement and employee turnover among graduate talent. Based on the applicable human capital management theories and current HR practices, this report offers a strategic organisational socialisation framework and a job innovative job design strategy in order to boost employee commitment, motivation and organisational performance. The report ends with a personal reflection on how to use artificial intelligence (AI) responsibly in HR decision-making and a plan to develop a capability to facilitate future professional development (Vishwanath and Vaddepalli, 2023).

TASK A: Socialisation, Identity and Business Activism

HUM has seen a large international growth, growing at a rapid rate throughout London, Berlin and Singapore which has led to high human capital problems, with an average of eight months to onboard an employee, employee engagement is dropping, and graduate talent is leaving the company at a high rate. These issues demonstrate that the current onboarding program is not efficient to facilitate long-term integration and organisational commitment in the organisation. This part critically contrasts conventional onboarding with strategic organisational socialisation followed by a proposal of an architectural format of first year socialisation.

1.1 Traditional Onboarding versus Strategic Organisational Socialisation

Conventional onboarding is mainly concentrated on the administrative tasks like the organisational policies, documentation and role familiarisation (Godinho et al., 2023). Though, this method allows the employees to be operational in a short period of time, it tends to ignore psychological, cultural and relational aspects that affect the long-term organisational commitment.

Organisational socialisation on the other hand is a continuous process whereby workers learn the knowledge, behaviours and relationships essential to become

effective organisational members. Strategic socialisation does not terminate after orientation, but it extends across the entire first year, helping to form identity, as well as aid and keep together with cultural integration. This is especially relevant to those organisations whose main activities focus on knowledge e.g. Helios as trust, teamwork and purpose are crucial to innovation.

Van Maanen and Schein (1979) suggest that there are six socialisation tactics that influence organisational socialisation and determine how employees adjust (Galema et al., 2022). As much as the traditional onboarding accentuates formality and a gradual approach to induction to enhance uniformity, an investiture approach serves best at Helios since it not only respects the knowledge owners but also instils organisational values in them to foster creativity and innovativeness.

Psychological Contract Theory emphasises the need to meet the unwritten demands placed on organisational support, fairness in terms of career development and promotion of employees. Meeting these expectations leads to more organisational commitment by the employees and less turnover intentions. On the other hand, poor onboarding processes can lead to breach of psychological contracts, which can push up the levels of disengagement and turnover of graduates (Power, 2023). This psychological contract needs to be strengthened thus, to enable job retention in Helios.

Equally, Identity Construction Theory indicates that employees construct their professional self by interacting with the other employees, leaders and the organisational culture. Through strategic socialisation, employees perceive themselves as important organisational members and this reinforces the organisational identification, collaboration and discretionary effort. In the case of Helios, knowledge sharing can promote team spirit and participation of employees in its global activities.

Even though strategic organisational socialisation is more expensive than traditional onboarding, the benefits are over time more than the expenses. Helios can decrease productively damage-up schedule by substituting a transactional onboarding framework with a designed socialisation framework to enhance worker interaction and enhance retention of graduates and develop tenacious and innovative workers.

Table 1: Traditional Onboarding versus Strategic Organisational Socialisation

Traditional Onboarding	Strategic Organisational Socialisation	Implications for Helios
Administrative focus	Continuous integration	Faster productivity and engagement
Short-term orientation	Long-term commitment	Lower graduate attrition
Policy-driven	Identity-driven	Stronger organisational culture

1.2 Strategic Socialisation Framework for Helios Urban Mobility

To mitigate the issue of excessively long ramp-up period and a falling employee engagement at Helios, we suggest a methodological organisation socialisation system. The framework combines pre-boarding with the formation of abilities and identity with a continuity of employee experience.

