



MASTER OF BUSINESS ADMINISTRATION

HUMAN CAPITAL MANAGEMENT

LCMB7023

ASSESSMENT COMPONENT 1: INDIVIDUAL REPORT

**DESIGNING A STRATEGIC HUMAN CAPITAL
ARCHITECTURE FOR ORGANISATIONAL RENEWAL AT
HELIOS URBAN MOBILITY: ENHANCING SOCIALISATION,
EMPLOYEE ENGAGEMENT, TALENT RETENTION AND
FUTURE WORKFORCE CAPABILITY**

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1. Introduction

Helios Urban Mobility (HUM) is a dynamic company operating in the exciting world of smart transportation and has gone through an extraordinary growth in the organisation. However, the company faces significant workforce challenges, including difficulties in employee integration, declining engagement levels and the retention of talented graduate employees. These issues relate to and demonstrate that there is a need for a more effective socialisation process, talent development practices, and innovative job design. Hence, it is requisite to have a strategic human capital architecture to improve organisational commitment, build employee experiences and ultimately to maintain organisational sustainability. This report recommends evidence-based human capital approaches that can be implemented to achieve higher levels of engagement, retention, organisational identity, and to facilitate strategic renewal.

TASK A: Socialisation, Identity & Business Activism

2.1 Critical Evaluation of Traditional Onboarding versus Strategic Organisational Socialisation

Dimension	Traditional Onboarding	Strategic Organisational Socialisation
Primary Focus	Administrative orientation and compliance	Long-term integration, commitment and identity development
Duration	Short-term induction activities	Continuous process from entry to organisational integration
Employee Role	Passive recipient of information	Active participant in learning and adaptation
Organisational Identity	Limited emphasis on values and culture	Strong emphasis on organisational identification and belonging
Psychological Contract	Focuses on role expectations	Builds trust, engagement and mutual commitment
Strategic Contribution	Supports operational adjustment	Supports retention, engagement and strategic renewal

Table 1: Traditional Onboarding versus Strategic Organisational Socialisation

Traditional onboarding mostly involves administrative orientation and compliance requirements, and initial role familiarisation. This can help employees appreciate the

policies and procedures, it will at times only provide short-term commitment, organisational identity and cultural integration. This leads to staff knowing what they need to do, but not what you stand for and where your business is going. It has been shown that retention and productivity outcomes are impacted by effective onboarding. 69% of employees are more likely to stay with the company for a minimum of 3 years when they encounter organised onboarding (Forbes, 2026). In addition to this, organisations with effective onboarding initiatives have been shown to boost the productivity of their new hires by more than 70% compared to those that just have traditional induction methods (TIG, 2026).

As per Boikanyo (2024), strategic organisational socialisation is a wider lens, as it supports employee integration into the organisation's culture, identity and behaviours. Van Maanen and Schein distinguish between collective, formal and sequential socialisation processes, and argue that collective and formal acts serve to speed up employees' adjustment and reduce uncertainty. Structured socialisation experiences help to shape organisational understanding and commitment of employees. Additionally, the psychological contract theory helps to stipulate the value of the socialisation of employees and how they perceive duties related to the bond between employer and employee. Organisations with strong and consistent performance in development, support and career development are more likely to see high levels of employee trust, engagement and loyalty.

Things also come together with employee integration in line with the theory of identity construction. Organisational membership is more than just doing the job, it is a process of developing a feeling of belonging to and identifying with organisational goals. If employees feel there is an alignment between their values and the aims of the organisation, they will give that organisation discretionary effort and they will advocate for the success of the organisation. Strategic human capital management makes it more beneficial to socialise extensively. The challenges that digital transformation possess, along with organisational complexity in modern entities, reveal an increasing reliance on strategic human resource management to tackle these issues (Alexandro, 2025). Eyamu (2025) noted that human capital allocation should be efficient if the organisational systems are capable of linking the employees' capacities to the strategic objectives. The traditional onboarding process is especially so in an innovative, technology driven organisation like HUM, where collaborating and sharing information is vital. Business leaders report that workforce experience adds significant

value to their organisation's performance, around 86% attribute this benefit to workforce experience (Deloitte, 2026).

2.2 Strategic Socialisation Framework for Helios Urban Mobility

A three-stage socialisation framework is proposed to resolve HUM's 8-month ramp-up and the high attrition rate of the graduates.

Stage 1: Pre-Boarding

The pre-boarding process begins right after a person accepts the job. These can be in the form of digital welcome platforms, virtual greeting videos from senior leaders, AI-powered learning modules, and assigning a peer mentor. It is seen that employees who undergo structured onboarding have 77% better job performance compared to employees who do not receive the support of onboarding (DP, 2026). The pre-boarding phase should also touch on psychological contract expectations via clear messaging around career paths, culture and expectations for business performance.

