



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

Programme: Master of Business Administration

Module Title: Capital Management

Module Code: LCMB7023

Module Lecturer: Gladius Kulothungan

Submission date: 19-03-2026

INTEGRATED HUMAN CAPITAL BLUEPRINT:

Aligning People and Performance at Aether Innovations

Submitted By:

MUHAMMED SALIM

Student ID:2518573

1 Table of Contents

INTRODUCTION:-----	3
1 PART 1: -----	3
OPTION 2 – BUILDING A CULTURE OF INNOVATION & FUTURE WORK PRACTICES:---	3
1.1. DIAGNOSIS OF CURRENT CULTURE AND WORK PRACTICES: -----	3
1.1.1 SCHEIN ORGANIZATIONAL CULTURE MODEL: -----	4
1.1.2 FORMATION OF SILO-WORKING: -----	5
1.1.3 USE OF TRADITIONAL MANAGEMENT METHODS: -----	6
1.1.4 VAGUE HYBRID OR REMOTE WORKING POLICIES: -----	6
1.2. RECOMMEND CULTURAL AND STRUCTURAL INITIATIVES TO EMBED INNOVATION:-----	6
1.2.1. DESIGN CROSS-FUNCTIONAL INNOVATION TEAMS:-----	6
1.2.2. DEVELOP AN INTRAPRENEURSHIP CULTURE:-----	7
1.2.3. REORGANIZE LEADERSHIP AND COMMUNICATION: -----	8
1.2.4. PLAN RECOGNITION AND PERFORMANCE AND INNOVATION BEHAVIORS: -----	9
1.3. PROPOSE A FUTURE OF WORK MODEL: HYBRID/REMOTE SUPPORTING CREATIVITY AND COLLABORATION -----	9
1.4. HOW THE NEW APPROACH IMPROVES MOTIVATION AND PERFORMANCE:? -----	11
2 PART 2: REFLECTION -----	13
1. GIBBS REFLECTION: -----	13
2. STAYING RELEVANT IN THE AGE OF AI: USING AI WITHOUT BEING REPLACED -----	15
REFERENCE LIST -----	17

Introduction:

Aether Innovations is a fast-developing technological company of about 300 employees, yet it is undergoing several organizational problems. The company is undergoing stagnant business growth, rising employee turnover and decreased customer satisfaction notwithstanding its tremendous growth in a short period. These problems imply that there are structural issues in the way individuals, culture and performance are handled. Fast scaling may result in disjointed communication, undermined organizational culture, and inconsistent work practices, both of which adversely impact employees and customers.

The report suggests a combined human capital approach that aims to establish an innovative culture and adopt futuristic work practices. Through enhancing employee cooperation and involvement, the organization would be able to enhance both internal performance and provide more value and satisfaction to its customers.

1 Part 1:

Option 2 – Building a Culture of Innovation & Future Work

Practices:

1.1. Diagnosis of Current Culture and Work Practices:

The current issues faced by Aether Innovations imply the existence of weak points in the organizational culture and work practice.

1.1.1 Schein Organizational Culture Model:

The Organizational Culture Model created by Schein suggests that the culture works at three levels: visible practices, shared values, or underlying assumptions (Hameli, 2024).

