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« Human Resources Management »

**The Role of Hybrid Work in Facilitating Coordination
Between Employees and Logistics at UPS**

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Abstract:

This study aims to explore effective coordination between human resources and logistics operations within a hybrid work environment, focusing on **UPS** as a practical case study. The study employed a qualitative methodology, collecting data through semi-structured interviews with several relevant department managers, in addition to direct observation and analysis of the organization's electronic documents. The data were thematically analysed using NVivo software to extract patterns and trends that reflect how coordination and collaboration between human resources and logistics are managed in a hybrid work setting.

The study highlights the challenges organizations face in achieving effective coordination between different departments, especially amid changing work patterns, and offers recommendations to enhance cooperation and organizational integration.

The findings confirm that good coordination between human resources and logistics contributes to improving operational efficiency and employee satisfaction, thereby supporting the success of the hybrid work model in achieving organizational objectives.

Keywords: coordination, human resources, logistics operations, hybrid work, collaboration, UPS, organizational challenges.

Résumé :

Cette étude vise à explorer la coordination efficace entre les ressources humaines et les opérations logistiques dans un environnement de travail hybride, en se concentrant sur l'entreprise **UPS** comme modèle pratique. L'étude s'est appuyée sur une méthodologie qualitative, avec la collecte de données à travers des entretiens semi-directifs menés auprès de plusieurs responsables de départements concernés, ainsi que par l'observation directe et l'analyse des documents électroniques de l'organisation. Les données ont été analysées thématiquement à l'aide du logiciel NVivo afin d'extraire les schémas et tendances reflétant la gestion de la coordination et de la collaboration entre

les ressources humaines et la logistique dans le cadre du travail hybride.

L'étude met en lumière les défis auxquels font face les organisations pour parvenir à une coordination efficace entre les différents départements, surtout dans un contexte de changement des modes de travail. Elle propose également des recommandations pour renforcer la coopération et l'intégration organisationnelle.

Les résultats confirment qu'une bonne coordination entre les ressources humaines et la logistique contribue à améliorer l'efficacité des opérations et la satisfaction des employés, soutenant ainsi le succès du modèle de travail hybride dans l'atteinte des objectifs organisationnels.

Mots-clés : coordination, ressources humaines, opérations logistiques, travail hybride, collaboration, UPS, défis organisationnels.

الملخص:

تهدف هذه الدراسة إلى استكشاف التنسيق الفعال بين الموارد البشرية والعمليات اللوجستية في بيئة العمل الهجين، مع التركيز على شركة UPS كنموذج تطبيقي. اعتمدت الدراسة على المنهج النوعي، حيث جمعت البيانات من خلال مقابلات شبه موجهة مع عدد من مديري الأقسام المعنية، بالإضافة إلى الملاحظة المباشرة وتحليل الوثائق الإلكترونية الخاصة بالمنظمة. تم تحليل البيانات موضوعيًا باستخدام برنامج NVivo لاستخلاص الأنماط والتوجهات التي تعكس كيفية إدارة التنسيق والتعاون بين الموارد البشرية واللوجستيات في ظل بيئة العمل الهجين. تسلط الدراسة الضوء على التحديات التي تواجه المؤسسات في تحقيق تنسيق فعال بين الأقسام المختلفة، خاصة في ظل تغييرات نمط العمل، كما تقدم مقترحات لتعزيز التعاون والتكامل التنظيمي. تؤكد النتائج أن التنسيق الجيد بين الموارد البشرية واللوجستيات يساهم في تحسين كفاءة العمليات ورضا الموظفين، مما يدعم نجاح نموذج العمل الهجين في تحقيق الأهداف التنظيمية.

الكلمات المفتاحية: التنسيق، الموارد البشرية، العمليات اللوجستية، العمل الهجين، التعاون، UPS، التحديات التنظيمية.

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To my beloved father the one who sowed strength and dreams in my heart though life did not allow you to witness the fruits of your devotion, I carry your love in every step.

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List of abbreviations:

UPS	UNITED PARCEL SERVICE
HWM	HYBRID WORK MODEL
HRM	HUMAN RESOURCES MANAGEMENT
RWM	REMOT WORK MODEL

INTRODUCTION

During a period of profound transformation in the work world, the trend of «hybrid working» has cropped up as one of the favourite methods among staff and companies alike. The hybrid model is a combination of remote working and working from the office, for which careful coordination between HR and logistics is required so that the new model is best optimized. The role of hybrid working not only improves the wellbeing of workers, but also includes such attributes as enhanced productivity, reduced stress levels, and improved employee satisfaction, resulting in more adaptable and efficient workplaces. These benefits come with challenges that require thorough planning to manage remote working and harmonize logistics and people resources in an attempt to cope with these changes.

Recent studies have indicated that hybrid working improves the wellbeing of employees and enhances productivity. Within the study by (Arokiasamy , Santhi , & Ramkumar , February 2025)to determine the role of hybrid workspaces in promoting work-life balance, it was found that the employees who worked in hybrid spaces experienced significant decreases in their stress levels and increases in job satisfaction. The study also showed that the employees in the hybrid spaces were more efficient in their tasks than in the typical workspaces, showing the effectiveness of the model in improving job performance. The research also notes that the embracing of hybrid work styles not only improves employee welfare, but also organisational performance as a whole, hence hybrid working is a valuable resource to organisations that want to enhance working environments and productivity.

(Saw & Haque, 2023) study highlights the role of the transition to remote work in the context of human resource management, especially in light of the challenges posed by the COVID-19 pandemic. Haque notes that the shift has improved work-life balance, as employees have more flexibility in organizing their time and have access to new job opportunities through the expansion of the global talent base. However, he pointed out that the shift to remote work requires a redefinition of many traditional business strategies, especially in terms of recruitment, training, and performance measurement, which calls for a deeper integration of technology into these processes. The study

highlighted the need for organizations to adopt flexible strategies that adapt to the challenges of remote work through the use of technological tools that help monitor performance and motivate teams, thus enhancing the sustainability of this model in the future.

In addition, many researchers point out that the coordination between human resources and logistics operations in hybrid work environments is the cornerstone of ensuring the success of this model. Hybrid work requires continuous integration between remote communication technologies, new recruitment strategies, and effective logistics planning. Coordinating these elements is critical to ensure effective human resource management and high performance in changing work environments. These processes include not only improving communication between remote teams and management, but also dealing with challenges such as information technology, providing the right infrastructure, and ensuring continuity of operations in flexible and ever-changing work environments.

In this research, we will examine how to ensure coordination between human resources and logistics processes in hybrid work environments in UPS, with a focus on analysing the different dimensions of this coordination and its role on organizational performance. The role of hybrid work on employee well-being and work-life balance will be explored, as well as the challenges that may arise in the performance management process, especially in contexts that require the integration of technology into traditional processes. It will also highlight how recruitment and training strategies can be developed to suit the nature of hybrid work, and how logistical processes can be optimized to facilitate the implementation of this model efficiently and effectively

Objective of the study:

This main objective of this study is to analyze how hybrid work contributes to ensuring effective coordination between human resources and logistics operations, in order to enhance organizational efficiency and improve overall performance

Secondary objectives:

- To identify the key factors that facilitate or hinder coordination between human resources and logistics operations in a hybrid work environment.
- To examine how communication channels and workflow tools support collaboration between HR and logistics teams in hybrid settings.
- To assess the influence of hybrid work practices on the efficiency and performance of coordination between HR and logistics functions.

Consequently, this study asks the key question:

problematic: How does hybrid work contribute to facilitating coordination between Human Resources and Logistics at UPS?

The Sub-questions :

- How is hybrid work structured and implemented between the HR and logistics departments?
- What effects does hybrid work have on communication and coordination between these two departments?
- What tools or practices are used to facilitate collaboration in this context?
- What solutions could improve coordination between HR and logistics in a hybrid setting?

Chapter 1: Literature Review and Conceptual Framework

Literature Review and Conceptual Framework:

This first chapter begins with an integrative literature review which compiles chosen appropriate research studies in our field of study. The second part will present the conceptual framework, which encapsulates the fundamental concepts related to the two main variables of our study: the measurement of acquired competencies through a competency-based framework and employee performance.

Section 1: Literature review:

In order to narrow our field of study to the role of hybrid work on the coordination between human resource management and logistics operations, we will provide a review of the research progress (articles, theses, etc.) conducted by scholars and authors on this topic.

1. The Evolution of the Hybrid Work Concept

Hybrid work model is among the modern work patterns that combine home working and office working. In this context, The COVID-19 pandemic triggered a global shift towards this model, as companies demonstrated they could still operate efficiently even while working from home. As a result, flexibility in the workplace emerged as a key driver of increasing employee productivity and finding a balance between work and life (B. Vidhyaa, & Dr. Ravichandran, 2022) Among the key advantages of the hybrid work model is the flexibility it offers employees in terms of choosing workplaces, which improves job satisfaction and loyalty. However, despite these benefits, there are some issues with this model, such as coordination in a team, face-to-face interactions in meetings, and office space management (B. Vidhyaa, & Dr. Ravichandran, 2022)

While these benefits are significant, remote workdays made up less than a half percent of all paid workdays in the United States since 1965, in line with the almost non-existence of this form of work in the past. Over time into decades, there were gradual increases in this work pattern for the United States. In the 1970s, remote work meant working with briefcases full of work documents, and by the 1990s, it was

associated with telephones and floppy disks, which opened up the type of activity that could be performed remotely. The internet, which emerged by the early 21st century, made working remotely even more convenient (Barrero, Bloom, & Davis, 2023)The concept of remote work transformed significantly since 1965, when work-from-home days accounted for less than half a percent of all paid workdays in the United States. Over the decades, working from home increased gradually until, in 2019, it was 7% before the COVID-19 pandemic assisted in bringing about a sudden and dramatic shift to remote work (Barrero, Bloom, & Davis, 2023)Following the pandemic, this rate increased to 28% of total paid workdays in 2023, marking a significant increase .

The pandemic helped create the social shared experience for the shift to remote work, which allowed for new data collection on how remote work affects productivity. Studies show that the majority of workers were surprised by how well they could work at home, and that this helped lead to expected increases in the levels of remote work post-pandemic (Barrero, Bloom, & Davis, 2023)The COVID-19 pandemic quickened the onset of the hybrid work model, which integrated work in the offices and working remotely, bringing unprecedented change to customary working practices. Remote work during the pandemic before it had spread to the European Union was nil, with the workforce of merely 3% working regularly at home (Grzegorzcyk, Mariniello, Laura , & Schraepen, 2021)As the pandemic extended, the majority of governments and companies realized that remote work would actually be achievable efficiently without having an role on productivity, but rather could end up being even more efficient with better work performance (Grzegorzcyk, Mariniello, Laura , & Schraepen, 2021, p. 7)The pandemic further highlighted the urgent need to design a flexible hybrid model that brings together on-site and remote work to improve employees' well-being and provide flexible opportunities that benefit their personal and professional well-being. Research work by (Grzegorzcyk, Mariniello, Laura , & Schraepen, 2021)reports that hybrid work provides many economic opportunities, especially in the backdrop of the increased demand for work flexibility from workers as well as employers and also There is more consensus among workers and companies about the necessity to provide

flexible workplaces that include work from home, provided that fair conditions are preserved for all employees, either in offices or working from home (Grzegorzcyk, Mariniello, Laura , & Schraepen, 2021).

To the majority of organizations, hybrid work is an opportunity to improve employee attraction and retention via cost savings and increased flexibility. However, there remain employers opposed to it for fear that remote work has the potential to lower productivity and innovation and despite the overall embracing of remote work, hybrid work remains the most suitable for the majority of firms. Hybrid work brings together the benefits of remote working and office presence, allowing for greater flexibility for employees to manage their time and workplaces, which means greater employee satisfaction and productivity in certain sectors (Barrero, Bloom, & Davis, 2023)

Despite having several benefits, such as time saving and improved work-life balance, hybrid work is faced with some difficulties. Among the difficulties is the lack of proper organization for working remotely because the majority of companies lack systems and regulations that govern hybrid work, leading to blurred expectations and responsibilities (Kiwert & Anna , 2022) Additionally, excessive dependence on technology brings problems such as the inability to use electronic equipment and a poor technical infrastructure in some homes, which hampers workflow in hybrid work environments. One of the key problems encountered in hybrid work is coordination of office and remote work such that no fragmentation takes place between workers at different locations. This entails the need to use the right digital tools and ensuring that all employees, either within the office or remotely, have equal benefits and opportunities it also requires adjusting the work culture within organizations to encourage trust-based leadership instead of strict control (Grzegorzcyk, Mariniello, Laura , & Schraepen, 2021, p. 9) Although hybrid work has experienced setbacks, it offers great opportunities for employees to balance their schedules according to their personal and professional needs, which improves work-life balance. Furthermore, the article stresses the importance of continuously training and supporting employees so that they can reap maximum

benefits from hybrid work because the use of digital tools and appropriate time management capabilities can improve performance (Kiwert & Anna , 2022, p. 36)

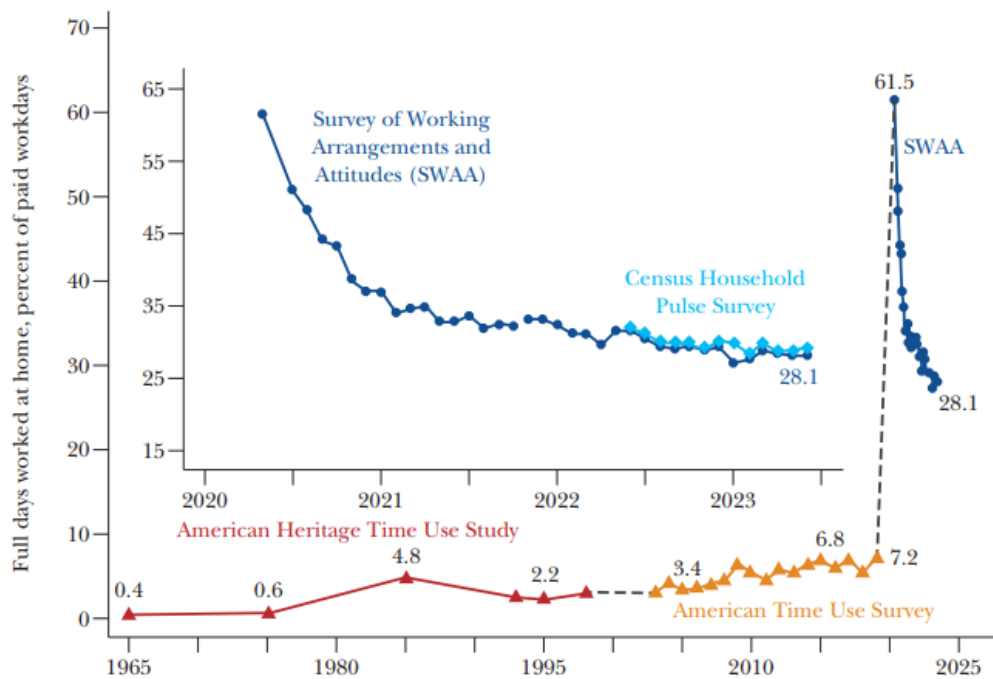
Hybrid work significantly roles employees' sense of place, a concept related to the psychological and emotional connection individuals create with the places they work. In this context, (Sun, Kraus, Pauli, & Garus, 2025) explain that hybrid work has reshaped employees' identities in relation to their workplaces, as employees experience a blending of identities between work and personal life, especially in home environments.

