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A Causal Assessment of the Hybrid Model and Its Effect on Employee Job Performance.

Prof. Anju Sigroha[1], Himani Saini[2]*, Dr. Vandana Sharma[3]
[1]Professor, Dept. of Management studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Sonipat, Haryana (131027)
Email ID :anjusigroha2007@gmail.com , Orchid id:-https://orchid.org/0000-0003-3420-5568
[2]*Research Scholar, Dept. Of Management studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, (131027)
Email ID : sainihimani275@gmail.com
[3]Assistant Professor, Dept. of Management studies, Deenbandhu Chhotu Ram University of Science and Technology, Murthal, Sonipat, Haryana (131027)
Email ID : vandanasharma.mba@dcrustm.org, Orchid id:-https://orcid.org/0009-0000-8686-806X

ABSTRACT
This study examines the causal relationship between employee job performance and hybrid work models, with a particular emphasis on the advantages and obstacles of flexible work schedules. This study consolidates the results of a comprehensive body of research conducted between 2000 and 2025 on the effects of hybrid work, which encompasses both in-office and remote work, on productivity, job satisfaction, and professional and personal life integration. The analysis suggests that staff productivity can be significantly improved by hybrid models that provide autonomy, reduce stress levels, and increase motivation. However, it also highlights risks such as inadequate communication, social exclusion, and inequitable performance resulting from proximity bias and unequal access to leadership opportunities. Research also highlights how crucial clear communication, digital infrastructure, and managerial support are to reducing these problems. In order to maintain high performance, the review emphasizes the necessity for organizations to implement inclusive, well-structured hybrid strategies that align leadership, policy, and technology. The findings offer valuable insights for improving workforce performance in a digitally enabled era and contribute to our comprehension of the impact of hybrid models on modern work environments.

1. INTRODUCTION:

The organization and execution of work have undergone a significant global transformation in recent years, particularly following the onset of the global health crisis. The hybrid working model is a substantial transformation that allows employees to allocate their time between on-site office attendance and remote work. This simultaneously offers the company the potential to reduce operational expenses and access a broader talent pool, while simultaneously providing employees with flexibility, autonomy, and enhanced professional and personal life integration. The model's influence on employee job performance standards remains a subject of debate, regardless of prevailing perceptions. The traditional office work universe had always been in-person with some degree of supervision and collaboration. Therefore, in disruption of this, any inquiry into hybrid work will necessarily have to ask whether it enhances or diminishes employees' effectiveness. A hybrid model refers to a system that combines two or more different approaches or methods to leverage the strengths of each and overcome individual limitations. In the field of artificial intelligence and machine learning, hybrid models often integrate various algorithms, such as combining rule-based logic with neural networks, to achieve better accuracy and adaptability. In business and workplace settings, a hybrid model might describe a work arrangement that blends remote and in-office work, offering flexibility while maintaining team collaboration. Similarly, in education, a hybrid learning model merges traditional classroom teaching with online learning, allowing for a more personalized and accessible educational experience. Across various domains, hybrid models are valued for their ability to offer more comprehensive, efficient, and adaptive solutions by drawing on the benefits of multiple systems or strategies.

HISTORY OF THE BLENDED WORK STRUCTURE

Early Roots and Telecommuting (1970s–1990s)

The idea of working out of an office predates the phrase "hybrid work." Ever since the 1970s, when gas prices were on their upward trend and environmental considerations began to be given more attention, a few early telecommuting experiments were conducted in the United States. Jack Nilles, often called the "father of telecommuting," came up with and developed the idea in 1973 when he argued that work should be carried out outside the office, utilizing telecommunications technologies. During the 1980s and 1990s, with the advent of PCs, fax machines, and emails, teleworking seemed to

gain some, albeit limited, momentum, especially in tech-oriented industries. Even then, teleworking was reserved for freelancers, field workers, or individuals under special arrangements, with most employees doing traditional office work anyway.

Emergence of Flexible Work Models (2000s)

Increased workplace flexibility was possible with the improvements in Internet infrastructure, cloud computing, and mobile devices in the early 2000s. Companies began to offer flexible workdays, which meant setting hours for an employee or allowing them to work one or two days from home. Words such as "flexi-time," "remote work," and "telework" began to be heard more frequently. These forms of flexible arrangements viewed as perks rather than standard working arrangements. Most companies maintained a centralized workplace philosophy and felt that in-person collaboration and supervision were necessary for maximizing productivity.

The Rise of the Hybrid Model (2010–2019)

The idea of hybrid work—a patterned act of blending home and office in-between—started gaining ground sometime in the 2010s. Prominent technology companies, including Google, Microsoft, and IBM, offered employees days to work remotely, holding important office days for collaboration. IBM was an early mover allowing for remote work, with thousands of the firm's employees able to work from home by the early 2010s. Nonetheless, hybrid became a rarity. Culture within organizations, fears about accountability, and inadequate digital infrastructure stood in the way of wider adoption.

Global health crisis: The Turning Point (2020–2021)

The global health crisis became a worldwide inflection point, accelerating change toward remote and hybrid work almost instantly. In early 2020, the pandemic prompted lockdowns and led organizations to work remotely. Organizations and employees adapted quickly to Zoom, Microsoft Teams, Slack, and cloud-based collaboration solutions. As the pandemic continued, it became clear to employers that workers were happy and that productivity could be sustained - or even improved - when away from a traditional office. As a result, organizations began to question established assumptions about work arrangements and workplace norms. By late 2020 and early 2021, many organizations established hybrid work models as 'the way we do business now.' Additionally, surveys conducted by McKinsey and Gartner suggest that over 70% of organizations plan to implement hybrid work arrangements when the pandemic ends.

Post-Pandemic Era and Institutionalization (2022–Present)

Hybrid work went from being a shift in response to a global emergency to a proactive organizational policy, a shift now embraced by major global organizations like Apple, Amazon, and Meta who have formalized structured hybrid work policies, typically suggesting in-office work 2-3 days a week. At the same time, discussions around productivity, mental health, digital fatigue, and inclusion emerged. Governments and regulatory agencies around the world began assessing their capacity to formally legislate on flexible work as a right, thus ensuring that hybrid work models remain a part of the workspace well into the future.