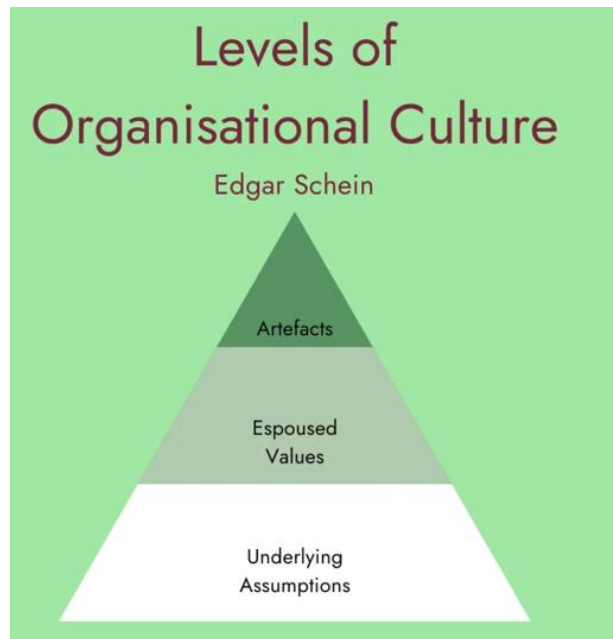
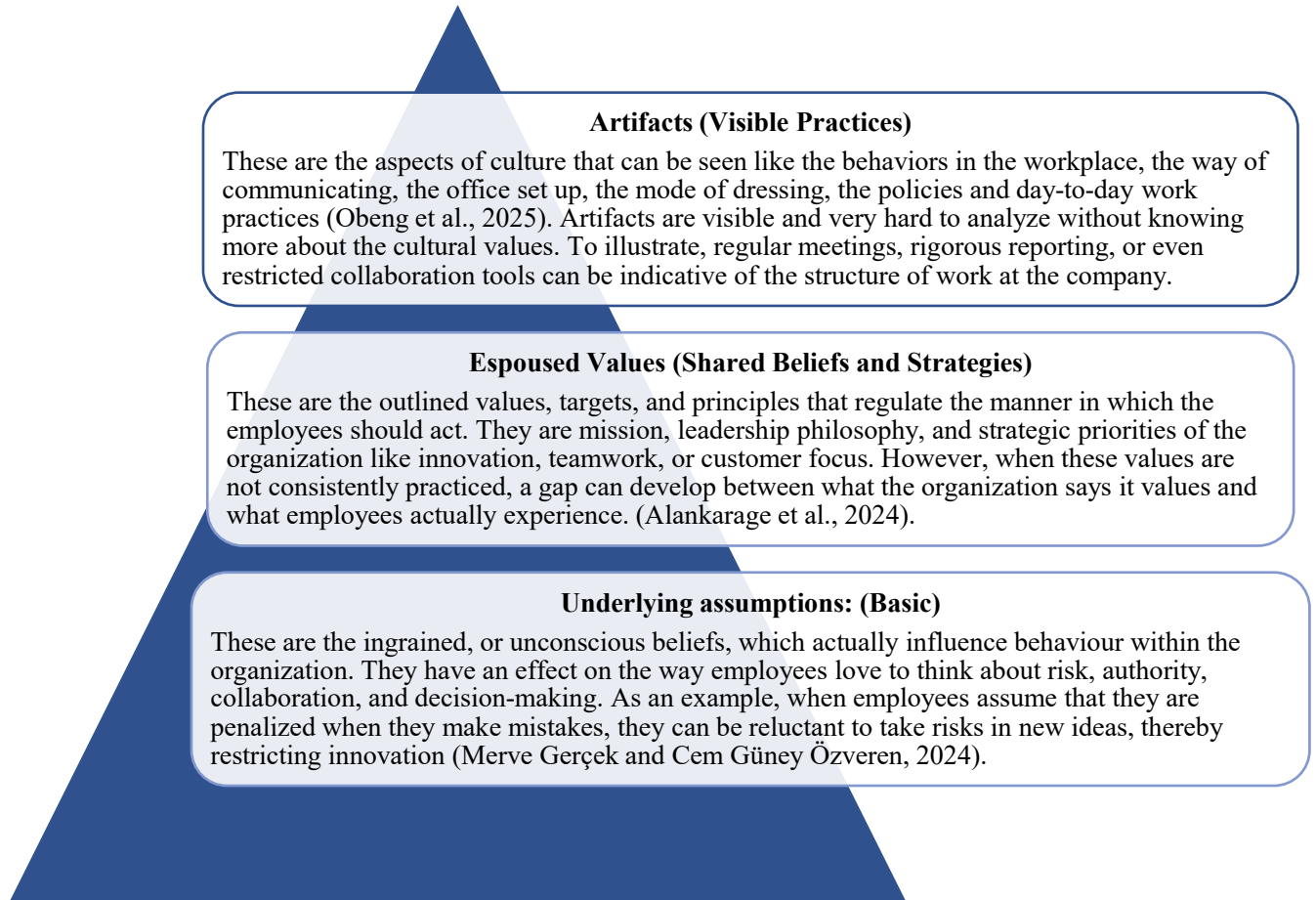


