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Module name: Human Capital Management

Module code: LCMB7023_LON

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March 2026

**Re-Engineering Performance and Job Design: An Integrated Human Capital Strategy for
Aether Innovations**

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Executive summary:

The current report is an integrated Human Capital strategy to Aether Innovations, an expanding technological firm that is slow in growth, has a high rate of staff turnover, and is losing its clientele base. The report concentrates in re-engineering performance management and job design in order to enhance employee engagement and organisational performance. It first looks at the present performance appraisal methods and job design techniques that are prevalent in technology firms. An innovative performance management approach is then suggested that merges the Objectives and Key Results (OKRs), the 360-degree feedback and the continuous performance discussions to facilitate the growth of employees and aligning their goals. Also, job analysis, job description, and job specification are formulated on six major leadership positions based on the Job Characteristics Model to increase the degree of autonomy, use of skills, and creativity. A combination of these strategies will help create a performance-oriented culture that enhances the growth of the organisation and its sustainability.

Part 1:

1. Re-Engineering Performance & Job Design

1.1 Current Practices in Performance Appraisal and Job Design in Technology Companies

The performance appraisal systems in the technology firms have developed much in the last 10 years. In old times, organisations used the annual performance reviews where managers compared the employees with the set objectives and competencies (Anorue et al., 2023). These systems were common being hierarchical and not aimed at driving forward but on gauging the past performance. Although these were useful in bringing structure, they were often criticised as being sluggish, bureaucratic and not in touch with the rapid configuration of the technology sector (Garengo et al., 2022).

In most of the conventional appraisal systems, the feedback is received once or twice annually. This slow turnaround feedback mechanism does not allow the employees to modify their behaviour or enhance their performance in the moment. Moreover, manager only appraisals are prone to bias and are not designed to recognize collaborative efforts that are prevalent in technology teams (Knies et al., 2024). Consequently, workers will feel underrated, disinterested, or lack clear understanding of the career advancement opportunities.

In order to curb these constraints, the mainstream technology firms have turned to more agile performance management in a way that is increasingly gaining popularity. Such systems focus on unremitting feedback, goal-setting frequency, and individual alignment in the strategy of an organisation (Bandera, 2022). Rather than entirely concentrating on assessment, performance management nowadays is concentrating on development, coaching, and collaboration.

Equally, job design in the technology organisations has changed. The conventional job design was characterised by narrow ranges of jobs where workers only undertook special jobs and had limited autonomy. Although this structure might make things more efficient in certain settings, this might inhibit creativity and innovation as well. Problem solving and experimentation need to be in place in technology-driven settings and in such an environment, rigid job descriptions may inhibit motivation among the staff and organisational flexibility (Khalid Salaudin et al., 2022).

The contemporary organisations are thus more concerned with enhanced job design in which employees have more freedom, increased skills range and significant tasks (Katz et al., 2023). Among the most powerful theories governing such practices, the Job Characteristics Model created by Hackman and Oldham should be mentioned. Under this model, five main job characteristics are mentioned which add up to motivate employees, these are skill variety, task identity, task significance, autonomy, and feedback. Jobs with such attributes have higher chances of facilitating engagement, creativity and increased performance (Dulloo, 2024).

Since an organisation like Aether Innovations is growing, it is important to embrace modern performance appraisal and job designs to help the organisation overcome the current performance challenges of declining growth, high turnover rate, and customer dissatisfaction.

1.2 A Modern Growth-Focused Performance Appraisal System

As part of reviving engagement and transforming the organisation performance, Aether Innovations must adopt a current-day performance management system that integrates Objectives and Key Results (OKRs) in addition to 360-degree feedback and unshipping performance discussions.

Goals and Key Results (OKRs) offer an organized and yet adaptable model that bears out the organizational strategy and employee aspirations. In this method, workers and managers work together to establish few goals that are ambitious which are used to explain what the organisation wants to attain. The objectives come with the quantifiable key results that serve as the indicators of the progress and success. An example would be a product development team having a goal of improving the customer experience, key outputs would be to improve the usability rating or to have fewer customer complaints (Dutta et al., 2024). It is a system that promotes transparency since, in most instances, the objectives may be seen in different teams and enable employees to see how their efforts benefit the organisational objectives.

Besides alignment of goals, the 360-degree feedback system should also be introduced within the organisation. Contrary to the traditional system where all evaluations are based on managerial assessment of employees, this system gathers their feedback in a wide range of responses that include supervisors, co-workers, subordinates and self-appraisal. This multi-source feedback is a better reflection of employee performance due to the fact that technology companies are linked to

collaboration and teamwork. It also emphasizes human relations and leadership abilities which might not be reflected in the conventional top-down review (Bandera, 2022).