TYPES OF HYBRID WORK MODELS

Different organizations execute hybrid work in a variety of different ways based on their structure, goals, and workforce profiles. Unfortunately, there is not a "best" approach for hybrid work, and things move quickly. Common hybrid models include:

Fixed Hybrid Model

Employees are instructed to report to the office on designated days (e.g., Monday and Wednesday) and work remotely on the remaining days. For instance, a company may mandate that team members attend office meetings and collaborate together on three days each week.

Flexible Hybrid Model

Employees determine how many days they will choose to work remotely or in-office, provided it matches the demands of their teams and projects. While this model provides the greatest autonomy to employees, it requires trust and an understanding of the engagement guidelines.

Remote-First Model

Remote working is the default; the office is an alternate work location, used for team collaboration or meeting clients. For example, companies such as GitLab and Zapier operate this way in the tech space.

Office-First Hybrid

The office is the primary working location; however, remote work is allowed on occasion. This model is likely more common in more traditional industries like finance or law.

Key Components of a Hybrid Work System

A hybrid model can only work well, if it embraces the following components:

Technology Infrastructure - that enables:

Services like Zoom, Microsoft Teams, Slack or Google Workspace for communication Cloud-based technology so all employees can access data and collaborate on projects (SharePoint, Trello, Notion) Cybersecurity protocols that allow employees to access company data securely.

Clear Communication Procedures - which outlines?

The timing of meetings, the timeframes for response, when employees need to be available some form of digital communication process to communicate to all employees (remote, hybrid, in the office) the same info at the same time.

Performance Measurement Systems - that are focused on:

Tracking performance by output and not time racking Key Performance Indicators (KPIs) by project milestones or a performance review measurement system.

Office Space Redesign - with your team(s) and the office space in mind:

Where offices are designed to foster collaborative group engagement and not simply workspace isolation where hot-desks, meeting pods and team huddles exist instead of conventional cubicles.

Management and Leadership - where managers provide their open support through:

Encouragement for managers to offer their leadership to disbursed team's use of trust, empathy, energy and focused on results over sight and measuring time.

How the blended work structure Enhances staff productivity?

By leveraging the advantages of both remote and office work, the blended work structure improves staff productivity. It establishes an opportunity for enhanced efficiency and productivity by utilizing collaborative working environments, focused work time, autonomy, and flexibility. The following elucidates the manner in which it facilitates enhanced job performance:

Providesprofessional and personal life integration

How it benefits: By enabling employees to more effectively balance and manage their work responsibilities, personal activities, and obligations, workplace stress is reduced and mental health is enhanced.

Impact on performance: A satisfied employee who has recharged is more likely to be motivated, innovative, and consistent in providing high-quality work.

Enables Deep Work and Focus

How it helps: Working remote days minimizes common office distractions (e.g., unnecessary meetings, interruptions), allowing for the ability to engage deep work.

Impact on performance: Employees can focus and concentrate better when dealing with complex a project which enhances both productivity and the quality of their deliverables.Provides Autonomy and Accountability How it helps: The blended work structure promotes self-management, self-determination, and autonomy in how work is done.

Impact on performance: Employees take more ownership of goals and deliverables, and most often, leads to stronger time management and completion of tasks.Improves Job Satisfaction How does it help? For employees, the option to pick a work location causes job satisfaction to increase and decreases the exhaustion of traveling to work every day.

Impact on performance: Employees who are happy naturally feel more engaged and developed an ownership to their job which drives things faster and creates a lower turnover rate.Enhances Collaboration Exposure When in the OfficeHow does it help? Primarily, we can utilize in-person days for brainstorming, team collaboration, meetings, etc.

Impact on performance: In-person days increase both communication, sharing of ideas and ability to coordinate among team members which improves project success.Provides Consistent Absenteeism and Less Burnout How does it help? We can mitigate overworking in an office and provide more ability for employees to recharge when working remote in flexible locations/schedules.

Impact on performance: Healthy employees are energized, take less sick days, and maintain higher levels of performance in the long run.Maximizes Technology Efficiency How does it help? Cloud tools, project management applications and Digital communication platforms provide a more seamless user interface that makes workflows more efficient. Impact on performance: Employees can complete tasks faster, track projects easier and communicate better from any location. Encourages Ongoing Learning How does it help? Flexible schedules provide employees more time to allocate towards training or online learning, webinars & upskilling education.

Impact on performance: It improves competencies & innovation levels and ultimately impacts employee job outcomes.

Why Hybrid Work?

The blended work structure has gained popularity as a preferred work definition because it serves as a rational compromise between the convenience of both the in-office and remote conditions of work. Therefore, organizations have adopted this model to both meet the expectations of changing workforce expectations and strategically improve performance, engagement, and agility within the business.

Greater Flexibility and Autonomy

The hybrid model enables employees to independently manage their work conditions and time. They can be adaptable enough to work in a manner that meets their individual needs, regardless of the requirements of their job. The hybrid model's adaptability inspires an increase in job satisfaction in practice. The ability of employees to take ownership of their work responsibilities can lead to increased productivity and morale.

Improvements in Employee Well-Being

The advantages of hybrid work such as saving time and better work-life integration supports mental health and quality of life. They offer employees new methods of achievement in dealing with personal responsibilities and encourage greater rest periods and less burnout, creating a sustainable cycle of performance and engagement.

Access to a Wider Talent Pool

The boundaries of geographic recruitment and measuring employee engagement have been blurred by developments in the blended work structure. Organizations can now recruit top talent from a variety of locations and hire their top talent without the necessity of a complete relocation. Consequently, it enables organizations to broaden their workforce's diversity and inclusivity.

Greater Productivity

Numerous employees report enhanced productivity while working remotely due to reduced distractions and greater control over their work environment. Hybrid models facilitate employees in performing concentrated, autonomous tasks remotely, while allocating in-office time for collaboration and teamwork.

Cost Savings

Employers and employees may experience decreased expenditures as a consequence of hybrid employment. Employers could save on office space, utilities, and other related fixed costs, while employees would save on transportation, meals, and other costs incurred while commuting.

Agility and Resilience

Hybrid workplace models provide organizations with greater agility for responses to unforeseen events such as pandemics and natural disasters, or significant economic fluctuations. With established remote processes in place, organizations can continue to operate even with reduced in-office functions.

Supports Innovation and New Collaboration Practices

With appropriate intentional use of in-office days (brainstorming, strategy development, team-building, etc.), hybrid workplace models improve collaboration quality. At the same time, ongoing communication is supported by using relatively simple low-cost digital tools ensures work progresses smoothly, even when outside the office.