Figure 1: Schein Organizational Culture Framework Source: (Hameli, 2024)



These elements may eventually conflict in developing companies where leadership fails to strategically influence culture. In Aether Innovations, this could be due to the fast growth rate which could have placed strain on operations without building solid cultural grounds, leading to disconnected practice and unequal expectations among teams.

1.1.2 Formation of Silo-Working:

The formation of silo working, when the departments do not work face-to-face, and cross-functional cooperation is not very intense, may be one of the concerns. The process of innovation in technology companies is frequently reliant on sharing of knowledge across functions like engineering, product development and customer service (Jones et al., 2024). Professional interaction in the case of a poor collaboration means the lack of creative problem-solving and

innovation. Lack of effective communication when faced with a fast-growing scale can also play a role in the lack of understanding of goals, duties, and priorities (Jeske and Olson, 2024).

1.1.3 Use of Traditional Management Methods:

The company can also continue using the traditional management methods whose focus is on control and not empowerment. These practices will deter employees to express ideas or to test new solutions. Innovation is further curtailed by the lack of psychological safety whereby employees are free to share ideas or raise issues without being afraid of being criticized (Çetin, 2025). The employees might possess the skills and capabilities that are required to contribute in a creative manner, but they might not be given the motivation and a chance to contribute.

1.1.4 Vague Hybrid or Remote Working Policies:

Moreover, vague policies regarding hybrid or remote work can cause unequal work experience and a lack of team spirit. In combination with excessive workloads and pressure in the organization, these factors can be associated with employee burnout and commitment deterioration (Zhao et al., 2022). The quality of work and service delivery by the employees would suffer as they become disengaged and this may hurt the customer satisfaction and performance of the business.

1.2. Recommend Cultural and Structural Initiatives to Embed Innovation:

To overcome such challenges, Aether Innovations must institute measures that encourage innovation, teamwork and involvement of employees. The strategies that follow aim at enhancing teamwork, empowering the staff to contribute ideas and align the leadership and performance systems with innovation objectives.

1.2.1. Design Cross-Functional Innovation Teams:

To enhance innovation capability, Aether innovations ought to form cross-functional innovation teams that are constituted by product development, engineering, HR, customer support, and operations employees. These teams can operate within short innovation cycles of solving actual customer pain points, coming up with new ideas, and trying them out. The sharing of ideas forums

and the innovation review meetings should also be carried out frequently to promote the exchange of knowledge among the departments (Larson et al., 2022).



Figure 2: Cross-Functional Teams Source: (Larson et al., 2022)

The cross-functional teams are highly known as a powerful tool in promoting innovation since diverse knowledge, skills and views are brought together in cross-functional teams. Studies indicate that employee cooperation across functional lines enhances the integration of knowledge and increases the problem-solving capacities of employees resulting into increased project success and better organizational performance. Besides, the working structures, based on teams, are also congruent with high-involvement work systems, which foster the participation of workers in the decision-making process and sharing of knowledge (Zhao et al., 2022). Through the establishment of cross-functional innovation groups, Aether Innovations would be able to reduce departmental silos, enhance organizational responsiveness and improve employee creativity to the changing needs of customers (Gutiérrez-Broncano et al., 2024).

1.2.2. Develop an Intrapreneurship Culture:

Along with structural collaboration, Aether Innovations ought to foster an effective intrapreneurship culture where the employees are motivated to become internal entrepreneurs. This may be done by launching an employee idea-submission system, hosting regular innovation competitions or hackathons and rewarding employees who test new ideas or offer process improvements.