The most challenging issue here is how to handle the lines of work and family, leading to varying role on employee well-being. In some cases, the blurring of clear boundaries between work and domestic life can lead to a sense of pressure, but in other cases, affective ties towards home have positive role that can improve employee well-being (Meagher, & Cheadle., 2020)

When it comes to shifts in employee identity due to hybrid work, Sun et al. (2025) note that several factors influence these shifts, including: work-family boundaries, where the significant role on employee identity comes from their ability to manage the balance between personal life and work; the work environment, whether at home, in the office, or in virtual workspaces, which affects how employees relate to their jobs and professional identities; and effective communication, which provides employees in hybrid work environments with a sense of belonging, enhancing professional identity and improving employee well-being.)Sun ‘Kraus ‘Pauli ٫ ‘Garus(2025 ‘

Hybrid work has been shown to boost the productivity and innovation of employees in workplaces. However, for organizations to achieve this, they must implement flexible strategies of tackling the technological and social challenges that may arise. Balancing office work and remote work requires careful planning to allow seamless collaboration and maintain the corporate culture of the workplace (B. Vidhyaa, & Dr. Ravichandran, 2022, p. 295)

Figure 1: illustrates the historical evolution of remote work as a percentage of total paid workdays from 1965 to 2023.



Source: (Barrero, Bloom, & Davis, 2023, pp. 23–50.)

Figure (1) illustrates the historical evolution of hybrid work models, including remote work, technological advancements, and flexible work hours, as a percentage of total paid workdays from 1965 to 2023, based on data from (Barrero, Bloom, & Davis, 2023)

In the initial decades, telework was extremely uncommon, accounting for less than 0.5% of all paid workdays before the 1990s. It was largely limited to traditional home-based work, such as paperwork and telephone-based communication. As digital technologies expanded and the internet expanded in the early 21st century, hybrid work began to assume many forms, such as flexible workplaces such as coworking spaces, mobile work facilitated by smart devices, and flexible working hours, whereby employees could tailor their working hours based on productivity and individual needs.

The 2020 COVID-19 pandemic caused an upheaval, largely boosting the usage of hybrid models—not only through work-from-home plans, but also through adopting combined office-remote routines, flexible working hours, and location-based work structures. Instead of reverting entirely to pre-pandemic office-based arrangements, hybrid work models have continued, with remote and flexible work settling at 28% in 2023, up from a mere 7% prior to the pandemic.

This shift reflects a broader shift towards adaptive working spaces driven by technological advances, including cloud computing, virtual team tools, and digital platforms that enable workers to execute tasks effortlessly from anywhere, at any time, changing conventional patterns of work and increasing productivity and job satisfaction as well.

Table 1The history of remote work

Table 1: The History of Remote Work (Toptal Research, 2023)

Year	History
1560	Florence's Uffizi Gallery is constructed. The Central executive building of the Medici mercantile empire is a predecessor to the first-ever corporate office.
1760-1840	The Industrial Revolution created strong social momentum toward working outside the home.
The early 1900s	The 1 st iterations of the modern office began to appear in America, birthed in large part by innovations such as the telephone, telegraph typewriter, and public electricity.
1926	Ford Motor Company adopts a five-day, 40-hour workweek.
1968	Robert Probst designs the cubicle.
1970	Without identifying remote work explicitly, the clean air movement lays the significant groundwork for remote work by placing one of its most incredible benefits: zero commute time. The Term "gridlock" is coined within the decade.
1973	The telecommunications-transportation tradeoff was published by physicist Jack Nilles who worked remotely on a NASA communication system. Nilles is now regarded as the father of remote work.
1975	The 1 st personal computers.
1979	The OPEC oil embargo is in its sixth year. The Washington Post published an article titled "Working at Home Can Save Gasoline." General skepticism remains concerning remote work.
	IBM permits five of its employees to work from home as a trial. By 1983, roughly 2000 IBM employees work remotely.
1983	The Internet is born.
Mid-1980s	J. C. Penny allows call-center employees to work from home.
1987	The number of telecommunicating Americans reached 1.5 million.
1991	Wi-Fi is invented.
1995	Congress approves permanent funding for "flexible" work-related equipment in the homes of federal employees.
	C-base, one of the first hackerspaces in the world, is founded in Berlin. Hackerspaces were some of the earliest models of coworking spaces.
2000	The DOT Appropriations Act is enacted, requiring all executive agencies to establish telecommuting policies. By 2004, all federal employees could telecommute, provided they do so "without diminished employee performance."
2005	The first official coworking space is created in San Francisco by software engineer Brad Neuberg: the San Francisco Coworking Space.
2008	Enterprise social networking tool Yammer launched (and is later acquired by Microsoft in 2012 for \$1.2 billion).
2010	Over 59% of remote workers now work for private companies rather than freelancing.
	President Barack Obama signs the Telework Enhancement Act, compelling all federal agencies to find policies for eligible employees to work remotely.
2016	Team collaboration tool Slack grew from 0 in 2013 to 4 million daily active users.
2018	The number of fully remote US companies jumped, commencing 26 in 2014 to 170 in 2018.
	70% of the world's population works remotely at least once a week — 53% for at least half the week.
2019	Video collaboration software Zoom reports 50,800 customers with more than ten employees, a 5x increase from 2017.
2020	The COVID-19 pandemic creates a remote work tipping point. Hundreds of millions of people around the world must work from home.

Source: (European Journal of Human Resource Management Studies , 2023)

2. Hybrid Work in Human Resource Management

Remote work has greatly transformed how human resources are managed in organizations, and it is essential to have innovative practices to facilitate employees in remote working environments. Human resource management in this context has an important role to play to increase employee engagement and productivity in flexible working arrangements. (Mashudi, Fitriani, Nurhamzah , & Iman , 2023, p. 13). Hybrid work, where employees split their time between remote work and working in the office, has enhanced employee productivity in organizations. The hybrid model offers employees more flexibility in that they are able to modify their work according to their personal situations and attain a suitable work-life balance. This flexibility, coupled with less traveling time, results in enhanced concentration and productivity. Moreover, studies have shown that hybrid work enables employees to enhance job engagement and innovation, thus boosting organizational performance. (Subramanian V & Dr. , 2024).

On the other hand, digital transformation has brought about a revolutionary change in how work is performed, with working from home enabling employees to execute tasks from locations far from their traditional offices. Studies show that working from home results in greater employee productivity since they perform better when given more freedom to manage their time and work environments. The ability offered by this system raises the level of job satisfaction and individual motivation, leading to enhanced overall business performance. Secondly, avoidance of daily commutes is one of the key reasons why working remotely leads to enhanced productivity (Melvin S, Rañeses, Noor un Nisa , & Edgar , 2022, p. 64).

The pandemic of COVID-19 has brought a significant change in the management of human resources, especially with the shift to remote work. Such changes brought new challenges to human resource management (HR) because businesses had to rethink their policies and strategies to fit the new environment brought about by remote work (Saw & Haque, 2023, p. 56). Here, human resource management faces a number of challenges in a remote working environment. Maintaining productive engagement between

employees and encouraging teamwork among workers based in different locations is one of the biggest challenges. This requires the introduction of suitable communication technologies to enable the avoidance of affecting productivity. In addition, the lack of personal interaction makes it even more difficult to manage performance and measure workers accurately (Saw & Haque, 2023, p. 58) .

Despite the many benefits of remote work, most employees are faced with challenges related to effective communication with fellow employees. Lack of physical interaction may lead to isolation and inefficient collaboration, affecting productivity in a negative way. Other employees struggle to harmonize their working life and private life due to psychological pressure resulting from extensive home work (Mashudi, Fitriani, Nurhamzah , & Iman , 2023, p. 17) While there are advantages associated with working from home, there are also problems related to work-life balance. The majority of those working from home struggle to separate work from their lives, with work encroaching into their personal time, leading to psychological tension. Literature indicates that working from home can negatively role work-life balance, with some employees experiencing burnout as a result of working beyond regular working hours. Additionally, some studies have reported that teleworking may increase social anxiety and isolation among workers, especially where there is little contact with colleagues (Melvin S, Rañeses, Noor un Nisa , & Edgar , 2022, p. 66)

Efficient time management is among the key challenges facing teleworkers. Due to the absence of direct monitoring, some staff members may lack self-control when it comes to maintaining focus and organizing their time, thereby being unable to produce tasks within the required time. Furthermore, psychological pressure resulting from extended work without rest periods is responsible for burnout and decreased productivity in the long term. However, measures can be taken to overcome these challenges, such as utilizing information technology tools to facilitate communication and monitor task progress. (Melvin S, Rañeses, Noor un Nisa , & Edgar , 2022, p. 69).

Technical problems and isolation can also be harmful to employees' productivity since some of the employees cannot effectively communicate with their colleagues. Furthermore, not having a structured system when working remotely can lead to even more distractions and it will be difficult to control time (Subramanian V & Dr. , 2024) . These problems can be addressed by embracing information technology tools, including virtual collaboration software and video conferencing (KamanZI, 2023, p. 09) . In addition, a lack of technological infrastructure in some cases can result in lower levels of productivity in some home environments (Kimondo, 2022).

Conversely, teleworking offers multiple opportunities to human resource management. One of the most important opportunities is expanding access to talent because organizations are able to hire employees from foreign labour markets. Teleworking also allows employees to enjoy a proper work-life balance, resulting in increased job satisfaction and reduced burnout (Saw & Haque, 2023). Teleworking also allows organizations to minimize costs associated with large office spaces.

Workplace wellness programs are key elements that improve labour productivity. These interventions include programs that address employees' psychological and physical well-being, such as counselling services, wellness programs, and flexible work arrangements. Research has shown that such programs not only improve the well-being of employees but also lead to high job satisfaction and engagement. Work practices that support work-life balance, such as working from home and flexibility in working hours, reduce burnout and improve performance, thus making employees more productive (Susilo, 2024).

One of the major benefits of hybrid work is attaining a work-life balance. Studies have suggested that the flexibility offered by hybrid work leads to improved employee health and job satisfaction. Studies have also shown that hybrid work assists in reducing the stress caused by daily commutes, which improves team productivity and innovation. Flexibility also helps employees build up their career objectives without damaging their personal lives (Subramanian V & Dr. , 2024). Remote work allows workers to reduce

the amount of time spent on commuting, which improves the actual working time. Additionally, this change also improves the work-life balance, hence improving job satisfaction and employee motivation (Kamanzi, 2023). There is significant improvement in the rate of employee retention and reduced stress levels. This model improves employees' effectiveness in getting work done better than regular office work since it reduces interruptions and distractions (Kamanzi, 2023, p. 11).

Literature shows that human resource management practices must adapt to support remote working in an attempt to provide an enabling work environment. This entails designing ongoing performance evaluation strategies that focus on results rather than the quantity of time spent working. By setting clear goals for employees and providing flexibility in the attainment of these goals (Mashudi, Fitriani, Nurhamzah , & Iman , 2023, p. 16) It is imperative that human resource departments become adaptable in their functioning to suit remote work environments. This includes rethinking hiring strategies and offering special training programs for remote workers. In addition, technological platforms need to be created to facilitate team building and ongoing communication between the workers and the managers (Saw & Haque, 2023, p. 64).

Remote work policies enhance the productivity of workers by providing a less stressful working environment due to the reduction in commuting time. Remote work policies, however, require effective communication tools to ensure ongoing collaboration among workers and prevent organizational culture interference. In spite of all these benefits, remote work environments must be handled carefully to prevent obstacles related to personal interaction and feelings of isolation among workers (Susilo, 2024).