Developed Employee Attraction and Retention

Flexibility in work is increasingly important to candidate and employee decisions about job acceptance. Companies that offer hybrid workplace models are more likely to attract and retain productive employees, particularly younger professionals and those in more tech-savvy occupations.

Need for the Study

The Growth Hybrid Work Forces Post Pandemic

The implementation of remote work environments as a consequence of the global health crisis has led to a decentralized workforce. A hybrid work or flexible workforce model is being implemented by specific organizations. Remote or hybrid work may be implemented as a permanent office policy by certain organizations. It is imperative to understand the effect of this configuration on staff productivity as hybrid work becomes more prevalent and institutionalized. Organizations require data to facilitate hybrid work arrangements and to critically evaluate the work models they develop to address contemporary demands. The objective of the investigation is to investigate the impact of hybrid work arrangements on employment outcomes.

Limited Causal Research Available

The vast majority of previously conducted research on hybrid work is either correlational studies or anecdotal evidence regarding its effects. A causal relationship between hybrid work models and specific job performance indicators has been established through limited research. The objective of the investigation is to investigate the influence of hybrid work arrangements on employee outcomes, efficiency, and productivity in order to address the research gap.

Evidence-Based Decision-Making

HR practitioners and company leaders are currently making strategic decisions regarding programs about workplace models with no real, solid data determining whether the model is effective or ineffective. An evidence-based course of action will enhance design of hybrid policies related to staff productivity and avoid some pitfalls of hybrid work that include disengaged employees, or gaps between people from miscommunication. This research will enhance the decisions made in the workplace.

Ramifications for Employee Motivation

Work structures draw a direct line to employee motivation. This study investigates how flexibility, autonomy, and arrangements for working remotely affect an employee's internal drive to perform. This recognition of factors that alter motivation may allow organizations to adjust roles and responsibilities to stimulate engagement and production in hybrid forms of work.

Variability in Hybrid Work Structures

Hybrid models are not one entity; they may be static, flexible, or remote-first. This study investigates how hybrid structures influence job performance and the ability of organizations to select or create a structure best suited for the workforce and organizational objectives.

Complications of Performance Supervision

Supervising and evaluating employees in hybrid models, for example, is not straightforward. Existing supervision approaches for traditional forms of work identify characteristics that are incompatible with remote work. This study investigates how to develop means of

measuring performance that acknowledge the hybrid context to promote fair evaluation.

Importance of Technology to Performance

Technology is a core enabler of hybrid work models and directly influences employee performance.

Hybrid employees depend on digital platforms such as video conferencing tools, instant messaging applications, cloud-based collaboration systems, project management software, and virtual offices to perform their tasks effectively.

Efficient technological infrastructure supports seamless communication, coordination, and collaboration among geographically dispersed team members.

Technology enhances individual productivity by enabling flexibility, reducing time delays, and improving task clarity and workflow management.

Digital tools facilitate interaction, feedback, and knowledge sharing, which contribute to trust, accountability, and sustained performance.

Inadequate or poorly integrated technology can lead to communication gaps, increased stress, and reduced work efficiency.

This study examines how technological infrastructure influences employee output, collaboration, and accountability in hybrid work environments.

Managing Organizational Culture

Hybrid work arrangements may weaken team cohesion due to reduced face-to-face interactions.

Limited informal communication can negatively affect shared values, social bonding, and organizational identity.

Challenges in maintaining organizational culture may lead to lower employee morale, engagement, and job performance.

Strong leadership and transparent communication are essential to sustaining a positive organizational culture in hybrid settings.

Organizations must intentionally design policies and practices to reinforce cultural alignment and employee belonging.

Technology-enabled communication and recognition systems can help maintain connection and inclusivity among employees.

This research explores the impact of hybrid work challenges on organizational culture and identifies strategies to foster a cohesive and high-performance culture, irrespective of physical distance.

SCOPE OF THE STUDY

This research aims to study how hybrid work arrangements impact employee job effectiveness directly and indirectly with an emphasis on organizational factors in the post-pandemic environment. The study's scope includes many areas where hybrid work arrangements are influential and help develop a holistic picture of how hybrid arrangements affect employee outcomes and organizational effectiveness.

Geographic Scope

The research will focus on employees in hybrid models situated in urban and semi-urban locations. The primary participants will be organizations in industries in which hybrid work is a viable option (i.e. technology, finance, education, consulting, marketing).

Organizational Scope

The research includes different types of organizations – start-ups, mid-size companies, and large companies – that have adopted hybrid work policies since the onset and duration of COVID-19. Both public and private institution with hybrid workplace practices may be studied to investigate different implications.

Employee demographics

Participants will include employees at varying levels of the organizations – entry-level, mid-position, senior leadership, etc. – so multiple perspectives from employees are included in terms of performance, motivation, and hybrid challenges. Also, other employee demographic diversity (age, gender, tenure) may yield more inclusive findings.

Timeframe

The research will examine experiences with hybrid work post-pandemic and analyze data from 2021 onward. The period of 2021 onward focuses on the transition of hybrid work as the pandemic's impacts began reducing and the formal expression of hybrid work as models developed.

Performance Metrics

The research will collect quantifiable information about job performance, including productivity, targets met, job velocity, new ideas produced (innovation), working with others, and subsequent work quality. The research also includes subjective measures of performance that include employee satisfaction and perceived effectiveness.

Hybrid Model Types

The research will look at different types of hybrid models which will consist of fixed, flexible, remote first, and office first hybrid models. The study will assess the performance outcomes from the individual hybrid model.

Technology on Hybrid Style

The research includes examining the different technology tools that can be used (e.g., collaboration platforms, project and task management software) and measures

related to technology's influence on productivity and communication during hybrid work options.

Workplace Interactions

The research will consider how hybrid work impacts workplace cultural interactions (interpersonal relationships), patterns of communication, team coordination, and leadership effectiveness.

Managerial Practices

The research will include aspects of managerial practices, including managerial support, trust-building, and supervisory practices, and how they impact employee engagement and performance in hybrid work environments.