Figure 3: Intrapreneurship Culture Source: (Alam, 2025)

Intrapreneurship can also be promoted to boost the engagement and ownership of employees. Studies have shown that employees tend to show intrapreneurial behavior when they work in conducive environments which promote a case of experimentation and minimize the fear of failure. Furthermore, psychological safety is also significant in facilitating innovation (Alam, 2025). Aether Innovations can transform employees into active idea generation and innovators rather than merely executives of tasks through the encouragement of empowerment, psychological safety, and intrinsic motivation.

1.2.3. Reorganize Leadership and Communication:

Leadership behavior is very important in determining the nature of organizational culture and innovation performance. Hence, Aether Innovations needs to redesign its leadership practices by training the managers on the coaching leadership, inclusive decision-making and continuous feedback practices. They should also introduce regular town hall meetings, open lines of communication, and increased line manager responsibility to engage the employees.



Figure 4: Leadership & Communication Source: (Liu et al., 2023)

The studies have proved that leadership behaviors have a potent effect on employee innovation via psychological safety and work engagement. Supportive and ethical leadership styles motivate employees to exchange ideas, cooperate with others, and take part in the innovation process (Liu et al., 2023). Employees tend to learn to adopt such behaviors through social learning when their leaders would role-model innovative behaviors and encourage experimentation.

1.2.4. Plan Recognition and Performance and Innovation Behaviors:

Lastly, Aether Innovations ought to interlink its performance management and recognition systems to innovation-oriented behaviors. Rewards should also be given to employees not just in accordance with the performance target, but also in terms of cooperation, experimentation and innovative approaches to customer problems (Liu et al., 2023). Team objectives can include innovation goals, and continuous feedback systems can be used instead of the inflexible annual performance review.

The performance management systems have powerful impact on how employees behave as they are likely to concentrate on activities that are rewarded and measured (Almulaiki, 2023). Innovation, collaboration and learning should be formally recognized because employees will be more inclined to be creative in problem solving and sharing knowledge. Aether Innovations can support the transformation of its culture by organizations using performance management systems by reinforcing innovation-related behaviors.

1.3. Propose a Future of Work Model: Hybrid/Remote Supporting Creativity and Collaboration

To encourage innovation and employee health, Aether Innovations must implement a hybrid by design work model, which purposefully balances flexibility and collaboration. Hybrid work is an opportunity that enables organizations to reap the advantages associated with remote work (autonomy and focused productivity) with those of face-to-face work (collaboration, relationship building and creative problem-solving) (Krajčák et al., 2023).

The brainstorming, innovation workshop, group planning and cross-functional meetings which are some of the collaborative and innovation driven activities in this model ought to be conducted

mostly in the office. Interpersonal relationships can be boosted, the quality of communication can be enhanced, and collective creativity can be developed through physical interaction (Eng et al., 2024). In comparison, remote working can be employed to undertake individual work, which demands high concentration, e.g., coding, data analyses, and writing reports where employees tend to get less disturbed and have more flexibility.

The organization must adopt digital collaboration tools and effective communication principles to facilitate successful work in distributed work settings, including common platforms to conduct project management, virtual brainstorming, clear information sharing, and so forth. Studies have shown that organized digital collaboration tools have a significant positive impact on coordination and sharing of knowledge in hybrid teams (Larson et al., 2022).



Figure 5: Hybrid Remote Working Model for Aethers

Moreover, the managers will have to acquire skills in managing distributed teams, such as the use of trust as a management tool, the performance monitoring based on results, and frequent check-ins to ensure engagement. Supportive leadership practices that require communication are critical to productivity in hybrid environments (Eng et al., 2024).

