Hasnaa Benslimane

NEW WORKING MODEL PROCESS IMPLEMENTATION - DALOOP

Professional Internship Report to obtain the Master's Degree
in Business Management

Tutors: Ana Pinto Borges, PhD
Elvira Pacheco Vieira, PhD

Instituto Superior de Administração e Gestão

PORTO, FEBRUARY 2023

DECLARATION OF HONOR

I, Hasnaa Benslimane, undersigned, student of the Master's Program in Management

in ISAG - Instituto Superior de Administração e Gestão, number 211260038, declare on my word of honor that the present academic work was elaborated exclusively by me and is in compliance with copyright and related rights, and it doesn't include any form of plagiarism.

Confirming that all this is true, and after being requested, I hereby present this declaration duly signed by me.

Porto, 14/02/2023

Hasnaa Benslimane

_____

ACKNOWLEDGMENT

To my ISAG professors, for all the knowledge they taught me during this grade, my advisor Professor Ana Borges, and Professor Bárbara de Sousa. I thank you, from my heart, for all the support, mentoring, motivation, and confidence you gave me in times of great distress so I could achieve my great academic goal.

To all Daloop's team and especially my two Patricias, for their trust, and for all the challenges that pushed me out of my comfort zone. You've changed me forever.

To my parents, who were always a pillar in my life and never let me give up. In the less positive phases, always saying that our effort and dedication will always be rewarded.

To my wonderful husband, for the unconditional support and sacrifices you did for me, to accomplish my goals, I wouldn't be able to make it without you.

To my brother, for being the calmest person I've ever met.

To my friends and family, for all the support and motivation they gave me to finish one more stage of my life.

Finally, to my baby boy, Danil, for simply being the sense of my life.

ABSTRACT

It is undeniable that the new reality, after Covid-19 pandemic, has an impact on people, organizations, processes, and especially on the way of working. As a result, many companies became more flexible through hybrid forms of work and repositioned themselves to do so (Kniffin et al., 2021). Nowadays, the transition to this new work reality can pose some challenges to companies and Human Resource Management (HRM) in adapting processes and finding a perfect balance between employees and the company's well-being.

Baring on this, the implementation of a new work model from the perspective of HRM is the subject of this report. Specifically, with the research we aimed to study and understand the new work model process phases implemented by Daloop and its impact on the employee-related dimension and HRM practices.

Using a qualitative approach and combining diverse data collection methods (observation, organizational documents, and one-to-one interviews), analyzed through content analysis with NVivo software, the results obtained show that the implementation of a hybrid work model may be the best balance for the new work reality. This new process can, on the other hand, be challenging for HRM practices and the employees-related dimension, if it is not well designed and implemented.

However, the study has some limitations in terms of evaluation and monitoring after the implementation of the new work model, due to the short duration of the internship, which can be an opportunity for further research.

Key words: Commitment, Engagement, HRM Practices, Hybrid work, Work-life balance.

RESUMO

É inegável que a nova realidade, após a pandemia Covid-19, tem um impacto nas pessoas, organizações, processos, e especialmente na forma de trabalhar. Como resultado, muitas empresas tornaram-se mais flexíveis através de formas híbridas de trabalho, reposicionando-se para o efeito (Kniffin et al., 2021). Hoje em dia, a transição para esta nova realidade de trabalho pode colocar alguns desafios às empresas e à Gestão de Recursos Humanos (GRH) na adaptação dos processos e na procura de um equilíbrio perfeito entre os trabalhadores e o bem-estar da organização.

A implementação de um novo modelo de trabalho na perspetiva da GRH é o tema do presente relatório. Especificamente, com este estudo pretende-se estudar e compreender as fases de novo modelo de trabalho implementado pela Daloop e o seu impacto na dimensão relacionada com os trabalhadores e as práticas de GRH.

Utilizando uma abordagem qualitativa e combinando diversos métodos de recolha de dados (observação, documentos organizacionais, e entrevistas individuais), analisados através da análise de conteúdo com recursos ao software NVivo, os resultados obtidos mostram que a implementação de um modelo de trabalho híbrido pode ser o melhor equilíbrio para a nova realidade de trabalho. Este novo processo pode, por outro lado, ser um desafio para as práticas de GRH e para a dimensão relacionada com os trabalhadores, se não for bem concebido e implementado.

Contudo, o estudo tem algumas limitações em termos de avaliação e monitorização após a implementação do novo modelo de trabalho, devido à curta duração do estágio, o que pode ser uma oportunidade para a investigação futura.

Palavras-chave: Compromisso, Envolvimento, Equilíbrio trabalho-vida, Práticas de GRH, Trabalho híbrido.

GENERAL INDEX

LIST OF ABBREVIATIONS AND ACRONYMS

EV – Electric Vehicles

HR – Human Resource

HRM – Human Resource Management

L&D – Learning and Development

SAAS – Solution as a Service

SWOT – Strengths, Weaknesses, Opportunities, Threats

WLB – Work Life Balance

LIST OF TABLES AND FIGURES

LIST OF APPENDIXES AND ATTACHMENTS

1. INTRODUCTION

To ensure a successful employee lifecycle and work experience, HRM professionals implement a core strategy of "HR processes" within an organization. These processes are developed based on specific policies and objectives that are linked to the company's overall strategy and vision.

The continuity of a company depends on efficient HR processes. Appropriate employee lifecycle development is critical to the continuity of the organization, as employees are the most valuable asset of any organization. However, the new reality that has emerged since COVID-19 regarding work-related practices has created a particularly challenging environment for HRM, where managers must support their employees to adapt and cope with radical changes in the work environment (Carnevale & Hatak, 2020). The lack of familiar contacts, social interactions, and closeness is a barrier to the success of the new work model, which means that HR managers must foster communication that builds trust and supports employees' emotional stability (Cepellos, 2020; Vasanthi & Basariya, 2019). Processes such as recruitment and selection, training, career management, performance management, communication, and commitment are highly dependent on working relationships in the new working modality, which presents several obstacles for HR managers (Nogueira & Patini, 2012).

1.1 Context of the internship

As part of the Master's Degree in Business Management, students have the opportunity to choose the best way to complete their course. The choice of an internship resulted from different factors. As it aims to explore the various stages of implementing a new HR process and how it may impact talent management within the organization, the main reason for this choice was the willingness to learn and put the theory learned into practice in a work context for a better understanding of this field.

The fact that the theory cannot always be applied in the same way in practice, and once one internship has the mission to develop skills in the field of knowledge and ability, at a professional level, and to act within the scope of the professional world, is a great advantage for students to complete their training in internship experience.

1.2 Objectives

The general objective of this internship was to deepen the knowledge in the field of human resource management, especially in the implementation of a new working model. In a more specific way, the objectives to be achieved are the following:

- Study the phases of implementation of the company's new working model - "Excel from Anywhere".

- Analyze the way the HR practices were adapted to the new working model.

- Study the impact of the new working model on the employees' related dimensions.

1.3 Methodology

For the elaboration of this report, and to answer the objectives above mentioned, a qualitative approach was used, conducted in three phases: (1) the first one was based on the collection and analysis of the information that the organization had about the new working model (organizational documents), as well as observation of the teams and the activities performed (logbook); (2) the second phase consisted on the collection of data from the organization, through one-to-one semi-structured interviews, targeting different teams members, in order to deepen the information gathered in the previous phase; and (3) content analysis of the all the sources and documents from the previous phases, in order to extract conclusions to answer the specific objectives.

1.4 Structure

This work is structured into two major parts. The first one, is about the theoretical framework of the study: the key concepts are presented in relation to human resource management, hybrid work models and employees related dimensions, namely work-life balance, commitment, engagement and communication, in order to develop the basis for the evaluation of the new working model implementation. In the second part, the methodology used in conducting the empirical work and the data analysis' results are presented and discussed. In the final part, the conclusions about the study, the possibilities and contributions of this work to the organization are addressed and identified.

2. TECHNICAL-SCIENTIFIC FRAMEWORK

2.1 Human Resources Management overview

HRM is about how people are attracted, engaged and retained in the organizations' (Armstrong & Taylor, 2020).

The approach of treating people like resources and referring to them like any other production process is often criticized. According to Osterby and Coster (1992), the term "human resources" reduces people to the same category of value as materials, money, and technology-all resources, and resources are useful only to the extent that they can be exploited or converted into economic value.

The concept of human resource management (HRM), as it emerged in the 1980s, was based on a philosophy that drew on a range of theories from the behavioral sciences, strategic management, human capital, and labor relations (Haslinda, 2009). Academics have sharply criticized HRM philosophy as managerialist and exploitative, although this criticism has recently diminished. This may be because it has become increasingly clear that the term HRM has been used as a synonym for what was formerly known as personnel management. In its general, broad, and popular understanding, HRM simply refers to any method of people management (Storey, 2007).

Over the past 20 years, human resource management has evolved so much and became fundamental in today's companies. HRM used to be more of an administrative function than a strategic function that was essential to the company's performance. The new HRM function is best summed up in the words of former General Electric CEO and management expert, Jack Welch: "Get out of the parties and birthdays and enrollment forms…. Remember, HR is important in good times, HR is defined in hard times" (Frasch, et al., 2010).

Although the term HRM is used in various contexts or serves only as a label to describe conventional personnel management operations, the term HRM is irrefutable as a description of people management activities in organizations. The need for HRM to be strategic, business-like, and to add value that is, to create additional value (benefit to the business) by spending time, money, and effort on HRM activities, is becoming increasingly clear. Human capital management, engagement, talent management, competency-based HRM, e-HRM, high-performance work systems, and performance and compensation management are just some of the new ideas, trends, and innovations that have emerged recently. However, they were not originally implemented under the auspices of the HRM idea.

The practice of human resource management has mainly evolved into what organizations do, rather than being an ideal or a concept, and the word "HRM" is now often used to refer to this process. Boxall et al. (2007), representing the new generation of critics, provided a comprehensive overview of what HRM means today, emphasizing what HRM is rather than what it is theoretically: in any organization where people work, human resource management (HRM), i.e., the management of work and people in terms of desired goals, is an important activity. HRM is a natural by-product of building and expanding an organization and therefore its existence does not require any radical justification. HRM comes in a variety of forms, despite the wide range of philosophies, methods, and management resources employed. The relative effectiveness of different HRM strategies in different situations is one thing, but the question of the necessity of the process when organizations cannot survive or thrive without making significant efforts to organize work and manage people is quite another (Boxall et al., 2007).

The HRM aims to link all practices and tasks in the field to achieve good results for the organization. This relationship can be assessed at the individual or organizational level (Sanders & Cieri, 2021). In more explicit terms, the HRM goals are: (1) to assist the company in achieving its goals by developing and implementing human resource strategies that are consistent with the company's business strategy (strategic HRM); (2) to help create a culture of high performance; (3) then, to ensure that the company has the talented, knowledgeable and motivated employees it needs; (4) to developing an environment of trust and a positive working relationship between management and staff; and finally (5) to promote the use of an ethical framework for human resource management (Armstrong & Taylor, 2020).

Furthermore, an earlier vision of the HRM goals can be presented, according to Guest (1987), they are strategic integration, high commitment, high quality, and flexibility. And for Boxall et al. (2007, p. 63), "the purpose of HRM is to promote the stability of the firm by maintaining a cost-effective and socially acceptable system of labor management".

However, since the impacts of COVID-19 on work related practices, a particularly challenging environment for HRM was created, where managers have to help their employees adapt and cope with the radical changes occurring in the work environment (Carnevale & Hatak, 2020). Employees who work from home also face many challenges when working in the presence of their families (Giurge & Bohns, 2020) which led us to explore the hybrid work model and HRM.

2.2 HRM practices

Originally, the concept of HRM had a more administrative practices character, characterized by the exclusive exercise of current activities within human resources, and there was no department of HRM (Andrade, 2012). Later, the concept evolved to a management practice more related to the enrichment of the competencies of the workers in terms of recruitment and selection, reward systems, performance evaluation and career management, and finally had a more functional character focused on the different HR practices (Jiang, 2015). The concept continued to change until there was an integration of HRM into the overall strategy of companies in a process logic focused on five phases (Armstrong, 2022):

- **Recruitment and selection**,

  where the recruitment needs may result from the projected growth of the company, the increase of the production/service level, an organizational or technological restructuring, or an international or technological or an internationalization strategy.

- **Learning and Development**, which may result from changes that may improve the implementation of management and process procedures, the introduction of new technologies, and the need to develop cross-process skills.

- **Performance evaluation**, in which performance objectives may be determined by each process, linking different but cooperating processes or in direct accordance with customer satisfaction.

- **The compensation & reward process**, which may be composed of fixed and variable components. In addition to individual performance, the variable component may depend on the impact of the different processes on the overall activity of the company.

- **Development of competencies (talent Management)**, where competency profiles can be established according to the processes in place, serving as selection procedures, performance evaluation and internal career development plans.

Indeed, Human resource management practices can help organizations improve their ability to attract and retain people with the skills (technical and behavioral) that best fit the organization's goals through the implementation of the most appropriate recruitment and selection processes and a system of rewarding and developing attractive skills, encourage behaviors that are consistent with the organization's long-term strategic goals through the development of skills and career plans that enable people to have a

perspective on future career development, and adopt compensation systems that are linked to the development of individual skills, team performance, and the organization as a whole.

In the next section, we will introduce the framework of recruitment and selection, as well as learning and development, as these were the most important practices investigated and carried out during the internship.

2.2.1 Recruitment & selection

Recruitment and selection are essential parts of HRM and can be defined as "the process of finding and applying the right talent for a job in the organization" (Sinha & Thaly, 2013). To avoid recruitment failures, companies strive to solve problems related to attracting, hiring and retaining employees (Holland & Jeske, 2017).