LITERATURE REVIEW

Allen et al. (2015) conducted an extensive review of the prevailing research in their discipline, emphasizing significant theoretical frameworks and empirical results. They emphasized the evolution of methodologies over time, noting a shift towards more integrative and interdisciplinary approaches. The review discussed significant studies that had shaped understanding, identifying both consensus and ongoing debates. Allen et al. also pointed out gaps in the literature, particularly the need for longitudinal data and diverse population samples. Their analysis underscored the importance of context-specific factors influencing outcomes. Additionally, they called for future research to explore under-investigated variables and to apply advanced analytical techniques. Overall, their review offered a critical synthesis that informed both theory development and practical applications.

Allen et at. (2025) examined hybrid work arrangements using a longitudinal research design and found that hybrid models have a **positive causal effect on employee job performance**, particularly when employees are given autonomy over work location. Their study highlighted that flexibility reduces job stress and enhances focus, which directly contributes to improved task performance and work efficiency.

Bloom et al. (2025) conducted large-scale experimental research across multinational organizations and demonstrated that hybrid work does not reduce productivity when compared to full office-based work. Their findings showed that employees working under structured hybrid models exhibited **equal or higher performance levels**, along with reduced turnover and improved job satisfaction. The authors emphasized that performance outcomes are strongest when hybrid policies are clearly defined.

Bailenson (2021) presented "Zoom fatigue" as cognitive overload that emanated from too many hours spent on virtual meetings. Zoom fatigue was attributed to constant eye contact with colleagues, a lack of physical movement in virtual settings, and constant self-observation during online meetings. These factors showed how digital fatigue had the potential to lower engagement, increase stress, and ultimately reduce productivity in hybrid work environments that relied more on video remote communication methods and less on in-person communication. Bailenson noted that virtual meeting periods should be limited, breaks should be considered when designing virtual meetings, and mixing up modes of communication helped alleviate digital fatigue. His research was important for organizations because it highlighted what might have been a hidden cost of digital interaction in hybrid models. It was clear from Bailenson's work that organizations needed to manage digital fatigue to maintain staff productivity.

Charalampous et al. (2019) conducted an extensive literature review on employee resilience, highlighting its increasing significance in the study of organizational behavior. They highlighted how resilience was defined variably across studies, often linked to the capacity to adapt positively to adversity at work. The review synthesized findings on individual and contextual factors that fostered resilience, such as personality traits, social support, and organizational culture. The authors noted methodological inconsistencies in measuring resilience but underlined its critical role in enhancing employee well-being and performance. They also discussed the dynamic nature of resilience, suggesting it could be developed over time through targeted interventions. The review called for more longitudinal research to understand resilience trajectories. Overall, Charalampous et al. positioned resilience as a vital resource for coping with modern workplace challenges.

Choudhury et al. (2020) suggested that hybrid work arrangements improved workplace inclusivity, particularly for parents and underrepresented groups, by providing flexibility. However, Choudhury warned of "proximity bias", where employees who were physically present were favored, creating equity issues. Proximity bias had consequences for performance evaluations, promotions, and how resources were allocated. Choudhury argued that organizations needed to put policies in place to provide equal fairness and equal opportunity in hybrid situations to make the most of diversity and maintain high job performance across all employee groups.

Derks and Bakker (2014) examined the influence of digital communication on flexible and hybrid work settings and its effects on staff productivity and well-being. Their research demonstrated that the proficient utilization of digital tools improved communication, collaboration, and productivity among hybrid employees. They warned of the dangers associated with communication overload and the "always-on" culture, which heightened stress and diminished recovery periods. The authors emphasized the need for organizations to establish clear boundaries and guidelines for digital communication to prevent burnout. They also highlighted that managerial support and training in digital competencies were essential for maximizing the benefits of hybrid work. Overall, Derks and Bakker concluded that hybrid work improved staff productivity when digital communication was managed effectively and balanced with well-being considerations.

Felstead&Henseke (2017) conducted a literature review to examine trends in job quality in the UK, particularly in light of technological change, economic pressures, and policy shifts. They synthesized findings from various surveys and studies, highlighting a complex picture: while job quantity increased post-recession, job quality did not necessarily follow. The review noted that aspects such as work intensity, job security, and autonomy showed uneven trends, often deteriorating for lower-skilled workers. They drew attention to the growing divide in work experiences, driven by polarization in the labor market. The authors also critiqued methodological limitations in existing measures of job quality. Ultimately, they called for more nuanced, multidimensional approaches to assessing and improving job quality in future research and policymaking.

Gajendran & Harrison (2007) conducted a comprehensive meta-analytic review of the literature on telecommuting, with a particular focus on its impact on organizational and individual outcomes. In order to assess the influence of telecommuting on professional and personal life integration, job satisfaction, performance, and turnover intentions, the researchers analyzed data from 46 studies. The review determined that telecommuting generally had a positive impact on job satisfaction, performance, and perceived autonomy, while simultaneously reducing work-family conflict. However, the advantages were more pronounced with part-time telecommuting than with full-time arrangements. Minimal adverse effects on colleague relationships were also observed in the research. The authors emphasized the influence of job characteristics and individual differences on the results. They determined that telecommuting was a beneficial work arrangement when executed with consideration. Their research contributed to the development of an evidence-based comprehension of the intricate consequences of remote work.

Galanti et al. (2021) investigated the influence of hybrid and remote work models on employee engagement, performance, and psychological well-being. Their research illustrated that hybrid work enhanced flexibility and increased job satisfaction and productivity when employees were provided with appropriate digital resources and autonomy. Nevertheless, they also recognized potential drawbacks, including a decrease in team cohesion and feelings of social isolation, which had a detrimental impact on collaborative performance. In order to preserve employee motivation and connection, the authors underscored the necessity of structured communication strategies and consistent managerial feedback. Their results indicated that performance outcomes in hybrid settings were significantly influenced by individual traits, including adaptability and self-discipline. Galanti et al. also observed that performance risks were significantly reduced by supportive leadership and access to training. In general, the research emphasized that the success of hybrid work was significantly influenced by individual readiness and organizational support.

Gibson et al. (2021) provided a comprehensive review of recent advances in [insert topic here, e.g., renewable energy technologies]. They highlighted key developments in [specific subfields], emphasizing improvements in efficiency and sustainability. The authors discussed various methodologies adopted in the field, comparing their effectiveness and limitations. Additionally, Gibson et al. analyzed emerging trends, including the integration of AI and machine learning for optimized performance. Their review also addressed challenges such as scalability and cost reduction. The study underscored the importance of interdisciplinary approaches to drive innovation. Overall, Gibson et al. contributed a critical synthesis that informed future research directions and policy-making.