1.4. How the New Approach Improves Motivation and Performance?

By integrating people’s practices with the Ability-Motivation-Opportunity (AMO) model, the proposed initiatives can go a long way in enhancing employee motivation and organizational performance. This model suggests that employees can work optimally when they have the required skills (ability), are motivated to provide (motivation), and given a chance to put their knowledge and ideas into practice (Bos-Nehles et al., 2023). The proposed measures, including cross-functional innovation groups, intrapreneurial programs, and leadership training, improve the chances of employees to cooperate, experiment, and be involved in decision-making. This can enhance the level of engagement and prompt the employees to provide innovative solutions to the problems of the organization.



Figure 6: Benefits of the New Approach

In addition, commitment and turnover can be enhanced by empowering employees using recognition systems and supportive leadership. Employees will feel more inclined to cultivate a

sense of ownership to work and the organization when they feel valued and trusted to share ideas (Eng et al., 2024).

Service quality and customer satisfaction also directly depend on improved employee engagement. The service-profit chain perspective also proposes that employees who are engaged provide better quality service that improves customer experience and boosts organizational performance (Merve et al., 2024).

2 Part 2: Reflection

1. *Gibbs Reflection:*

To reflect on my learning experience in this module, I used Gibbs' Reflective Cycle as a structured framework. This model helps critically evaluate experiences and identify key lessons for future professional development.

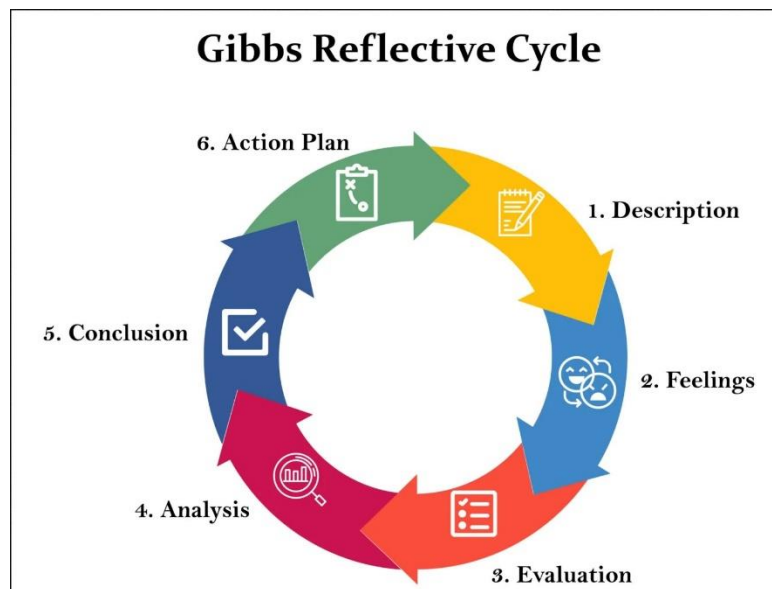


Figure 7: Gibbs Reflective Cycle

- **Description**

Throughout this module, I learned about a number of important concepts in human resource management such as talent management, organizational culture, performance management, learning and development (L&D) and the future of work. The module showed the effects of HR practices on employee behavior as well as their work performance through lectures, case studies, and academic readings. It emphasized the strategic relevance of HR in aiding in innovation, employee engagement and business success over the long term. Using HR theories to real life situations, I was able to better understand the value of people management in addressing actual organizational problems like employee turnover, dwindling engagement, and performance problems.

- ***Feelings***

In the start of the module, I first thought of HR as an administrative role that dealt with recruitment, policies, and compliance. But later in the course, my understanding of the same changed a lot. I have started to appreciate the strategic position of HR in influencing the workplace culture, employee motivation, and innovation in an organization. My knowledge of the subjects of employee engagement, leadership development, and performance management made me more confident in my ability to analyze business issues through the human capital lens. This change made me value the fact that HR strategies can directly affect the level of satisfaction among employees as well as business performance.

- ***Evaluation***

The combination of theory and real organizational problems was one of the most useful facts of the module. HR theories were used to justify the actions of employees and how organizations can develop effective systems to enhance engagement and performance. It was especially helpful to learn about such concepts as leadership influence, organizational culture, and employee learning. Nevertheless, a difficulty was how to translate the theory into action recommendations. HR models are usually complicated and dynamic, and implementing them to real-life situations should be analyzed. The module has nevertheless equipped me with critical thinking and problem-solving skills.