Therefore, identifying, attracting, and hiring the right talent is a critical success factor in any talent management strategy (Gallardo & Thunnissen, 2016). According to Armstrong (2006), talent can be defined as the set of capabilities of an employee, including attributes such as skills, knowledge, experience, intelligence, and character.

Indeed, the recruitment and selection models are critical components of the organization's overall resource allocation process, as they allow for the identification and evaluation of individuals needed to sustain and lead the organization in the short and medium term (Rozario et al., 2019). It is true that the primary goal of recruitment is to give the organization a fair chance to select the best candidate, which encourages a growing number of workers to apply for membership out of basic motivation. The selection process aims to select the best candidate to fill various positions within the company (Brown et al., 2019). Research showed that hiring the right people maximizes productivity, reduces training and development costs, and allows a company to make the best use of its resources (Zhao & Zhou, 2020).

Today's recruiting landscape is more challenging than ever. Many recruiters are finding it difficult to find, engage and hire employees to grow their business and deliver results in the age of new ways of working. Talent acquisition leaders are tasked with leading teams through adversity and change. In addition, the use of virtual selection techniques can impair the ability of employers and job applicants to assess an individual's compatibility with his or her environment, which can negatively impact employee productivity and retention (Carnevale & Hatak, 2020).

2.2.2 Learning & Development

From a strategic point of view, Learning and Development (L&D) aims to prepare employees by aligning their skills and motivations with the company's goals and strategies in the medium and long term. Therefore, human resource management strategy must be properly aligned with corporate strategy in order to optimize results and move the company from its current position to its desired position (Becker & Huselid, 2006). In this sense, it is important to know the corporate strategy and how it relates to training in order to understand if it is derived from the strategy or if it is limited to specific needs (Pereira & Ramos, 2018).

Most companies pursue a differentiation strategy or a prospecting strategy (Porter, 1980), for that they can use training to be particularly innovative and creative, as they are geared to take advantage of new market opportunities before their competitors do, so that their basis for competitive activity lies in the conquest of new products and new markets. Therefore, it is important that L&D enables employees to respond and innovate with ambitious and challenging goals when seeking new opportunities and focusing on developing new knowledge and skills (Berkley & Kaplan, 2019).

The training process or training cycle is a systematic and flexible approach to training program development that can also adapt to the needs of the organization (Mazhisham et al., 2018; Noe, 2017). There is an agreement in the literature on the four main phases of a training plan, although there are different designations for them. These are: (1) identification or diagnosis of training needs, (2) programming of the training design, (3) implementation or execution of the training, and finally (4) evaluation of the training, the purpose of which is to analyze the success or failure of the training intervention (Rego et al., 2018).

Several changes are required to introduce hybrid work into organizations because many elements of telework differ from the traditional organization of face-to-face work and many specific variables must be considered (Madsen, 2003; OIT, 2020), indeed many companies have been forced to adopt new ways of training their employees remotely and use new digital communication systems to completely rethink business models and adapt to the realities of the new way of working (Carroll & Conboy, 2020).

2.3 Hybrid work Model

It is evident that the term "hybrid" has come to denote a type of organization that consists of a mixture of remote work and in-person work within the company. However, the hybridization of work is much more than an overlay of telework and on-site work. The

technology that accommodates the diversity of work environments involves creating the human, physical, and software structures necessary for the collective to function by adapting to the different practices of each environment. The impact of hybrid work goes beyond the mere management of schedules. This method has a significant impact on the organization of teams, the creation of offices, the management of projects and the interaction of employees with the company.

This modality has the predicate of offering managers and workers flexibility and autonomy in organizing their work processes and exploiting the potential of the two work models. During the last pandemic, the main advantage of the hybrid work model is that fewer workers are in the same work environment per day, avoiding congestion and the spread of disease. In addition, the introduction of hybrid work as a work strategy can allow the valorization of human capital as a source of work realization, maximizing productivity and making processes more dynamic, both inside and outside the organization. In this way, the demands of society can be met with quality and speed (Costa & Portioli-Staudacher, 2021).

Given the changes in the work-related practices brought by the pandemic, most workers show interest in maintaining remote work as it allows for greater flexibility and a better balance between personal and professional life (Bagley et al., 2020). However, remote work may not be the most viable option, at least for a full-time working model.

Since the pandemic disrupted the conventional office-centric workplace culture, several large companies have adopted longer-term remote-work policies. Working remotely may provide businesses with several benefits, including increased productivity, greater job satisfaction, and other forms of competitive advantage. Bentley et al. (2016) surveyed more than 1800 employees from 50 different companies and about 100 team and HR managers to find out what they thought of remote work's productivity and well-being. Employees were surveyed about their experiences with remote work, while managers were asked about outcomes, attitudes, remote work policies, and processes, with a focus on remote work support, remote work productivity, and wellness outcomes. The study found resounding support for the benefits of remote work for businesses and individual workers. In addition, the study found that remote workers fared better in terms of job satisfaction and productivity than workers who did little or no remote work.

On the other hand, with the remote work model some challenges can occur. As Stated by Sijbrandij, CEO of Gitlab, remote work is "the worst of all worlds" (Ro, 2020). Using the example of GitLab, a company that offers a 100% remote workforce and pays for employees to meet for work and rent coworking or office space if they choose, the CEO

concludes that in a remote arrangement, headquarters would always have a disproportionate amount of power, and employees who are regularly in the office would have an advantage over remote workers (Ro, 2020). If poorly designed, this type of arrangement would lack both the equality that fully remote workforces can aspire to and the engagement that face-to-face work provides.

At a time when companies are increasingly focusing on employee's wellbeing and with all the digital transformation, the hybrid work model is one of the solutions that should be considered if employees want to maintain teleworking without causing financial losses to the company or affecting employee motivation and productivity (Grzegorczyk et al., 2021). This one model allows for greater flexibility in managing remote work as well as face-to-face work, which is essential in nowadays circumstances.

In an HRM vision, working conditions represent "the core of paid work and employment relationships" (ILO, 2020). In fact, they "address a wide range of themes and issues, from working time (hours of work, rest breaks, and work schedules) to compensation, as well as the physical environment and psychological demands of the workplace".

Strategic agility is necessary to guarantee the accomplishment of the company goals during a crisis (Liu et al., 2020). Organizations must be able to plan and distribute their resources, coordinate the necessary mechanisms, and make the best use of organizational knowledge and resources. In this context, it's all about the implementation of the new work model (hybrid work), which can be very challenging for the managers and HRM professionals dealing and facing all the issues that can appear. First, it is fundamental to ensure that hybrid workers have the equipment and tools they need to perform and complete their jobs. It is also necessary to ensure effective communication, monitoring, support, performance management, and reorganization of compensation for employees who work from home. In addition, HRM professionals must assist managers who are leading in a Hybrid team for the first time (Caligiuri et al., 2020).

Finally, HRM professionals need to examine how remote work can isolate employees due to a lack of interpersonal engagement, peer support, and face-to-face communication, all of which can be sources of stress that negatively impact workers' mental health (Prasad & Vaidya, 2020). This new working model impacts the HRM practices from HR preparation, strategic recruiting, employee training, growth compensation management, worker relations, mental health, to employee satisfaction. It is about setting policies and implanting practices to adapt and improve organizational efficiency, engagement of employees and work quality (Khan & Abdullah, 2019).

2.4 Employee related dimensions

2.4.1. Work-life Balance

Clark (2000) defines work-life balance (WLB) as happiness and functioning well at work and at home with as little conflict as possible. According to Greenblatt (2002), WLB is an acceptable level of conflict between work and non-work needs that often includes balancing competing resource demands. These are definitions from a situational perspective that are often considered more significant than establishing a single model and definition, as WLB terminology varies widely among researchers due to their idealism regarding the concept of "balance' in WLB (Reiter, 2007; Voydanoff, 2005).

In addition, WLB is a person's ability to balance his or her work and family obligations or other obligations outside of work (Wolor et al., 2020). Creating a healthy and encouraging work environment that enables employees to attain a good work-life balance can also improve employee performance and help them meet their personal commitments (Wolor et al., 2020).

Focusing on the three aspects of work-life balance - time balance, engagement balance, and satisfaction balance - will help the employees fulfill a work-life balance. Time balance means flexible schedules, the ability to manage days, and dividing time between work and personal life (Lupu, 2017).

Furthermore, according to Greenhaus et al. (2003), a balance of engagement is described as an equal level of psychological contribution in the areas of work and family. Balance satisfaction refers to the satisfaction equilibrium between personal and professional responsibilities and can be influenced by a good work environment, which can also benefit the family and individual security (Khan et al., 2016).

In the last two years, people's work habits have radically changed, which has proven critical to attracting and retaining talent. Work-life balance means that an employee finds a balance between his or her obligations at work, at home, and other commitments. They have led to a change in common work practices. Workers around the world are facing new and unexpected difficulties, including the blurring of boundaries between work and personal life, and this has impacted both personal and professional lives (Uddin, 2021). For some, the ability to work remotely and the greater flexibility that comes with it have led to a better work-life balance. For others, however, this new balancing act between work and personal life has become even more challenging (Barry et al., 2022).

2.4.2. Employees' commitment

The importance of work commitment cannot be overstated. Whether a business succeeds or fails depends on how closely an employee's dedication and motivation to work are linked.

According to Vance (2006), a company's key competitive advantage, which includes high productivity and lower turnover, is the result of engaged employees. The company has a major impact on how engaged employees are at work. Only employees who are engaged in their work can help their company remain competitive and grow in the future. According to Clugston et al. (2000), professional employees show greater commitment to their ideals and careers than to their employers.

Employee's commitment is the bond employees have with their employer and the relationship they have with them (Mart, 2013). According to Mittal et al. (2022), engaged employees are more likely to exhibit high productivity and innovation at work.

Employee commitment has been classified into three categories (Meyer & Allen, 1991):

(1) Affective commitment: employees who enjoy their work and align their goals and beliefs with those of the organization.

(2) Continuance commitment: primarily characterized by fear of loss. There is concern about leaving the job if the value of new employment is less than the benefits of the existing job.

(3) Normative commitment: is the sense of duty that urges an employee to continue. It can be the result of a business investment, such as investing money or time in employee training or providing rewards up front to retain qualified employees (Dinc, 2017; Yildiz, 2017).

In addition, the link between HRM and employee commitment is a critical factor in how effectively organizations operate internally and externally. Researchers have discovered a strong and favorable link between HRM and employee outcomes (Meyer & Allen, 1991). Also, HRM can be used to achieve job satisfaction by implementing effective HRM practices that provide opportunities to develop skills and knowledge that help employees better adapt to a variety of situations (Torlak et al., 2021).

Regarding the new reality of work, employee commitment was studied by Machokoto (2020) during the outbreak of COVID -19 and was found to have a significant impact on commitment in the midst of difficult circumstances (Tanpipat et al., 2021). Organizational commitment is also tested by the remote work environment. If the pace and scope of work are not controlled, employees may perform weaker, show lower organizational

commitment, and bring a different perspective to their organization (Grant et al., 2013). Szczepańska-Woszczyna (2015) on the other hand, found that organizational norms that positively support remote work increase employee commitment (Tanpipat et al., 2021).

2.4.3. Engagement

Engagement is the key to employee commitment and productivity in the workplace. Bakker et al. (2011) consider individuals to be engaged as they are willing to invest their time and effort in work because they are psychologically connected to it. The authors cite two factors that contribute to engagement: occupational resources and personal resources. The first one refers to the physical, social, and organizational aspects that can help achieve goals or promote personal development (e.g., autonomy and peer support). The second refers to inner confidence to strive for and accomplish challenging tasks, optimism about the present and future, persistence in pursuing goals, and the ability to adapt and succeed in the face of adverse situations and problems. For Mishra (2014), engagement is the degree to which a person is involved in his or her organizational tasks. Joo and Lee (2017) describe it as intentional work, something that is attractive and inspiring and makes employees feel enthusiastic about the tasks they perform. This concept is very close to what Morin (2001) already found in his study of work: if an employee has positive relationships with colleagues and supervisors, sees his or her function as something useful and enjoyable, and knows what the company's goals are, the greater his or her satisfaction and commitment to his or her work.

Dhanesh (2017) developed a model of engagement that views the engaged employee as a person who is cognitively, affectively, and behaviorally present as well as involved and engaged while performing a function in the organization. This is when the individual and the organization have common interests in relevant issues, such as the organization's goals, mission, and mandate, which solidifies their relationship and enables them to move forward together in achieving established goals. Yeomans and Fitzpatrick (2017) also emphasize the positive impact of high levels of engagement on profitability, customer service, and innovation in the workplace.

The impact of engagement manifests itself in a variety of organizational dimensions. This is evident in a recent study by Gallup (2022), which reached optimistic conclusions after analyzing more than 82000 teams in 230 organizations in 73 different countries with a total of 1.8 million employees. In short, the author found that engaged employees achieve better production results, treat customers better, attract new customers better, and also have the ability to stay with the company longer than disengaged employees. Therefore, it is important to build an assertive relationship between the company and its

employees, as this not only impacts the work environment, but also the company's performance in the marketplace (Quirke, 2008).

Gallup (2022) also noted two consequences of engaged employees: healthier people in the workplace and a lower likelihood of suffering from burnout. According to Maslach et al. (2001), burnout is a psychological syndrome that responds to chronic work stressors. Therefore, the level of engagement always depends on the benefits that the organization provides to its employees in the performance of their tasks (Brandão, 2018).

However, the new work reality affects worker engagement in different ways. Slavkovic (2022) highlights the link between the social isolation associated with remote work and lower engagement. In fact, the increased stress associated with remote work negatively impacts employee engagement (Adisa, 2021). Furthermore, Surma et al. (2021) emphasize the importance of social interactions in increasing employee engagement.