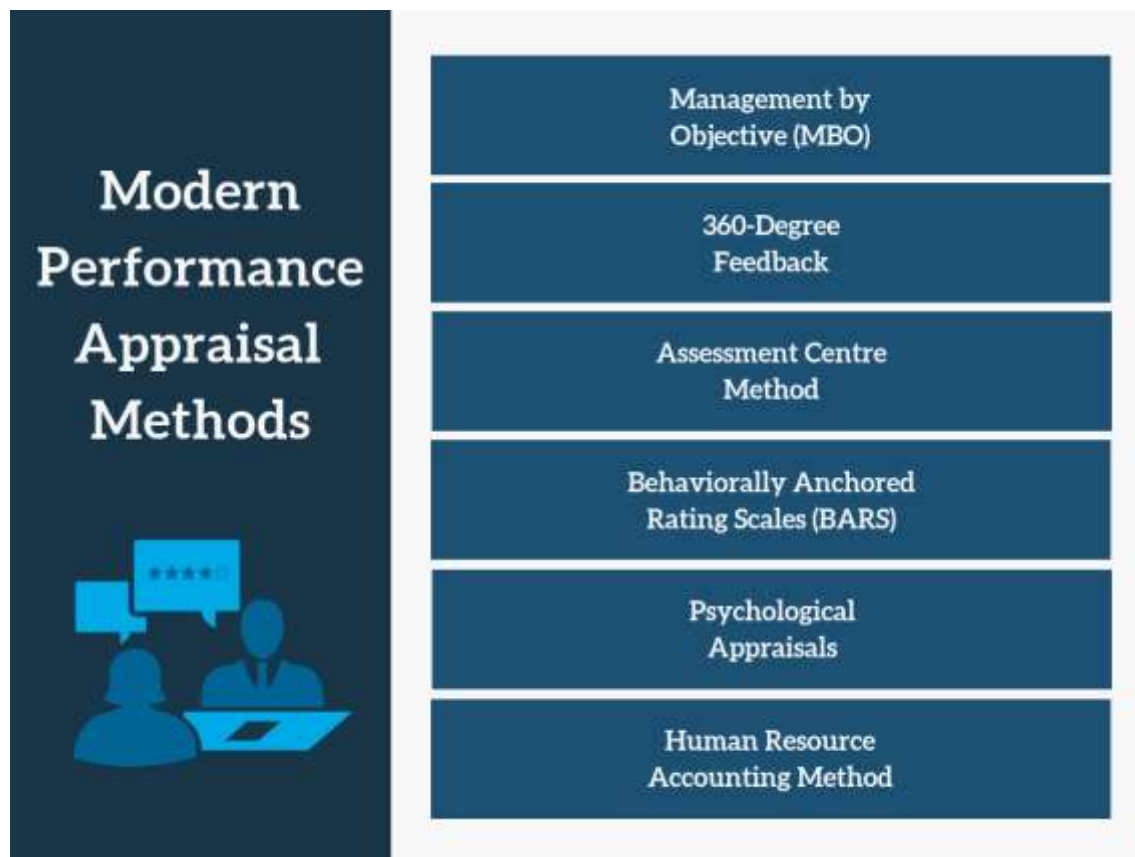


Fig 1: Modern Performance Appraisal methods

The continuous performance conversations are another vital element of the modern system. To review how employees are performing annually, managers are supposed to perform frequent visits to employees and communicate with them on the area of development, challenges faced, and their progress (Meng et al., 2022). Such discussions promote learning and improvement, as opposed to just evaluation. They build the rapport between managers and the staff members as well and foster the environment where the feedback is considered as a supportive tool as opposed to a punitive one.

Combined, OKRs, 360-degree feedback and constant conversations form a growth-oriented performance system that promotes accountability, teamwork, and continuous growth.

1.3 Job Analysis and Design for Key Leadership Roles

Job analysis is the start of effective job design as it determines tasks, responsibilities, and competencies of the particular positions (Liu et al., 2023). In the case of Aether Innovations, there are six leadership roles that are vital in ensuring the success of the organisation: Chief Executive Officer (CEO), Chief Financial Officer (CFO), Chief Technology Officer (CTO), Chief Innovation Officer (CIO), HR Director, and Head of Research and Development (R&D).

Chief Executive Officer (CEO): The Chief Executive Officer will set the strategic course of the firm and guarantee its long-term development. The job entails defining vision of organisation, establishing the relationship with the stakeholders, and encouraging innovation culture. The candidate must have excellent leadership skills, strategic thinking skill and have a lot of experience in the technology industry. Maximum independence and decision-making process ensure that the CEO is able to act immediately in response to the market change and lead the company (Mostafa and Jaafar, 2024).