- ***Analysis***

Considering what I have learned, I came to understand that people, leadership, and organizational culture are also one of the drivers of innovation within organizations, rather than just technology. Learning and development, employee voice, and team working practices that are part of HR practices are important to promote creativity and flexibility. Those organizations that invest in employee learning and encourage open communication can be more responsive to change and remain competitive. Moreover, there is a concept of growth mindset that is needed in contemporary working environments. The organizations and individuals that are willing to engage in constant learning, testing and flexibility tend to succeed in business environments that are highly volatile. Overall, I came to realize that incorporating innovation into the normal work routine and

promoting cross-team collaboration will allow Aether Innovations to enhance internal processes, create customer-oriented solutions, and contribute to its sustainable long-term growth.

- ***Conclusion***

Generally, this module has helped me gain more knowledge on HR as a strategic partner which helps in employees' development as well as in performance of an organization. I got to know that successful organizations ensure that people management practice is congruent with leadership, culture and business strategy. In the current volatile work environment, goals and objectives require continuous learning and adaptability to the environment among individuals and organizations. Lastly, organizations should set wellbeing boundaries to avoid overwork and digital exhaustion, including set working time and meeting-free periods. The inclusion factor in ensuring that remote and office-based employees receive equal treatment is also important to avoid proximity bias. A hybrid-by-design strategy will be beneficial when properly applied, as it will improve creativity, inclusion, productivity, and the wellbeing of the employees.

- ***Action Plan***

In the future, I will further expand my strategic HR knowledge and analytical skills. I will also concentrate on enhancing my digital literacy and knowledge of the new technologies in the workplace. Moreover, I would like to develop skills in coaching, change management, and data-driven decision-making. I will also engage in the life-long learning process through professional development opportunities and research in the industry. Lastly, reflective practice will be applied regularly to assess my experiences and constantly enhance my professional capabilities as a future HR professional.

2. Staying Relevant in the Age of AI: Using AI Without Being Replaced

Artificial Intelligence (AI) is becoming a widely used technology in the workplaces as it automates routine work, administration, and data heavy jobs. AI has the potential to help in various areas, including HR and consulting, in data analysis, report writing, summarization of information, and detecting patterns within large datasets. Such capabilities can contribute a lot to the enhancement of efficiency and enable professionals to concentrate on more strategic and creative tasks.

Nevertheless, AI cannot replace purely human abilities because it can process information very fast. Critical judgement, empathy, ethical decision making, communication and leadership skills have been prominent in the management of people and organizations. Professionals in the HR field especially need to make sense of complex human situations, comprehend the needs of the employees, resolve disputes and facilitate change within the organization. These tasks involve emotional intelligence and situational knowledge that AI is not likely to reproduce easily.

To stay the same in the AI era, professionals will have to treat AI as a productivity-increasing tool, not as an actor. With AI assisting in research, generating ideas, and other management processes, people will be able to spend more time thinking about strategy, building relationships, and resolving problems. The cultivation of complementary skills e.g. adaptability, creativity, and ethical leadership will help professionals to collaborate successfully with AI technologies and remain valuable contributors to organizations.

Reference list

Alam, M.Z. (2025). Freedom fuels innovation: activating personality through trait activation using blessings of goal-setting freedom for intrapreneurial behavior. *International Journal of Innovation Science*. doi: <https://doi.org/10.1108/ijis-09-2024-0259>.

Alankarage, S., Chileshe, N., Samaraweera, A., Rameez Deen, R. and Edwards, D.J. (2024). Diagnosing Organizational BIM Culture: A Qualitative Case Study Using Schein's Model. *Journal of Management in Engineering*, 40(3). doi:<https://doi.org/10.1061/jmenea.meeng-5672>.