2.4.4. Communication

In many organizations, the focus is on the exchanges within the organization itself and the interaction dynamics between people. As Rego et al. (2007) points out, "without communication there is no organization" (p. 53).

In practice, organizations can foster this exchange of information to develop a culture of knowledge sharing (Mucchielli,2000). Nowadays, the importance of a good internal communication dynamic for the success of an organization is beyond question, and this is clearly visible, in times of crisis or unforeseen events as essential for maintaining cultural coherence in an organization (Rego et al., 2007).

According to Duterme (2002), the systemic approach to communication is a view of communication as a means of bringing resources together, facilitating the understanding of information, and, on a broader spectrum, contributing to the creation of an organizational culture based on a self-regulating communication system. This notion of a system that functions and adapts through its own operation can be seen as the main differentiator from classical theories.

The author stated that "the notion of absolute control is incompatible with that of a living system" (Duterme, 2022, p. 169). By linking two transversal aspects to the functioning of contemporary organizations, the author brings together the issues of communication at the systemic level and organizational strategy. He assumes that strategy, as a means of giving direction, goals and vision to an organization, should benefit from communication that is integrated into the culture, that understands itself and in which information flows effectively between members.

Many studies on internal communication have been conducted in small and medium-sized enterprises and in startups (Holà, 2012; Men et al., 2018). In the first case, Holà (2012) noted the significant impact of internal communication on employees' attitudes and performance at work. Of the employees who participated in the study, 80% agreed with the statement that communication skills have an impact on their productivity and behavior. That is, they need the tool to identify with the company's goals and recognize the importance of their respective roles. This leads to productivity and a positive vision of the company. The study also highlights the need for organizations to continuously invest in their relationships with employees.

Men et al. (2018) examined the role of leadership in organizational communication, including internal communication, in a study of startups conducted in China. The results suggest that it operates at the information level, motivation level, and behavioral level. The leaders interviewed pointed to the effectiveness of a symmetrical and transparent communication process, mainly through face-to-face communication and cell phone messaging applications.

However, some points need to be taken into account regarding the impact of the pandemic related to the new work environment in this context. Many workers face challenges such as lack of space and lack of contact with other people (Gartner, 2022). Increasing virtual time, which digitally interferes with the workday, can also affect individuals' prosocial behavior. The work structure of telecommuting was also identified as essential in a study by Shareena and Shahid (2020). After interviewing 50 workers from different sectors-mainly education-in April 2020, it was found that 88% of them were working from home for the first time due to COVID -19. The authors concluded that people are willing to accept this new work condition if they have a good, supportive environment. That is, if they are able to work in a space that gives them satisfaction and control over their work.

3. DEFINITION OF THE ORGANIZATION

3.1. What it does

Daloop is a startup that aims to reduce carbon emissions by decarbonizing mobility. To this end, it helps companies make the transition by providing them with software to manage and control the delivery of their services (Daloop, 2022).

The companies Daloop works with can be charging station operators, energy providers, fleet operators, or charging equipment manufacturers. Daloop offers a complete SaaS (Solution as a Service) solution to manage the complexity of growing eMobility businesses and services (Daloop, 2022). It connects charging station operators and service providers, linking devices from different manufacturers to Daloop's software so users can have everything on one platform, it also provides statistics and relevant data for anyone involved in decarbonized mobility (Daloop,2022).

In 2010, Daloop began under the name GOWITHFLOW as a project of the Portuguese Center for Innovation and Creative Engineering (CEiiA), when a team led by the company's current CTO was tasked with developing an electric charging platform for the Mobi.E (Management Entity for electric mobility and responsible for the network of charging stations for electric vehicles in Portugal) pilot program established to develop public charging infrastructure for electric vehicles (Galp, 2022).

In 2022, the company decided to rebrand the name of the startup from GOWITHFLOW to DALOOP. Regarding this subject, Daloop's CEO said during an interview for an electronic Journal:

"Anyone who's been through a rebrand will know how difficult and time-consuming they are, but as we continue to grow, the questions we'd get about our name were beginning to grate a little, Daloop is concise and represents the company we are in a much cleaner way. The new tagline 'mobility change for good' not only highlights the positive aspects of decarbonization that we are immensely excited about but also reinforces its permanence" (Osborne, 2022).

The company, which is based in Portugal and has worked with a variety of corporate clients of all sizes, as well as a number of other municipalities, including Lisbon, Porto and Cascais, was fully acquired by Galp in 2019 (Galp, 2022). The company is present in Spain, where it developed its first B2B2C project with eCooltra, a scooter-sharing app that began in the Barcelona region and later spread to Madrid, Lisbon, and Milan (Galp, 2022). The company is also active in the US and UK markets.

As mentioned above, Daloop's product is a complete SaaS (Solution as a Service) offered to other companies and characterized as follows (Daloop, 2022)**:**

- White label solutions to localize eMobility solutions, removing doubts and establishing credibility between Daloop's customer and the end user.

- Energy usage to Optimize energy capacity and usage – in stations and vehicles alike.

- User access to Create multiple networks of users with different layers of access.

- Reporting availability to Access advanced reporting and insights on emissions, usage, costs, revenue and more.

- Custom alerts creation to maximize uptime and deliver cost-effective maintenance.

- Dynamic tariffs that set dynamic tariffs, charge policies, programs, and penalties with detailed business logic.

- Mixed-fleet management that Deploy, maintain, and report on mixed fleets of vehicles for multiple user groups.

- Charge Point Management to Manage and optimize charging infrastructure from multiple hardware vendors.

- Payments and monthly Invoicing to Process payments, reimbursements, and handle invoicing.

Figure 3.1 – Daloop solution Interface

Source: https://daloop.io/
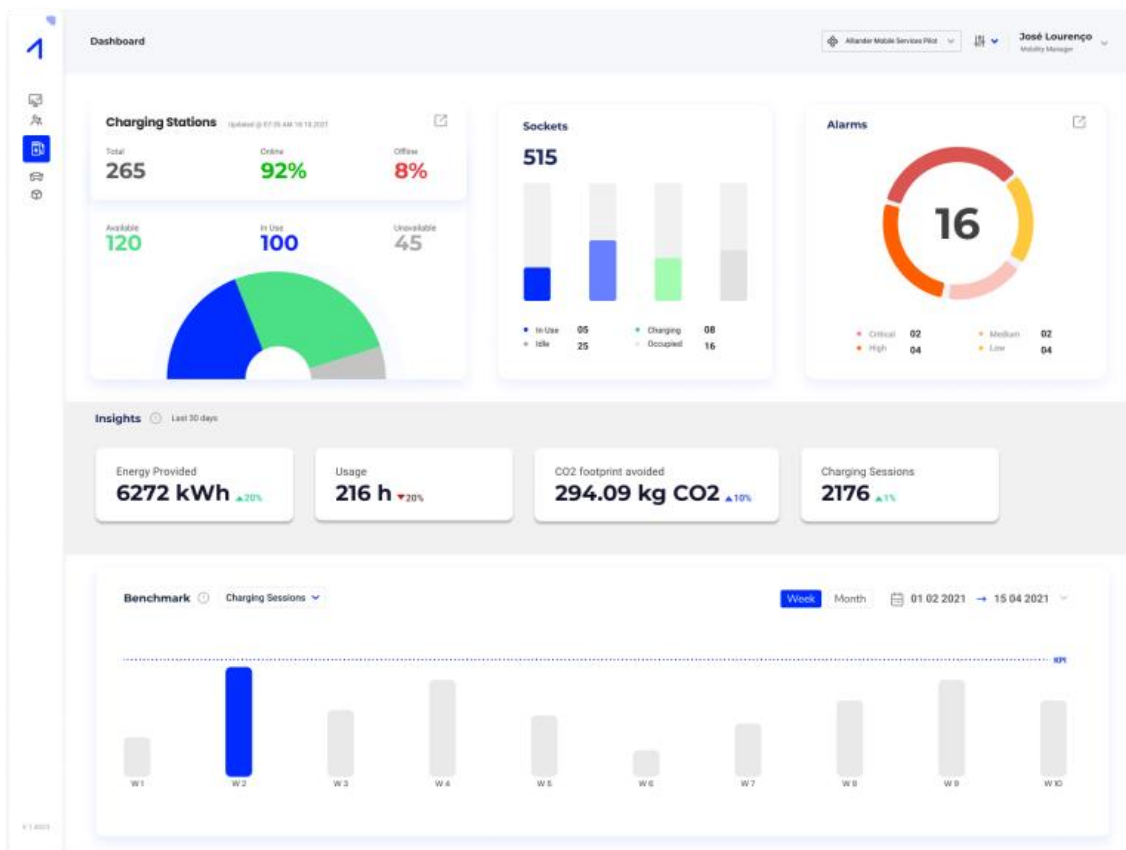
3.2. The industry

According to McKinsey & Company report (Mckinsey, 2022), major companies are committing to 2025 and 2030 emission reduction goals and are paving the way, the classic vehicles will be restricted from City Centers and sales of this kind of vehicles will cease in certain countries/geographies and finally EV (Electric vehicles). Charging Infrastructure build is accelerating and the percentage of PHEV (plug-in hybrid electric vehicle) /EV of Fleets is increasing.

With that in mind, The Management Entity for electric mobility and responsible for the network of charging stations for electric vehicles in Portugal, Mobi.me supports innovative shared mobility projects based on an integrated solution that includes Mobi.me and embedded entities. The Mobi.me system supports business intelligence, business operational management and user interfaces. Embedded units enable real-time communication and integration with Mobi.me, as well as remote control of vehicle actuators (Daloop, 2022).

From HRM perspective, the daily competition for talent is greater today than ever before. Finding technically qualified employees is becoming increasingly difficult despite rising unemployment rates, but other employment opportunities for people in the technology and IT industry are growing rapidly. Employers in every other industry are looking to hire "the techie" to develop their workplace protocols and systems. As a result, hiring in the IT industry will be more challenging because tech professionals will not be limited to jobs in the IT industry (Nirivi, 2023).

Figure 3.2 – Job Posting with Demand for specific skills

Source: https://peoplehum.com/
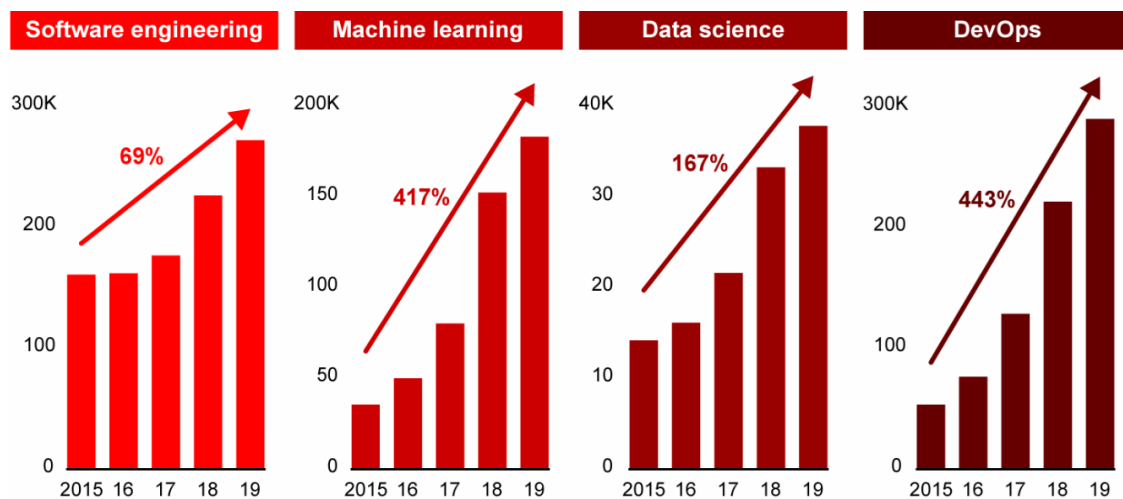
3.3. Mission, Vision and Values

3.3.1. Mission

Daloop's mission is to help businesses transform the way they move people and provide goods and services in a measurable, sustainable way (Daloop, 2022).

3.3.2. Vision

Daloop's vision is about mobility for change: *To change the way people move, for the better* (Daloop, 2022).

3.3.3. Values

Daloop's values are the following:

- Team-Oriented: Collaborative and respectful, we work hard and embrace conflict and discussion while maintaining a sense of humor.

- Ambitious: We are risk takers, curiosity-driven self-starters who want to raise the bar.

- Problem Solver: We are adaptable. We look for creative ways to get things done. We apply critical-thinking skills to analyze, identify and execute solutions to problems large and small.

- Trustworthy/Accountable: We take full responsibility for our actions, are accountable to all our stakeholders, and work autonomously and collaboratively toward a shared goal. (Daloop, 2022)

3.4. People Department

Daloop's human resources department is called People Team. Since Daloop is a company with a startup mindset, dynamic and inclusive, there are no departments, but teams, and employees are not considered as resources, but as people working together to achieve their goals within the growth of the company.

The company, led by an American woman CEO, is characterized by a multicultural environment where more than six nationalities are represented, divided into eight teams, the largest of which is the engineering team, also divided into six teams.

The People team is composed of three employees who perform different functions and tasks, which we can divide into two main missions: (1) Coordinate and carry out all management activities, from administrative people management to the implementation of internal policies, in accordance with the law and applicable guidelines of the executive

leadership. (2) Ensure recruitment and selection requirements, Learning & Development, performance appraisal, and organizational development projects.