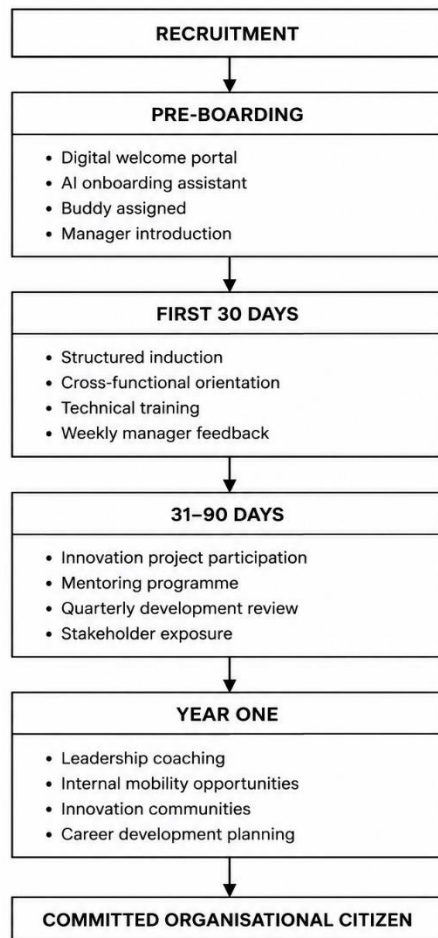


Figure 1: Strategic Organisational Socialisation Framework for Helios Urban Mobility

Source: Self-created

The framework addresses directly the three strategic issues in Helios. Pre-boarding stage minimizes confusion and makes the psychological contract prior to employment commencement. The initial ninety days hurries technical expertise and organisational adaptation by organised mentorship and ongoing feedback. The first year involving the employees will have innovation project and leadership development and cross-functional collaboration activities.

1.3 Developing Organisational Identification, Ethical Professionalism and Business Activism

In addition to integration of operations, Helios need to develop an active workforce that promotes organisational values and strategic goals. It is possible to enhance organisational identification through communication of an interesting organisational purpose involving sustainable urban mobility and responsible AI innovation. The sense

of belonging and exposure to emotional attachment with the organisation would be further enhanced through regular town hall meetings, cross border collaboration and employee recognition programme.

Professional ethics should be incorporated by including ethics training, responsible-AI governance workshops and organisational codes of conduct as mandatory (Petar Radanliev et al., 2024). Since Helios creates AI-based mobility systems on the public infrastructure, employees need to know about the ethical ramification of the algorithms, data privacy and sustainability. The inclusion of both ethical reflection and technical competence will contribute to more organisational credibility and trust by the stakeholders.

Helios must develop the business activist mindset suggested by Ulrich and Yeung making the HR and employees more of active participants of the value creation of an organisation and society than of operational participants. Business activists are aware of the expectations of their customers, challenges and environmental responsibility faced in the society and they balance the organisational decisions with the general stakeholder interests. One way in which Helios can foster this attitude is by involving the employees in smart city innovation projects, sustainability projects and community engagement programmes.

The suggested strategic system of socialisation in organisations changes the passive consumers of organisational information into active organisational citizens who embody the mission of Helios and illustrate ethical professionalism and act to promote sustainable innovation. Helios can cut down on ramp-up time, enhance employee engagement and retain high-potential talent by integrating organisational socialisation, psychological contract fulfilment and identity development into an organised first-year framework.

TASK B: Innovative Job Design Strategy for Helios Urban Mobility

The Helios Urban Mobility functions in a fast-changing smart mobility environment where innovation, constantly digital collaboration and lifelong education are the key factors that define organisational competitiveness. Those difficulties are evidence that the old job designs are no longer able to grant workers enough flexibility, autonomy or

development. Thus, Helios must rigorously utilise an integrated job design strategy comprising Job Characteristics Model and Job Crafting Theory, and a skills-based architecture with an internal talent marketplace (Piccoli, Grover and Rodriguez, 2024). In opposition to seeing jobs as standardised roles with fixed roles, this model places the employees as a growing contributor and continuously developing worker, whose skills grow and align with organisational requirements, and this method enhances motivation, innovation and workforce agility.

2.1 Designing an Innovative Job Architecture

The classical design of jobs is based on predetermined job descriptions and hierarchies which offer clarity in role and consistency in operations. In the case of a knowledge-intensive and especially AI-enabled mobility solutions-driven organisation like Helios Urban Mobility, inflexible job roles are not bound to achieve organisational success in the long-term. Thus, Helios ought to consider implementing a dynamic job structure, which emphasizes the skills of employees, teamwork and lifelong learning as opposed to fixed job goes.