Almulaiki, W.A. (2023). The Impact of Performance Management on Employee Performance. *Saudi Journal of Business and Management Studies*, [online] 8(02), pp.22–27. doi:<https://doi.org/10.36348/sjbms.2023.v08i02.002>.

Bos-Nehles, A., Townsend, K., Cafferkey, K. and Trullen, J. (2023). Examining the Ability, Motivation and Opportunity (AMO) Framework in HRM research: Conceptualization, Measurement and Interactions. *International Journal of Management Reviews*, 25(4), pp.725–739.

Çetin, O.İ. (2025). The Silence of New Ideas: Examining the Impact of Psychological Safety on Innovative Behaviors in A Tech Company Scenario. *Anadolu Universitesi Mesleki Eğitim ve Uygulama Dergisi*, 4(2), pp.146–171. doi:<https://doi.org/10.70756/anameud.1641430>.

Eng, I., Tjernberg, M. and Champoux-Larsson, M.-F. (2024). Hybrid workers describe aspects that promote effectiveness, work engagement, work-life balance, and health. *Cogent psychology*, 11(1), pp.1–13. doi:<https://doi.org/10.1080/23311908.2024.2362535>.

Gutiérrez-Broncano, S., Rubio-Andrés, M., Jiménez-Estévez, P. and Opute, J. (2024). Cross-Functional Teams. *Springer*, pp.515–538. doi:https://doi.org/10.1007/978-3-031-70984-5_22.

Hameli, K. (2024). Foundations of Organizational Culture: A Comprehensive Review. *Journal of Balkan Economies and Management*, [online] 1(1), pp.53–65. doi:<https://doi.org/10.51331/bemA03>.

Jeske, D. and Olson, D. (2024). Silo Mentality in teams: emergence, Repercussions and Recommended Options for Change. *Journal of work-applied Management*, 17(1). doi:<https://doi.org/10.1108/jwam-07-2023-0064>.

Jones, A.A., Uhd, J., Kabore, C.D. and Cornett, K.A. (2024). Breaking Down Silos in the Workplace: A Framework to Foster Collaboration. *Journal of Public Health Management and Practice*, 30(6). doi:<https://doi.org/10.1097/phh.0000000000002007>.

Krajčík, M., Schmidt, D.A. and Barath, M. (2023). Hybrid work model: An approach to work–life flexibility in a changing environment. *Administrative Sciences*, [online] 13(6), pp.150–150. doi:<https://doi.org/10.3390/admsci13060150>.

Larson, L.E., Harris-Watson, A., Carter, D., Asencio, R., DeChurch, L., Kanfer, R. and Zaccaro, S.J. (2022). Staying apart to work better together: Team structure in cross-functional teams. *Academy of Management Discoveries*, 9(3). doi:<https://doi.org/10.5465/amd.2020.0238>.

Liu, X., Huang, Y., Kim, J. and Na, S. (2023). How Ethical Leadership Cultivates Innovative Work Behaviors in Employees? Psychological Safety, Work Engagement and Openness to Experience. *Sustainability*, [online] 15(4), p.3452. Available at: <https://www.mdpi.com/2071-1050/15/4/3452>.

Merve Gerçek and Cem Güney Özveren (2024). Redefining Organizational Culture for the Digital Age: A Model Proposal for Digital Organizational Culture. *Yıldız social science review*. doi:<https://doi.org/10.51803/yssr.1455398>.

Obeng, H.A., Arhinful, R., Mensah, L. and Teneng, R.C. (2025). Harmonizing Growth: Leadership Competencies' Mediation in SMEs' Organizational Culture and Structure Through Schein's Model. *SAGE Open*, 15(3). doi:<https://doi.org/10.1177/21582440251364954>.

Zhao, F., Hu, W., Ahmed, F. and Huang, H. (2022). Impact of ambidextrous human resource practices on employee innovation performance: the roles of inclusive leadership and psychological safety. *European Journal of Innovation Management*, 26(5). doi:<https://doi.org/10.1108/ejim-04-2021-0226>.