Experts consider remote work to be a part of future work life. Hence, human resource management must introduce flexible steps to address the challenges of remote workers. Organizations must provide appropriate technology and train employees to use digital tools for seamless communication and generating the desired output. Moreover,

there is a requirement to strike a balance between work autonomy and adequate supervision so that performance will not be affected (Kamanzi, 2023).

It is expected that hybrid work will continue to grow in the future. Studies indicate that the majority of organizations plan to adopt this model permanently. Experts, however, point to the need for effective management strategies to enable communication and collaboration among remote and on-site workers. The challenge lies in ensuring proper integration between modern technologies and building an organizational culture that enables continuous communication among the workers (Subramanian V & Dr. , 2024).

3. Hybrid Work in Logistics Operations

Digital transformation has become an essential necessity in many sectors, as digitization contributes to improving efficiency and accelerating procedures and in this context, with the onset of the COVID-19 pandemic, many supply chain organizations were forced to adopt remote work as a primary strategy to meet task requirements. This shift allowed members to manage organizational operations from home while balancing personal and family responsibilities (Gary, 2023)

In addition, the COVID-19 pandemic forced several organizations to embrace hybrid work models in order to sustain business activities during this time. Research has established that such a shift drastically influenced working conditions and attitudes among remote workers, office workers, and hybrid workers (Elwakel, 2023) For this purpose, it would appear that technology utilized in remote work has contributed positively to supply chains, resulting in increased operational efficiency and the conservation of commuting and traditional management expenses, ultimately boosting productivity (Elwakel, 2023) In the work-hybrid scenario, this model grants employees self-governance in terms of working style and the freedom to choose work settings and working schedules, which appeals to many individuals toward these models with a focus on productivity and work-life balance

In hybrid work, it offers employees flexibility in establishing work locations and work schedules, as well as autonomy over the style of work, which attracts many workers to these models that enhance productivity and work-life balance. However, some significant challenges faced by employees in hybrid work are social isolation and disruption of face-to-face collaboration, which affects employee relationships at the firm negatively (Gary, 2023).

By comparison, organizing coordination between suppliers, distributors, and customers within supply chains is probably the most exigent problem faced in implementing remote work. Unproblematic coordination between various interest groups within supply chains requires aligned procedures to get continuity and adaptability in dissemination. Moreover, workers faced various challenges while working from home, particularly time management, where work and personal life were at odds, leading to some suffering from burnout as there was a role blurring (Elwakel, 2023).

Nevertheless, research evidence suggested that there existed high correlation between remote working traits such as flexibility and autonomy and improved supply chain performance in scenarios that entailed continuous team-to-team collaboration (Elwakel, 2023). In addition, remote work assists in boosting operation efficiency through improved productivity through reduced disruption and process flexibility. It also positively roles employee recruitment, retention, and motivation, regardless of their geographical proximity to the organization (Gary, 2023).

Moreover, telework allowed supply chain managers to improve the management of their time and regain more personal and family time, which helped their ability to achieve a work-life balance. In this regard, they were better adapted to telework than office work, which had beneficial role on the organization as well as employees (Gary, 2023)

For hybrid work models, the research showed that the model not only improves productivity but also the individual well-being of employees. Employees reported an improved work-life balance and greater job satisfaction when working from home or in a hybrid environment (Rajesh & Meena , 2022). Worth mentioning is the fact that the flexibility afforded by hybrid work has led to increased productivity and better work-life balance, thus enhancing organizations' ability to adapt to fast-paced digital environment changes (Rajesh & Meena , 2022)

4. Previous Studies

In this section of the study, we are going to talk about the work of the current literature that has considered the problem of remote working and its role on employee generally. These studies will enlighten us on how these factors role employee performance in remote working.

Having read several articles, we have selected several studies that we found particularly useful in shedding light on the connections between the concepts of our research. They are:

The study by **Gavoille and Hazans (2022)** explores how personality influences work productivity when working remotely, with a focus on the role of traits such as conscientiousness and openness to experience in remote work. The researchers found that conscientiousness is positively related to home productivity strongly, with an increase in level of conscientiousness equating to a higher chance of reporting increased productivity when working at home. The effect was a roughly 8.5% increase in probability per unit increase in conscientiousness (Gavoille & Hazans, 2022). The results further showed that openness to experience had a positive correlation with work productivity when working remotely, although the effect was less strong compared to conscientiousness, highlighting the requirement to adapt to changing work situations (Gavoille & Hazans, 2022).

On the other hand, **Kamanzi (2021)** carried out research on how remote work influenced employee performance in Absa Bank, explaining how the flexible work

environment facilitated work-life balance, boosting overall productivity. The research again pointed out that flexibility in working time was one of the chief factors resulting in better employee performance (Kamanzi, 2023). This is corroborated by **Barrette and Ouellet (2000)**, where hybrid work arrangement was found to improve productivity and job satisfaction, and the implication is that there should be flexible strategies within firms to succeed with hybrid work arrangements)Barrette ‘June 15, 2000.(

Additionally, report evidence for personality influence on post-pandemic remote work preference, noting extraversion to be negatively correlated with a desire to work remotely. The study showed that the higher social openness a person has, the more interactive the office space they want to work in. In contrast, extraversion was less powerful concerning productivity than conscientiousness (Gavoille & Hazans, 2022).

Mashudi et al.'s (2023) research work explains the role of empowering employees in a remote working arrangement through innovative human resource management practices. The study proves that the era of remote working calls for an innovative and determined approach to human resource management in order to achieve employee productivity and job satisfaction. The authors illustrate that institutions that adopted new HR practices, such as outcome-based performance management and the use of digital tools like online collaboration software, were able to enhance institutional empowerment and achieve employee engagement through effective communication and provision of work flexibility (Mashudi, Fitriani, Nurhamzah , & Iman , 2023). They also draw attention to achieving sustainable employee development and promoting overall well-being, including physical and mental care, in order to achieve higher productivity under remote work conditions (Mashudi, Fitriani, Nurhamzah , & Iman , 2023).

Likewise, HR practices within virtual work environments focus on boosting autonomy and fostering mutual trust between the management and workers. Such a strategy is effective in promoting employees' commitment and motivation, leading to greater productivity and providing innovative solutions to work problems in the virtual

environment (Mashudi, Fitriani, Nurhamzah , & Iman , 2023). In addition, the study requests that traditional HR practices be geared to the needs of employees in digital workplaces to promote work-life balance and reduce levels of psychological pressure and stress (Mashudi, Fitriani, Nurhamzah , & Iman , 2023).

Haque's (2023) study investigates the role of remote work on human resource management practices, highlighting the opportunities and challenges presented by transitioning towards remote workplaces amidst the COVID-19 pandemic. The study proposes that such a transition improved employees' work-life balance and allowed for easier access to a talent pool across the globe but raised new performance management, motivation, and teamwork issues. The study also emphasized that companies need to redefine their hiring, training, and performance-measurement strategies to include technology within these roles for them to become adaptable and long-lasting in online working environments (Saw & Haque, 2023).

In addition, the study also highlights the benefits of working remotely, such as access to global talent and creating flexible environments that function to maximize productivity and worker engagement. Nevertheless, it also promotes keeping up with technology development that enables digital communication and virtual collaboration across different teams (Saw & Haque, 2023). In contrast, the study emphasizes the role of HR practices in addressing these concerns, specifically regarding sustainable employee development and psychological support to mitigate the role of isolation and working remotely (Saw & Haque, 2023).

The study by **Arokiasamy and Santhi. (2025)** examines the role of hybrid work patterns in enhancing employee well-being, productivity, and job satisfaction. The study reveals that hybrid workplaces, where employees mix remote and in-office work, improve work-life balance, reduce stress levels, and produce more job satisfaction. The study also reveals that employees in hybrid environments were more productive than employees in traditional settings. The study highlights that hybrid work patterns not

only improve the well-being of workers but also their performance, and hence they are an effective tool for organizations that wish to improve work environments and boost productivity in remote working scenarios (Arokiasamy , Santhi , & Ramkumar , February 2025).

Table 2 previous studies

	AUTHORS	TITLE OF ARTICLE	YEAR OF PUBLICATION
	Gavoille & Hazans (Gavoille & Hazans, 2022)	Personality Traits, Remote Work and Productivity	2022
	Barrette & Ouellet	Performance Management: Role of the Integration of Strategy and Coherence of HRM Systems on Organizational Performance	2000
	Saw & Haque	The Role of Remote Work on HR Practices: Navigating Challenges, Embracing Opportunities	2023
	Mashudi, Fitriani, Nurhamzah, & Iman	Empowering Employees through Innovative Human Resource Management Practices in the Age of Remote Work	2023
	Kamanzi. Felix	Remote Employment on Human Resource	2021

		Performance	
	Arokiasamy Selvanayagam, Santhi Venkatakrishnan, Ramkumar N	The Role of Hybrid Work Models in Enhancing Employee Well-Being, Productivity, and Job Satisfaction	2025

After reviewing the previous studies, we noticed that each study differs from the others in various aspects, including the main objective, research method, and results. But they all discuss one of the variables in our study: hybrid work and how it role in coordination between human resources, organizational performance, and workflow, from varying perspectives. This helps to further and expand our understanding of how to implement hybrid work in these settings.

Unlike most recent studies that only talk about the role of hybrid work on employee productivity or job satisfaction, our study seeks to discover the significant role that hybrid work plays in reconciling human resources with logistical procedures, and how leadership and management can ensure an optimal balance between these elements while implementing the hybrid work model.

Such emphasis on logistical operation and coordination of human resources in hybrid work models differentiates our work from previous research. Our study highlights how one can effectively achieve a balance between logistics and human resource management to provide a seamless flow of work. In this manner, we provide the big picture of opportunities and challenges that come with hybrid work as far as coordinating such critical elements is concerned and thereby enhance the way one can implement such models in organizations successful

Section2: Conceptual Framework

This section is dedicated to presenting a comprehensive overview of the basic concepts of our study.

1. Definition of key concepts:

1.1. Definition of hybrid work:

According to (TEEVAN & CUTTER, 2021)Hybrid work, where employees spend some of their work days in the physical office and the rest of their work days working remotely, is emerging as a novel form of organizing knowledge work globally.

Hybrid work is understood as ‘multiply located (Gilstrap, C. A , Srivastava, S , & glistrap C.M, 2022). This has a profound effect on managing work, as different individuals may or may not be present in the physical setting, thus complicating the organization of work. In new work arrangements, employees are either granted personal autonomy with regard to location or compelled to change between their primary workplace and other locations due to specific circumstances, such as lack of space. (Jakob Laring & charrlotte , 2024, p. 14)

1.1.1. Types of Hybrid Work:

According to (Vartiainen M. , may 2023)

Remote work: is a work arrangement in which an employee resides and works at a location outside the local commuting area for his or her employer’s worksite. A remote worker can be self-employed or dependent on an employer. Remote work is a comprehensive concept and does not require visits to the main workplace or the use of electronic personal devices, thus allowing many types of and locations for work, and it can involve mobile work.

Telework: is fully or partially carried out at an alternative location rather than the default place of work, and personal electronic devices are used to perform the work

A teleworker can be a self-employed or a dependent worker. Teleworkers who use multiple locations are called mobile multilocational workers (Vartiainen, 2006) mobile teleworkers.

Home-based telework: occurs at home using electronic devices. ‘Permanent teleworkers’ spend more than 90% of their work time working from home. ‘Supplementary teleworkers’ or ‘regular teleworkers’ spend one full day per week working at home. ‘Occasional teleworkers’ work from home at least once in a 4-week period

Home-based remote work is carried out at home. Home-based workers do not use electronic devices. They can also work at home ‘permanently,’ ‘regularly,’ or ‘occasionally.’

Digital online telework is a common form of employment across the globe that uses online platforms to enable individuals, teams, and organisations to access other individuals or organisations from anywhere and at any time to solve problems or provide services in exchange for payment.

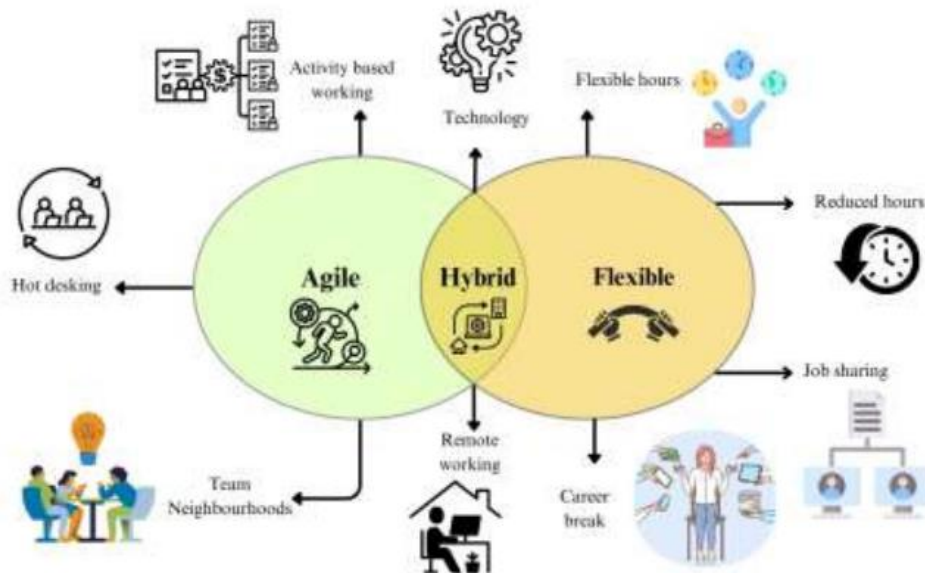
Table 3 TYPES OF HYBRID WORK

	Type of work	location	Use of electronic devices	Work arrangement	Self-employed or dependent	Work frequency
	Remote Work	Outside the local commuting area	Not required	Employee resides and works outside the local commuting area	Can be self-employed or dependent	Any type of work can be performed remotely
	Telework	Alternative location to default work site	Required	Fully or partially carried out at an alternative location	Can be self-employed or dependent	May involve working at multiple locations
	Home-based Telework	At home	Required	Carried out at home using electronic devices	Can be self-employed or dependent	Permanent teleworkers spend more than 90% of their time at home, regular teleworkers spend one full day per week
	Home-based Remote Work	At home	Not required	Carried out at home, no electronic devices	Can be self-employed or dependent	regular remote work, no electronic devices used

	Digital Online Telework	Anywhere using online platforms	Required (via online platforms)	Employment using online platforms for problem- solving or services	Usually, self-employed	Frequent use of online platforms for remote work
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Source: Author’s own work, Master’s thesis

Figure 2 HYBRID WORK MODEL



Source: (Arokiasamy , Santhi , & Ramkumar , February 2025)

1.2. definition of logistics:

The Council of Supply Chain Management Professionals defines logistics as (Is Logistics the Same as Supply Chain Management?, March 28, 2024)“part of the supply chain process that plans, implements and controls the efficient, effective forward and reverses flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customer’s requirements.”