Chief Financial Officer (CFO): The Chief Financial Officer is in charge of the financial strategy of the organisation and also makes sure that the organisation is financially sustainable. Such responsibilities are financial planning, budgeting, risk management and strategic investment support. The position would need good analytical skills, professional financial qualification, and balance of innovation as well as financial discipline (Shu et al., 2023).

Chief Technology Officer (CTO): The Chief Technology Officer is in charge of the technological advancement in the company and the engineering units. The CTO stipulates the strategy of technology, product architecture, and assesses new technologies. It is a highly technical and leadership-based role with the need to deal with both complicated development projects. A high level of skill variety and autonomy encourages technological experimentation and invention (Khalid Salaudin et al., 2022).

Chief Innovation Officer (CIO): Chief Innovation Officer pays attention to discovering new opportunities and encouraging innovative thinking within the organisation. The roles will involve operating innovation programs, foster intrapreneurship, and mobilizing cross-functional teams to come up with new ideas. The position will need creativity, entrepreneurial thinking and teamwork abilities (Haid et al., 2024).

HR Director: HR Director is the person responsible in control of human capital strategy in the organisation. This involves the establishment of talent management systems, facilitation of the employees, and facilitation of an inclusive organisational culture. The position should have good interpersonal skills, experience in HR management and alignment ability of people strategies with business goals (Kandpal et al., 2023).

Head of Research and Development: The Head of Research and Development is the final position that would manage research efforts that would facilitate the product and technology development as well. The job would entail research team management, technology discovery, engineering and product development work. The candidates are expected to have good technical skills, creativity, and leadership skills (Wirastuti et al., 2024).

The roles must be modeled using the Job Characteristics Model in order to achieve maximum autonomy, skill variety, and meaningful work. Giving leaders a leeway to develop strategic decisions promotes innovation and accountability and constant improvement is guaranteed through the implementation of a clear feedback system. Skilled based job design also enables the employees to exercise various competencies instead of being confined to performing limited tasks (Anorue et al., 2023).

1.4 Creating a Performance-Driven Culture

The best performance appraisal systems and job design frameworks are those that are combined. In Aether Innovations, modern performance management with the enriched job design is possible to establish a powerful performance-driven culture.

The OKR system makes sure that the whole staff is well aware of the organisational goals and of the way their personal input contributes to corporate goals. Employees will feel more responsible and encouraged when they participate in the process of goals setting and get frequent feedback on their performance (Garengo et al., 2022).

Simultaneously, good jobs allow employees the freedom and ability to make use of their skills to accomplish these targets. Where people are entrusted with making decisions, experimenting with new concepts and using their experience, there are higher chances that they come up with new solutions that enhance the performance of organisations.

Ongoing feedback also enhances this relationship since employees should be guided and rewarded to motivate them to work harder. This combined strategy promotes a cooperative, open, and learning atmosphere at the organisational level (Bandera, 2022).



Fig 2: How to create a high-Performance Culture at work

Finally, a synergy between a new performance appraisal system and an efficient job design will enable Aether Innovations to develop a workplace in which employees would be willing to give their best. This climate effectively enhances employee engagement as well as promoting innovation, customer satisfaction, and long-term organisational growth.

Part 2:

2. Reflection

2.1 Reflection on Learning Journey Using Gibbs' Reflective Cycle

2.1.1 Description

During this module, I was able to learn more about the strategic significance of Human Resource Management (HRM) in contemporary organisations. Some of the main themes that were covered by the module include performance management, job design, organisational culture, leadership development, and employee engagement. The first thing that I knew about HR in the past concerned hiring and administrative duties. Yet, as the module advanced, I understood that the role of HR in determining the success of organisations and motivating employees as well as innovating is much more strategic.

Lectures, case studies, discussions, and assignments were part of the learning activities that aimed at understanding how organisations can focus people strategies in line with business objectives. The ideas of the Job Characteristics Model, performance management systems and leadership development emphasized the role of effective HR practices in enhancing the performance of the employees and the organisational results. The concepts have given me a better understanding of how organisations can achieve or foster work environments that foster creativity, learning and continuous improvement.

2.1.2 Feelings

At the start of the module, I was confused on how HR theories can be practiced in actual organisational contexts. A good number of concepts felt abstract and I could not grasp how they were applicable at the first instance. Nonetheless, my attitude changed over time as I went through the course material and case studies. I started to realize how HR structures would offer viable solutions to organisational issues like among employees like lack of engagement, high turnover and low innovation.

I also became more interested in the way the HR strategies shape the organisational culture. The knowledge about the design of jobs offered by companies, the process of talent development and performance management enabled me to identify the significance of providing the workplace with

a positive environment where employees can feel appreciated and encouraged. The understanding saw me appreciate further the importance of the strategic role that the HR professionals play in organisations.