In fact, considering the employees as the key to the success of the organization, and the most valuable asset, since all major achievements, are the result of the contribution and involvement of all employees, especially in an industry where competition is very fierce. The People Team works to achieve a competitive advantage by developing creative strategies and implementing appropriate processes that enable employees to achieve personal and professional goals. The key objectives of the People Team are:

- Ensuring the best experiences and services for employees.

- Keeping the values of the company alive.

- Ensuring hiring needs and selecting the best candidates for the various functions of the company.

- Training and developing employees in hard and soft skills.

- Planning and monitoring the overall performance evaluation process.

- Following-up on development projects.

- Engaging people by promoting activities to enhance the culture and well-being of the employees.

This last objective is very much lived at Daloop, as it aims to strengthen the connection between the brand and its employees to improve human and social capital. The engagement of both parties makes employees feel more welcome and better integrated into the organization, which helps the company achieve good results and retain talent. Activities can be off-site team-building events, shared breakfasts, happy hours in the office or online, and even themed activities.

3.5 Problem Identification

Developed by Andrews and Cristensen on the early 1950's, professors at Harvard Business School, the SWOT analysis aims to fully identify the most important aspects of a company's strategic position at both the internal and external levels.

The term SWOT is composed of the first letters of the words Strengths, Weaknesses, Opportunities and Threats.

According to Helms et al. (2011) through the SWOT analysis it is possible to make an internal control of the strengths and weaknesses of the organization, as well as analyze the external environment by identifying possible opportunities and potential threats to the

company. When the strengths of the company are aligned with the critical success factors to take advantage of the opportunities offered by the market, everything indicates that the company will be competitive.

In this way, we develop a SWOT analysis of Daloop (Table 3.1), with the aim of identifying the points that must be considered in the diagnosis of the company's problematic, specifically in the People department.

Table 3.1 – Daloop's SWOT analysis

Strengths	Weaknesses
- High qualifications level and competences of the employees - Working flexibility model - Startup mindset and environment	- Lack of structure and organization of HR processes - Employees' retention - high turnover rate - Gaps in the HRM policies
Opportunities	Threats
- Growing Market - Opportunity to extend worldwide - Expanding the charging station ecosystem and partnership opportunities	- Competition level for the IT skills - Most of the specific talents are abroad - The cost of the competent people is high

Source: Own elaboration.

As mentioned earlier, Daloop operates in a highly competitive sector where highly skilled talent is in high demand, which means there is no margin for error as the sheer number of opportunities for candidates requires quick action, especially in this area as timing can be critical in attracting and retaining talent. Therefore, HR practices need to be optimized as much as possible by trying to provide flexibility and create an environment that retains and engages people by creating a work-life balance (WLB).

Since the covid era, the way of working has changed, and as stated in the theoretical framework, the future of work is hybrid, which affects WLB and the availability of highly skilled talent abroad, on the other hand and as stated in the SWOT analysis, the lack of structures regarding the HR processes and the gaps relates with the polices are becoming very challenging for the People team in terms of management, organization and retention.

With that in mind, and to develop an HRM process that would be a support to people by creating a culture and environment where every employee can excel from anywhere, the strategic lines to be take into consideration are as follows:

- Adapt the recruitment process with the new reality.

- Find a flexible way for the L&D training session that suits to all the co-workers.

- Implement a new HR process related with the new ways of working (which impact the employee related dimensions).

- Make sure all the workers are involved in the process.

- Define the areas where ways of working need to adapt.

- Update and create the policies, rules and guidelines to support the process implementation.

4. METHODOLOGY, ACTIVITIES, AND CONTRIBUTIONS FOR THE ORGANIZATION

4.1 Methodology

The main objective of this internship was to study the implementation of a new HRM process and its impact on the employees, in terms of wellbeing and commitment. For this purpose, a case study was conducted with a qualitative approach based on the analysis and evaluation of the new working model implemented by Daloop. The qualitative methods have been used, since they allow the thematic exploration of phenomena and concepts through a theoretical and context framework, seeking to deeply understand and find meanings for the experience of the people involved (Fawcett & Pocket, 2015).

To have a deeper access to the information and obtain a natural and holistic view of the topic, the study carried out was organized in two phases:

(1) In the first phase, a literature review about human resource management was conducted in order to elaborate an overview of the current knowledge, and identify relevant theories, methods and gaps in the existing research.

(2) In the second phase, information was collected through the observation method, organizational documents and one-to-one interviews and later analyzed through qualitative methods in order to evaluate the impact of the new working model on the HR practices, and on employees' related dimensions (WLB, commitment, engagement, communication).

4.1.1 Data collection and data analysis methods

Combining multiple sources validates the results obtained and gives them reliability. Yin (2014) states that an investigation based on documents and records intrinsic to the organization makes it possible to validate the data obtained by complementarity with other secondary sources.

The methodological procedures adopted in this research and the data collection methods focused on:

(1) Bibliographic research: books, scientific articles and relevant publications collected from databases (ABI/INFORM, Google Scholar, Sustainability, among other sources).

(2) Direct observation in the organizational context with registration in a logbook: it was the primary source of documentation, consisting permanent observation during the

internship. It includes all the thoughts when analyzing the HR practices and the new working model. The observation method was used with the objective to observe how this new HR process was being implemented and how employees were responding to its implementation's stage process. For this purpose, logbooks were elaborated (Appendix 1). This method was selected since it is a common method used in the social sciences to collect data about people, processes, and cultures (Kawulich, 2012). Every observation involves a unique variety of challenges. As it occurs in the scope of a curricular internship, the observation was participant, and during it, there was an effort to assimilate the environment being studied and to adopt the way of working, spirit, and even how they perceive this working model. Such immersion can be quite beneficial for understanding a specific process (Ciesielska et al., 2018).

(3) One to one interview with eight employees strategically defined considering their areas of activity in the organization. For instance, the main data collected in this study is based on semi structured one-to-one interviews, which is the most common method in qualitative research (Tracy, 2013), to obtain and to understand in detail how the implementation of the process impacts the overall HR practices and employees' wellbeing. The interview also allows to clarify the interpretations of other sources, such as organizational documents and observations. An interview guide was built (Appendix 2), considering the theoretical framework, to answer the main objectives including the hybrid work model and its impact on the HR practices, employee's wellbeing and commitments. The script was the subject of a pilot interview, with spoken reflection, in order to evaluate the formulation of the questions and the attitude of the interviewer. As a result, a question of introduction related to the actual working model was added, some questions were clarified and its order changed, starting from the particular to the general, because it was perceived that it was the most fruitful. The final script has 8 questions organized around the main objectives of the study.

The interviews were conducted in English. They lasted an average of 20 minutes, some of which were better organized because responses were more in line with expectations, while others had to be adjusted due to unexpected feedback in the field. As recommended by Ellis (2016), interviews were conducted in private so that interviewees could speak freely and without interruption about their experiences and their own perspectives. After being educated about the purpose of the research, participants signed an informed consent form (Appendix 3), guaranteeing that the data obtained would only be used in the context of the current study. All interviews were recorded and transcribed.

In this work, we applied the most used sample in qualitative research: convenience sampling (Patton, 2014). During the process of this research, sample diversity was ensured: (1) Both genders were represented. (2) Workers from different teams. (3) Different social and demographic factors. (4) Documentary research through primary sources: reports from the company's people team, archives, technical magazines, and interviews. Indeed, to better understand and analyze the bases of the new HR process, we used documents that the company had about the process, as well as documents that the coordinators created about the activities (McKee, 2016). These documents, which are part of the everyday life of the organization (Casey & Wong, 1990), can be electronic or physical and provide an excellent opportunity to check the accuracy of the organization's various thoughts and perceptions and to verify the assumed values (Dellheim, 1986). Specifically, the organizational documents collected were, the internal presentation of the new HR process, its missions, and main goals (Daloop, 2022), forum from the coordinators about the thoughts of what should be adapted, the planned activities, and the suggestion for the new working model implementation (Daloop, 2022). We also collected documents from the kickoff session intervention where a guest speaker was invited to present a similar experience (Daloop, 2022). The access to the documentation was provided by the people team that oversees the project coordination; however, we weren't allowed to access the documentation out of the company.

The process of data analysis began with the verbatim transcription of the interviews and the importation of this material and the written documents into NVivo, which is the data management and analysis software. The corpus to be analyzed, the imported material, was analyzed using the technique of categorical content analysis (Bales et al., 2009).

Content analysis is a set of systematic procedures that allow the interpretation of conclusions through an objective and systematic description of the content (Gil, 1999). Categorical content analysis consists of counting and clustering content within research categories. Furthermore, it may be used in an inductive or deductive way. Which of these is used is determined by the purpose of the study. If there is not enough former knowledge about the phenomenon or if this knowledge is fragmented, the inductive approach is recommended (Lauri & Kynga's, 2005). This research is based on both inductive and deductive ways. First on the deductive method depends on a prior theory or model, moving from the general to the specific (Burns & Grove, 2005). Then completed by the inductive method moves from the particular to the general by observing various cases before combining them into a larger whole or general assertion (Chinn & Kramer, 1999).

To achieve reliable classification and interpretation, the interview material was evaluated in three steps using Nvivo. The first phase was data preparation to ensure that all transcripts were included in the investigation. The second step was data coding to define the content, particularly the concepts based on the research questions. The final step entailed data examination and interpretation. This three-step approach minimized the bias within the inquiry and authenticated researcher interpretation (Spall, 1998).

4.2. Performed Activities

The main goal of the internship was to study a new HR process implementation and immerse in the people department of the organization. As stated in the internship plan, the company wanted to introduce an HR process associated with a new way of working that provides flexibility and creates an environment that allows employees to have a better work-life balance, as they are considered the company's greatest asset.

The goal of the HR department is to make a difference for employees by creating a culture and environment where everyone can "excel from anywhere." To this end, it must determine what needs to be changed or created, what challenges and risks may arise, and what solutions, tools, and best practices should be put in place, as this will impact all HR practices and ways of working.

The internship began with planning, setting deadlines, goals, and the schedule itself. The project objectives and methods were defined. This involved listing the tasks to be completed during the internship and assigning the appropriate deadlines. Therefore, the internship was organized in four main phases: (1) Integration and orientation phase, (2) exploration phase, (3) process implementation phase and (4) the feedback phase.

(1) **The Integration and Orientation phase**: it aims to get to know the company, its way of working and its human resources strategy, and consists of the onboarding process which includes several activities:
   ○ Presentation of the company, its mission, vision and values.
   ○ Training sessions with each department (team) to better know how everyone contributes to the overall strategy and the achievement of objectives.
   ○ Training sessions to introduce the industry and the main competitors.
   ○ Scavenger hunt to get to know and interact with the employees.

(2) **The Exploration phase**: consisted of learning about the overall practices of HR and how they are adapted to a hybrid work model:
   • In the recruitment and selection process, the following tasks were carried out:

- Analyzing of the hiring needs in different areas, discussing them with the hiring manager, and developing an appropriate strategy to find the right person for the right open position.

- Creating and writing the job description and job advertisement and publishing it on the appropriate website.

- Organizing the applicants and managing their process in the dedicated software.

- Sourcing, analyzing the resumes, and screening the candidates, either through phone interviews, online interviews, or face-to-face interviews. This recruitment process varies from position to position. Since it is an IT startup, some positions required a technical test and interview. The final interview is always conducted by the People manager and aims to analyze whether the applicant fits the culture and values of the company.

- Regarding The Learning and Development process, after a pilot session last year, a training session should be held. With this in mind, the following tasks were carried out:

  - Analyze the pilot session based on participant and trainer feedback and then develop an appropriate strategy to improve the training experience and attract participants to attend

  - Coordinate the creation of a video to collect feedback and motivate other employees to participate in the training.

  - On the other hand, the training was conducted remotely, which was the main difference from the pilot project and showed the impact of the new way of working on L&D practices.

- Another HR practice related to HR operations was carried out, such as preparing payroll information and data, managing, and updating employee data in the HR system, managing employee leaves and absences, such as sick leave, vacation, and other kinds of time off, and assisting in creating offboarding and onboarding processes.

(3) **The process implementation phase**, which was the main goal of the internship plan, is about implementing a new work model called the "Office of the Future". This process is called "Excel from Anywhere" and consists of the implementation of a hybrid work model, which was carried out as follows:

- ○ Analyzing what has already been done about the project, the vision and the mission behind it.

- ○ Analyze what was already done about the project, the vision, and the mission behind it.

- ○ Defining the expectations and timelines that will guide the process implementation.

- ○ Creating momentum to engage employees in the project by forming groups for brainstorming sessions to define the challenges and risks associated with this new work model and identify the best solutions and practices to help employees deliver great work from anywhere.

- ○ Finally, coordination and communication with all employees about what has been done and what the next steps will be.

(4) **The feedback phase**: In this final 8 employees were interviewed to gather information about their experience with the hybrid work model, and how it affects their work-life balance and engagement, as well as, understand the role of the HR department, which supports them in this new work model, and finally their opinion about the implementation process of this model.

4.3 Results & Discussions

In order to create a workflow of information to better present and discuss the results of this report, this subsection is structured as follows: first, the results of the logbook and observation are presented, then, the main results of the content analysis of the interviews are exposed, and finally, the main conclusions of the results are highlighted.

4.3.1 Results from the observations logbook

In this part, the main observations and results of the logbook are presented and discussed. The goal is to examine the process implementation phases and to understand how the HR practices have been affected by the new working model. To this end, flowcharts are used to illustrate the results in order to provide an overall view of these concepts that are interconnected and occurring simultaneously.

Figure 4.3 represents the overall recruitment process in the company. In addition to the recruitment flowchart, it is important to highlight that due to the new working model, the introduction of technology and hiring of candidates through social networks and digital platforms have become the new reality. In fact, most interviews are conducted online, even the technical assessments (if the job requires it) are conducted on a virtual platform,

and Microsoft Teams is the tool used for these virtual exchanges. However, the final interview, conducted by the head of people to assess the cultural fit of the candidate, may take place in person, depending on the position and availability.