According to Cameron and David Logistics is the process of planning and executing the efficient transportation and storage of goods from the point of origin to the point of consumption. The goal of logistics is to meet customer requirements in a timely, cost-effective manner. (Cameron Hashemi-Pour & David Essex, 2024)

1.3. Definition of Supply chain management:

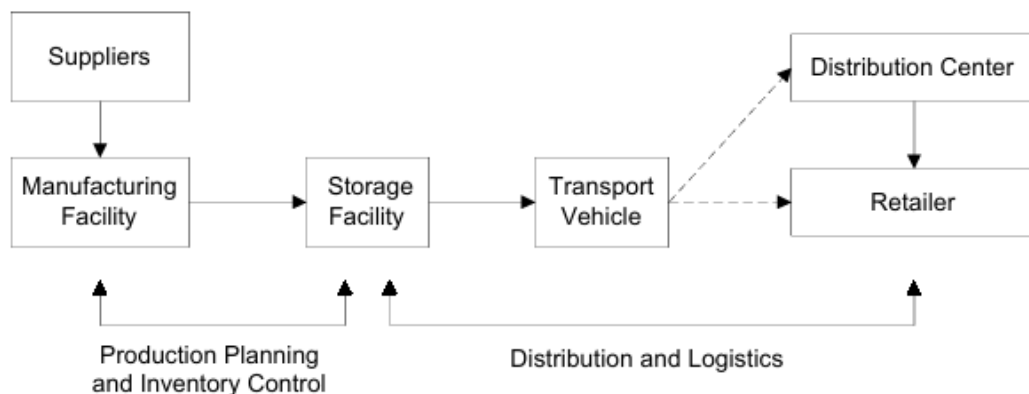
CSCMP’s Definition of Supply Chain Management

Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies. (MANAGEMENT, 2025)

CSCMP’s Definition of Logistics Management

Logistics management is that part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services and related information between the point of origin and the point of consumption in order to meet customers' requirements. (MANAGEMENT, 2025)

Figure 3 Supply Chain Management



Source: (Beamon, 1998)

The Production Planning and Inventory Control Process encompasses the manufacturing and storage sub-processes, and their interface(s). More specifically, production planning describes the design and management of the entire manufacturing process (including raw material scheduling and acquisition, manufacturing process design and scheduling, and material handling design and control). Inventory control describes the design and management of the storage policies and procedures for raw materials, work-in-process inventories, and usually, final products.

The Distribution and Logistics Process determines how products are retrieved and transported from the warehouse to retailers. These products may be transported to retailers directly, or may first be moved to distribution facilities, which, in turn, transport products to retailers.

This process includes the management of inventory retrieval, transportation, and final product delivery. These processes interact with one another to produce an integrated supply chain. The design and management of these processes determine the extent to which the supply chain works as a unit to meet required performance objectives (Beamon, 1998)

1.4. Definition of human resources

According to the International Labour Organization, a human resource is *“the human element active in the productive and organizational process, which includes individuals who possess the knowledge, skills and experience that enable them to perform the tasks required to achieve the organization's objectives.”* (INFORMATION SYSTEM ON INTERNATIONAL LABOUR STANDERS, 2006)

1.5. Definition of Human resources management

According to Ivancevich: *“HRM is the effective management of people at work. It examines what can or should be done to make people both more productive and more satisfied with their working life.”* (Ivancevich, 2008)

According to Thomason: *“The term „personnel management“ is used to encompass those managerial actions concerned with the acquisition and utilization of labour services by any organization which pursues an economic purpose. The terms „labour management“ or „human resource management“ are sometimes used as substitutes, although they may be assigned subtly different meanings in some contexts. Nevertheless, the characteristic which distinguishes this management function from others is that it*

focuses squarely on the value of human resources to organizational activity.”
(Thomason, 1998)

2. Relationships between concepts

Hybrid working is a new concept that allows employees to work in the office and at home at the same time. The approach requires synchronizing numerous things to ensure a smooth flow of work.

Logistics activities provide workers with everything they require at their various locations, such as technological equipment and essential papers, to help them perform their work efficiently. In a hybrid work environment, logistics activities have to coordinate among locations to position resources at the right time and place.

HR is responsible for supporting employees whether they are in the office or working remotely. By providing them with training and the right tools, HR makes sure that employees are able to work correctly under this new model. It also facilitates communication and collaboration between teams.

Supply chain management combines these aspects such that resources and materials shift smoothly between employees in different workplaces irrespective of what the business is doing. This coordination of logistics and HR maintains that everyone gets what they need at the right time.

If these elements are well coordinated, hybrid working can be more effective and produce the best results for employees and the organization.

3. Supporting theories

3.1. Management by Objectives -MBO

3.1.1. Definition of MBO

According to **Drucker** :*Management by Objectives (MBO) is a strategic management approach that emphasizes setting clear, measurable objectives at all levels of an organization to improve efficiency and productivity. Drucker argues that the process of setting objectives and monitoring progress should permeate the entire organization from top to bottom, ensuring alignment between individual and corporate goals (Drucker, 1954).*

According to **Güney**: *in the management by objectives approach, employees contemplate their job and personal goals for the upcoming period. Subsequently, they independently compiled a list of objectives for this period. The employee then presents this list to their manager, and through mutual discussion, an agreement is reached regarding the employee's objectives for the following year. Additionally, there is a mutual understanding of the criteria that will be used to measure the achievement of the defined objectives. Ultimately, the employee works towards achieving the set objectives. During this process, an approach involves intervening as needed rather than closely monitoring at every stage. Finally, a more formal review is conducted at the end of the period, and new objectives are set in collaboration with the employee. This way, the entire process is reinitiated for the next period. This process is what we refer to as management by objectives (Güney, 2017).*

3.1.2. Stages of Management by Objectives

According to (DEVELI, 2023, pp. 86-87) The management by objectives approach is implemented as a four-stage process. These stages are as follows:

Setting Objectives: The first stage of management by objectives is the establishment of clear objectives in the organization's core areas of activity objectives should be specific, measurable, achievable, relevant, and time-bound (SMART).

Activity Planning: The second essential stage of management by objectives involves the development of activity plans. Activity planning is concerned with determining how the objectives set in the strategic plan, which have been broken down to the department and individual levels, will be achieved.

Implementation and Control: The third fundamental stage of management by objectives, implementation and control, establishes the connection between putting plans into action and achieving objectives. In this stage, managers are responsible for implementing the plans and taking measures in case of any deviations.

Periodic Evaluations: The final stage of management by objectives involves determining the extent to which the established objectives have been achieved. In this stage, both the subordinate and the superior regularly review the subordinate's objectives and the results achieved, just as in the stage of setting objectives.

3.1.3. Benefits of Management by Objectives

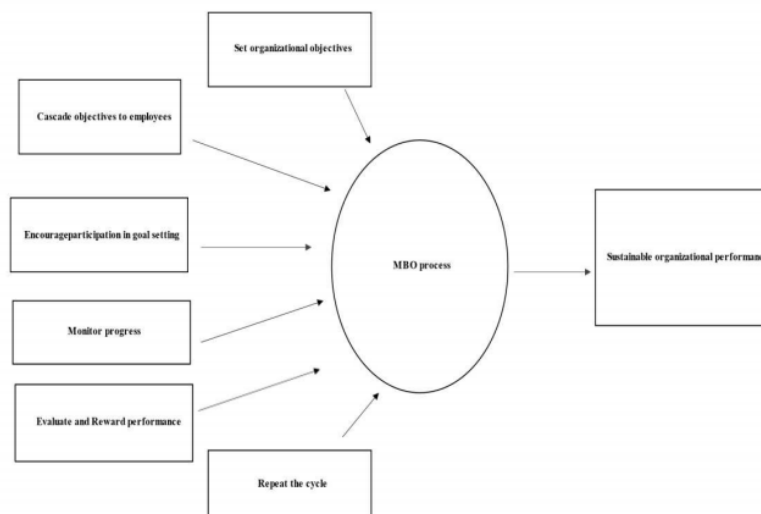
The management by objectives (MBO) approach offers several key benefits, which can be summarized as follows (Şimşek & Çelik, 2013)

- MBO injects vitality into hierarchical organizational structures. This vitality is achieved by encouraging organizational members to engage in organizational activities personally. This, in turn, creates an environment that enhances the effectiveness of these structures.

- MBO makes the planning and control functions more effective. Since MBO specifies where and how to reach the objectives in detail, it simplifies the control process.
- MBO allows managers to have more self-control. When managers know what results need to be achieved and when they become less reliant on superiors' directives to organize their activities.
 - MBO helps clarify what subordinates and superiors expect from each other.
 - MBO compels managers to engage in planning.
 - MBO facilitates the more accessible and more timely diagnosis of problems.

These benefits contribute to enhanced organizational performance, improved communication and coordination, and greater employee motivation and involvement in goal achievement.

Figure 4 COMPONENTS OF Management by Objectives THEORY



SOURCES: (SALAMA, 2021)

The diagram illustrates the Management by Objectives (MBO) process, which aims to enhance organizational performance by setting and achieving clear goals. The process begins with setting

organizational objectives that align with the overall strategy of the company. These objectives are then cascaded down to employees, ensuring they understand their roles in achieving them. Employees are actively involved in goal setting, increasing their commitment and motivation. Progress is then monitored to ensure that activities are on track. Afterward, performance is evaluated, and employees are rewarded based on their achievements. Finally, the cycle is repeated, with goals being reviewed and adjusted based on past performance to ensure continuous improvement and this approach emphasizes clarity, participation, and continuous feedback, leading to sustained organizational success.

3.2. The role of Management by Objectives in enhancing coordination between human resources and logistics in a hybrid work environment

Theory on Management by Objectives (MBO) is a suitable tool for studying and understanding coordination of logistics operations with human resources of organizations operating under a hybrid working environment. This theory is built on the hypothesis that clear, measurable objectives are to be framed to attain anticipated performance. Within the context of this research, MBO may be applied to account for how goals may be common so as to serve both departments, for example, increasing exchange of information, reducing logistical lags due to poor coordination, and improving effective communication among distant and on-location teams. Besides, the theory assists in the formulation of key performance indicators (KPIs) to evaluate the quality of coordination and the required performance quality, for instance, response speed to employee needs, precision of implementation, speed of information exchange, and quality of communication among the two departments. Besides, MBO imposes the principle of accountability, a significant aspect since it stipulates exactly responsibilities and duties, thereby increasing productivity, commitment, and eradication of mistakes and organizational loopholes.

Finally, as a measure of response to the dynamic exterior work environment, technology can be integrated as an auxiliary device in achieving the desired ends to form a more efficient coordination model within a hybrid work environment.

Through a review of the relevant literature, it was found that hybrid working poses significant challenges in coordinating human resources and logistics operations, especially in light of rapid digitalisation and increased reliance on new technologies. However, the academic literature highlights the advantages of hybrid working in improving employee wellbeing and increasing productivity, provided that it is implemented in a thoughtful and systematic manner. In this chapter, we discuss the contribution of organisation theory to the understanding and application of the hybrid work model within organisations and explain the key concepts associated with HR, logistics and hybrid work, providing a solid conceptual framework for our study.

Chapter 2: methodological and organizational framework

This chapter deals with the research methodology we adopted to study the coordination between human resources and logistics operations in a hybrid work environment, in addition to a description of the tools and methods we used to collect and analyse the data. The chapter also outlines the nature of the study in terms of the methodology and methods used.

Section 1 methodological framework

In this section, we will outline the theoretical foundation and research approach undertaken in our study. We will set out our epistemological position, rationale for approach, adopted approach, data collection instruments, and the tools used for data processing and analysis.

1. Epistemological Approach and Mode of Reasoning

This research is based on a qualitative approach, most appropriately used to analyse complex social and organizational issues—especially those that cannot be fully accounted for by quantitative analysis or static theory frameworks. It gives rich insight into the contexts out of which professional changes emerge, say, the trend towards combining work patterns, and how these influence the coordination mechanisms within organizations, specifically between dependent functions like Human Resources and Logistics.