2.1.3 Evaluation

A key lesson that I found quite helpful during this module was the role played by the integrated HR practices in organisational success. The module showed that the role of the HR should not be to purely carry out the responsibilities of recruitment, training, performance management, and job design without realizing that they are not functioning in a vacuum but within the context of the organisational strategy.

As an example, performance management emphasized the necessity of constant feedback and employee improvement instead of using the old forms of annual evaluations of the performance. On the same note, the Job Characteristics Model demonstrated that employee motivation and engagement can be encouraged dramatically when their jobs are structured to give them autonomy, skill variety and meaningful work (Khalid Salaudin et al., 2022).

These lessons made me appreciate the fact that organisations that value employee development and empowerment are better placed to record greater innovative rates and performance.

2.1.4 Analysis

Considering my learning experience, I understood that it is impossible to build the culture of innovation without engaging in constant learning and self-improvement. The module highlighted that employees should have a chance to acquire new skills and increase their capabilities to ensure they are competitive in the ever-changing industries.

Personally, it would involve having a growth mindset and making efforts to learn. The professional training, mentorship, and constant improvement of skills through Learning and Development (L&D) strategies could be a valuable contribution to innovation (Bandera, 2022). This is through constant renewal of my knowledge base and skill set, whereby I will be able to be more flexible, and well equipped to confront future challenges.

Collaboration and sharing of knowledge are another key learning that I attained during the module. Innovation is mostly not a one-person activity, and this is so because when people with diverse

backgrounds unite to tackle the issue, new ideas are generated. Thus, the problem of developing a creative mentality cannot be achieved without working on the strong communication and teamwork skills (ZHAO et al., 2023).

2.1.5 Conclusion

In general, the module has had an extensive impact on my perception about Human Resource Management and its contribution to the success of organisations. I have realized that HR works not only on the administrative level but also has a significant strategic role in the organisation culture formation, enhancement of employee performance, and innovation support.

The information provided in this module affirms a good base regarding the design of effective Learning and Development strategies towards me. With the help of such elements of HR learning as constant learning, feedback, and teamwork, I will be able to accustom the skills required to excel in a fast-changing workplace.

2.1.6 Action Plan

According to my reflections, I would emphasize on life-long learning and continuous personal growth. These involve enrolling into professional training programs, attending the workshop programs outlined on leadership and management, and pursuing mentorship opportunities. I am also seeking to acquire better problem-solving and communication skills which will assist me in my contribution to the team-based setting.

Moreover, I will embrace an active learning strategy by keeping abreast with the new trends in HR, technology and management of organisations. Educating on digital literacy and analytical skills will also be necessary to study the effects of data and technology on workforce management.

Through such learning strategies, I will be able to develop a growth mindset that will aid in my personal and professional growth besides providing value to new and high performing organisations.

2.2 Staying Relevant in an AI-Driven Workplace

The demand to use artificial intelligence is revolutionizing numerous sectors and altering the work itself. Repetitive, data processing, scheduling, and simple analysis are tedious tasks that can be

automated by AI technologies. Consequently, most of the office types are changing, and employees should learn new skills continuously to survive.

I intend to work on my non-technical skills that an artificial intelligence will hardly be able to replace in order to remain relevant in the workplace of the future. They are critical thinking, creativity, emotional intelligence, and leadership. These are skills that are based on human beings and are fundamental in making decisions, resolutions and relations management in organisations.

Simultaneously, AI may be a useful solution that would make people more productive and efficient. As an illustration, AI may be used to analyse big data, create reports, or notice trends that can be used to make decisions. Through AI as a supporting device, I will be able to enhance my working speed and accuracy and concentrating on tasks of strategic and creative nature that should be left to humans.

Nevertheless, one should balance the use of AI and human expertise. AI must support the professionals, and not to replace them. I would use technology in order to complement my skills as a human being with empathy, ability to communicate with others, and make ethical decisions that I can see myself as an indispensable player in the workplace.

3. Conclusion of overall study:

Summing up, this study has shown that performance management and job design are two concepts that should be aligned in order to enhance organisational effectiveness at Aether Innovations. Through implementing a modern performance appraisal system that relies on information provided continuously, on the basis of the OKRs and 360-degree evaluation, the organisation can become more engaged and accountable to their employees. Meanwhile, the redesign of key roles that are carried out with the use of the Job Characteristics Model enhances autonomy, employing skills, and innovating. The combination of these HR practices leads to the establishment of a performance based culture that facilitates employee development as well as organisational success. Finally, the strategic and people-based approach will help Aether Innovations to attain sustainable growth and better customer satisfaction.

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