Figure 4.3 – Recruitment Flowchart of Daloop
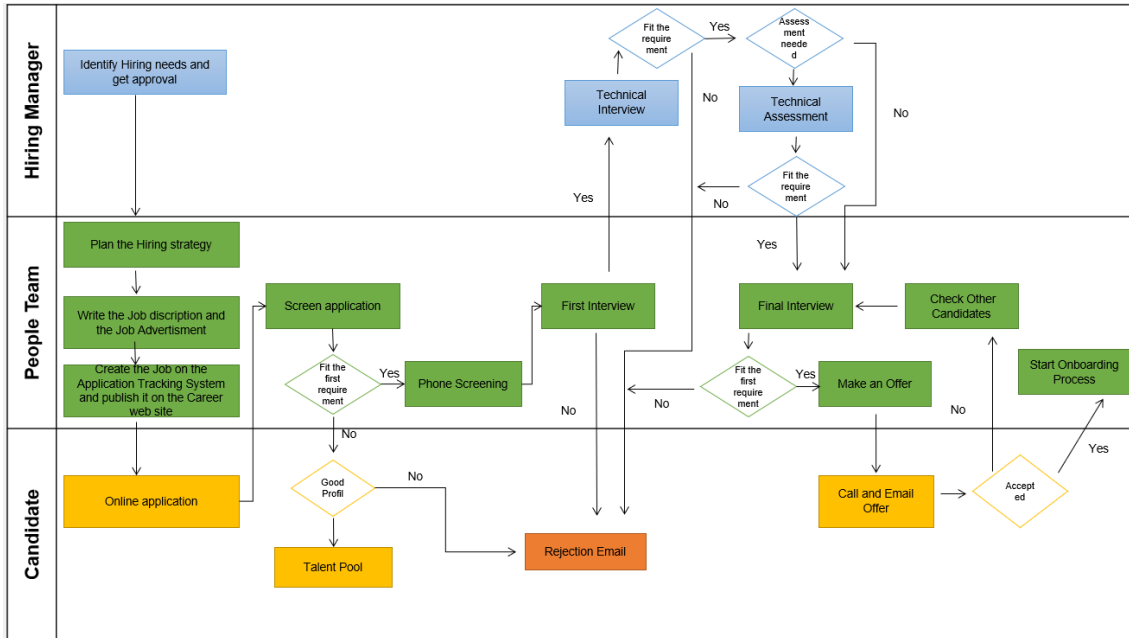
Source: Own elaboration.

The following chart (figure 4.4) shows the flow of the training process in relation to a specific training skill that was observed during the internship.

Figure 4.4 – Training Process Flow
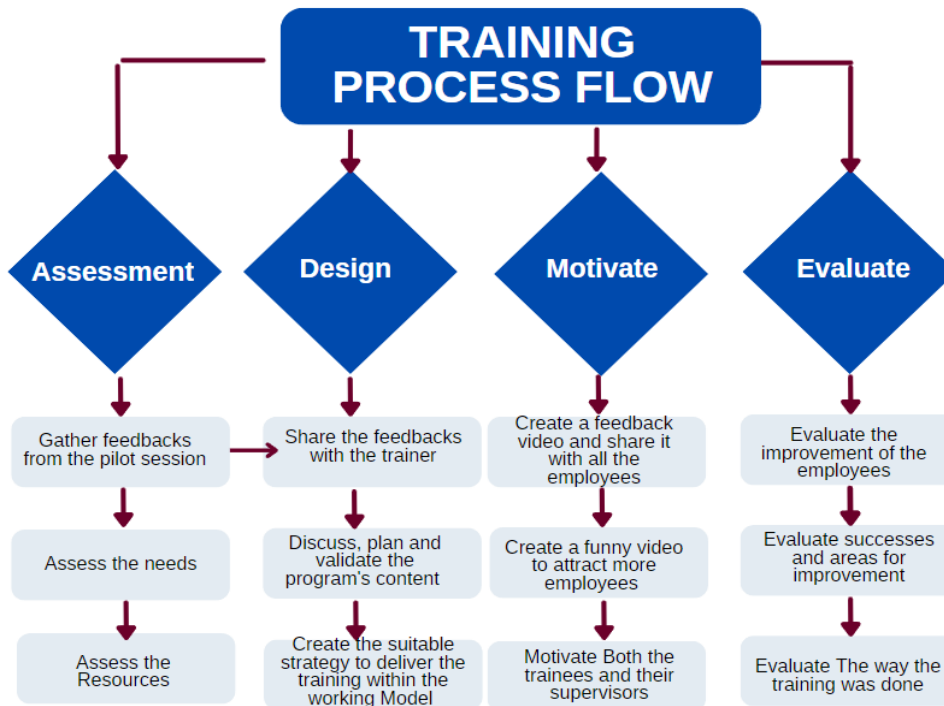
Source: Own elaboration.

Regarding the learning and development process, as for the recruitment process, the training session was digitized and conducted online. This was introduced based on the feedback and the internal survey after the pilot training, in which participants highlighted the need to deliver the courses either remotely or in a hybrid model, resulting in higher participation and engagement in the training.

The Figure 4.5 represents the chart of the phases of the implementation of the new working model and is intended to show how the process was thought, and the overall implementation phases in a period of time.

Figure 4.5 – Process Implementation Flowchart
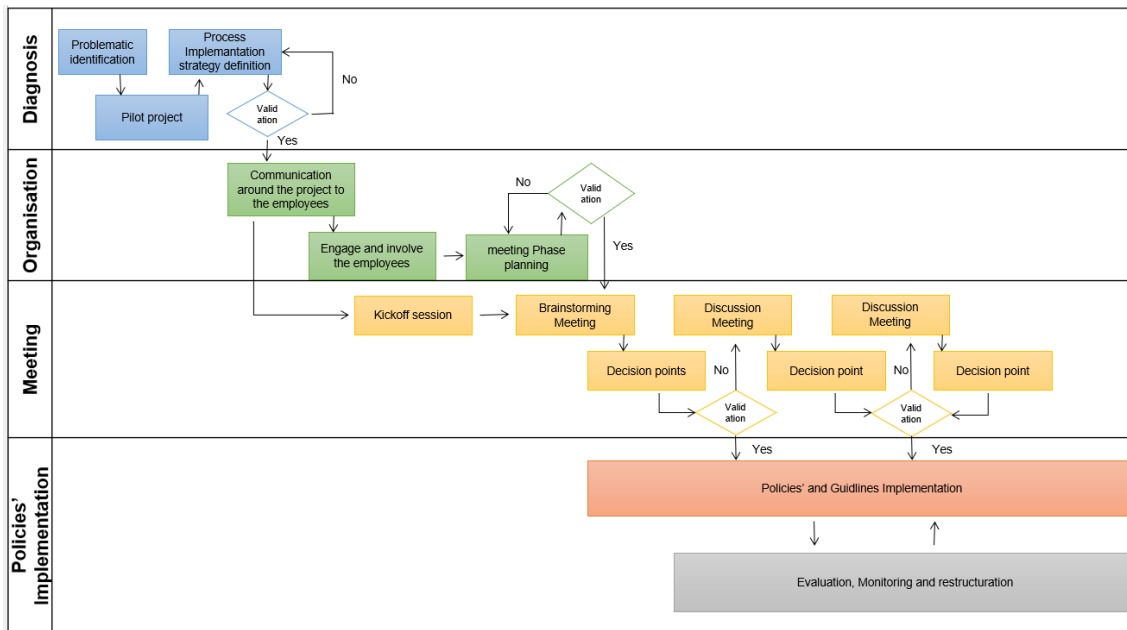
Source: Own elaboration.

As represented in the process implementation flowchart (Figure 4.5), the process has been conducted in several phases:

- Diagnosis Phase:

    - Problematic identification, where have been decided to implement a new working model, create the office of the future and allow people to "Excel From Anywhere" (Daloop.2022).

    - Pilot projects run, where a group of coworkers from different teams discussed and created the first draft of the project.

    - Identify the areas that needs to adapt and get the validation from the leadership.

    - Define the expectations of the project and process implementation.

    - Create the strategy to run the process implementation, in order to create a structure and an action plan.

- Organization Phase:

    - Communicate about the project to the employees.

- ○ Engage and involve the workers that want to be part of it, by create a survey where employees can choose if they want to participate or not, and which area they want to work on.

- ○ Create the Groups that will discuss and work to find out the best solutions and practices.

- ● Meetings Phase:

  - ○ Run a kickoff session of the project, where has been invited a guest speaker from another company to share a similar project experience.

  - ○ Plan the discussion meetings.

  - ○ Communicate the plan with the Groups.

  - ○ Run the Brainstorming session.

  - ○ Share the decision point with the leadership team, to get validation.

  - ○ Communicate to all the coworkers about the meeting's output.

- ● Validation: All along the process, the leaders need to validate and approve the decision points.

- ● Implementation of the policies: Implement policies, guidelines and best practices, whenever validated and where needed.

- ● Evaluation Phase: Evaluate, monitor, and get feedback, to restructure and improve the process.

4.3.2 Results from the interviews

In this part, the main results of the interviews' content analysis are presented and discussed. They are first organized according to the categories obtained from the Nvivo analysis to highlight the inductive and deductive content analysis, and then the results are presented based on the objectives of the internship. For instance, the implementation of the "Excel from Anywhere" process, the impact of the new work model on the related dimensions of employees and the way HR practices need to be adapted within the new work model. These concepts are interrelated and allow us to support the logbook results above, so we can appreciate the overall HRM process implementation.

4.4.2.1. Participants of the interviews

The research participants' profile is presented in the table below.

Table 4.2 – Participant Information

Code	Gender	Age	Team	Position	Location
P01	Female	31-40	Finance	Senior	50 Km from Porto
P02	Female	31-40	People Department	Senior	Porto
P03	Female	31-40	People Department	Senior	Porto
P04	Male	22-30	Research and Development (R&D)	Junior	50 Km from Porto
P05	Female	22-30	Customer Support	Middle	Porto
P06	Female	22-30	Customer Support	Senior	Porto
P07	Male	31-40	Engineering	Junior	Porto
P08	Male	31-40	Product	Senior	Porto

Source: Own elaboration.

As shown in Table 4.2, the sample is composed of 8 workers from different teams and level positions. The average age is between 31-40, which is the average age of the overall company. Gender equality was respected. Participants lived in different locations and different areas all in Porto.

4.4.2.1. Categories of the content analysis

In table 4.3, are presented the categories obtained from the content analysis using NVivo 12 software, as well as the frequency of each category (column "Frequency") and in how many interviews it was coded (column "Interviews").

As mentioned earlier, content analysis can rely on both inductive and deductive methods, which was the case for this study. The first categories created derived from the literature, such as: Work-Life Balance, commitment, and hybrid work model. Therefore, these categories come from a deductive method, which depends on a previous theory and thus goes from the general to the specific (Burns & Grove, 2005). However, when analyzing the interviews, other categories such as: Communication, Engagement, Learning & Development, emerge from the inductive method, which goes from the specific to the general by observing different cases before combining them into a larger whole or general proposition (Chinn & Kramer, 1999). Moreover, within the categories' classifications, some subcategories have been attributed, such as the advantages and the disadvantages related with the category of hybrid work. And the Learning and Development for the HRM practices. This allows a more robust and solid analysis and content categorization.

Table 4.3 – Content analysis categories

Categories	Definition	Interviews	Frequency
1. Commitment	The bond employees have with their employer and the relationship they have with them (Mart, 2013).	8	14
2. Communication	The systemic approach to communication is a view of communication as a means of bringing resources together, facilitating the understanding of information, and, on a broader spectrum, contributing to the creation of an organizational culture based on a self-regulating communication system (Duterme, 2002)	6	13
3. Engagement	It is the intentional work, something that is attractive and inspiring and makes employees feel enthusiastic about the tasks they perform (Joo & Lee, 2017)	5	14
4. HRM practices	The practical application of HRM policies is ensured through comprehensive HRM routines and strategies known as HRM practices (Kepes & Delery, 2007).	7	20
4.1. L&D	From a strategic point of view, Learning and Development (L&D) aims to prepare employees by aligning their skills and motivations with the company's goals and strategies in the medium and long term (Becker & Huselid, 2006).	4	5

5. Hybrid Model	In a hybrid approach, employees can combine office and remote work. Employees may choose when to work from home and when to show up at the office, depending on company policies (Bloom et al., 2022).	8	8
5.1. Advantages	The Advantages of Hybrid Work.	8	32
5.2. Disadvantages	The Disadvantages of Hybrid Work.	8	28
6. Social Interaction	Although employees enjoy their autonomy and flexibility, there is a feeling of isolation that arises as an issue when working from home. Therefore, maintaining a sense of social connection in a challenge for remote working employees (Staples, 2001).	6	9
7. Work Life Balance	WLB is a person's ability to balance his or her work and family obligations or other obligations outside of work (Wolor et al., 2020).	8	20

Source: Own elaboration.

Objective 1. The implementation of the "Excel from Anywhere" process

Related to this objective, four questions were asked during the interviews, in order to study the perception of the employees about the new working model process (Hybrid work) and how it is being implemented. The analysis allowed the identification of some positive opinions towards this model. In fact, the following quotes of the participants show the different but optimistic perceptions about "Excel from Anywhere" process: "With hybrid work, you can have the best from both sides" (P02); "I don't think there is disadvantage in hybrid work" (P05); "In my case, with age, and the fact I'm having kids, hybrid work is the best solution to feel fulfilled, motivated, and increase my productivity" (P01).