Stage 2: First 90 Days

The first 90 days should be about role clarity and relationship development and organisational integration. There need to be structured mentoring programmes, cross-functional innovation projects and feedback sessions every month with the employee. Effective onboarding is said to cause employees to be 18 times more engaged with their organisations than those who are poorly onboarded (OE, 2026). Thus, formal socialisation events need to make an effort to interact with teams from London, Berlin and Singapore to enhance organisational cohesiveness and to allow them to share experiences.

Stage 3: Year One Development

The final step will be capability building and sustaining. Leadership shadowing programmes, innovation competitions and international project assignments need to be used to get employees. Career development discussions need to take place regularly, no more than four times a year. This is so that the child gets adequate support and development they need to stay engaged. Minbaeva et al. (2025) noted that opportunities for international mobility are becoming increasingly important in global human capital development, as it enriches employee competency and organisational learning. As a result, global project exposure can boost the retention of employees as well as provide leadership development opportunities. The framework should include shorter onboarding time, enhanced engagement, and lower graduate turnover. Organisations which have onboarding programmes in place have

experienced a retention improvement rate of about 82%, as compared to organisations without conventional onboarding practices (CB, 2026).

2.3 Building Organisational Identification, Ethical Professionalism and Business Activism

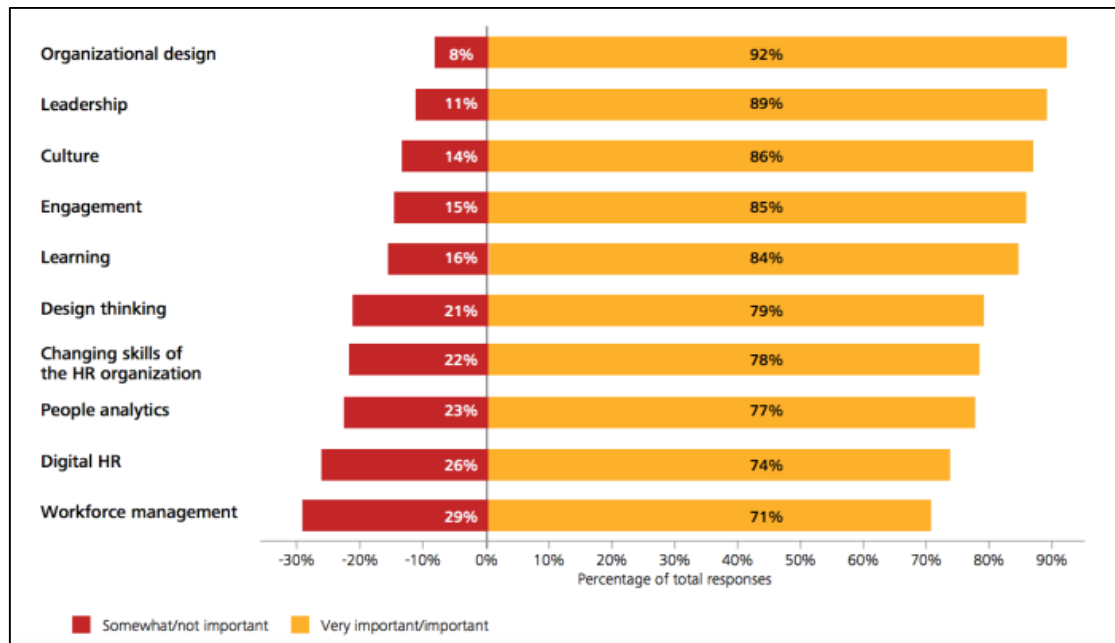


Figure 1: Importance of Key Human Capital Trends

(Source: Medium, 2026)

As shown in figure 1, culture, engagement and leadership continue to be key focus areas for the workforce (Medium, 2026). Communications geared towards a purpose, joint innovation activity and employee engagement in strategic decision-making can boost organisations' identification. Workers who have a better grasp of their roles in sustainable urban mobility solutions are more likely to feel a stronger emotional attachment to their organisation. Responsible AI training and ethical decision-making workshops, governance awareness programmes altogether create an environment to build ethical professionalism. Ethical competence shows up as a key factor in the maintenance of public trust and the legitimacy of organisations in the context of a growing use of artificial intelligence in smart transportation technologies. Pomaza-Ponomarenko et al. (2025) highlighted the need to establish responsible governance in combination with embedding organisational, informational and human resource aspects.

