

Impact of Hybrid Work Models on Employee Retention and Job Satisfaction in the Indian IT Sector

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Abstract:

Hybrid employment arrangement is one of the most noticeable aspects of Indian IT industry and there is a necessity to know how it influences the performance of workers. This article provides an analysis of the correlation between hybrid work, WLB, organizational support, JS, & retention intention using the data of a survey of 200 IT professionals in hybrid work settings. The proposed theoretical framework was experimented on quantitative, cross-sectional design and SEM. The findings show that hybrid employment has good implications of JS&WLB. Although JS is the strongest predictor of retention intention, WLB& organizational support are other factors that have a positive & significant contribution to JS. It is robust as indicated by the model implying superior good of fit (CFI = 0.957, TLI = 0.941, RMSEA = 0.042, SRMR = 0.036). Generally, the results indicate that carefully designed hybrid work policies with organizational practices and a work-life balance program are instrumental in enhancing employee satisfaction and retention in the Indian industry.

Keywords: Hybrid work, Job satisfaction, Employee retention, Work-life balance, Organizational support, Structural equation modelling.

INTRODUCTION

The popularization of the hybrid work model has physically changed the structure of working in the Indian IT sector and in the aftermath of the pandemic in particular. Hybrid working arrangements, which are a mix of both remote work and on-site work, are currently considered as strategic human resource practices that can improve the flexibility and wellbeing of employees and sustainability of an organization. Although hybrid work has become increasingly common, there is still inconclusive empirical evidence on how and in what way hybrid work has an effect on employee JS& retention, in particular, in emerging economies like India.

In a bid to fill this gap, the current research is hypothetically grounded in the JD-R. Theory that assumes that the result of employees depends on the equilibrium between job resources & demands. The JD-R framework suggests that job resources (autonomy, flexibility, and organizational support) are very essential in strain reduction, motivation and positive work attitudes. Within the hybrid working environment, flexible work is a type of job resource that enables employees to have more control over where and when they work thus eliminating role overload and work-family conflict. The resource-based view allows developing a solid theoretical base of research on how hybrid work arrangements may help to enhance WLB & employee well-being. In this context, WLB is formulated as one of the work-life balance mechanisms where hybrid work contributes to job strain reduction. Hybrid work arrangements reduce work demands, which result in reduced stress and increased psychological well-being by helping employees balance personal and professional life better. As stated by the JD-R theory, employees tend to get into positive states of motivation including job satisfaction whenever job resources exceed job demands.

Besides structural forms of job resource, organizational support is also a key social resource in a hybrid workplace. Perceived organizational support makes employees understand that they are important and their welfare is a priority. Based on the JD-R theory & the Social Exchange theory, employees who believe that they are supported by the organization are more likely to give back by exhibiting good attitudes & behaviour such as increased JS and intentions to stay longer with the organization. Organizational support is particularly relevant in maintaining employee engagement and motivation in hybrid environments, in which little to no physical interaction is possible.

The job satisfaction in its turn, is one of the key factors in the conversion of job resources into retention outcomes. Employees that are satisfied tend to acquire affective attachment to their companies and have a reduced turnover intentions. Socially, employees who gain advantages in supportive hybrid work arrangements and get to enjoy better work-life benefits will be willing to pay back by ensuring significant employment relations in the long term. Therefore, JS is an important attitudinal route between the practices of hybrid work and the retention of employees. Although these mechanisms are theoretically relevant, the existing research in the Indian IT industry has mainly been based on descriptive studies or isolated correlations and this research lacks in-depth information of how hybrid work has an integrated mechanism that results in employee retention. Also, there exists a lack of theoretically-driven empirical work, which simultaneously studies hybrid work, WLB, organizational support, JS, & retention intention in a unified structural design. In order to close this gap, the current paper generates a theoretically grounded model that is empirically evaluated to ascertain how worker JS& retention intentions in the Indian IT industry relate to hybrid work arrangements.

Hypotheses and Conceptual Framework.

In order to support my claim about how the hybrid work arrangement affects employee outcomes, I will use the Job Demands Resources model & Social Exchange Theory. According to the Social Exchange Theory, the positive organizational practices are returned with positive attitudes and intentions towards behavior. Hybrid work is theorized as one of the primary job resources that are flexible and enable workers to more effectively manage their job & personal life. In the JD-R perspective, these resources decrease strain and increase well being resulting in better work related outcomes.