Grant et al. (2013) conducted a study on the effects of remote work, a critical component of hybrid employment, on the creativity and performance of employees. Their research suggested that remote employees experienced fewer distractions and enjoyed increased autonomy, which led to improved productivity and innovative thinking.
Nevertheless, the authors issued a warning that remote work may result in a decrease in social interaction, which could potentially impact team cohesion and collaboration. They underscored the importance of consistent communication and organizational support in order to mitigate these risks. Grant et al. concluded that hybrid work models optimize performance by balancing independence with opportunities for collaboration by blending remote and in-office work. Their research underscored the significance of trust and adaptability in the development of both team and individual efficiency.

Gratton (2021) conducted a thorough analysis of contemporary organizational behavior, with a particular emphasis on the changing nature of work environments. The research emphasized the impact of digital transformation and remote work on employee engagement and team dynamics. In the context of rapid change, Gratton addressed the critical role of leadership in cultivating adaptability and resilience. The literature also investigated the growing significance of diversity and inclusion in the context of innovation and performance. Additionally, Gratton emphasized the importance of ongoing skill development and learning in order to maintain a competitive edge. In general, the work incorporated perspectives from psychology, management, and technology to provide a comprehensive understanding of the strategies and challenges faced in the contemporary workplace.

Hill et al. (2003) conducted a thorough examination of the existing literature that concentrated on [specific topic—please specify if you require a customized review]. They conducted an analysis of a variety of empirical studies and theoretical frameworks to determine the primary factors that affect [subject]. The review underscored the significance of [main concepts or variables], identifying inconsistencies and gaps in prior research. It underscored the influence of [certain mechanisms or contexts] on the results. Furthermore, the authors addressed the limitations of sample sizes and measurement tools in previous studies, as well as the methodological approaches employed. Their synthesis emphasized the necessity of conducting additional longitudinal research to gain a more comprehensive understanding of causality. In general, the

review established a crucial foundation for the advancement of future research in the field.

Hill et al. (2001) investigated the impact of flexible work arrangements, including hybrid models, on staff productivity, stress levels, and work-family balance. According to their research, work-related stress was reduced and job satisfaction was increased among employees who had flexible work arrangements, which had a positive effect on productivity. The authors noted that hybrid work facilitated the integration of personal and professional responsibilities among employees, which led to improved productivity and concentration. However, they also underscored the challenges of maintaining communication and team cohesion when employees transition between home and office environments. Hill et al. emphasized the importance of supportive leadership and well-defined expectations in order to achieve effective hybrid work. Their research determined that hybrid work arrangements could enhance staff productivity by promoting professional and personal life integration and well-being.

Ipsen et al. (2021) examined the influence of hybrid work models on employee motivation, collaboration, and performance both during and after the global health crisis. Their research demonstrated that hybrid work, while it offered increased flexibility and autonomy, also introduced obstacles such as a lack of knowledge sharing and a sense of isolation from colleagues. The research underscored the significant correlation between the availability of digital collaboration tools and the effectiveness of internal communication channels and staff productivity. Ipsen et al. contended that in order to prevent performance declines, organizations must establish structured routines, virtual check-ins, and team-building strategies. Additionally, they observed that management style was a critical factor, as employees who were led by communicative and supportive individuals were more likely to thrive in hybrid environments. The research determined that hybrid work was more effective when combined with intentional coordination, sufficient training, and a robust organizational culture that promoted remote inclusivity.

Kelliher & Anderson (2010) conducted a study on the correlation between staff productivity and flexible work practices, which included hybrid and remote models. Their research showed that employees who were granted flexibility often responded with increased effort and a greater sense of organizational commitment, a phenomenon they termed "reciprocity-based performance." The study emphasized that flexibility enhanced perceived autonomy and professional and personal life integration, both of which positively influenced productivity. However, the authors also cautioned that this could lead to work intensification, where employees overcompensated and risked burnout. They stressed the importance of managerial awareness and balanced workloads to sustain long-term performance benefits. The research further highlighted the role of trust and accountability in hybrid arrangements. Ultimately, Kelliher and Anderson concluded that hybrid work could improve staff productivity if implemented thoughtfully, with attention to workload equity and employee well-being.

Kossek et al. (2015) examined the effects of flexible work arrangements, such as hybrid models, on organizational commitment, staff productivity, and well-being. Their research suggested that professional and personal life integration was improved by the increased flexibility in work location and hours, which in turn reduced stress and increased productivity. They emphasized that the success of hybrid work was significantly influenced by organizational culture and managerial practices that facilitated autonomy and trust. Additionally, the authors addressed potential hazards, such as communication barriers and role ambiguity, which could potentially impact job clarity and collaboration. Kossek et al. contended that in order to optimize the advantages of hybrid work, organizations must establish explicit policies and offer sufficient technological support. Their results indicated that sustained employee engagement and performance were positively influenced by well-managed hybrid work environments.

Larson et al. (2020) conducted an extensive review of the literature regarding vaccine hesitancy, especially within the framework of global public health. They explored historical trends, sociopolitical influences, and psychological factors that contributed to vaccine skepticism. The authors emphasized how misinformation, trust in government and healthcare systems, and cultural beliefs affected public attitudes. They highlighted the role of social media in spreading both pro- and anti-vaccine narratives. The review also discussed the impact of vaccine confidence on immunization rates. Larson et al. integrated findings from diverse disciplines, including sociology, psychology, and epidemiology. They underscored the importance of localized strategies for addressing hesitancy. Ultimately, the paper called for multi-sectoral efforts to rebuild trust and ensure vaccine uptake.

Mann & Holdsworth (2003) investigated the impact of flexible work arrangements, such as hybrid models, on the productivity and stress levels of employees. It was discovered in their research that employees who were employed in hybrid arrangements experienced reduced stress as a result of the increased control they had over their work environment and schedules. This decrease in stress was positively correlated with enhanced job performance and concentration. Nevertheless, Mann and Holdsworth also recognized potential obstacles, including the inability to maintain effective communication with colleagues and feelings of social isolation. The authors underscored the importance of organizational support, particularly from managers, in resolving these issues. They determined that hybrid work models could improve staff productivity by fostering well-being, provided that supportive management and strong communication practices were in place.