This approach is based on the Job Characteristics Model (Hackman and Oldham), which explicates five essential job characteristics including skill variety, task identity, task significance, autonomy and feedback. These attributes enhance intrinsic motivation as it makes work meaningful and makes employees engage in organisational results responsibility. Thus, the Job Characteristics Model and Job Crafting Theory, as well as placing it in a Skills-Based Architecture, should be incorporated by Helios.

The Job Crafting Theory allows employees to actively alter their work, relationships and experiences to make them more engaged and purposeful (Randel, , Alves and Galvin, , 2024). Engineers, software developers and data analysts at Helios were able to undertake cross-functional innovation projects, work across offices worldwide and do considerably more than their official duties. Such a strategy reinforces ownership, creativity and on-going learning.

This strategy is complemented by Skills-Based Architecture, which considers the ability of employees and not the job titles. With the help of an AI-powered Internal Talent Marketplace, workers can be suggested innovation projects, mentorship opportunities, international assignments and development programmes, depending on

their skills. This flexible method enhances the agility of the workforce, facilitates career advancement and gives it a clear internal progression pathway, which reduces attrition of graduates and helps Helios to create a very nimble workforce.

Table 2: Integrated Job Design Strategy for Helios Urban Mobility

Framework	Strategic Application	Organisational Benefit
Job Characteristics Model	Enhance autonomy, skill variety and feedback	Higher motivation and engagement
Job Crafting Theory	Enable employees to shape their work	Greater creativity and ownership
Skills-Based Architecture	Focus on skills over job roles	Improved workforce agility
Internal Talent Marketplace	Match talent to projects and opportunities	Better retention and mobility

2.2 Proposed Integrated Job Design Framework

Helios needs to introduce a strategic job architecture that incorporates motivational job design and continuous capability development and internal mobility of talent.

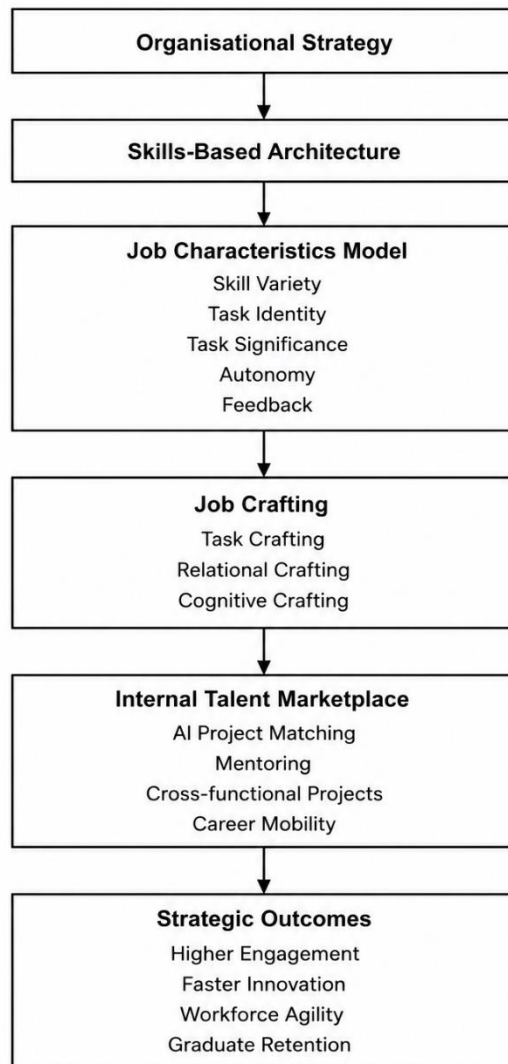


Figure 2: Integrated Job Design Framework for Helios Urban Mobility

Source: Self-created

2.3 Stimulating Intrinsic Motivation and Innovation

The offered job structure will boost intrinsic motivation through incorporating high sense of job design and employee autonomy, and lifelong ability building. The Job Characteristics Model suggests that the more the job includes skill variety, importance of the tasks, autonomy and frequent feedback, the more the employees feel that the job has more meaning and the greater their sense of responsibility to the organisations.