According to the results of the second question, which was about the advantages (strengths) and disadvantages (weaknesses) of the hybrid work model, compared with other working models, all respondents were easily describing the positive side of the hybrid work model, and struggled to find some down sides. The main idea of all the answers was that this working model balances face to face and remote work and brings the work life balance needed. On Tables 4.4 and 4.5, presented below, a resume of the main advantages and disadvantages found, is presented.

Table 4.4 – The main advantages of hybrid work

Advantages	Quotes
Work Life Balance	"It gives you the balance to have a professional and personal life, with hybrid work it is easier to do both" (P01)
Time Management	"When you work at home, you don't waste time on commute every day to the office, and you can manage better your time, you don't have dead moments" (P02)
Productivity	"You can work on your most productive hours, for my case i'm more productive by night so it is impossible to do it in the office" (P04)
Flexibility	"The flexibility gives the opportunity to define the moment that you work alone, concentrate on your work, and define the moments that you think are more profitable or helpful that you'll be in the office working with your teammates and all of that" (P02)

Source: Own elaboration.

Table 4.5 – The main disadvantages of hybrid work

Disadvantages	Quotes
Communication	"When you are at home the communication is asynchronous and sometimes you have to wait for the person, and you lose a lot of time" (P07)
Social Interaction	"The weakness you can miss other people, if you don't come the same days in the office and it would be important to talk to them, and sometimes it is impossible because your schedule is different" (P05)
Engagement	"In terms of engagement and the feeling of belonging, it can go down easily" (P04)
Organization	"I think we were not ready to take the best from hybrid work, because with covid we just jumped in it, and companies need to be more organized" (P08)

Source: Own elaboration.

The third question aimed to understand the involvement of the employees on the process implementation and the groups of discussion that have been created, as stated before. The findings shows that most of the interviewees agreed that the People Department was encouraging everyone to give their opinions and doubt. As an example, the P01 affirmed:

> "This is very surprising, because we had meeting session, and I understand and I see that the company is interested in what I have to say, not just me but every teammate was invited, to participate, to give input, and solutions and this is very good and surprising for me, because I'm not used to have a word or be part on a decision making." (P01)

However, one interviewee claimed that although they are encourage to give their opinion, the last word, won't be theirs: "In the end this is related with policies, rules and all of that, it is a matter of, the company's leadership decision" (P03). In accordance, another participant claimed that it is better to let the senior profile run the process:

> "I trust the people who are working on that, I got the opportunity to be involved in that, there was a call to join the groups to work on different areas of the project, but since I'm not very experienced, I won't have the quality opinion for this kind of project" (P07).

The fourth question delved deeper into the process implementation improvement, based on how the workers are experiencing the transition, and the Table 4.6 below shows the findings.

Table 4.6 – Illustrative quotes and structures coding for the process implementation improvement

Q: How the process implementation can be improved	
P01	"It is working so well, that I don't see any other way to do it and add it up, I just think it will be important to have this check-up time, to make sure that people keep motivated, engaged and satisfied with the way the things are going"
P02	"Not everyone is proactive, and if you don't speak to them one by one, they won't be involved, and for example, I think we should have more people that are working 100% remote and for sure they feel the difficulties that we are not feeling. we can hear them and raise their problem and find and implement solution."
P03	"Doing what we are doing, get the information, create guidance, create rules, best practices, have everything documented, it is the best way to have a smooth process, and a smooth transition for this process, and this kind of work. And then training people for that, training the managers, because the funny things we already have this kind of working, and now we need to organize it"

P04	"I think is very good thought, the fact that people are splits in groups by areas and brainstorm the guidelines and best practices, I really enjoyed a lot how it is done."
P05	"I think in the meeting we need to be more solution oriented when discussing and defining the challenges."
P06	"Have somewhere where we can see everybody's ideas and then have some feedbacks, for Example have a page why did we implement something and why we did not implement other things at the moment, but we'll think about it later."
P07	"I think our communication process need to be improved, and integrate more performance tools and minimizing the problems when communicating with other people."
P08	"Hybrid work is wonderful, but we need to find the right balance to excel from anywhere. so, talk to people and understand people's needs, because we are at a point that is critical, and we all need that hybrid work is great but we need to validate it, organize it by understanding people needs."

Source: Own elaboration.

Objective 2. The HR practices within the new working model

This question was asked to complete the findings provided and presented above from the logbook and observation approach. We aimed to go deeply into the support that the people team (HRM department) can bring, in terms of practices.

All respondents emphasized the importance of the people department's support for the success of the project. The P02 answer, can be taken as a good synthesis of what others said:

"Define time off policy, and hybrid model policy which are very important to manage better and have boundaries, for people to know how to act with some redlines, I think that is very important, and then work on engagement with people, in remote way, try to find some activities with people to engage them even remotely but also on the face to face, so again have a balance of activities, and nowadays everyone want flexibility and want their own specific model that would be adapted to their own need, so there is a big challenge for people department and we need to be very creative in order to engage everyone, and make sure that everyone is working correctly and also the tools and the materials that they need, to perform their job." (P02)

In Table 4.7 the main quotes of this category are presented.

Table 4.7 – Illustrative quotes and structures coding for the HR practices category

	Q: How do you think the People team can support you within the new working model
P01	"Do monthly or every three month a check on people to see, in some support they need, not only on the mental side, may be training, but more in emotional support and work with the team leader to give the technical support that need to be done."
P02	"Define time off policy, and hybrid model policy which are very important to manage better and have boundaries, for people to know how to act with some redlines."
P03	"So many things, related with documentation, communication, engagement like team building activities, supporting meetings and events that people want to attend, create a kind of structure."
P04	"I don't have another comparison of a company working in hybrid work but here, I feel that they are doing a great job, I feel the need the engage because of the events even in teams, and how the people department treat us when we are in the office."
P05	"I don't see how the HR can support more beside the tools, but maybe train and guide the manager to work in this working model with their team and help with the flexibility and communication that this kind of the working model."
P06	"Understand people needs, because sometimes home is not an option, and also the documentation and processes need to be organized."
P07	"Training, and on the onboarding process, the support must be very present, maybe they will need some assistance to integrate and know about the tools, also people might need some physical resources, having the possibility to cover home office expenses."
P08	"HR needs to create a framework where we set organizations conditions, and say that here is what to do and what we can't do, so it is a matter of organization, and communication."

Source: Own elaboration.

Objective 3. The impact of the new work model on the related dimensions of employees (work life balance, commitment, engagement and communication)

This part was based on deductive content analysis, and two questions were asked to study the relationship between the related dimensions of employees, namely work-life balance (WLB) and the commitment. A consensus on this was observed regarding the positive impact of this new working model on the WLB, with a set of positive experiences and emotions spotted. Some of the answers stated about having a better balance between leisure, familial and work moments, the flexibility to choose, save time and costs of the office ride and having less pressure of time management and commute. As an example, we can present the following quote:

"The work life balance will be improved, again you can have easily the flexibility to manage better your personal and professional life when you are working in such a model, I don't have the chance of being a mother but I see my colleagues that for them, it is very evident that when can go and pick their kids and have the flexibility, make them feel more motivated that they can be more with their family and do activities with them, and in the same time have a professional life and think about their career." (P02)

When talking about the impact of the hybrid work model on the commitment, only 2 interviewees claimed that it has no impact, it depends on the persons as the P07 said:

"I think it depends on the person. The first thought is that when you are at home, you can be more distracted and less productive, but if you have this mindset, you can also do it when being in the office, like pretend you are working but you are doing nothing. So I think it is not by making people coming to the office that you can fix that". (P07)

For the rest of the interviewees, they all claimed the positive impact that the hybrid work has on the commitment:

"I think impact in a way that people get more committed, since they can have the balance they want, they will be more committed to their job and the company, they know that their company care about them so they will return it and care about the company." (P05)

Table 4.8 – Illustrative quotes and structures coding for the impact of the hybrid work on the WLB and Commitment

	Q: Do you think that hybrid work regime will impact the employees' commitment	Q: Did your work-life balance (WLB) improve or worsen while following a hybrid work regime?
P01	"For me, the hybrid work impact on that, but you have to be responsible, you have to Commit and responsible for your performance, it is important to give in the same way we are getting things."	"100% improved, as I said previously it is definitely, the best thing about hybrid work, and the balance between work and leisure time that it gives to us."
P02	"I think impact in a way that people get more committed, since they can have the balance they want, they will be more committed."	"Sure, it will improve, again you can have easily the flexibility to manage better your personal and professional life when you are working in such a model."
P03	"I think hybrid work is the best of both worlds in terms of commitment."	"It definitely will help, because you can organize your time, because you can be available and have some guidance."

P04	"I think depends on the persons, sometimes when you are not in the company you're not as productive as you have to, and there is people that are more productive at home, for me it works better when I come to the office and I'm dedicating this schedule to the work, so it really depends, for example in the house my pet distract me a lot, and I procrastinate a lot."	"The hybrid work is a bit different because you have both work models, and having this flexibility has a positive impact on the WLB."
P05	"It will totally impact positively, for example if you have an appointment, you can go for it, miss an hour or two, but as you know that you have the flexibility from your boss you will give an extra mile."	"Of course, it is better, I don't lose time in the traffic, I gain time when I have to do chores in the morning, I can wake up earlier, do my tasks and then start working, it is always better for a WLB, as human being knowing that you have this flexibility is very important."
P06	"Yes, in a positive way, because if you give people the freedom, when I come to the office, it is because I love to, even in the team day, I don't feel that I'm forced to, I really like working here with my team, and when it is convenient you are more committed."	"As I already, said it, it totally improves, you have more time for you, and less mental charge to think about stuff and less pressure in your shoulders."
P07	"I think it is depend on the person, the first thought that you are at home, so you can be distracted and less productive, but if you have this mindset, you can also do it when being in the office, like pretend you are working but you do nothing, I think it is not by making people coming to the office that you can fix that."	"Totally impacted in the positive way, I don't have a lot of responsibilities at work, so it is easier for me to disconnect and choose the best way for me to work, I have the flexibility to organize my day and manage my time schedule and my personal stuff."
P08	"I think it shouldn't change; I see the implementation of hybrid work when it is not organized can impact but not related with employee."	"It is much better, for me the biggest problem is the traffic. I know for some people that having kids is even better because we have more time for all aspects of life."

Source: Own elaboration.

Moreover, when asking the employees about how the People team can support the new working models, two employee related dimension – communication and engagement – were identified as the challenges that the people team need to be aware of.

Related with engagement, most of the interviewees highlight the importance of this dimension and the effort that needs to be done from the people team:

"Working at home is not very good for engagement, so it is better to have offsite or even in the office event and give people some reasons besides work to make them be together, it is important to promote that in a hybrid model" (P07).

Also, another employee stated that "Work on engagement with people, try to find some activities with people to engage them even remotely but also on the face to face" (P02).

Regarding communication, the findings show the necessity of strong internal communication, and to keep social interaction between employees:

"The weakness of hybrid for me is for sure communication, because even when you want to explain an idea, it can misguide people about how we really want to explain or show an idea and even in events, people won't participate as much as they do in a face-to-face model." (P04).

In this sense, some issues on communication can be identified, as workers find more difficult to connect and get answers quickly:

"When you work in the office, as I said, the interaction with people and the communication, are better. You usually do not have to arrange a meeting - you approach the person, have a 10-second conversation and solve the problem. But when you are at home, the communication is asynchronous and sometimes you have to wait for the person, and you lose a lot of time." (P07).

4.3.3. Discussion of the results

Considering the results presented before, we can see that given the new reality since 2020, the boundaries of organizations and the nature of work is changing (Carillo et al., 2020), and the introduction of hybrid work as a work strategy can allow the valorization of human capital as a source of work realization, maximizing productivity and making processes more dynamic, both inside and outside the organization. In this way, the demands of society can be met with quality and speed.

From an HRM vision and regarding the HRM practices, this transition can be challenging, and the need to adapt the processes and practices to new reality is important, as stated in the theory. This new working model impacts the HRM practices from strategic recruiting, employee training, worker relations, mental health, to employees' engagement. It is about setting policies and implanting practices to adapt and improve organizational efficiency, engagement of employees and work quality (Khan & Abdullah, 2019). Indeed, all these concepts are interconnected and the impact that the new working model implementation has on the employees' dimension is undeniable, and these findings confirm what has been stated by the theory regarding the WLB. WLB is

being positively impacted by the hybrid work as it fulfills the satisfaction balance between personal and professional responsibilities, and is influenced by a good work environment, which can also benefit the family and individual security (Putranti et al.,2020)

On the other side, these findings highlight the negative impact on communication and social interaction, where many workers face challenges such as lack of space and lack of contact with other people (Gartner, 2022).

We also can see that, in contrast to the Machokoto (2020) study, the commitment is impacted positively by the hybrid work implementation. Finally, challenges related to engagement and the importance of social interaction to face that can be foreseen (Surma et al., 2021). Everything revolves around the implementation of the new work model (hybrid work), which can be the solution and also a great challenge for managers and HRM professionals dealing with all the problems that can arise (Prasad & Vaidya, 2020).

4.4 Contributions for the organization

An intern can have a very positive impact on a company by helping to create as much value as possible. In this case, the internship at this sustainability-focused start-up was mutually beneficial. It was possible to complete the tasks originally proposed and achieve the desired results. The internship in the people team of Daloop brought not only to the team but also to the company a series of indications and recommendations that were very relevant for the development of new process implementation related to the new work model needed in the organization and therefore adaptable to a new reality.

In addition to the activities and work performed during the internship, the results of these reports can be of great importance to the company. For example, the flowcharts created, as well as the results of the content analysis of the interviews that highlight the stages of process implementation and how they can be improved and how they affect the employee-related dimension and HR practices.