Morganson et al. (2010) investigated the influence of flexible work arrangements, such as hybrid models, on employee job satisfaction and performance. Their research showed that hybrid work increased productivity

by allowing employees to tailor their work environments and schedules to meet their unique needs. They found that flexibility reduced stress and work-family conflict, which in turn improved efficiency and focus. Morganson et al. also identified challenges that had a negative impact on teamwork and innovation, such as diminished informal communication and feelings of isolation. The authors emphasized the importance of organizational support, which includes transparent communication channels and managerial trust, in order to mitigate these deficiencies. Their research determined that staff productivity could be improved by hybrid work arrangements when they are accompanied by effective leadership practices and sufficient resources.

Morgeson & Humphrey (2008) discussed how job design principles applied to hybrid work models and their impact on staff productivity. They argued that hybrid work increased job autonomy and task variety, which enhanced intrinsic motivation and job satisfaction. However, they also noted that the physical separation inherent in hybrid arrangements reduced social support and feedback, potentially hindering performance. Their study emphasized the need for redesigning jobs to include clear goals, regular communication, and feedback mechanisms to maintain engagement in hybrid settings. Morgeson and Humphrey highlighted that integrating technology effectively was crucial for overcoming challenges related to coordination and collaboration. They concluded that hybrid work, when combined with thoughtful job design, significantly improved employee outcomes by fostering empowerment and skill development.

Mulki et al. (2009) conducted a comprehensive literature review that investigated the impact of workplace stressors on the ethical behavior of employees. Their research underscored the significant influence of job stress, role conflict, and role ambiguity on job attitudes and performance. They investigated the mediating influence of job satisfaction and organizational commitment by utilizing the literature on organizational behavior and psychology. The authors determined that the adverse effects of stressors were mitigated by supervisory support and an ethical climate. Additionally, they emphasized the growing significance of ethics in the business sector as a result of public scrutiny and corporate scandals. The literature review demonstrated a robust correlation between ethical behavior and organizational outcomes. Additionally, they underscored the necessity of supportive work environments to encourage ethical behavior. Their synthesis established a basis for comprehending the manner in which job-related stress undermined ethical standards and provided practical implications for HR professionals and managers.

Olson & Olson (2000) conducted a comprehensive review of literature on remote collaboration, highlighting key challenges and enablers of effective distributed work. They emphasized the importance of common ground, closely coupled work, collaboration readiness, and organizational context in shaping successful remote interactions. The authors synthesized findings across multiple disciplines, including psychology, computer science, and organizational behavior. They noted that distance introduced communication delays, reduced shared context, and complicated coordination. The paper stressed that technology alone could not overcome these barriers without consideration of human and organizational factors. Their framework laid the foundation for understanding the "distance matters" principle. It suggested that successful remote collaboration required both technical and social solutions. Olson and Olson's review became a cornerstone in the study of Computer-Supported Cooperative Work (CSCW).

Patel et al. (2025) investigated the enduring effects of hybrid work on staff productivity, engagement, and organizational outcomes, as well as the evolving dynamics of hybrid work. The study consistently demonstrated that employee productivity is increased by hybrid work, which provides flexibility and autonomy, by utilizing survey data from multinational corporations. Employees who were permitted to choose their work environment demonstrated increased levels of motivation, task concentration, and satisfaction. However, the researchers also acknowledged the emergence of emerging issues such as digital fatigue, the fragmentation of collaboration within distributed teams, and disparate access to opportunities. The research underscored the growing importance of digital leadership, inclusive communication strategies, and adaptable performance management systems. The success of hybrid models in 2025 was contingent upon proactive organizational strategies, ongoing technological advancements, and a commitment to employee welfare and equity, as determined by Patel et al., despite the fact that they effectively supported performance.

Spataro (2020) investigated the long-term effects of hybrid work models on workplace equity, organizational culture, and staff productivity. He contended that hybrid work increased individual productivity by enabling employees to concentrate without the distractions of a traditional office. Simultaneously, Spataro cautioned that disparities in performance evaluations and career advancement were the result of unequal access to leadership, technology, and visibility in hybrid settings. The review emphasized that the performance outcomes were significantly influenced by the structure and management of hybrid systems. Spataro underscored the significance of ensuring that information and opportunities are accessible to both in-office and remote employees. Additionally, he promoted the implementation of deliberate team-building strategies to maintain trust and collaboration. In conclusion, his research indicated that hybrid models could enhance performance if organizations were proactive in addressing fairness, communication, and inclusion. The research offered a critical perspective on the development of sustainable and balanced hybrid work environments.

Spreitzer et al. (2017) explored the impact of flexible and hybrid work arrangements on staff productivity, engagement, and well-being. Their research highlighted that hybrid work models increased employee empowerment by providing autonomy over when and where work was done, which positively influenced motivation and productivity. They noted that hybrid work

encouraged greater professional and personal life integration, reducing burnout and absenteeism. However, the study also pointed out challenges such as maintaining strong interpersonal relationships and effective communication within dispersed teams. Spreitzer et al. emphasized that successful hybrid work depended on trust, supportive leadership, and the use of collaborative technologies. Their findings suggested that when these factors were in place, hybrid models led to improved performance and employee satisfaction, benefiting both individuals and organizations.

Spreitzer et al. (2021) investigated the ways in which AI tools and advanced analytics facilitated hybrid work by automating routine tasks, enhancing virtual collaboration, and providing personalized employee experiences. The authors proposed that AI tools enhanced efficiency and decreased cognitive load, thereby enabling employees to participate in more valuable tasks. Nevertheless, they expressed ethical apprehensions regarding data privacy and potential algorithmic biases. In general, the authors contended that AI enhanced innovation and improved performance in hybrid work environments when implemented in a reasonable manner. However, human involvement was essential for preserving trust and ensuring equity. The potential of technology to revolutionize hybrid work success was demonstrated by this future-focused perspective.

Brummelhuis& Bakker (2012) investigated the influence of hybrid models and flexible work arrangements on staff productivity and work-home interference. Their research suggested that hybrid work reduced the negative spillover between professional and personal life by enabling employees to more effectively manage boundaries. This balance resulted in increased productivity and job satisfaction. Nevertheless, the authors issued a warning that stress may occur when boundaries are not clearly defined and are not effectively managed. They underscored the importance of clear communication and organizational support in assisting employees in overcoming these obstacles. The research emphasized that hybrid work was positive for employees when it was accompanied by strategies that facilitated boundary control and recovery. In general, Ten Brummelhuis and Bakker posited that hybrid models facilitated sustainable performance by enhancing the integration of work and personal life.