The qualitative approach was chosen because it allows for an in-depth examination of how individuals interpret and make sense of their professional experiences within evolving organizational contexts. As states) CRESWELL و CRESSWELL(2014 ‹: “Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem.”

In keeping with this perspective, the research takes an interpretative and inductive

epistemology. The interpretative emphasizes the meaning as being in the way it is built by actors themselves, and the inductive approach enables the researcher to build theory incrementally from empirical material, drawn from participants' living experience and stories.

2. Methodological approach

Qualitative research is among the fundamental approaches used in social sciences to explain complex phenomena through examining the meanings individuals assign to their experiences. As states (Sharan B., 2009) "attempts to comprehend organizational dynamics, the ways people construct meaning from their experiences, how they construct their worlds, and what meaning they attribute to their experiences."

Empowered by this, the present research adopts a qualitative approach to investigate organizational dynamics, particularly coordination among human resource and logistics departments in hybrid work arrangements. This method allows examination of individual and collective experience through an analysis of the meanings and contexts that are produced in everyday interactions. It is especially well-positioned to examine the effect of hybrid work arrangements on task composition and interdepartmental communication, and so it is the most appropriate method for this research.

This research uses a qualitative approach for several important reasons:

- It helps to understand in detail how hybrid work influences coordination between the HR and logistics departments, and how this coordination roles the smooth flow of work.
- It follows the same line as in other studies that investigated how hybrid work reshapes organizational management, specifically how people communicate and interact.
- It aligns well with the firm under study, where hybrid work requires having good collaboration among departments. A qualitative approach allows one to learn from employees' actual experiences and challenges in this type of

work arrangement

3. Research Instruments and Data Collection

3.1. Documents and Academic Sources

Various scholarly sources, including professional books, dissertations, and academic journals, were utilized via university libraries and the internet-based SNDL, ResearchGate, and Academia platforms. These offered a comprehensive theoretical foundation for assessing the interaction between human resources and logistics in the hybrid work context of UPS, with penetrating explanations on issues and strategies embraced in the sector.

3.2. Analysis of the Organization's Electronic Documents

In addition to the literature review, a set of the organization's electronic documents was analysed, including posts on social media, promotional and educational videos, and the media materials published by the company. The aim of this analysis was to understand how the organization's culture and coordination between employees are represented in the hybrid work environment. These documents provide insights into how employees engage with hybrid work policies and the level of integration between different departments. Through this analysis, the study explored how these electronic materials reflect coordination strategies and communication between teams and human resources management processes within the organization.

3.3. observation

This research relied on observation as a qualitative method to supplement the meaning of actual interactions and behaviours in the workplace. Non-intrusive direct observation was utilized to view the manner activities are coordinated across the

employees and identify patterns of communication and cooperation between the human resources and logistics departments under the hybrid work arrangement. This method allowed us to collect rich data in real contexts, reflecting everyday dynamics that were impossible to obtain through documents or interviews. It also allowed us to record real challenges and practices of coordination between individuals, thereby establishing the credibility of findings and providing a richer picture of study context.

3.4. Semi-Structured Interviews

We used semi-structured interviews in this study to collect data because it allows us to delve into participants' experiences and perceptions in great detail. This method is between a structured interview and an open-ended conversation because it allows us to ask precise questions related to the study's theme while at the same time giving participants the freedom to convey their perceptions and experiences in their own words. The interview schedule was created to encompass major issues of coordination of human resources and logistics in a hybrid work setup. This approach gave us a wealth of diverse data that reflected actual experience in the company and allowed us to grasp thoroughly the challenges and opportunities of this type of work setup.

To examine how the coordination between HR and logistics is affected in a hybrid workplace, semi-structured interviews were conducted among powerful organizational actors who were undergoing this shift. This process offered structure with flexibility in that it was able to provide guided conversation with the opportunity for respondents to tell their experience freely.

3.4.1. Preparation of the Interview Guide

An interview schedule with specific themes of coordination problems, communication flows, and the role of hybrid work was developed.

3.4.2. Holding Interviews

were held with individuals directly engaged in interdepartmental coordination, particularly the ones managing change and workflow adjustments.

3.4.3. Analysis of Data

The data collected was transcribed, coded, and analysed thematically to uncover significant patterns and findings associated with the research questions.

It enabled the capture of authentic experiences on the ground and offered a better understanding of the role of hybrid work on in-house collaboration.

3.4.4. The interview guide

This is a document that lists all the topics or questions to be addressed during an interview, for a specific purpose.

Our interview guide is structured as follows:

- **Introduction:** Introduction of the interviewer, the purpose of the study and the interview, and the interview conditions.

- **List of themes/questions:** We addressed four themes, with the following questions within each theme:

Theme 1: Implementation of Hybrid Work at UPS

Theme 2: Role of Hybrid Work in Coordination

Theme 3: Collaboration Tools and Practices

Theme 4: Solutions to Improve Coordination

In our study, the segment that we chose to conduct the interviews was department managers within the organisation as they are the coordinators and the first interface of the hybrid work, and we conducted four interviews on those who coordinate this work within the organisation's environment

We selected the interviewees based on their experience and background in the organisation, we also found it useful to select positions and people with seniority in the organisation to conduct semi-guided interviews in order to benefit from their knowledge in order to obtain high quality information and they are shown in the following table:

Table 4 Interviewees characteristics

Interviewees	Occupied position	Seniority	Date of interview
I1	Human Resources Manager	09 YEARS	13/04/2025
I2	Operations Manager	07 YEARS	13/04/2025
I3	International logistic manager	09 YEARS	17/04/2025
I4	National logistic manager	06YEAR S	14/04/2025

3.4.5. Data processing

There are two methods for analysing qualitative data: semantic analysis and statistical analysis.

statistical analysis. To analyse the data collected during our survey based on semi-directive

semi-structured interviews, we adopted a semantic processing approach.

This method provides rich and detailed descriptions of the content of the data, exploring

concepts, themes and relationships between words and phrases using the NVIVO SOFTWARE.

Section 2: Organisational context

For our field study, we chose UPS, a global American company specialised in the field of shipping, **logistics** and express transport, with experience spanning more than a century from 1907 to the modern era, where the company in Algeria represents a gateway to the outside world to receive parcels.

1. History and development of UNITED PARCEL SERVICE:

United Parcel Service (UPS), founded in 1907, is a global leader in logistics, employing 481,000 people and serving over 10 million customers. With vast operations—including billions of packages handled yearly and a massive transportation fleet—UPS requires sophisticated organizational coordination, especially between HR and logistics. The company's adoption of hybrid work supports this coordination, enhancing efficiency and communication across its wide-reaching operations. The UPS case illustrates how hybrid models can effectively function in complex, large-scale environments.

1907-1950

- 1907: It all started with \$100

In 1907, two teenage entrepreneurs created what would become the world's largest package delivery service. Starting in a Seattle basement with a \$100 loan, Claude Ryan and Jim Casey opened the American Messenger Company.

- 1919: The name and the look you know

In 1919, the company made its first expansion beyond Seattle to Oakland, California, where the name United Parcel Service debuted. That same year,

the company painted the company's cars its signature color brown, representing class, sophistication and professionalism.

- 1930: East Coast bound

UPS makes its first expansion to the East Coast in metropolitan New York City, moving the corporate office from Los Angeles to 331 East 38th Street, New York City.

1951-1975

- 1953: No stopping this service

In 1953, UPS began common carrier operations, serving commercial and residential shippers in some cities including Chicago - the first city outside of California in which UPS offered this. The company also reintroduced air service (there was a badly-timed two-year venture started in 1929) offering two-day delivery to major East and West Coast cities. Like the first time, UPS shipments flew on regular commercial flights.

- 1975 The 'Golden Link'

In 1975, UPS became the first package delivery company to serve every address in the continental U.S This incredible connection of service areas came to have an epic nickname within UPS the 'Golden Link.' That same year, the company went abroad for the first time offering services in Toronto.

1976-1990

- 1985 Next day? No problem.

In 1985, UPS Next Day Air service became the first air delivery network to reach every address in the 48-contiguous states, Hawaii, and Puerto Rico. That same year, UPS began its first intercontinental air service between the U.S. and Europe.

➤ 1988 An airline is born

In 1988, UPS won approval from the Federal Aviation Administration (FAA) to operate its own aircraft, launching UPS Airlines.

➤ 1989 It's a big, beautiful world

After a decade of seeing its reach grow throughout the Americas and Europe, in 1989 UPS extended service to the Middle East, Africa, and the Pacific Rim. Currently UPS operates in more than 220 countries and territories across the globe.

1991-TODAY:

➤ 1994 A green new home

In 1994, UPS moved its corporate headquarters to Atlanta with construction emphasizing energy efficiencies and an extensive tree protection and replacement program. The location at 55 Glenlake Parkway is still its current home. This year also saw the debut of UPS.com.

➤ 1999A bold financial step

During the 1990s, UPS expanded its vision to become a true enabler of

global commerce. This led, to the big step of going public for the first time on Nov. 10, 1999.

➤ 2001 Diving into retail

In 2001, UPS entered the retail business acquiring Mail Boxes Etc., Inc., the world's largest franchisor of retail shipping, postal and business service centres. Within two years, approximately 3,000 Mail Boxes Etc. locations in the U.S. re-branded as The UPS Store and began offering lower UPS-direct shipping rates.

➤ 2018 Who *doesn't love the weekend?*

After expanding its portfolio throughout the decade, including acquiring tech-driven freight brokerage Coyote Logistics in 2015, UPS began offering Saturday ground delivery and Saturday pickup services. It was the first time in the company's history, delivering shippers industry-leading Saturday choices.

➤ 2020 A new direction

Carol B. Tomé began her tenure as the 12th CEO of UPS on June 1, 2020, becoming the first female CEO in the company's 113-year history. (Our History ups, s.d.)

2. Presentation of the host organisation

related in 2016, EURL CONEXLOG is a company under Algerian law designated as the exclusive provider of licensed services in Algeria for the UPS group. CONEXLOG began providing UPS-branded services in Algeria from 19 September 2017, subject to

the conditions, contracts and licences between CONEXLOG and UPS. CONEXLOG has rapidly become a leading provider of express delivery and logistics services across Algeria, covering more than 51 provinces with a network of 63 distribution centres and employing over 400 people. The company possesses a diversified logistics fleet of more than 200 commercial vehicles, enabling domestic and international transportation, customs brokerage, warehousing, and e-commerce, all according to the global service standards of UPS. Through this manner, UPS Algeria can be regarded as a success story of local operations merged with global logistics capability, particularly in the new environment of digital trade and modern supply chain dynamics.

2.1.1 Its main tasks

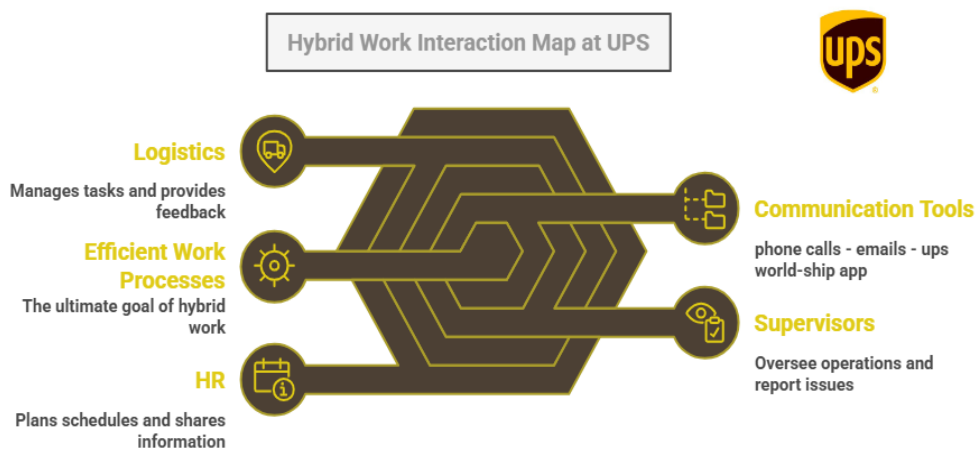
- Provide UPS services within Algeria, in accordance with international standards.
- Handle everything related to Express shipping, customs clearance, logistics, warehousing, and e-commerce delivery.