The business activist mentality goes beyond conventional employee jobs. Instead, it is a mentality that supports employees to engage in societal and stakeholder outcomes. In this way, Ulrich's development into HR thinking provides an employee-

centred view of HR that sees the employee as a proactive partner in a changing organisation in support of social responsibility initiatives. ESPs offer a valuable platform for building business activism and offer a critical pathway to strengthening its local presence. Esps can be a key opportunity to cultivate business activism and a vital path to bolster local representation. Bindeeba et al. (2025) found evidence that green HRM has a positive impact on organisational innovation and sustainability performance.

TASK B: Job Design

3.1 Critical Evaluation of Contemporary Job Design Approaches

The Job Characteristics Model (JCM) has been well known as a foundation model of job design. Proposes that work with skill variety, task identity, task significance, autonomy and regular feedback will have more motivated and more effective employees. These features increase the significance of work and can help to raise job satisfaction. In dynamic business areas, however, traditional approaches of job design might be less effective, since a lack of flexibility or adaptability might be due to rigid job structure. Job Crafting Theory enables employees to change tasks, relationships and perception of work based upon their strengths and interests, to maximize engagement and maximise their sense of ownership. On top, a skills-first approach has become a modern approach to the workforce, helping to allocate skills to changing organisational needs. Organisations do not structure jobs around job descriptions but around the recognition and use of the skills of employees to respond to the changing requirements of the business. Gasco et al. (2025) highlighted the benefits of skill intelligence systems in regard to matching opportunities in organizations with employee skills. Mamanazarov et al. (2025) posited that digital capability human capital development must consider supporting an adaptable workforce in education, economic and legal systems. Talent development research also has placed great value on flexible structures. Abid and Polo's (2025) results reveal that the intrapreneurship initiatives have a significant impact on employee development by fostering innovation, creativity, and opportunity recognition. Skills-based architectures and job crafting approaches therefore present a huge benefit over traditional job design models, as they can enable agility, innovation, and continuous learning. Job Characteristics Theory and Job Crafting Theory, in conjunction with Skills-Based

Architecture, offer HUM a wide-ranging theory that is able to address workforce engagement and innovation challenges.

3.2 Proposed Job Design Architecture for Helios Urban Mobility

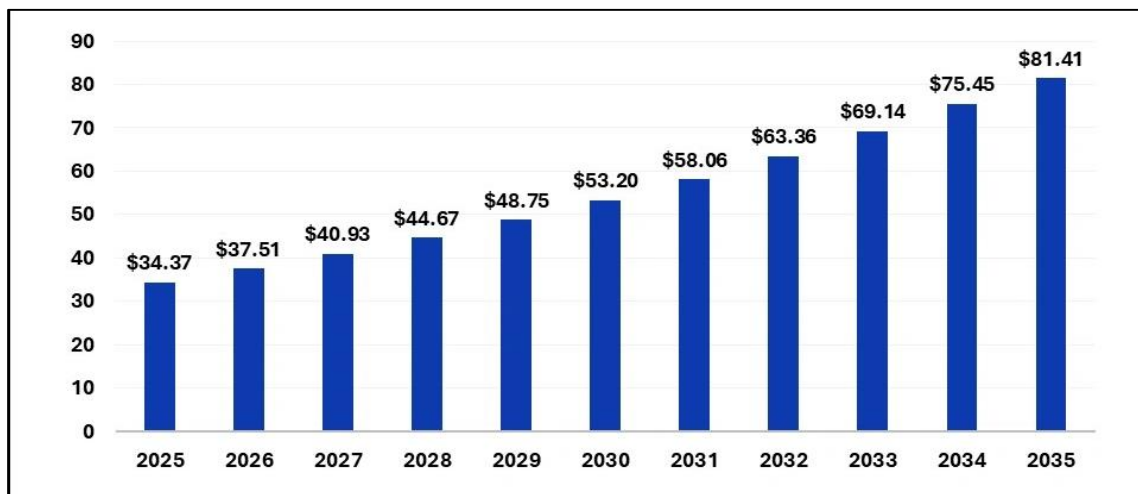


Figure 2: Global Human Capital Management Market Size

(Source: PR, 2026)

Human capital management market will see a huge growth (PR, 2026). It is proposed to create a skills-based talent marketplace in HUM. First, static job descriptions should be scrapped and given way to fluid skills profiles that scan technology, analytical and leadership skills. Resources would be a cross-disciplinary assignment. Secondly, a talent marketplace within the organisation should be created. Opportunities for employees to apply for Innovation projects, international assignments and strategic projects in the short-term. This enables employees to be more flexible and helps them build up their careers. Evidence shows that human capital agility plays a crucial part in the adaptability of organisations in digital transformation initiatives. Farliani et al. (2025) conclude that companies with high digital readiness are more likely to be transformative and agile in their organisations. Third, job crafting opportunities should allow for the redesign of parts of the job. Colleagues could suggest initiatives, work on multi-disciplinary teams and compete for assignments outside of standard roles that set them up for further professional growth and opportunities to learn in areas of interest.