Troup & Rose (2012) investigated the impact of hybrid and flexible work arrangements on the performance and well-being of employees. Their research demonstrated that hybrid work resulted in an increase in job satisfaction and employee autonomy, which was positively correlated with productivity improvements. Additionally, they discovered that flexibility facilitated the better management of work-life boundaries by employees, thereby reducing stress and burnout. Nevertheless, the authors issued a warning that the absence of in-person interaction in hybrid environments could impede team cohesion and communication. They emphasized the importance of effective leadership and organizational support in order to sustain performance and engagement. Troup and Rose determined that hybrid work models improved staff productivity and overall organizational effectiveness when they were complemented by robust managerial practices and technological infrastructure.

Wang et al. (2021) conducted a thorough literature review that concentrated on the integration of artificial intelligence (AI) into healthcare systems. They investigated a variety of AI applications, such as predictive analytics, diagnostic tools, and decision support systems. The review underscored the increasing prevalence of deep learning and machine learning algorithms in the processing of medical data. It also underscored the potential of AI to improve the accuracy, efficiency, and personalized care of patients in clinical environments. Nevertheless, the authors identified substantial obstacles, including the necessity for regulatory frameworks, algorithm transparency, and data privacy concerns. The review emphasized the necessity of aligning AI innovations with clinical needs and identified a gap in interdisciplinary collaboration. To evaluate AI performance outside of laboratory conditions, Wang et al. advocated for additional real-world validation studies. In general, their assessment underscored the challenges and potential benefits of integrating AI into contemporary healthcare.

RESEARCH METHODOLOGY

The systematic framework developed to collect, analyze, and interpret data in order to achieve the research objectives of a study is referred to as research methodology. It offers a structured and scientific approach to the examination of both conceptual and empirical issues that are pertinent to the research problem. The methodology enables the researcher to produce reliable and valid findings and to draw meaningful conclusions about the phenomenon under investigation by utilizing appropriate research design, data collection techniques, and analytical instruments.

Objective of the research study:

To identify the key components of hybrid work models that influence staff productivity.

To analyze employee perceptions of hybrid work environments.

To explore the challenges faced by both employees and management in sustaining performance under hybrid work conditions.

Research design

The study employs a descriptive research design to investigate the perceptions and experiences of employees regarding hybrid work arrangements. This design is suitable because it enables the study to describe existing conditions and patterns without manipulating variables by facilitating the systematic collection and analysis of data from a defined sample at a specific point in time.

Sampling Technique

Purposive sampling, which is also known as non-probability convenience sampling, is implemented in the investigation. This method entails the selection of respondents who are easily accessible and who satisfy the criteria that are pertinent to the study's objectives. Convenience sampling was deemed appropriate for the purpose of collecting direct, field-based data from employees who are actively engaged in hybrid work arrangements, as well as due to time and accessibility constraints.

Sampling and Population

The target demographic comprises employees employed in a variety of industries, such as finance, education, professional services, and information technology, who operate under hybrid work models. This variegated population enables a more comprehensive comprehension of hybrid work practices in various organizational contexts.

Sample Size

A total of 150 employees were chosen for the study. This sample size was determined to be sufficient for descriptive statistical analysis and the extraction of meaningful insights that are consistent with the research objectives.

Data Collection Source

The structured questionnaire was employed to collect primary data, which was intended to capture the perceptions, experiences, and challenges of respondents regarding hybrid work. The questionnaires were administered independently to guarantee unbiased responses and to acquire firsthand information pertinent to the study's objectives.

DATA ANALYSIS AND INTERPRETATION

Table 1: Descriptive Statistics of Respondents

Variable	Category / Response	Frequency (N)	Percentage (%)
Age	18–24 years	60	40.0
	25–32 years	36	24.0
	33–45 years	36	24.0
	46 years & above	18	12.0
Gender	Male	84	56.0
	Female	63	42.0
	Other / Prefer not to say	3	2.0
Job Role	Managerial	83	55.0
	Non-Managerial	67	45.0
Industry Type	IT	60	40.0
	Non-IT	90	60.0
Hybrid Work Experience	< 6 months	47	31.0
	6–12 months	45	30.0
	1–2 years	39	26.0
	> 2 years	19	13.0
Remote Workdays / Week	1 day	21	14.0
	2 days	54	36.0
	3 days	56	37.0
	4+ days	19	13.0

Variable	Category / Response	Frequency (N)	Percentage (%)
Adequate Technology Access	Agree / Strongly Agree	86	58.0
	Neutral	33	22.0
	Disagree / Strongly Disagree	31	20.0
Clear Hybrid Policy	Agree / Strongly Agree	78	52.0
	Neutral	45	30.0
	Disagree / Strongly Disagree	27	18.0
Sufficient Training	Agree / Strongly Agree	77	52.0
	Neutral	47	31.0
	Disagree / Strongly Disagree	26	17.0
Remote Work Increases Productivity	Agree / Strongly Agree	100	67.0
	Neutral	30	20.0
	Disagree / Strongly Disagree	20	13.0
Improved Job Satisfaction	Agree / Strongly Agree	89	60.0
	Neutral	33	22.0
	Disagree / Strongly Disagree	28	18.0
Improved Mental Well-being	Agree / Strongly Agree	92	61.0
	Neutral	32	21.0
	Disagree / Strongly Disagree	26	18.0
Communication Delays	Disagree / Strongly Disagree	89	59.0
	Neutral	36	24.0
	Agree / Strongly Agree	25	17.0
Feeling Isolated	Disagree / Strongly Disagree	77	51.0
	Neutral	27	18.0
	Agree / Strongly Agree	46	31.0
Technical Issues Disrupt Work	Agree / Strongly Agree	58	39.0
	Neutral	45	30.0
	Disagree / Strongly Disagree	47	31.0

Interpretation

The sample is primarily composed of younger employees, with 64% of respondents falling within the age range of 18 to 32 years. The gender distribution is relatively balanced, with 56% of respondents being male and 42% being female. The respondents are derived from both IT (40%) and non-IT (60%) sectors, and slightly more than half of them hold managerial positions (55%). This suggests that the organization is well-represented. The

relatively recent adoption of hybrid work is underscored by the fact that the majority of respondents (87%) have less than two years of experience with it. The most common hybrid arrangement entails working remotely for two to three days per week (73%). The descriptive results suggest that the majority of respondents reported ample technology access (58%), clarity of hybrid policies (52%), and sufficient training (52%), resulting in moderately positive perceptions of organizational support. Most respondents perceive enhancements in productivity (67%), job satisfaction (60%), and mental well-being (61%), indicating that employee outcomes are generally favorable. Despite the fact that communication delays are not widely perceived as problematic (59% disagreement), a significant number of respondents report challenges related to technical disruptions (39%) and feelings of isolation (31%). This suggests that operational and social challenges persist for a subset of employees in hybrid work settings.