2.1.2 UPS Services in Algeria via CONEXLOG

- international Express Shipping
- Domestic Express Services across Algeria
- Supply Chain Solutions (SCS)
- Professional Customs Clearance Services
- Temporary Warehousing under Customs Supervision
- Third-Party Logistics (3PL) Solutions

- E-commerce Logistics and Fulfilment
- 24/7 Online Shipment Tracking

Figure 5 hybrid work interaction maps at ups

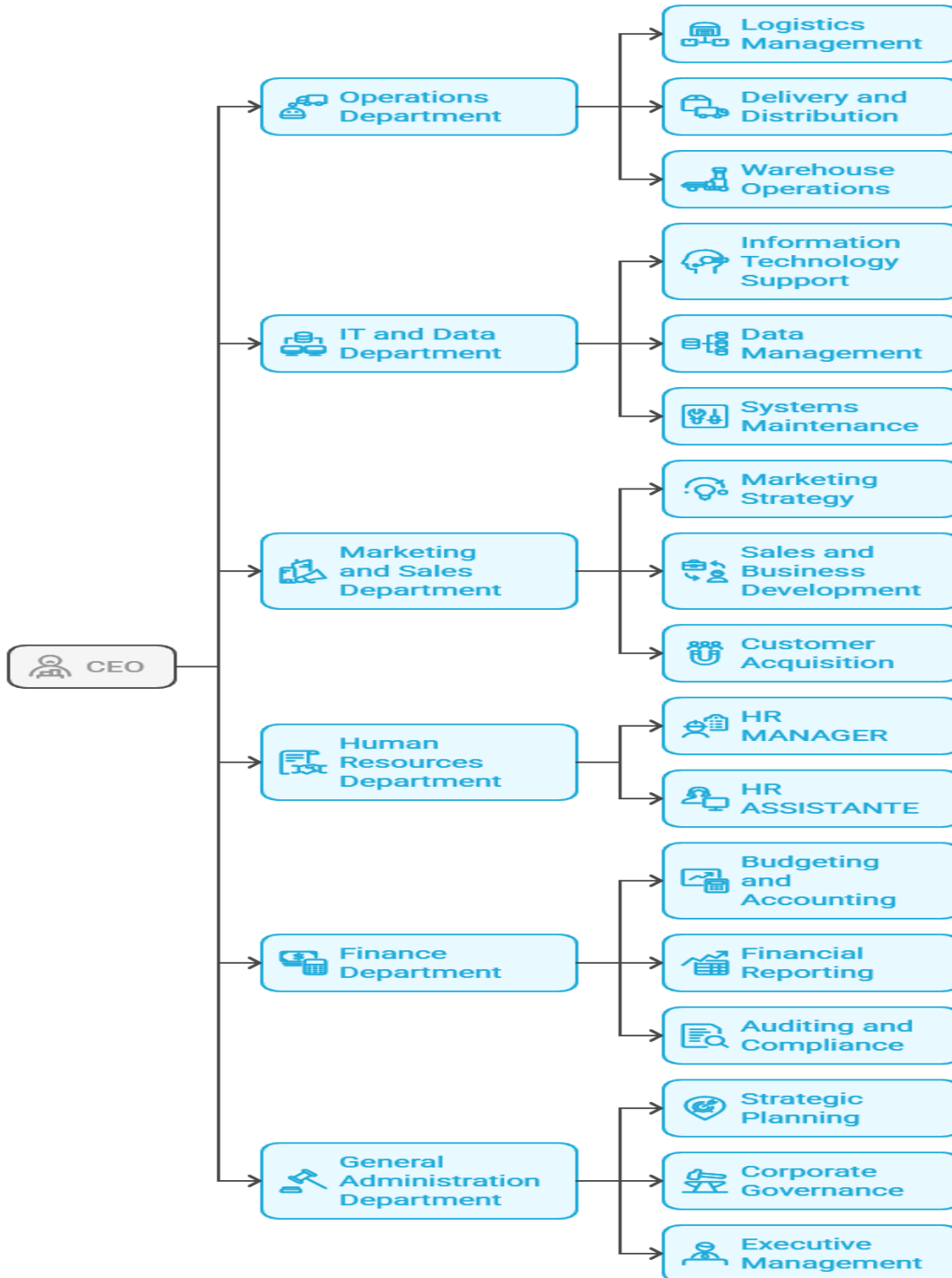


Source: Author’s own work, Master’s thesis

The map identifies the complementary interaction of logistics and HR to enable efficient and seamless operations for hybrid work environments.

Logistics interacts with HR by supplying and updating managed schedules and by making tools available for employees to enable communication between employees in various departments. The tools for communication have been utilized for easing the exchange of information and enhancing the coordination efficacy between logistics and HR for higher productivity in hybrid work.

Organizational Hierarchy and Departmental Structure



2.1.3 Human Resources Division

➤ **Facilitating Meetings:**

The HR Manager at UPS ensures that meetings between internal human resources are arranged and facilitated. Internal human resource meetings include talks concerning work policies, hiring procedures, professional development, and employee performance reviews.

➤ **Role in Hybrid Work Model Decisions:**

The HR Manager plays an immediate role in decisions regarding the hybrid work model within the firm.

The responsibility of the manager is to examine the effectiveness of remote work and office work, like determining what equipment is required to support remote workers and ensuring the presence of a flexible working environment that can support all requirements.

➤ **Coordination with Operational Departments:**

The HR Manager also acts as a liaison between operational departments and the HR department. This includes exchanging information relating to hybrid work, including work schedules, attendance policies, and any updates on new work procedures.

➤ **Strategic Planning in Human Capital Management:**

The HR Manager participates in developing hiring and training strategies, designing employee retention policies, and promoting teamwork.

They also assist in improving overall workers' performance through training programs to ensure up-to-date skill sets that address the business requirements.

The UPS HR Assistant is also essential in employee payroll and benefits management, ensuring that monthly payments are correct, adjustments or increments are made, and there is adherence to local and international legal standards. He works together with the HR Manager to organize hybrid work patterns, and ensures that these

patterns and any changes with regard to the hybrid work arrangement are communicated to the operational teams to ensure proper implementation.

Other than coordinating the calendar, the HR Assistant provides necessary administrative support, such as drafting papers, organizing meetings, producing reports, and internal communication. It also ensures that there is accurate information regarding hybrid work policy and changes in the work arrangement communicated to all employees.

2.1.4 Role of operations department at UPS

UPS operations department is a key factor in ensuring smooth and efficient distribution of products. It has three main divisions. Firstly, there is the logistics division that focuses on overall planning and supply chain optimization to coordinate shipments between regions effectively. Then there is **Distribution and Delivery**, who ensures packages reach the right places at the right time, coordinating all the activities involved in delivery to please customers. Finally, there is **Warehouse Operations**, who manages all the company's warehouses and whose responsibility is inventory management and ensuring packages are secure and ready to ship. This department also works in close cooperation with the distribution department to ensure that shipments are prepared on schedule.

3. Ensuring coordination among logistics and human resource activities in UPS's hybrid model:

As part of the move towards a hybrid business model at UPS, management has shown particular interest in ensuring effective coordination between the human resources department and the logistics operations department. This model requires careful coordination between different departments within the company to ensure a smooth workflow between remote employees and those teams that work onsite.

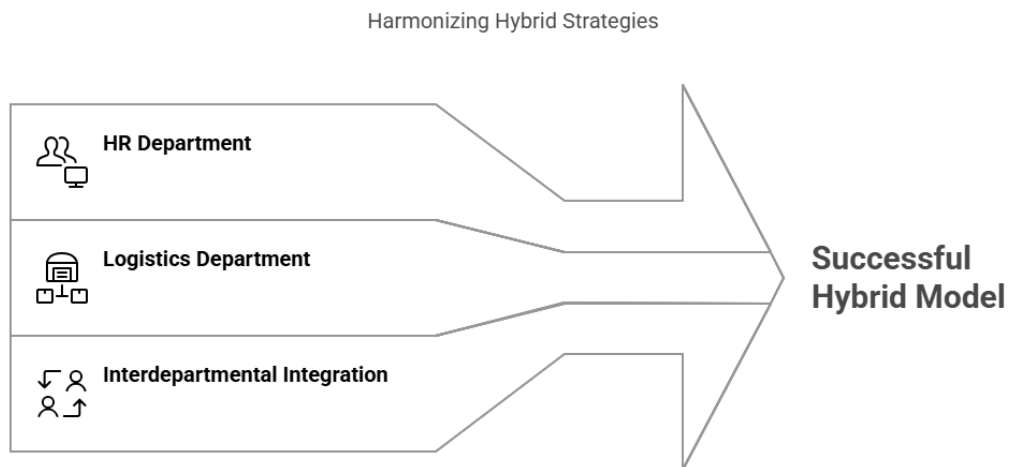
HR has a key role in enabling HWM integration, by managing flexible work schedules that balance employees' requirements and the workload required of each department. For example, UPS allotted 25% of employees' time to working from home at the launch of the hybrid model after the pandemic, so that they could work more flexibly without affecting workflow. HR is responsible for developing policies related to hybrid work, such as flexible working hours, team communication, and training and development activities suited to the nature of office or remote work. In one case, the HR department initiated an online training program for workers who needed help in terms of digitization and remote automation to introduce them to the use of new tools such as Microsoft Teams and remote shipping management tools such as the UPS WorldShip system, which improved coordination between teams. The team is also involved in spreading hybrid work policies to all employees and facilitating their correct implementation in a way that they do not affect productivity or work effectiveness.

The role of the **Logistics Operations** department is to coordinate day-to-day operational activities to meet customer needs in an efficient way, whether through in-office or remote teams. As an example, the department has adapted shipping and distribution schedules to fit hybrid work schedules, allowing companies to deliver on time even with fewer employees in the office. In this case, the department oversees the updating of the schedules and planning of the transport and distribution activities, with continuous coordination between field teams and administrative support teams. Online performance tracking systems were introduced, facilitating continuous monitoring of the performance of all remote workers, with 80% of remote workers utilizing the systems within the first year of introduction.

The coordination between the two departments enhances the hybrid model to be more efficient, with the HR department handling the readiness of remote workers and the logistics department providing the necessary equipment to ensure that all business processes are executed efficiently regardless of location. Such interdepartmental integration not only helps to improve internal coordination, but also enhances the ability

to deal with the challenge of task allocation within different teams in a RWM or office work setup, as UPS has capitalized on opportunities to develop its people and work culture and improve its productivity because of the latter. For example, UPS successfully reduced operational costs in hybrid working because it streamlined the use of resources and improved effective resource allocation across teams. Therefore, this coordination is the cause of the success of a company's hybrid strategies, enabled through ensuring continuity of service while improving productivity as well as employee satisfaction.

Figure 6 HARMONIZING HYBRID STRATEGIES



Source: Author's own work, Master's thesis

Through our qualitative methodology, we were able to analyse the role of hybrid working on coordination between different departments in the studied UPS organisation. This analysis allowed us to explore the organisational depth and institutional aspect of how human resources interact with logistics operations in a hybrid work environment. The findings provide insights into the role of this environment on internal processes and interdepartmental collaboration, contributing to improving future organisational coordination and integration strategies within the organisation.

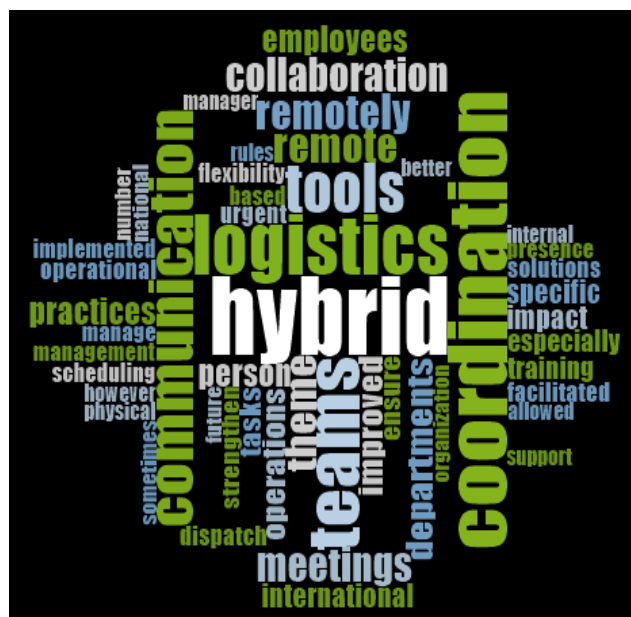
Chapter III: Presentation and discussion of the results

In this chapter, we present findings from our interviews with managers at UPS, as well as observations gathered through direct observation and analysis of the organisation's electronic documents. In this chapter, we discuss how hybrid working affects the coordination between HR and logistics operations, providing an in-depth analysis of the data collected from various sources. This data will be interpreted according to the conceptual and methodological framework that we used in the study, enabling a comprehensive understanding of the challenges and opportunities for interdepartmental coordination and collaboration in a hybrid work environment.

Section 1 Presentation of Results

Firstly, we will present the data collected during the semi-structured interviews with 04 interviewees. Then, we will proceed to their processing

Figure 7 WORD CLOUD



Source: Compiled by us using NVivo 11 software

Table 5 Presentation of observation attributes

servation Aspect	Detailed Description	Role on Research Topic
Workforce Profile	Majority of employees are young, proficient with	Facilitates adaptation to hybrid work and

	computers and electronics	enhances productivity
Interdepartmental Collaboration	Strong spirit of cooperation and coordination between HR and logistics departments	Improves coordination and efficient information exchange
Work Environment	Healthy and harmonious workplace with no customer complaints	Enhances service quality and operational efficiency
Productivity and Service Quality	Smooth and effective workflow with no obstacles	Increases customer satisfaction and supports hybrid work goals

1 Interpretation of Observation Results

Observations indicate that the majority of employees are young, with good computer and e-technology skills, has clearly contributed to facilitating the adaptation to the hybrid work system. This age group was able to easily cope with the work requirements that combine physical presence and remote work, enhancing performance efficiency and overcoming potential technical barriers. There was also significant collaboration between the HR and logistics departments, where there was a clear harmony in communication and information exchange, reflecting the ability of the work environment to support effective coordination between different teams, despite the mixed nature of the work. In addition, a healthy and harmonious work environment helped achieve high levels of productivity, as evidenced by the absence of customer complaints and smooth workflow. These findings reflect how hybrid working, when supported by good coordination between human resources and logistics operations, can create a productive yet flexible working environment.