Job Crafting Theory also facilitates motivation, as the employees are encouraged to customize their work, their relations and learning experience. In Helios, workers were able to work in cross-functional projects, learn new technical skills and work with

others in overseas offices. This participative model fosters psychological ownership, enhances engagement and contributes to continued professional growth as well as improving employee wellbeing as they get more control over work-related duties.

The Internal Talent Marketplace (ITM) is a strategic business partner to this strategy as it gives employees clear opportunity to access mentoring programs, innovation projects, foreign assignments and career development (Niko Cajander and Reiman, 2024). Helios can minimise graduate turnover by allowing employees to learn to work in various roles within the organisation, in addition to improving organisational mobility and long-term career development.

The given strategy is also pro-innovative as it breaks the conventional functional lines and promotes collaboration among the software developer, AI engineers, transport specialists and data analysts. This multi-disciplinary will ease the knowledge exchange, innovative thinking and quicker thinking of novel mobility solutions.

Altogether, the integrated approach to job design redesigns conventional job roles to responsive, flexible, and capability-based occupations that boost employee motivation, workforce flexibility and organisational innovation. The integration of Job Characteristics Model, Job Crafting Theory, a Skills-Based Architecture with the assistance of Internal Talent Marketplace will provide Helios with an opportunity to enhance engagement and a robust talent retention approach and production of a workforce prepared to operate in the future with the potential to maintain a competitive advantage over the long term.

TASK C: Reflective Report

3.1 Using AI as a Decision-Support Tool While Preserving Human Judgement

The rising use of the artificial intelligence (AI) is changing the human resource management by enhancing workforce analytics, automating monotonous activities and enabling strategic decision-making (Sundari et al., 2024). Although AI may have a detrimental impact on human judgement, as an HR professional in the future, I feel that human judgement needs to be complemented but not superseded. Although it is true that AI is able to handle high data capacities and give valuable insights because

it is fast, ethical reasoning, organisational knowledge and understanding, as well as empathy are also the essential reasons when making important HR decisions that cannot be fully simulated by technology.

I will apply AI in workforce planning, analysis of employee engagement, recruitment screening and people analytics. AI could help the HR professionals to make more informed and proactive decisions by anticipating the workforce trends, and outlining the skills gaps and possible retention risks. Thus, critical comparisons between AI outputs and the organisational values, ethical principles and legal requirements will be made to make final decisions. This judicious stance will help me to embrace AI and at the same time maintain fairness, accountability and human centred decision-making.

3.2 Personal Capability Development Plan

In order to stay abreast with the changing HR profession, I have realised the need to engage in continuous professional development. In the coming three years, I will work to enhance four skills that are vital in strategic human capital management.

I will improve my data literacy through working on applied skills in people analytics, HR metrics and data visualisation. Such competencies will enhance my skills in making recommendations that are evidence-based and measuring HR performance.

I will enhance my expertise on AI augmentation in the HR field by learning how AI may assist in the recruitment, learning and workforce planning and also its ethical restraints (Venugopal et al., 2024). This will make me incorporate AI in organisational decision making in a responsible manner.

I will evolve my strategic influencing competencies by building up my leadership, stakeholder engagement and communication. These areas of strengthening will ensure that I can take part in strategic conversations with a lot of confidence and help in guiding the organisational change.

I will enhance my awareness of global mobility through cross-cultural communication skills development and expanding my knowledge of employment practices in other countries (Hanley, and Chankseliani, 2026). The knowledge will equip me to effectively work in multinational organisations and deal with multicultural workforces.

I think that the principles of lifelong learning, combined with responsible AI utilization, will enhance my professional skills and enable me to develop into an ethical, strategic and flexible HR specialist in a more and more technology-driven globalized setting.