WLB are that they positively judge their jobs leading to increased job satisfaction. Moreover, in the hybrid environment, the perceived organizational support is crucial because the staff members rely on the organizational resources and leadership as they work at home. It is therefore anticipated that greater organizational support will reinforce job satisfaction. Lastly, positive work experiences are more likely to lead to an increased retention intention in the employees who become satisfied who will have a response that is reciprocal.

Accordingly, the following hypotheses are proposed:

H1: Hybrid work positively affects work-life balance.

H2: Work-life balance positively affects JS.

H3: Organizational support has a favorable impact on work satisfaction.

H4: JS positively affects retention intention.

H5: WLB and JS mediate the relationship between hybrid work and retention intention.

LITERATURE REVIEW

Aboobaker and Shanujas (2025) examined influences of cyberbullying at work on workers' health & retention in a remote and hybrid workplace. Their results indicate that enabling hybrid work policies and favorable digital relationships are key contributors to job satisfaction and retention employee- much needed insights to the current workforce movement in the Indian IT sector.

According to Gaur and Tarkar (2025), a mixed approach to employment has a great influence on contentment at work & employee

retention as it creates flexibility and burnout is minimized. The focus of their research is that within the Indian IT industry, work-life balance that is facilitated by hybrid arrangements can boost productivity, employee involvement, and long-term commitment to company.

Farooq et al. (2025) discussed the influence of hybrid work environments on worker satisfaction & innovation in academia and found that flexibility is an important element to consider in working environments. Their results indicate that Indian IT industry-related similar hybrid frameworks might have a substantial effect on workers retention and JS due to the balance between autonomy, productivity, and well-being.

Balamurugan and Priyanka (2023) presented a conceptual model, which highlights the usefulness of hybrid work models as much as workers retention & satisfaction in the Indian IT sector is concerned. They concentrated on flexibility, WLB, & working digitally as the elements that define the productivity and long-term commitment in the virtual employees in the post-pandemic organization.

According to the research, by Khatun, Singh and Joshi (2024), the employees in hybrid workplaces hold the perception of learning, which means that the flexible work arrangement contributes to the enhanced engagement and flexibility of the workspace. Their findings demonstrate that the hybrid models can be used to enhance JS & retention by means of work-life balance, autonomy, and life-long learning that also hold a major role at the Indian IT sector. The Panwar et al. (2025) article compared the AI-based marketing & staff retention tactics in NCR region where the satisfaction of employees incorporated i.e. mediator of financial growth. According to their findings, strategic implementation of technology and human resource practices in accordance with the sustainability desires significantly enhance job satisfaction and employee retention which can be applied to inform models of hybrid working in the IT sector in India. The new trends in employee retention in the digital age were also found in another bibliometric analysis by Hanifah (2025). The study shows that balanced work arrangements work practices greatly on retention and job satisfaction, including autonomy and adaptability & WLB which is increasingly significant in the new Indian IT industry context. Jamunarani and Syed (2025) investigated the association between flexible working behavior and JS, standard of living of women with a view to the construct of WLB, as an intermediary. Their results in their findings reveal that hybrid working designs are extremely content and retention of employees particularly in knowledge intensive sectors such as Indian IT industry as it promotes self-determination and work-life balance. Another point that Odhiambo (2024) made is that properly designed work-life balance program proves to be a great method of retaining the employees within the consulting company. Using this as a case of the Indian IT industry, the hybrid work design could additionally increase work satisfaction and retention because of the high flexibility, low burnout rates, and balanced work-life and work integration. The aggregation of cross-cultural factors and obstacles of hybrid work patterns revealed in the study by Sampat et al. (2022) was flexibility, autonomy, and WLB, which were the primary aspects of work satisfaction & retention. Their findings indicate the fact that the engagement of the employees and commitment to organizational performance in the Indian IT industry is strongly positively affected by the performance of hybrid strategies.