2. Presentation of interviewed attributes:

To gather the data required for our study, we conducted interviews with four managers at the host company, UPS. The professional information of these managers, as well as the duration of our individual interviews with each of them, are summarized in the table below:

Table 6 interviewees informations

Interviewees	Occupied position	Seniority	Date of interview	Duration Interview
I1	Human Resources Manager	09 YEARS	13/04/2025	40 minutes
I2	Operations Manager	07 YEARS	13/04/2025	25 minutes
I3	International logistic manager	09 YEARS	17/04/2025	45 minutes
I4	National logistic manager	06YEARS	14/04/2025	32 minutes

Source: Compiled by us using NVivo 11 software

Table 7 Implementation of Hybrid Work at UPS

I01	“ there is a structured schedule that specifies office and remote work days, depending on their tasks and responsibilities”
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	<p>“It is a shared decision”</p> <p>“There is a difference. HR teams benefit more from remote work due to the nature of their desk-based tasks”</p>
I02	<p>“Hybrid work is limited and carefully regulated. Most operational staff, especially drivers and warehouse workers, are required to be on-site. Administrative operational staff can work remotely one day per week,”</p> <p>“We assess the nature of each role, operational needs, and current workload before approving remote work. Flexibility is granted,”</p> <p>“HR can afford more remote flexibility because their work is less dependent on physical processes. In logistics and operations, most tasks are field-based and time-sensitive”</p>
I03	<p>“Hybrid work is essential and highly encouraged. Employees involved in global operations are allowed to work remotely up to two days per week. Flexibility is necessary”</p> <p>“The decision is based on the operational needs of each project. I coordinate with team leader”</p> <p>“In global logistics, remote work is more common due to the nature of international coordination.”</p>
I04	<p>“Hybrid work is very limited. Most employees must be physically present every day because the work involves handling, sorting, and dispatching parcels, which cannot be done remotely.”</p> <p>“It is approved case-by-case by management”</p> <p>“HR can manage more tasks remotely. In logistics and dispatch at the national level, physical presence is crucial to keep the operations flowing smoothly”</p>

Source: Compiled by us using NVivo 11 software

The majority of participants (**I01, I02, I03**) reported that hybrid work is organized according to

the responsibilities of employees and the operational needs of each department. From these responses, it appears that hybrid work is applied on an ad hoc basis based on the nature of the tasks. For example, **I01** stated that there is a specific schedule that determines remote work days and in-office work days according to employees' responsibilities. While **I02** explained that most employees involved in operations, such as drivers and warehouse workers, should be on-site, except for some exceptional cases.

I04 stated that hybrid working is very limited for employees who deal with physical tasks such as handling packages. This shows the importance of having a physical presence to ensure logistics operations run smoothly.

Most participants (**I01, I02, I03, I04**) emphasized that the decision on whether an employee will work remotely or on-site is made based on operational needs and the nature of the specific tasks. **I02** and **I03** indicated that each case is evaluated on a case-by-case basis, ensuring that employees are assigned based on the nature of their job role.

For example, **I01** stated that the decision is a joint decision, indicating a collective process that involves coordination between management and employees. **I02** noted that the decision also depends on the current workload, indicating that the company is keen to maintain operational balance while offering some flexibility.

All participants, with the exception of **I04** and **I01**, indicated that hybrid work is applied differently between HR and logistics teams. **I01** and **I04** emphasized that HR teams benefit from greater flexibility due to the nature of their office tasks, while in logistics teams, physical presence is required to perform critical tasks such as sorting and distributing packages.

Table 8 Role of Hybrid Work on Coordination

I01	<p>“Sensitive HR-related information would be delayed in reaching the logistics teams due to the lack of immediate, face-to-face interactions.”</p> <p>“Communication became more reliant on emails and phone calls, which slowed down processes that would usually be resolved with a quick in-person chat”</p>
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	<p>“Meeting organization has become much more efficient. We now have more regular and structured video meetings”</p>
I02	<p>“Scheduling issues and last-minute changes sometimes created confusion when key contacts were not immediately reachable due to remote work.”</p> <p>“Communication became slightly more formal and delayed compared to in-person interaction”</p> <p>“Documentation and formal reporting improved. Since we couldn’t rely on verbal updates as much, people became more disciplined in documenting processes, decisions, and following up consistently.”</p>
I03	<p>“Coordination can be challenging, especially when combining hybrid schedules with different time zones”</p> <p>“It became more formal and structured. Spontaneous communication decreased, but formal scheduled meetings increased”</p> <p>“Work-life balance improved for many employees, making them more engaged and productive. “</p>
I04	<p>“Since most of my team is always present on-site, coordination issues usually arise only when we need HR support and the HR team is working remotely that day”</p> <p>“Simple HR processes like contract signatures or urgent approvals sometimes take longer. Otherwise, day-to-day communication within the logistics team remains fast and efficient thanks to direct contact”</p>

“Hybrid work in HR allowed them to become more organized in scheduling appointments and meetings”

Source: Compiled by us using NVivo 11 software

Most participants (**I01, I02, I03, I04**) reported that hybrid working affected the coordination between HR and logistics teams differently. **I01** stated that sensitive HR-related information is delayed in reaching the logistics teams due to the lack of face-to-face interaction. This suggests that the absence of face-to-face encounters may negatively affect the speed of information transfer in situations that require a quick response.

I02 noted that scheduling issues and momentary changes sometimes create confusion when key people are not immediately available due to remote working. This reflects the role of hybrid work on immediate coordination in emergency situations.

Participants (**I01, I02, I03, I04**) reported that communication between teams had become more formalized and delayed compared to face-to-face personal interaction. **I01** indicated that communication has become more dependent on email and phone calls, slowing down processes that would normally be resolved through a quick face-to-face chat. This response suggests that reliance on digital means of communication may slow down the speed of decision-making or rapid response.

I02 indicated that communication has become more formal and delayed due to working remotely, reflecting the challenges of remote coordination between teams. In contrast, **I03** mentioned that communication has become more structured, but at the expense of the spontaneous communication that used to happen in informal meetings. This observation may indicate that hybrid work restricted spontaneous communication but improved organization in meetings.

Almost all participants (**I01, I02, I03, I04**) noted that there was an improvement in some aspects of coordination thanks to hybrid working. **I01** stated that the organization of meetings became more efficient thanks to regular and structured meetings via video conferencing, reflecting an increase in structure and organization in meetings compared to in-person attendance. This response shows that hybrid work may improve the organization of meetings but may reduce flexibility in day-to-day communication.

I02 indicated that formal documentation and reporting has improved as a result of not relying so

heavily on verbal updates. This suggests that hybrid working has contributed to improved discipline in documenting processes and decision-making, which may lead to greater transparency and follow-through. **I03** indicated that improved work-life balance had a positive role on employee engagement and productivity. This highlights one of the main benefits of hybrid work, which is the promotion of personal well-being which enhances productivity at work.

Finally, **I04** noted that hybrid working has allowed HR teams to become more organized in scheduling meetings and appointments, demonstrating improved time management and administrative coordination.

Table 9 Collaboration Tools and Practices

<p>I01</p>	<p>“We mainly rely on Microsoft Teams, along with official email and the UPS WorldShip system and phone calls for quick information’s “</p> <p>“They have greatly facilitated communication, especially with instant meetings and file sharing features.”</p> <p>“We implemented a mandatory weekly meeting policy for each team and assigned clear contact points for each project to ensure prompt responses to urgent inquiries.”</p>
<p>I02</p>	<p>“Scheduling issues and last-minute changes sometimes created confusion when key contacts were not immediately reachable due to remote work”</p> <p>“Communication became slightly more formal and delayed compared to in-person interaction”</p> <p>“Documentation and formal reporting improved. Since we couldn’t rely on verbal updates as much, people became more disciplined in documenting processes”</p>
<p>I03</p>	<p>“Microsoft Teams is central for video meetings and chats. We also use project management tools like Trello or Monday.com for tracking international shipments and</p>

	<p>tasks, in addition to UPS’s internal systems for logistics management”</p> <p>“They have greatly facilitated communication across continents. The ability to have instant messaging, file sharing, and virtual meetings minimizes the role of physical distance”</p> <p>“They have greatly facilitated communication across continents. The ability to have instant messaging, file sharing, and virtual meetings minimizes the role of physical distance”</p>
I04	<p>“Mainly Outlook for scheduling and emails, and we use WorldShip and internal logistics software for parcel management. “</p> <p>“They facilitated long-distance communication, especially when urgent HR support is needed from another branch”</p> <p>“When dealing with HR, we establish a clear point of contact to avoid confusion when they are remote.”</p>

Source: Compiled by us using NVivo 11 software

Most participants (**I01, I02, I03, I04**) reported that they use multiple collaboration tools to organize collaboration between HR and logistics teams. The most prominent of these tools is Microsoft Teams, as well as email and internal UPS systems such as WorldShip.

I01 explained that Teams is mainly used for instant meetings and file sharing, while **I03** notes that project management tools such as Trello and Monday.com are also used to track international shipments and tasks. This shows a diversity of tools used depending on the nature of the business, with Trello and Monday.com being particularly useful for managing international projects.

I04 noted that Outlook and WorldShip are the primary tools for email management and scheduling, as well as internal package management systems.

Table 10 Solutions to Improve Coordination

I01	<p>“I believe we need to increase the number of in-person meetings between teams, especially at the start of new projects”</p> <p>“I recommend implementing regular digital skills training sessions and scheduling certain days for all teams to work on-site together to strengthen intensive coordination.”</p> <p>“I see hybrid work staying and evolving. Our young, tech-savvy workforce strongly supports this direction”</p>
I02	<p>“We need stronger backup plans for remote workers, like ensuring someone else is physically available if a remote worker cannot respond quickly”</p> <p>“Regular in-person operational briefings — even monthly — combined with better training on digital communication tools would significantly strengthen our coordination.”</p> <p>“Hybrid work will continue but must stay limited and flexible in operations. Full remote setups are not feasible for field-based teams”</p>
I03	<p>“Introducing more advanced scheduling tools that automatically adjust for time zone differences would greatly help”</p> <p>“Annual in-person international summits, more training on virtual collaboration tools, and investing in better remote work infrastructure would significantly enhance global coordination.”</p>

	<p>“Hybrid work is the future, especially for international operations. It allows us to stay agile, retain talent worldwide, and maintain efficient communication without the constant need for international travel”</p>
I04	<p>I would suggest establishing a fast-track communication system between on-site teams and remote HR staff for urgent personnel matters.</p> <p>Organizing regular in-person HR visits to logistics centres and conducting short coordination meetings every few weeks would make a big difference.</p> <p>Hybrid work will continue mainly for administrative and HR teams, but in national dispatch and logistics, I believe physical presence will always be crucial for operational success.</p>

Source: Compiled by us using NVivo 11 software

I01 suggested that in-person meetings should be increased, especially at the beginning of new projects, to ensure better coordination and a common understanding of goals between teams. In addition, he suggested that regular digital skills training is necessary to ensure that all employees have the skills to use digital tools effectively.

I02 emphasized the importance of having strong contingency plans for remote employees, such as making sure someone else is on-site in case the remote employee is unable to respond quickly. **I03** suggested using advanced scheduling tools that automatically adapt to different time zones, making it easier to coordinate global teams. **I04** explained the importance of identifying clear points of contact in remote teams and ensuring that there is regular in-person interaction between HR and other teams through regular visits.

The opinions collected indicate that face-to-face meetings and training on digital tools can contribute significantly to improving coordination between teams. **I01** noted the importance of organizing regular in-person meetings with ongoing digital skills training to promote the effective

use of technological tools. An in-person meeting allows participants to interact informally, which is difficult to achieve through digital tools alone.

I02 added that training on digital communication tools is critical, as well as the need for regular meetings, such as monthly meetings, which help improve coordination and ensure better interaction between teams, especially when working remotely. **I03** stressed the importance of leveraging the telework infrastructure and organizing annual in-person international summits, reflecting the importance of coordination between international teams in a hybrid framework.

I04 suggested organizing regular HR visits to logistics hubs and organizing short coordination meetings every few weeks, ensuring that effective coordination is achieved through regular communication and clarity of action.

From the answers collected, it is clear that the future of hybrid work at UPS will be flexible and evolving while emphasizing the need to maintain a balance between remote work and physical presence. **I01** expressed that hybrid work will continue and evolve thanks to the younger generation with high technological skills, which will support this trend in the future. This suggests that flexibility will still prevail in the future, especially in administrative tasks and teams that can work remotely.

In contrast, **I02** indicated that hybrid work will still apply but in a limited and flexible form in logistics operations, as full remote work is not possible for teams that require a direct field presence. This suggests that hybrid work will be more applicable in administrative functions and non-field tasks.

I03 emphasized that hybrid work is the future, especially for international operations, as it helps retain global talent and maintain effective communication without the need for constant international travel. **I04** noted that hybrid working will continue for administrative and HR teams, but for logistics teams at the national level, physical presence will remain essential for operational success.

Section 2 Discussion of results

Having reviewed previous studies on hybrid working and its role on performance and productivity, it is now important to integrate these findings with observations from the field interviews conducted within **UPS**. By analysing the literature on hybrid working, we find that Hybrid working is one of the most widely recognized trends of today's working life, especially after

the pandemic that compelled many organisations to reassess the character of how they used to work. Bridging the gap between working from home and the office, these transformations are an opportunity for improved work-life balance, reflecting positively in increased productivity and the health of employees. Different research studies emphasize that the successful implementation of hybrid working is contingent upon several variables such as work flexibility, personality of employees, HR practices, and collaboration digital tools.

The research by (Gavoille & Hazans, 2022) suggests that employees' productivity in remote work environments is entirely contingent upon personality. Specifically, Conscientiousness was the strongest role, as the study found that those with this trait are more productive when they work at home, which was consistent with the results of the UPS interviews. In the latter, it was observed that employees in departments that are office-administrative in nature were more resistant to hybrid work, which is a sign of the role of a strong work conscience on productivity. On the other hand, in those departments where workers needed to be physically present at the workplace, such as logistics, a constant physical presence was necessary to ensure smooth operations.