In addition to the main contribution mentioned above, an internal and external analysis was conducted for the People team, using the data collected and complemented by direct observation, a SWOT analysis was done.

In this sense and in the near future, the results of this internship will certainly be valuable information and indications that can be taken into account when defining the way Daloop works and improving the new working model. Also, all HR procedures written down, during the internship, will guide and support the current and future HR team.

5. REFLECTION AND SELF-ASSESSMENT OF THE REPORT

The curricular internship at Daloop was a turning point in the personal and professional development, as it helps developing new skills and expanding the knowledge in several areas never explored before.

In addition, being immersed in a business field that has a positive impact on sustainability is a gratifying fact, as sustainability is an important value because as they say in Daloop, there is no planet B.

The internship at Daloop has increased the interest in business areas related to sustainability and centered on people and has highlighted the importance that a startup can have in responding to threats in the ecosystem.

All the work that has been done, is an asset to the company, as it was about working on visualizing, planning, structuring and connecting the dots of the implementation of the new working model, which is complex and challenging in itself.

At the beginning of the internship, it was characterized by some difficulties, as it was a first experience in a startup environment where processes have to be developed from scratch, but then start the appreciation of being out of the comfort zone and enjoyed every day, every activity and every performed tasks. Also, having to create everything from scratch has been helpful writing these reports, such as creating flowcharts and analyzing the results.

After these reflections, it could not have been better decision when choosing to the internship at Daloop. This decision allowed me to discover, learn, and grow as a professional and as a person. This decision allowed me to have the first experience in a start-up, the first experience with sustainable companies and last but not least, the first professional experience in Portugal.

6. CONCLUSION

As a conclusion of this internship report, whose main objective is to study the implementation of a process from the perspective of HR, we can state that the new reality after Covid-19 leads to a change in the ways of working. In fact, the pandemic anticipated these new ways of working without much preparation for their implementation because it was the only way to keep most organizations running. Since then, companies like Daloop have been adapting, structuring, and implementing processes that suit employees and business goals.

Although the hybrid work model is the best of both worlds (face-to-face work and remote work), it can be very challenging, and HR practices and processes need to be adapted and implemented well.

For Daloop, defining the strategy to implement the new work model and putting in place measures that capitalize on the opportunities and turn the weaknesses into strengths, this new process will be a great way to achieve everyone's goals.

Finally, as can be seen from the research findings above, the work conducted in this report has already demonstrated the positive impact of hybrid work if well designed and implemented, on employee-related dimensions such as work-life balance and Commitment, as well as the challenges that the company needs to be aware of in terms of engagement and internal communication.

However, due to the short duration of the internship, evaluation and monitoring after process implementation couldn't be conducted, which may be relevant for further research and study.

BIBLIOGRAPHICAL REFERENCES

Adisa. (2021). Remote working and employee engagement: a qualitative study of British workers during the pandemic. *Information Technology & People., ahead-of print (ahead-of-print).* https://doi.org/10.1108/ITP-12-2020-0850

Andrade, M. (2012). Crowd source your next program design. *Human Resource Management International Digest, 20*(6). https://doi.org/10.1108/hrmid.2012.04420faa.004

Armstrong, M. (2006). *A handbook of human resource management practice.* Kogan Page Publishers.

Armstrong, M. (2022). *Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Performance Leadership.* Kogan Page Publishers

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice.* USA: Kogan Page Publishers

Bagley, P., Baird, J., Bartley, E. D., Crumbley, D. L., Dalton, D. W., Davidson, B. I., & White, B. (2020). Special issue on gender issues and work-life balance in accounting education. *Journal of Accounting Education, 52*, 100682.

Bakker, A., Albrecht, S. L., & Leiter, M. (2011). Key questions regarding work engagement. *European Journal of Work and Organisational Psychology, 20*, 4-28. https://doi.org/10.1080/1359432X.2010.485352

Bales, R. F., Krippendorff, K., & Bock, M. A. (2009). Interaction process analysis. *The Content Analysis Reader,* 75-83.

Barry, J. W., Campello, M., Graham, J. R., & Ma, Y. (2022). Corporate flexibility in a time of crisis. *Journal of Financial Economics, 144*(3), 780-806. https://doi.org/10.1016/j.jfineco.2022.03.003

Becker, B., Huselid, M. (2006). Strategic human resources management: where do we go from here?. *Journal of Management, 32* (6), 898-925. https://doi.org/10.1177/0149206306293668

Bentley, T. A., Teo, S. T., McLeod, L., Tan, F., Bosua, R., & Gloet, M. (2016). The role of organisational support in teleworker wellbeing: A socio-technical systems approach. *Applied ergonomics, 52,* 207-215.

Berkley, R. A., Kaplan, D. M. (2019). *Strategic Training and Development* (1st Ed.). SAGE Publications.

Bloom, N., Han, R., & Liang, J. (2022). *How hybrid working from home works out* (No. w30292). National Bureau of Economic Research. https://doi.org/10.3386/w30292

Boxall, P., Purcell, J., & Wright, P. (2007). The goals of HRM. *The Oxford handbook of human resource management,* 48-67.

Brandão, N. G. (2018). A comunicação interna estratégica como reforço da valorização das pessoas e seus níveis de engagement nas organizações. *Media & Jornalismo, 18*(33), 91-102.

Brown, C., Lilford, R., Griffiths, F., Oppong-Darko, P., Ndambo, M., Okoh-Owusu, M., & Wroe, E. (2019). Case study of a method of development of a selection process for community health workers in sub-Saharan Africa. Human Resources for Health, 17(1), 1-10.https://doi.org/10.1186/s12960-019-0412-2

Burns, N. A., & Grove, S. K. (2005). *Study guide for the practice of nursing research: conduct, critique, and utilization.* WB Saunders Company.

Caligiuri, P., De Cieri, H., Minbaeva, D., Verbeke, A., & Zimmermann, A. (2020). International HRM insights for navigating the COVID-19 pandemic: Implications for future research and practice. *Journal of International Business Studies, 51,* 697–713. https://doi.org/10.1057/s41267-020-00335-9

Carillo, K., Cachat-Rosset, G., Marsan, J., Saba, T., & Klarsfeld, A. (2021). Adjusting to epidemic-induced telework: Empirical insights from teleworkers in France. *European Journal of Information Systems, 30*(1), 69-88. https://doi.org/10.1080/0960085X.2020.1829512

Carnevale, J. B., & Hatak, I. (2020). Employee adjustment and well-being in the era of COVID-19: Implications for human resource management. *Journal of business research, 116,* 183-187. https://doi.org/10.1016/j.jbusres.2020.05.037

Carroll, N., & Conboy, K. (2020). Normalising the "new normal": Changing tech-driven work practices under pandemic time pressure. *International Journal of Information Management, 55,* 102186. https://doi.org/10.1016/j.ijinfomgt.2020.102186

Casey, R. G., & Wong, K. Y. (1990). " Document analysis systems and techniques, in image analysis applications," R. Kasturi and MM Trivedi (eds).

Cepellos, V. M. (2020). Recursos humanos na linha de frente. *GV-EXECUTIVO, 19*(3), 34-37.

Chinn, P. , & Kramer, M. (1999). *Theory and nursing: A systematic approach* (4th ed.). St. Louis, MO: C. V. Mosby.

Ciesielska, M., Boström, K. W., & Öhlander, M. (2018). Observation methods. In M. Ciesielska & D. Jemielniak (Eds). *Qualitative research in organization studies* (Vol. 2). Palgave Macmillan. https://doi.org/10.1007/978-3- 319-65442-3

Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human relations, 53*(6), 747-770.

Clugston, M., Howell, J. P., & Dorfman, P. W. (2000). Does cultural socialization predict multiple bases and foci of commitment? *Journal of management, 26*(1), 5-30.

Costa, F., & Portioli-Staudacher, A. (2021). Labor flexibility integration in workload control in Industry 4.0 era. Operations Management Research, 14, 420-433. https://doi.org/10.1007/s12063-021-00210-2

Dellheim, C. (1986). Business in time: The historian and corporate culture. *The Public Historian, 8*(2), 9-22.

Dhanesh, G. S. (2017). Putting engagement in its PRoper place: State of the field, definition and model of engagement in public relations. *Public Relations Review, 43*(5), 925-933. https://doi.org/10.1016/j.pubrev.2017.04.001

Dinc, M. S. (2017). Organizational commitment components and job performance: Mediating role of job satisfaction. *Pakistan Journal of Commerce and Social Sciences (PJCSS), 11*(3), 773-789.

Duterme, C. (2002). *La communication interne en entreprise: l'approche de Palo Alto et l'analyse des organisations.* De Boeck Université.

Ellis, C. (2016). Compassionate research: Interviewing and storytelling from a relational ethics of care. In *The Routledge international handbook on narrative and life history* (pp. 441-455). Routledge.

Fawcett, B. & Pockett, R. (2015). Evaluative Researching. In K. Metzler (Ed.), *Turning ideas into research* (pp. 87–101). London: SAGE Publications Ltd.

Frasch, K. B., Shadovitz, D., & Shelly, J. (2009). *There's No Whining in HR*. Human Resource Executive Online.

Gallardo, E., & Thunnissen, M. (2016). Standing on the shoulders of giants? A critical review of empirical talent management research. *Employee Relations, 38*(1), 31-56. https://doi.org/10.1108/ER-10-2015-0194

Gil, A. (1999). *Métodos e Técnicas de Pesquisa Social* (5ª Ed.). Editora Atlas.

Giurge, L., & Bohns, V. K. (2020). 3 tips to avoid WFH burnout. *Harvard Business Review.*

Grant, C., Wallace, L., & Spurgeon, P. (2013). An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. *Employee Relations, 35,* 527–546. https://doi.org/10.1108/ER-08-2012-0059

Greenblatt, E. (2002). Work/life balance: Wisdom or whining. *Organizational dynamics, 31*(2), 177-193.

Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of vocational behavior, 63*(3), 510-531.

Grzegorczyk, M., Mariniello, M., Nurski, L., & Schraepen, T. (2021). *Blending the physical and virtual: a hybrid model for the future of work.* Bruege

Guest, D. E. (1987). Human resource management and industrial relations. *Journal of management Studies, 24*(5), 503-521. https://doi.org/10.1111/j.1467-6486.1987.tb00460.x

Guest, D. E., Sanders, K., Rodrigues, R., & Oliveira, T. (2021). Signalling theory as a framework for analysing human resource management processes and integrating human resource attribution theories: A conceptual analysis and empirical exploration. *Human Resource Management Journal, 31*, 796– 818. https://doi.org/10.1111/1748-8583.12326

Haslinda, A. (2009). Evolving terms of human resource management and development. *The journal of International social research, 2*(9), 180-186.

Helms, M. M., Rodríguez, M. A., de los Ríos, L., & Hargrave, W. (2011). Entrepreneurial potential in Argentina: a SWOT analysis. *Competitiveness Review, 21*(3), 269-287. https://doi.org/10.1108/10595421111134859

Holà, J. (2012) Internal communication in the small and medium sized enterprises. *E+M Ekonomie a Management, 15*(3), 32-45.

Holland, P., & Jeske, D. (2017). Changing role of social media at work: Implications for recruitment and selection. In *Electronic HRM in the smart era*. Emerald Publishing Limited.

ILO. (2020). Working conditions. Retrieved from http://www.ilo.ch/global/topics/working-conditions/lang--en/index.htm Ismail, H., & Gali, N. (2017). Relationships among performance appraisal satisfaction, work–family conflict and job stress. *Journal of Management & Organization, 23*(3), 356–372.

Jiang, J. Y., & Liu, C. W. (2015). High performance work systems and organizational effectiveness: *The mediating role of social capital. Human resource management review, 25*(1), 126-137.

Joo, B.K. & Lee, I. (2017). Workplace happiness: work engagement, career satisfaction, and subjective well-being. *Evidence-based HRM, 5*(2), 206-221. https://doi.org/10.1108/EBHRM-04-2015-0011

Kawulich, B. (2012). Collecting data through observation. Doing social research: *A global context, 6(*12), 150-160.

Kepes, S. and Delery, J. E. (2007). HRM systems and the problem of internal fit. In P. Boxall, J. Purcell and P. Wright (Eds.), *The Oxford Handbook of Human Resource Management (*pp. 385-404). Oxford University Press

Khan, A. A., Abbasi, S. O. B. H., Waseem, R. M., Ayaz, M., & Ijaz, M. (2016). Impact of training and development of employees on employee performance through job satisfaction: *A study of telecom sector of Pakistan. Business Management and Strategy, 7*(1), 29-46.

Khan, S., & Abdullah, N. N. (2019). The impact of staff training and development on teachers' productivity. *Economics, Management and Sustainability, 4*(1).

Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., ... & Vugt, M. V. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American psychologist, 76*(1), 63. https://doi.org/10.1037/amp0000716

Lauri, S., & Kyngas, H. (2005). *Developing Nursing Theories*. Werner Söderström, Dark Oy

Liu, Y., Lee, J. M., & Lee, C. (2020). The challenges and opportunities of a global health crisis: The management and business implications of COVID-19 from an Asian perspective. *Asian Business & Management, 19,* 277–297. https://doi.org/10.1057/s41291-020-00119-x

Lupu, V. (2017. August 20). Teleworking and Its Benefits on Work-Life Balance. Conference session] International Multidisciplinary Scientific Conference on Social Sciences & Arts SGEM, 693-700. https://doi.org/10.5593/sgemsocial2017/12/s02.087.