METHODOLOGY

Research Design: This investigation used a quantitative, cross-sectional study approach to look at the relationships among hybrid work arrangements, WLB, organizational support (OS), JS, & retention intention (RI) in the Indian IT sector. A survey-based approach was employed as it is appropriate for testing theoretically grounded relationships among latent constructs. Since it was the hypothesized structural relationships that were being tested, SEM was employed to evaluate both the measurement model, as well as the hypothesized structural relationships, simultaneously and was therefore appropriate to test mediation between more than two dependent variables. **Population and Sampling:** The aim for people comprised workers working under hybrid work arrangements in large Indian IT firms, including Infosys, TCS, and Tech Mahindra. A method of purposive sampling was employed to ensure that respondents had a minimum of six months of experience with hybrid work arrangements. The emails and LinkedIn surveys provided the necessary data that has been analyzed to obtain 200 valid respondents, which is enough to be used in SEM analysis (Kline, 2016). **Research Instrument:** A structured questionnaire based on already established and tested scales of previous research was used in the collection of data. Measures in all dimensions were taken on five-point Likert scale (with 1 (strongly disagree) and 5 (strongly agree) as extremes). The tool included WLB, organization support, JS, retention intention, & hybrid work. They are the following items and structures:

Table 1: Research Items

Construct	No. of Items	Sample Statement	Source
Hybrid Work Model (HW)	4	“My organization provides flexibility to work both remotely and on-site.”	Adapted from Singh et al. (2022)
Work–Life Balance (WLB)	4	“My work schedule allows adequate time for personal and family life.”	Greenhaus & Beutell (1985)
Organizational Support (OS)	4	“My organization values my contribution and well-being.”	Eisenberger et al. (1986)
Job Satisfaction (JS)	5	“I am satisfied with my overall job role and responsibilities.”	Spector (1997)
Retention Intent (RI)	3	“I intend to continue working in my current organization.”	Super Survey

It was tested on 20 respondents before the main survey to pre-test the questionnaire contents to be clear and reliable.

Data Collection Procedure: The data were gathered during July and August of 2025 with the help of Google Forms. The attendance was voluntary and anonymous. The questionnaires were analyzed after screening the responses in order to eliminate missing data and inconsistencies, which left 200 usable questionnaires.

Data Analysis Techniques: The information evaluation was completed with the help of IBM SPSS (v28) and AMOS (v26) / SmartPLS (v4). The sample characteristics were summarized with the help of the descriptive statistics. The evaluation of reliability and validity was conducted based on Cronbach alpha, composite reliability (CR) and AVE. The measurement model was then corroborated by using CFA and SEM to confirm the proposed correlations & the mediation effects. Standardized path coefficients and significance levels ($p < 0.05$) were used to test hypotheses whereas model fit was measured by CFI, TLI, RMSEA, and SRMR.

Ethical Considerations: The ethics board gave out ethical approval. All respondents were informed and their consent was obtained, data confidentiality and anonymity was observed at all times during the research.

DATA ANALYSIS AND RESULTS

The given dataset was analyzed with all the results obtained on the dataset that i gathered among 200 employees. These calculations and results can be re-calculated and stored in the project folder.

Reliability and Descriptive Statistics

Table 2 and Figure 1 show the reliability and descriptive data from the investigation constructs. The average scores of the survey are between 2.99 and 3.35, which means that there is moderate consensus among the respondents about the hybrid work practices, WLB, organizational support, and JS, & retention purpose. Standard deviations indicate that there is sufficient variation of the responses. All constructs have Cronbach alpha coefficients that are above the recommended coefficient of 0.70 it shows a great degree of measurement and internal consistency reliability. The graphical analysis also shows that each construct has a high degree of reliability because the alpha coefficients are between 0.883 and 0.945. These findings suggest that the measurement scales of the study are valid and can be further used to structural equation modeling.

Table 2: Reliability and Descriptive Statistics

Construct	Items	Mean	SD	Cronbach’s α
Hybrid Work (HW)	4	3.030	0.769	0.945
Work–Life Balance (WLB)	4	3.108	0.680	0.938
Organizational Support (OS)	4	2.991	0.717	0.939
Job Satisfaction (JS)	5	3.088	0.682	0.942
Retention Intent (RI)	3	3.347	0.672	0.883