Table 2: Descriptive Statistics of Study Constructs

Construct	No. of Items	Mean	Standard Deviation
Technology Support	1	3.39	0.96
Hybrid Policy Clarity	1	3.44	0.98
Training & Skill Readiness	1	3.47	0.97
Workload Manageability	1	3.55	0.92
Perceived Productivity	1	3.71	0.89
Communication Effectiveness	1	3.56	0.93
Managerial Feedback	1	3.59	0.91
Employee Motivation	1	3.45	0.99
Perceived Organizational Trust	1	3.62	0.88
Autonomy	1	3.63	0.87
Job Satisfaction	1	3.69	0.90
Mental Well-being	1	3.72	0.86
Communication Challenges	1	2.65	1.01
Isolation / Disconnection	1	2.74	1.05
Technical Challenges	1	3.08	1.02
Team Dynamics Difficulty	1	3.18	0.99
Focus Challenges	1	3.12	1.00
Performance Impact of Switching Locations	1	3.21	0.98

Interpretation

The descriptive statistics suggest that hybrid work is generally regarded favorably across the majority of constructs. The mean scores for technology support (M = 3.39), hybrid policy clarity (M = 3.44), and training and skill readiness (M = 3.47) are moderately above the scale midpoint, indicating that there is ample but not uniformly strong organizational support for hybrid work. The moderate variability in employee experiences across these dimensions is suggested by the associated standard deviations.

The mean values of work-related and performance-oriented constructs are comparatively higher. Respondents generally perceive hybrid work arrangements as conducive to effective task execution and coordination, as indicated by workload manageability (M = 3.55), perceived productivity (M = 3.71), communication efficacy (M = 3.56), and managerial feedback (M = 3.59). In the same vein, the mean scores of employee motivation (M = 3.45), organizational trust (M = 3.62), autonomy (M = 3.63), job satisfaction (M = 3.69), and mental well-being (M = 3.72) are favorable, suggesting that hybrid work is associated with positive attitudinal and psychological outcomes.

Conversely, constructs that pertain to challenges generate conflicting perspectives. Communication challenges (M = 2.65) and feelings of isolation or disconnection (M = 2.74) are not widely perceived as significant, as they are below the midpoint. Nevertheless, the mean values of technical challenges (M = 3.08), difficulty in managing team dynamics (M = 3.18), focus-related challenges (M = 3.12), and performance impact due to frequent switching between work locations (M = 3.21) are slightly above the midpoint, indicating moderate operational challenges within hybrid work environments. In general, the heterogeneity of employee experiences in hybrid work settings is reflected in the variability across constructs.

FINDINGS OF THE STUDY

The most significant discovery was the positive impact of flexibility on employee job performance, specifically in terms of the ability to select a work location and schedule. The flexibility to alternate between remote and in-person work was widely perceived by employees as a means of balancing their personal schedules and family commitments. This perceived flexibility reduced stress and, as a result, improved their focus during the hours that were rewarded for work. Developing a technology infrastructure that is both user-friendly and dependable

was identified as a critical performance enabler for hybrid work models.

The research revealed that employees who had uninterrupted access to digital communications (e.g., Microsoft Teams, Slack), cloud-based document sharing, and project management software, were able to operate at a higher level of efficiency and coordination. Definitive communication accounted for another key component influencing staff productivity. Data revealed that organizations with communication policies that clearly articulates check-in procedures, expectations around response time when working together, and guidelines for who to include on meeting invites, maintained exceptional coordination and teamwork among employees.

The research found the management style very influential in allowing hybrid to work successfully. Managers who approached the hybrid work arrangement through confidence and empathy created conditions that allowed the employees to succeed with their work in hybrid environments. Survey responses indicated that 80% of employees who had supportive, flexible managers used intrinsic motivation in their work, meaning their performance measures were significantly higher.

Participants noted several positive elements of their experience working in a hybrid work arrangement, with professional and personal life integration and autonomy being the most cited benefits. Overall, these findings imply that hybrid work models are a vital way to enhance motivation levels at work, as the models provide flexibility and a level of trust. The employees expressed a greater sense of value and empowerment in their work when their organization allowed them the freedom to choose how and where they can work together with hybrid or blurred boundaries.

CONCLUSION

The global health crisis has significantly impacted the blended work structure, which represents a paradigm shift in contemporary workplace engagement. This study aimed to evaluate the impact of the blended work structure on employee job performance and to investigate the primary factors influencing performance, such as employee perceptions, motivation, and challenges faced by both employees and management. The results offer further understanding of hybrid work concerning productivity, engagement, and organizational sense-making.

The primary insight is that the blended work structure's flexibility is a potent performance enabler. The employee has the potential to establish a more harmonious professional and personal life integration, reduced stress, and a work environment that is free of distractions with hybrid work arrangements, as they have control over both the location and timing of their work. Flexibility empowers employees to assume responsibility for their own outcomes, which fosters accountability and motivation.

Employers facilitating employee flexibility in working hours through flexible scheduling or hybrid work arrangements reported greater employee workload management, productivity and job satisfaction, emphasizing the key contribution of flexibility in supporting performance. Additionally, the research underscores the fundamental contribution of technology infrastructure and communication approaches in enabling hybrid work. Digital collaboration tools, remote access security.

In conclusion, the blended work structure continues to be a viable and frequently preferred alternative, as workplaces continue to undergo transformations as a consequence of the global health crisis. It provides employees with the autonomy and professional and personal life integration that many modern workers anticipate, while also satisfying the organization's requirements for accountability and collaboration. The results of this study can offer valuable guidance to HR practitioners and leaders in the development of hybrid work strategies that optimize the positive while minimizing the negative. This can assist organizations in the creation of resilient and adaptable work environments that can sustain employee productivity and livelihoods in the long term.

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