In reference to work flexibility, (Kamanzi, 2023) study emphasizes that work environments with time and space flexibility support employees' balance of life and work, leading to increased overall performance. (Barrette, June 15, 2000) study supports the argument that hybrids' working enhances job satisfaction as well as productivity with flexible methods. In UPS's survey results, emphasis was given to the fact that such flexibility played a substantial role towards maximizing work-life balance, as the employees were better able to time-manage themselves, which further contributed towards maximizing productivity and team collaboration.

In addition, modern HR practices are a critical factor towards making hybrid working feasible. (Mashudi, Fitriani, Nurhamzah, & Iman, 2023) posit that HR practices grounded in result-based performance management and use of digital tools such as online collaboration tools (e.g. Microsoft Teams and Trello) result in enhanced productivity and staff engagement in remote work arrangements. The outcomes of the interviews at UPS embody these aspects in the utilization of advanced digital tools such as Microsoft Teams and WorldShip, which facilitated the employees to communicate and organize work more effectively from home, although communication lags were evident due to reliance on these digital tools.

However, hybrid working encapsulates some of the issues, especially around performance management and motivation, concerns that were investigated in (Saw & Haque, 2023) study. The study revealed that the move to remote working presents some challenges in measuring performance and motivating employees, as well as psychological role such as isolation. Despite this, interview data at UPS reported that there was greater coordination among online teams with the use of digital collaboration tools, which facilitated communication and transparency. While these tools were a factor for the improvement in coordination, slowness due to the heavy use of these tools continued to be a problem.

Finally, (Arokiasamy , Santhi , & Ramkumar , February 2025) study shows that hybrid working is an important factor in improving employee well-being, reducing stress levels and improving job satisfaction. This aligns with what was witnessed at UPS, where it was emphasized that hybrid working allowed administrative department employees to achieve a better work-life balance, which led to an improvement in their productivity and job satisfaction.

From such studies and interviews, one can clearly see that hybrid working is not only a flexible arrangement, but a work style that enhances performance as well as job satisfaction by adopting flexible approaches that enable work-life balance. At the same time, this model necessitates coping with challenges that may arise in areas such as performance management and motivation, which requires integrated strategies and innovative practices in order to deliver such an environment.

CONCLUSION

This study examined the role of hybrid work in facilitating coordination between Human Resources and Logistics at UPS. The research objective was to explore how hybrid work contributes to strengthening cooperation and improving organisational efficiency. By adopting a qualitative methodology that combined semi-structured interviews, direct observation, and document analysis, the study provided an in-depth understanding of the mechanisms that shape coordination between the two departments.

The findings showed that hybrid work plays a crucial role in enhancing flexibility, supporting employee wellbeing, and optimising productivity. At the same time, the study revealed several challenges, particularly in ensuring fluid communication across teams, synchronising schedules, and maintaining consistency between remote and on-site workflows. Coordination between HR and logistics appeared essential not only for sharing information but also for aligning policies, managing resources, and integrating digital tools effectively. These results confirm the importance of flexible management, adapted technological tools, and a culture of trust and open communication in making hybrid models successful.

2.1. Suggestion

Promote training programmes on hybrid working:

Based on studies such as (Mashudi, Fitriani, Nurhamzah , & Iman , 2023)that highlighted the importance of innovative HR practices in supporting hybrid working, it is recommended to provide training programmes for employees to familiarise them with digital tools and time management techniques in hybrid working environments. These programmes can improve coordination between teams and promote effective communication, boosting productivity and reducing delays caused by the use of digital tools.

Promote the use of technology:

According to (Saw & Haque, 2023)study, continuous improvement of technology is key to ensuring the success of hybrid working. Therefore, at UPS, it is recommended to provide more

advanced technological tools, such as software that supports remote collaboration, with a focus on minimising the delays associated with the extensive use of these tools. This can help foster real-time communication and optimise workflow across diverse teams.

Tailor hybrid working to the needs of each department:

Based on the results of interviews at UPS, which showed that hybrid working varies depending on the nature of work in each department (administrative vs. logistics), it is recommended to tailor the hybrid working policy to suit the needs of each department. For example, departments that rely more on office tasks could be allowed to work more remotely, while departments that require on-site presence such as logistics could be assigned certain days to work on-site.

Improve work-life balance practices:

Based on the findings reported by (Arokiasamy , Santhi , & Ramkumar , February 2025) which emphasised that hybrid working helps improve work-life balance, it is recommended that UPS focus on enhancing the flexibility of working hours and providing greater support to employees by setting aside adequate time for relaxation and rest. This can include offering flexible holiday options and training courses aimed at promoting employee wellbeing.

Remotely monitor and manage performance:

Given the challenges discussed in (Saw & Haque, 2023) study related to performance management in remote work environments, it is recommended to develop mechanisms and tools to effectively monitor performance in hybrid work. These can include the use of digital performance appraisal systems that help track employees' progress and results, motivating them and providing timely and constructive feedback.

Foster mutual trust between management and employees:

In light of (Mashudi, Fitriani, Nurhamzah , & Iman , 2023) study that emphasised the importance of fostering trust between management and employees in hybrid work environments, it is recommended to increase opportunities for open communication between employees and managers. This could include organising periodic online meetings to share ideas and challenges, which would enhance employees' sense of belonging and trust in the company's management.

2.2. Limits

- **Focus on a limited work environment:** The study was conducted at UPS only, which may affect the generalisability of the findings to other companies or different industries, as hybrid working needs may vary from sector to sector.
- **Departmental disparity:** The study focused on administrative and HR departments, while the role of hybrid working on departments that rely heavily on field presence, such as logistics, was not examined, limiting the comprehensiveness of the results.
- **Future changes in technology:** As the technological tools used in hybrid working are constantly evolving, the results may be provisional and dependent on the level of development of the technology at the moment, which may affect its effectiveness in the future.

In this chapter, the role of hybrid working on coordination between different departments at UPS was examined in detail. The findings showed the importance of good organisation and effective communication between HR and logistics operations to ensure a smooth and efficient workflow. The analysis also revealed a range of technological and organisational challenges facing these departments, which need to be addressed to enhance coordination and continuity of operations in a hybrid environment. This chapter reflects an in-depth understanding of how the company is dealing with these challenges and how hybrid working affects internal collaboration and integration between different teams.

In light of these conclusions, future research could expand the scope by including multiple organisations or industries, study how cultural and organisational differences affect hybrid implementation, and examine the role of emerging technologies such as AI in supporting coordination between departments.

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ANEX A:

Semi-Structured Interview Guide

1 problematic: How does hybrid work facilitate the coordination between Human Resources and Logistics at UPS, and what solutions can address these challenges?

1.2 the sub-questions:

- How is hybrid work organized at UPS for the HR and logistics departments?
- What role does this working mode have on communication and coordination between these two departments?
- What tools or practices are used to facilitate collaboration in this context?
- What solutions could improve coordination between HR and logistics in a hybrid setting?

Interview Introduction

Hello,

Thank you for agreeing to participate in this interview. My study focuses on the role of hybrid work on coordination between the Human Resources (HR) and Logistics departments at UPS. The aim is to understand how this working mode influences their collaboration and what solutions can improve this coordination.

This interview will last approximately 30 to 45 minutes. Your answers will be confidential and used exclusively for this study.

Theme 1: Implementation of Hybrid Work at UPS

- ✓ What are the rules that govern hybrid work in these departments?
- ✓ Who decides which employees should work remotely or on-site?
- ✓ Is hybrid work applied differently for the HR and logistics teams?

Theme 2: Role of Hybrid Work on Coordination

- ✓ Have you noticed coordination difficulties between these two departments?
- ✓ How has communication between HR and logistics teams been affected?
- ✓ Are there aspects of coordination that have improved thanks to hybrid work?

Theme 3: Collaboration Tools and Practices

- ✓ Do you use specific tools to manage collaboration between the two departments (e.g., Teams, etc.)?
- ✓ How have these tools facilitated or hindered communication?
- ✓ What practices have you implemented to ensure good coordination remotely?

Theme 4: Solutions to Improve Coordination

- ✓ In your opinion, what could be improved in the organization of hybrid work to strengthen coordination?
- ✓ Could specific solutions (in-person meetings, new tools, training, etc.) facilitate this coordination?
- ✓ How do you see the future of hybrid work at UPS and its role on collaboration between HR and logistics?

ANEX B:

Figure 8 United parcel service WorldShip

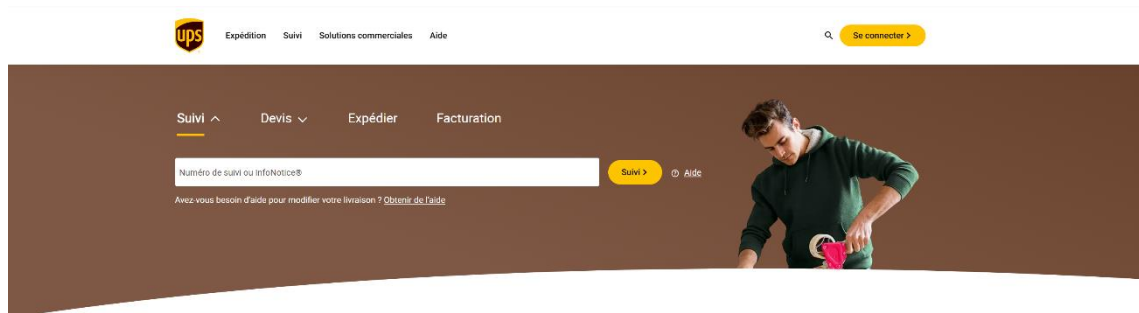
The screenshot shows the WorldShip software interface for creating a shipping label. The top navigation bar includes 'Accueil', 'Outils', 'Activités d'impression', 'Importation-Exportation', 'UPS.com', and 'Support'. Below this is a toolbar with icons for 'Historique', 'Créer un retour', 'Enregistrer l'envoi', 'Répéter', 'Annuler', 'Annuler', 'Suivi', 'Adresses', 'En fin de journée', 'Informations concernant l'enlèvement', 'Centre mess.', and 'Installer'. The main interface is divided into several sections:

- Expédier à:** Includes fields for 'ID client', 'Société ou nom', 'Contact', 'Adresse 1', 'Adresse 2', 'Adresse 3', 'Pays/Territoire' (set to 'Algérie'), 'Code postal', 'Ville', 'Etat/Province/Comté', 'Téléphone', 'Adresse électronique', 'Compte UPS', and 'Numéro TVA'. There are checkboxes for 'Mettre à jour' and 'Résidentiel'.
- Service:** Includes 'Service UPS' (set to 'Express Saver'), 'Date de livr.', 'Doc. seulement', 'Facturer le transport à', 'Expéditeur', and 'Avec services Retour'.
- Options:** Includes 'Envoi' (with 'Fret' checkbox), 'Poids (kg)', 'Envoi', 'Nbre de colis' (set to '1'), and 'Tous colis identiques' (checked).
- Colis:** Includes 'Type de colis', 'Numéro de référence 1', 'Numéro de référence 2', and 'Coût affecté à l'expéditeur (USD)' (set to '0,00').
- Bottom:** Includes 'Expéditeur' (set to 'G03368'), 'Profil' (set to 'UPS'), and a list of parcels with 'Ajouter', 'Supprimer Col', and 'Traiter l'envoi F10' buttons.

At the bottom, a note states: 'Votre facture peut être différente des taux affichés.'

Source: Internal document of the host company

Figure 9 tracking web cite UPS

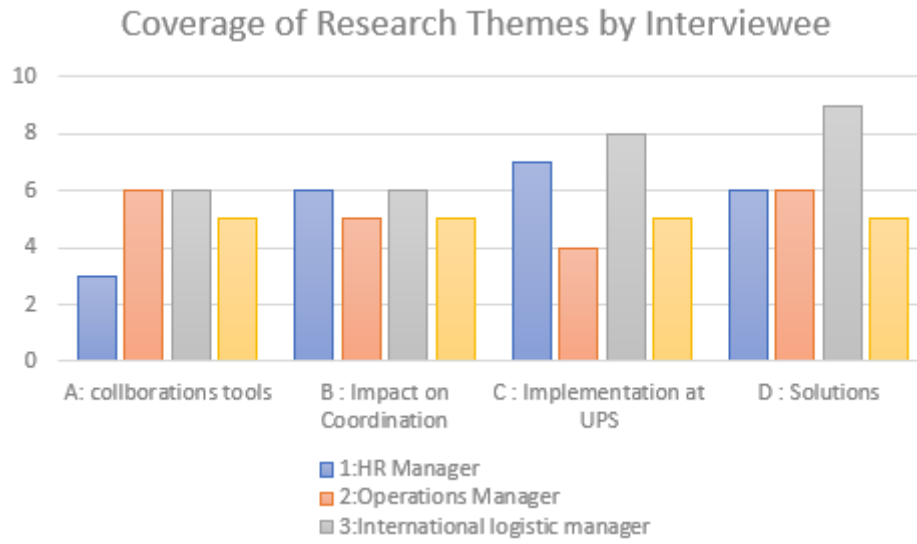


Des envois internationaux en toute

Source: Internal document of the host company

ANEX C:

Figure 12 COVERAGE OF RESEARCH THEMES BY INTERVIEWEE



Source: Processed using NVivo software