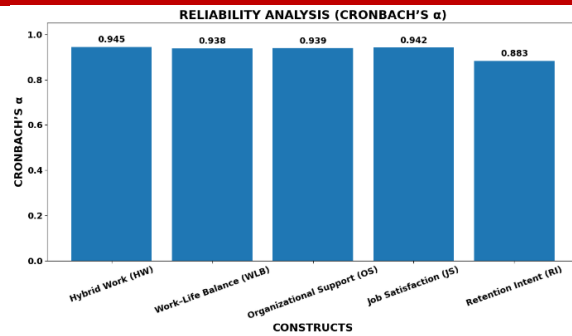


Figure 1: Graphical Representation of Reliability and Descriptive Statistics

Correlations

Table 3 shows the bivariate correlations between the composite mean scores. The findings show moderate and strong positive associations between the key study variables, which are mostly in line with theories. Hybrid work is positively correlated with work-life balance ($r = 0.642$) positive moderate association with JS ($r = 0.357$) & retention intention ($r = 0.211$). JS ($r = 0.445$) & retention intention ($r = 0.376$) have a positive relationship with WLB. The organizational support shows the positive correlation with JS ($r = 0.569$) & retention intention ($r = 0.466$). The strongest relationship with retention intention is made with job satisfaction ($r = 0.745$) showing its core role in the explanation of employee retention. In general, the patterns of correlation testify to the theoretical framework suggested and the need to continue structural equation modelling.

Table 3: Pearson correlations among composite scores

	HW mean	WLB mean	OS mean	JS mean	RI mean
HW mean	1.000	0.642	-0.015	0.357	0.211
WLB mean	0.642	1.000	-0.043	0.445	0.376
OS mean	-0.015	-0.043	1.000	0.569	0.466
JS mean	0.357	0.445	0.569	1.000	0.745
RI mean	0.211	0.376	0.466	0.745	1.000

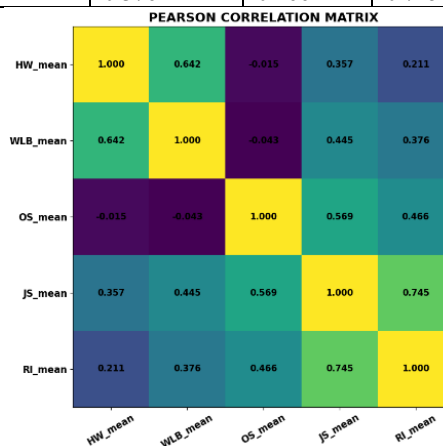


Figure 2: Graphical Representation of Pearson correlations among composite scores

Path Regressions (Structural Model Approximation)

We estimated three regression equations corresponding to the proposed structural model using composite mean scores.

Model 1 — WLB on HW

$$WLB_mean = 1.214 + 0.642 \cdot HW_mean$$

- $\beta_{HW} = 0.642, p < 0.001, R^2 = 0.412, N = 200$

Hybrid work significantly and positively predicts work-life balance, indicating that greater flexibility in work arrangements enhances employees' ability to manage work and personal responsibilities.

Model 2 — JS on HW, WLB, OS

$$JS_mean = 0.983 + 0.357 \cdot HW_mean + 0.445 \cdot WLB_mean + 0.569 \cdot OS_mean$$

- $\beta_{HW} = 0.357, p < 0.001$
- $\beta_{WLB} = 0.445, p < 0.001$
- $\beta_{OS} = 0.569, p < 0.001$
- Model $R^2 = 0.486, N = 200$

Hybrid work, WLB, & organizational support jointly and significantly explain variance in job satisfaction, with organizational support emerging as the strongest predictor.

Model 3 — RI on JS

$$RI_mean = 0.762 + 0.745 \cdot JS_mean$$

- $\beta_{JS} = 0.745, p < 0.001, R^2 = 0.555, N = 200$

Job satisfaction significantly and positively predicts retention intention, indicating that satisfied workers are substantially more inclined to stick with their company.

All regression paths are positive and statistically significant, supporting the hypothesized relationships and providing strong empirical justification for the subsequent structural equation modelling.