Fourth, innovation pods must be established to convene engineers, AI specialists, sustainability and city planners. By working together across functions, creativity can be enhanced, and problem-solving can be more rapid. Goll and Zieba (2025) discovered that successful HCM systems tap into latent employee talents and

enhance organisational resilience through this capability. This should be supported by advanced digital HR systems. Lakhamraju (2025) focused on the benefits of integrated enterprise and human capital management platforms in enhancing workforce planning, performance management and talent allocation. Moreover, predictive workforce analytics can improve the deployment of talent. Hossain et al. (2025) reported that the use of AI and predictive analytics in HR strengthens the decision-making process and boosts the effectiveness of workforce management. This structure supports employee skills with the organisation's strategy and allows for innovation, learning and career development. It is believed that the developed model will enhance employees' engagement, decrease the turnover of college graduates and sustain continuous renewal of the organisation.

3.3 How the Design Stimulates Intrinsic Motivation and Innovation

Intrinsic motivation is achieved through a proposed architecture that provides greater autonomy, competence and relatedness. Internal talent marketplaces and job crafting opportunities increase autonomy, employees can choose what projects they work on and how they progress with their careers. Ongoing learning and rotation of projects/exposure to new challenges build competence. Relatedness is developed through team innovation pods and cross-team working together. Research on human capital development has consistently shown a correlation between capability development and organisational performance. Bouraima et al. (2025) posited that solving the problems of human capital development plays a soaring role in the effectiveness of the workforce and the sustainability of the organisation. It is also thought that innovation results will be enhanced. Adiyono and Susanto (2025), potential capabilities are important for achieving innovation through the role of entrepreneurship as the mediator of human capital and organisational innovation. It is proposed that the design promotes experimentation, sharing and creativity in problem solving. In this way, HUM can internalise innovation as an integrated part of the organisation's daily activities by aligning employee development with the organisation's goals.

TASK C: Reflective Report

4.1 Using AI Responsibly as a Decision-Support Tool

I see artificial intelligence and its power to analyse workforce data to uncover talent trends and facilitate evidence-based HR planning for significantly augmenting HR decision-making. I think AI should be treated as a tool to assist in decision-making and

should not be considered a replacement for human judgement, as there are times when decisions of HR necessitate ethical considerations, contextual understanding and emotional intelligence. Hossain et al. (2025) highlighted the benefits of predictive analytics in enhancing workforce analysis and forecasting. I would use a human-in-the-loop approach to reduce risks of algorithmic bias and opacity, and carefully assess AI-generated suggestions before strategic HR decisions are made. In addition, I will regularly acquire digital skills to ensure responsible and effective use of AI technologies as used in HR practice in an ethical way.

4.2 Personal Capability Development Plan

Capability Area	Development Activity	Expected Outcome
Data Literacy	HR analytics and business intelligence training	Improved data-driven decision-making skills
AI and HR Technology	Training in AI-enabled HR systems and workforce technologies	Enhanced digital HR competence and technological adaptability
Strategic Influencing	Leadership development programmes and stakeholder engagement activities	Stronger strategic communication and decision-making influence
Global Mobility Awareness	Learning international HR practices and participating in cross-cultural projects	Greater understanding of global workforce management and mobility

Table 2: Personal Capability Development Plan

I would like to work on four strategic capability areas to improve my employability. Firstly, I will build my data skills by learning HR analytics and business intelligence to become better equipped to understand workforce data and make data-driven decisions. Secondly, I'll gain proficiency in human resource systems and workforce technologies that leverage Artificial Intelligence to drive digital transformation in HR (Alexandro, 2025). Thirdly, I will move forward in mastering my strategic influencing and leadership development courses and engaging in greater stakeholder participation and interaction to participate more effectively in the decision-making process. Lastly, I'll adopt a more global approach to mobility, learning about mobility practices in other countries and doing cross-cultural project work. Minbaeva et al.

(2025) highlighted the importance of collaboration and mobility in human capital development on a global scale. These competencies will help me to enhance my HR strategic management career in the long-term.

5. Conclusion

Helios Urban Mobility needs a complete human capital infrastructure to counteract the socialisation limitations, as well as the lack of engagement and marginalisation of graduates. The strategic socialisation framework which is proposed deepens the organisational identification, ethical professionalism and business activism. At the same time, the skills-based talent marketplace and innovative design of jobs boost the motivation of employees and capability development and innovative performance. Overall, the reflective analysis underscores the need to integrate AI-assisted decision-making with human expertise, as well as refine professional skills for the future. Together, these guidelines offer a realistic blueprint for an organisation's renewal, for the sustainability of its workforce and for long-term competitiveness.

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