Machokoto, W. (2020). A Commitment under Challenging Circumstances: Analysing Employee Commitment during the Fight against Covid-19 in the Uk. *International Journal of Advanced Research, 8,* 516–522. http://dx.doi.org/10.21474/IJAR01/10803

Madsen, S. R. (2003). The effects of home-based teleworking on work-family conflict. *Human resource development quarterly, 14*(1), 35-58.

Mart, C. T. (2013). Commitment to school and students. *International Journal of Academic Research in Business and Social Sciences, 3*(1), 336-340.

Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual review of psychology, 52*(1), 397-422.

Mazhisham, P. H., Khalid, M. Y., Nazli, N. N. N. N., Manap, R., & Hussain, N. H. M. (2018). Identification of training needs assessment in organizational context. *IJTMSS, 1*(5), 20-30.

McKee, V. L., Odom, S. F., Moore, L. L., & Murphrey, T. P. (2016). Impacts of an Agricultural Leadership Extension Program for County Officials. *Journal of Agricultural Education, 57*(4), 202-216

Men, L. R., Chen, Z. F., & Ji, Y. G. (2018). Walking the talk: An exploratory examination of executive leadership communication at startups in China. *Journal of Public Relations Research, 30*(1-2), 35-56. https://doi.org/10.1080/1062726X.2018.1455147

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review, 1*(1), 61-89. https://doi.org/10.1016/1053-4822(91)90011-Z

Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *International Journal of Business Communication, 51*(2), 183-202. https://doi.org/10.1177/2329488414525399

Mittal, S., Gupta, V., & Motiani, M. (2022). Examining the linkages between employee brand love, affective commitment, positive word-of-mouth, and turnover intentions: A social identity theory perspective. *IIMB Management Review, 34*(1), 7-17. https://doi.org/10.1016/j.iimb.2022.04.002

Morin, E. M. (2001). Os Sentidos do Trabalho. *RAE-Revista de Administração de Empresas, 41*(3), 8-19. https://doi.org/10.1590/S0034-75902001000300002

Mucchielli, A. (2000). La nouvelle communication: épistémologie des sciences de l'information-communication. Armand Colin.

Noe, Raymond. A. (2017). *Employee Training and Development* (7th Ed). McGrawHill

Nogueira, A., & Patini, A. (2012). Trabalho Remoto e Desafios dos Gestores. *Revista de Administração e Inovação, 9*(4), 121–152. https://doi.org/10.5773/rai.v9i4.800

Osterby, B., & Coster, C. (1992). Human resource development–a sticky label. *Training and Development, 4*, 31-32.

Patton, M. Q. (2014). *Qualitative research & evaluation methods: Integrating theory and practice*. Sage publications.

Pereira, D., & Ramos, M. (2018). Educação e Formação em Contexto Organizacional. *HOLOS, 3,* 456-470. https://doi.org/10.15628/holos.2018.6757.

Porter, M. (1980). *Competitive strategy: Techniques for analyzing industries and companies.* Free Press.

Prasad, K., & Vaidya, R. W. (2020). Association among Covid-19 parameters, occupational stress and employee performance: An empirical study with reference to agricultural research sector in Hyderabad Metro. *Sustainable Humanosphere, 16*(2), 235–253.

Putranti, H.R.D., Suparmi, S., & Susilo, A. (2020). Work Life Balance (WLB) Complexity and Performance of Employees during COVID-19 Pandemic. *Arthatama, 4,* 56–68.

Quirke, B. (2008). *Making the connections: Using internal communication to turn strategy into action.* Routdledge.

Rego, A., Cunha, M. P., Gomes, J. F. S., Cunha. R. C., Cabral-Cardoso, C., & Marques, C. A.. (2018). *Manual de Gestão de Pessoas e do Capital Humano* (3ª Ed., 2ª Impressão). Edições Silabo.

Rego, A., Sousa, F., Pina e Cunha, M., Correia, A., & Saur-Amaral, I. (2007). Leader self-reported emotional intelligence and perceived employee creativity: An exploratory study. *Creativity and innovation management, 16*(3), 250-264.

Reiter, N. (2007). Work life balance: What do you mean? The ethical ideology underpinning appropriate application. *The Journal of Applied Behavioral Science, 43*(2), 273-294.

Rozario, S. D., Venkatraman, S., Chu, M. T., & Abbas, A. (2019). Dominant factors for an effective selection system: An Australian education sector perspective. *Systems, 7*(4), 50. https://doi.org/10.3390/systems7040050

Sanders, K., & De Cieri, H. (2021). Similarities and differences in international and comparative human resource management: A review of 60 years of research. *Human Resource Management, 60(*1), 55-88. https://doi.org/10.1002/hrm.22028

Shareena, P., & Shahid, M. (2020). Work from home during Covid 19: Employees perception and experiences. *Global Journal for Research Analysis, 9*(5), 1-3. https://doi.org/10.36106/gjra

Sinha, V., & Thaly, P. (2013). A review on changing trend of recruitment practice to enhance the quality of hiring in global organizations. Management. *Journal of contemporary management issues, 18*(2), 141-156.

Slavković. (2022). Remote Working for Sustainability of Organization during the COVID-19 Pandemic: The Mediator-Moderator Role of Social Support. *Sustainability., 14*(1). https://doi.org/10.3390/su14010070

Spall, S. (1998). Peer debriefing in qualitative research: Emerging operational models. *Qualitative inquiry, 4*(2), 280-292.

Staples, D. S. (2001). A Study of Remote Workers and Their Differences from Non-Remote Workers. *Journal of Organizational and End User Computing (JOEUC), 13*(2), 3-14. http://doi.org/10.4018/joeuc.2001040101

Storey, J. (2007). *Human Resource Management: A Critical Text* (3rd Ed.). Thomson

Surma, M. J., Nunes, R. J., Rook, C., & Loder, A. (2021). Assessing Employee Engagement in a Post-COVID-19 Workplace Ecosystem. *Sustainability, 13*(20), 11443. https://doi.org/10.3390/su132011443

Szczepańska-Woszczyna, K. (2015). Leadership and organizational culture as the normative influence of top management on employee's behaviour in the innovation process. *Procedia Economics and Finance, 34*, 396-402.

Tanpipat, W., Lim, H. W., & Deng, X. (2021). Implementing remote working policy in corporate offices in Thailand: Strategic facility management perspective. *Sustainability, 13*(3), 1284. https://doi.org/10.3390/su13031284

Torlak, N. G., Demir, A., & Budur, T. (2021). Using VIKOR with structural equation modeling for constructing benchmarks in the Internet industry. Benchmarking. *An International Journal, 28*(10), 2952-2976. https://doi.org/10.1108/BIJ-09-2020-0465

Tracy, S. J. 2013. *Qualitative research methods: Collecting evidence, crafting analysis, communicating impact.* Wiley-Blackwell.

Uddin, M. (2021). Addressing work-life balance challenges of working women during COVID-19 in Bangladesh. *International Social Science Journal, 71*(239-240), 7-20. https://doi.org/10.1111/issj.12267

Vance, R. J. (2006). Employee engagement and commitment. *SHRM foundation, 1,* 1-53.

Vasanthi, S., & Basariya, S. R. (2019). On the job training implementation and its benefits. *International Journal of Research and Analytical Reviews (IJRAR), 6*(1), 210-15.

Voydanoff, P. (2005). Toward a conceptualization of perceived work-family fit and balance: *A demands and resources approach. Journal of marriage and family, 67*(4), 822-836.

Wolor, C. W., Kurnianti, D., Zahra, S. F., & Martono S. (2020). The importance of work-life balance on employee performance millennial generation. *Indonesia. Journal of Critical Reviews, 7*(9). https://doi.org/10.31838/jcr.07.09.203

Yeomans, L., & Fitzpatrick, L. (2017). Internal communication. In R. Tench & L. Yeomans (4ed.). *Exploring Public Relations* (p. 332-35). Pearson Education.

Yildiz, E. (2017). The effect of the psychological capital and personality characteristics of employees on their organizational commitment and contribution to the work: qualitative research on managers. *Journal of Management and Strategy, 8*(4), 34-46.

Yin, R. K. (2014). *Case study research: Design and methods* (Fifth edition). SAGE

Zhao, H., & Zhou, Q. (2020). Socially responsible human resource management and hotel employee organizational citizenship behavior for the environment: *A social cognitive perspective. International Journal of Hospitality Management, 1027.* https://doi.org/10.1016/j.ijhm.2020.102749

WEB REFERENCES

Daloop. (2022). EV charging management solutions for business Daloop. Accessed on the 10 January 2023 on https://daloop.io/

Gallup. (2022). State of the Global Workplace: 2022 Report. Gallup. Accessed on the 30 December 2022 Available on https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx

Galp. (2022). Start-up da Galp integra projeto líder de mobilidade elétrica e sustentável em Memphis, nos Estados Unidos. Galp. Accessed on the 20 December 2022 on https://www.galp.com/corp/pt/media/comunicados-de-imprensa/comunicado

Gartner. (2022). Think Hybrid Work Doesn't Work? The Data Disagrees.Gartner. Accessed on 14 December 2022 on https://www.gartner.com/en/articles/think-hybrid-work-doesnt-work-the-data-disagrees

Mckinsey. (2022, October 31). The future of mobility: Transforming to be ahead of the opportunity. Mckinsey & Company. Accessed on the 26 December 2022 on https://www.mckinsey.com/industries/automotive-and-assembly/our-insights/the-future-of-mobility-transforming-to-be-ahead-of-the-opportunity

Nirivi, B. (2023, February 2). 6 Biggest HR Challenges in the Tech Industry. Peoplehum. Accessed on the 5 February 2023 on https://www.peoplehum.com/blog/biggest-hr-challenges-tech-industry

Organização Internacional do Trabalho [OIT]. (2020, April 16). A COVID-19 e o setor da educação. Síntese setorial OIT. Accessed on the 03 December 2023 on https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---ilo-lisbon/documents/publication/wcms_746836.pdf

Osborne, I. (2022, April 25). GoWithFlow to rebrand as Daloop. ElectricDrives. Accessed on the 24 January 2023 on https://electricdrives.tv/ev-biz/gowithflow-to-rebrand-as-daloop/

Ro, C. (2020, August 31). Why the future of work might be 'hybrid'. BBC. accessed on 08 of November 2022 on https://www.bbc.com/worklife/article/20200824-why-the-future-of-work-might-be-hybrid

APPENDIXES

APPENDIX 1 - Logbook Registration Table

Date	Activities	Observations	Doubts	Insights

APPENDIX 2 – Semi structured Interview Guide

Introduction

This interview is part of my curricular internship to obtain my master's degree in business management, the study is about the implementation of a new process for instance a new way of working process. I kindly ask you to respond spontaneously to the following questions. There is no right or wrong answer, we are only interested in your opinion. This interview is completely anonymous and the confidentiality of the information you provide to us is safe.

Interview background information

a. Gender:

	Female
	Male
	Other

b. Age:

	22-30
	31-40
	41-50

c. Residence: _____

d. Team:

	Marketing
	Engineering
	Other. Witch:

e. Position:

	Manager
	Junior
	Senior
	Other. Witch:

f. Participant or People team:

	Participant
	People team

Introductory questions

1. What work regime have you worked on previously in this company? (In person, online or hybrid)

2.1. For those who have been fully in person or online previously:

   Compare 2 advantages and 2 disadvantages with hybrid work.

2.2. Can you please tell me 2 strengthens and 2 weakness of hybrid work?

3. How many days are you working remotely? Why?

The HR practices as a supportive process

4. In Hybrid Work, what do you think that people department can do to support or help you?

The impact of the hybrid model on the employees' wellbeing and commitment.

5. Do you think that hybrid work regime will impact the employees' commitment? If yes, how so?

6. Did your work-life balance (WLB) improve or worsen while following a hybrid work regime? How so?

Note from LR: WLB is a person's ability to balance his or her work and family obligations or other obligations outside of work (Wolor et al., 2020).

The implementation of the new process of work

7. Do you feel you are being involved in this process implementation?

  7.1. If yes, how so?

  7.2. If not, would you like to be?

8. What suggestion would you do to this work regime implementation?

Note from LR: According to Guest et al. (2021), two levels of HR implementation can be distinguished. On the one hand, line managers implement general practices, ones that apply to all employees in their team. On the other hand, line managers are increasingly expected to make tailor-made arrangements with individual employees. HR practices established at the organizational level outline the framework for such deals.

APPENDIX 3 – Informed Consent Form

INFORMED CONSENT FORM

Study Designation

The present interview is conducted as part of the master's curricular internship for the obtention of the Master's Degree in Business Management at the ISAG (Instituto Superior De Administraçao é Gestao) Porto, under the supervision of Professor Ana Borges.

The objective of this research is to analyze the implementation phases of the new working model defined and implemented by Daloop and evaluate its impact on the HR practices.

In order to facilitate the recording and analysis of the information collected, the interview will be recorded. The collected data will only be used for the purpose of this dissertation and may be considered for publication. Your anonymity is assured; your name will never be disclosed. Your participation in this study is voluntary, so you may refuse to participate or withdraw from the process at any time, without any consequences for you.

I confirm that I have explained to the participant/legal representative, in an adequate and understandable way, the referred investigation, the benefits and the risks associated with conducting it.

The investigator in charge:

Name: _____   _____

           legible   signature

Participant identification

Name: _____

Participant

(1) I understood the explanation given to me about the study to be conducted: the objectives, the methods, the expected benefits, the potential risks and possible discomfort.

(2) I requested all the information I needed, knowing that clarification is fundamental for a good decision.

(3) I was informed of the possibility of freely refusing or withdrawing from the study at any time, without any prejudice to me.

I agree to participate in this study, in accordance with the explanations given to me, as stated in this document, of which I have been given a copy.

Date: _____ / ___ / ___   _____

                                                                    siganture