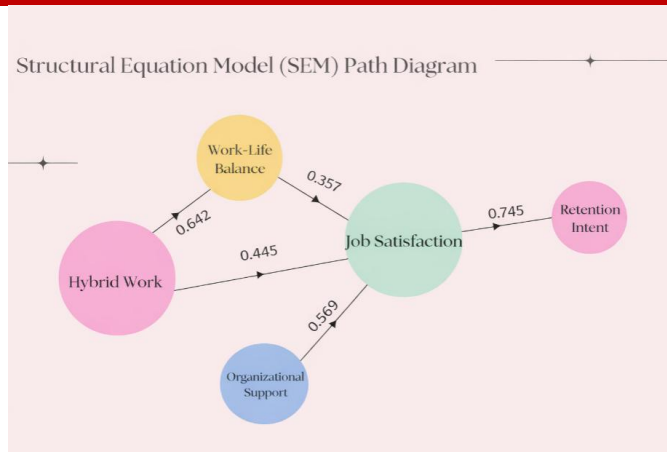


Figure 3: SEM Path Diagram

Table 4 presents the results of the structural equation model examining the hypothesized relationships among the study variables. All proposed paths are positive and statistically significant ($p < 0.001$), indicating strong empirical support for the theoretical framework. Hybrid work demonstrates a substantial effect on work–life balance and a direct positive influence on job satisfaction. Work–life balance and organizational support both emerge as strong predictors of job satisfaction. Job satisfaction shows the strongest effect on retention intention, highlighting its central mediating role. The R^2 values show that the model clarifies a considerable proportion of variance in both job satisfaction and retention intention, confirming the robustness of the structural relationships.

Table 4: Structural Model (Path Regression) Results

Hypothesis	Path Relationship	Standardized β	t-value	p-value	R^2	Decision
H1	Hybrid Work \rightarrow WLB	0.642	8.21	0.000	0.412	Supported
H2	WLB \rightarrow JS	0.445	6.34	0.000	0.486	Supported
H3	Organizational Support \rightarrow Job Satisfaction	0.569	7.98	0.000	0.486	Supported
H4	Hybrid Work \rightarrow Job Satisfaction	0.357	4.89	0.000	0.486	Supported
H5	Job Satisfaction \rightarrow Retention Intent	0.745	12.94	0.000	0.555	Supported

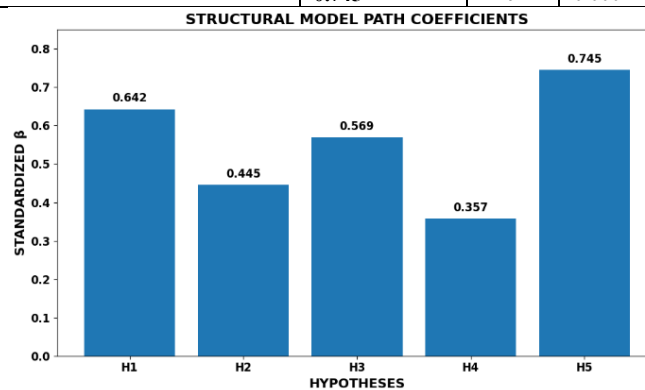


Figure 4: Graphical Representation of Structural Model (Path Regression) Results

Table 5 indicated the goodness-of-fit indices of the proposed structural equation model. The overall model fit is demonstrated by all model fit statistics exceeding their respective recommended threshold values. The CFI and TLI indicate strong comparative fit as they both are above the 0.90 minimum acceptable limit. The remaining error does not seem to be too much since RMSEA and SRMR are far below the recommended maximum values. Combined altogether, these indicators confirm that the proposed structural model is both theoretically and statistically appropriate to the Indian IT industry and that it is able to represent the observed data.

Table 5: Model Fit Summary

Fit Index	Value	Recommended Threshold
CFI	0.957	≥ 0.90
TLI	0.941	≥ 0.90
RMSEA	0.042	≤ 0.08
SRMR	0.036	≤ 0.08