Conclusion

This report shows that management of the human capital involves proper alignment of business strategic goals with people practices in organisations. The suggested organisational approach to socialisation and the integrated job design strategy are applicable to the problems faced by the Helios Urban Mobility as they enhance employee involvement, organisational commitment, innovativeness and talent retention. The reflective discourse emphasizes the need to strike the balance between AI-aided decision-making and critical human judgement as ongoing development of the professional skills is crucial. All these recommendations put Helios in the position of developing a robust, competent and future oriented work force that can ensure sustainable organisational performance only in the long term.

Reference

Galema, G., Duvivier, R., Pols, J., Jaarsma, D. and Wietasch, G. (2022). Learning the ropes: Strategies program directors use to facilitate organizational socialization of newcomer residents, a qualitative study. *BMC Medical Education*, [online] 22(1). Available at: <https://link.springer.com/content/pdf/10.1186/s12909-022-03315-9.pdf>.

Godinho, T., Reis, I.P., Carvalho, R. and Martinho, F. (2023). Onboarding Handbook: An Indispensable Tool for Onboarding Processes. *Administrative Sciences*, [online] 13(3). Available at: <https://www.mdpi.com/2076-3387/13/3/79>.

Hanley, , N. and Chankseliani, M. (2026). Intercultural competence beyond international student mobility: Insights from a global study. *Journal of Studies in International Education*. [online] Available at: <https://journals.sagepub.com/doi/abs/10.1177/10283153251364515>.

Niko Cajander and Reiman, A. (2024). Exploring Talent Management Practices and Corporate Social Responsibility in Finnish Companies. *Employee responsibilities and rights journal*. [online] Available at: <https://link.springer.com/content/pdf/10.1007/s10672-024-09502-8.pdf>.

Petar Radanliev, Santos, O., Alistair Brandon-Jones and Joinson, A. (2024). Ethics and responsible AI deployment. *Frontiers in artificial intelligence*, [online] 7. Available at: <https://www.frontiersin.org/journals/artificial-intelligence/articles/10.3389/frai.2024.1377011/full>.

Piccoli , G., Grover, V. and Rodriguez, J. (2024). Digital transformation requires digital resource primacy. *The Journal of Strategic Information Systems*. [online] Available at: <https://www.sciencedirect.com/science/article/pii/S0963868724000179>.

Power, D. (2023). *Human Resources Onboarding Strategies Influence on Psychological Contract Fulfillment, Trust, and Commitment for Contingent Workers - ProQuest*. [online] Proquest.com. Available at: <https://search.proquest.com/openview/aff4285641492f7278b78d4866ef2e3b/1?pq-origsite=gscholar&cbl=18750&diss=y>.

Randel, , A., Alves, T. and Galvin, , B. (2024). Job crafting to ensure a balance between focus and connection. [online] Available at: <https://iaap-journals.onlinelibrary.wiley.com/doi/abs/10.1111/apps.12480>.

Sundari, S., Silalahi, V.A.J.M., Wardani, F.P., Siahaan, R.S., Sacha, S., Krismayanti, Y. and Anjarsari, N. (2024). Artificial Intelligence (AI) and Automation in Human Resources : Shifting the Focus from Routine Tasks to Strategic Initiatives for Improved Employee Engagement. *East Asian Journal of Multidisciplinary Research*, [online] 3(10), pp.4983–4996. Available at: <https://pdfs.semanticscholar.org/2f86/e2f2cbebcab320997e40c8601d7079d470ee.pdf>.

Venugopal, M., Madhavan, V., Prasad, R. and Raman, R. (2024). Transformative AI in human resource management: Enhancing workforce planning with topic modeling. *Cogent Business & Management*, [online] 11(1). Available at: <https://www.tandfonline.com/doi/abs/10.1080/23311975.2024.2432550>.

Vishwanath, B. and Vaddepalli, S. (2023). The Future of Work: Implications of Artificial Intelligence on Hr Practices. *Tuijin Jishu/Journal of Propulsion Technology*, [online] 44(3), pp.1711–1724. Available at: https://www.researchgate.net/profile/Surendar-Vaddepalli/publication/376186700_The_Future_of_Work_Implications_of_Artificial_Intelligence_on_Hr_Practices/links/659ab3646f6e450f19d45d60/The-Future-of-Work-Implications-of-Artificial-Intelligence-on-Hr-Practices.pdf.