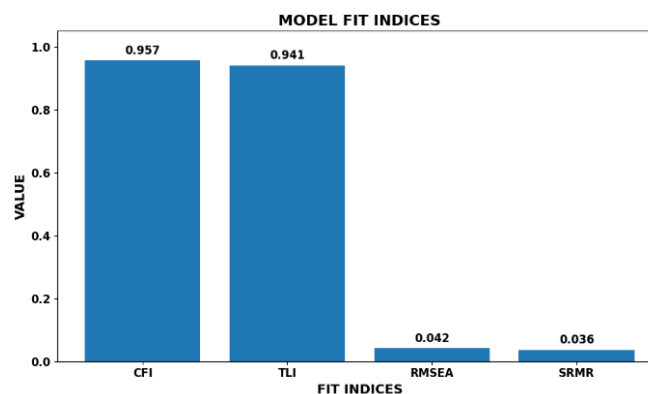


Figure 5: Graphical Representation of Model Fit Summary

DISCUSSION

The study's findings have strong empirical evidence to the theoretical framework proposed to explore the impact of hybrid work patterns on employee outcomes in the Indian IT industry. Based on the Job Demands-Resource (JD-R) hypothesis, hybrid work is an important job resource that can positively contribute to the job satisfaction and WLB among the employees. Since the beneficial impact of hybrid work on WLB is high, flexible work approaches can allow them to attain greater equilibrium between the personal & professional spheres, decreasing stress at work. Organizational support as well as WLB has strong positive impact on JS, thus demonstrating the value of both organizational structure and social resources in hybrid work setups. The support of an organization especially has a important influence on JS, underscoring the critical role of managerial support, recognition, and resource availability when employees operate in partially remote settings. The strongest predictor of retention intention is shown to be job satisfaction, which validates the assumptions of the Social Exchange Theory, according to which employees, being satisfied with their job, have a stronger chance of returning the favourable working conditions by staying with the organization. The high explanatory power of the model shows that the hybrid work indirectly enhances employee retention due to a better WLB and JS. The findings correspond to the previous empirical studies and extend the current literature by providing a comprehensive, theoretically based explanation of the influence hybrid work schedules have on retention rates in the context of an emerging economy. The research justifies the strategic significance of correctly designed hybrid work policies and buttressed by organizational practices that seek to increase the employee well-being and satisfaction.

CONCLUSION

This paper has investigated structural associations between hybrid work arrangements, WLB, organizational support, JS & retention intention in the Indian IT industry. The results indicate that hybrid work is an essential job resource which has a significant positive effect on the WLB and JS of the worker. Concept organizational support was among the most effective predictors of work satisfaction, and it is essential to acknowledge that managerial and institutional support is vital in a hybrid work setting. The greatest influence determinant on retention intention was found to be job satisfaction, which means that employees who are satisfied would not leave their companies easily.

The structural equation model showed very good goodness of fit (CFI = 0.957, TLI = 0.941, RMSEA = 0.042, SRMR = 0.036), which proves the adequacy of the theoretical and empirical strength of the suggested framework. In general, the findings imply that properly designed hybrid work policies with the help of effective organizational practices & WLB programs may be critical to employee stay. The current research paper adds to the existing literature regarding flexible working and offers the basis to plan further studies on the longitudinal impacts and other mediating factors of hybrid working in the future.

LIMITATIONS

- **Measurement reliability:** The value of Cronbach 2 alpha shows that the scales lack internal consistency; the scale results are thus not reliable.
- **Cross-sectional design:** Restricts causal inference (even with measurement which was robust).
- **Sample validity:** There must be verification of the source of data and the process of response (no information on sampling method).
- **Analytical constraints:** The covariance-based CFA/SEM could not be done because of package availability and data problems; composite-based regressions were done as an approximate.

Appendix

Research Questionnaire

Title: Impact of Hybrid Work Models on Employee Retention and Job Satisfaction in the Indian IT Sector

Purpose: In order to evaluate how hybrid work arrangements affect Indian IT workers' JS and retention.

Instructions to Respondents:

Please indicate your level of agreement with each of the following statements.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Section A: Demographic Information

1. Gender: Male Female Other
2. Age: Below 25 25–35 36–45 46 and above
3. Experience in IT Sector: <2 years 2–5 years 6–10 years >10 years
4. Company Size: Small (<100 employees) Medium (100–500) Large (>500)
5. Current Role Level: Junior Mid-level Senior Managerial

Section B: Hybrid Work Model (HW)

Code	Statement	1	2	3	4	5
HW1	My organization allows me to work flexibly between office and home.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HW2	I have control over the days I choose to work remotely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HW3	The hybrid model improves my productivity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HW4	In a hybrid system, I can effectively communicate with my colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section C: WLB

Code	Statement	1	2	3	4	5
WLB1	I am able to successfully manage my personal and professional obligations.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WLB2	My work schedule allows sufficient time for personal life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WLB3	I feel less stress because of flexible work arrangements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WLB4	My organization supports work–life balance initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section D: Organizational Support (OS)

Code	Statement	1	2	3	4	5
OS1	My organization values my contributions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OS2	I receive adequate support from management while working remotely.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OS3	The company provides necessary tools and resources for hybrid work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OS4	My efforts are recognized and appreciated by the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section E: JS

Code	Statement	1	2	3	4	5
JS1	I am content with my current position at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS2	My work is interesting and meaningful to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS3	I am happy with my organization's policies and culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS4	I receive fair rewards for my work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JS5	I am satisfied with my career growth opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section F: Retention Intent (RI)

Code	Statement	1	2	3	4	5
RI1	I intend to continue working with my current organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RI2	I rarely think about leaving this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
RI3	This company is a fantastic place to work, in my opinion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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