

Predictors of Turnover Intention among Nurses in Private Hospitals: A Cross-Sectional Study Using Logistic Regression Analysis

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ABSTRACT

Background: Turnover intention among nurses remains a critical workforce challenge, particularly in private hospitals where staffing instability directly affects service quality, patient safety, and organizational costs. Despite extensive research, evidence integrating multiple psychosocial work factors within a single multivariate model in the Indonesian private hospital context remains limited. This study addresses this gap by simultaneously examining key determinants of turnover intention and identifying the most influential predictors.

Purpose: This study aimed to identify independent predictors associated with turnover intention among nurses in a private hospital setting.

Methods: A cross-sectional study was conducted among nurses at a private hospital in Indonesia in 2025. A total of 70 respondents were selected using purposive sampling from a population of 81 nurses. Data were collected using a validated and reliable structured questionnaire. Turnover intention was dichotomized into high and low categories for logistic regression analysis. Data were analyzed using descriptive statistics, bivariate analysis (chi-square), and multivariate logistic regression. Although the sample size was relatively small, the number of predictors included in the final model was limited to ensure model stability.

Results: Bivariate analysis showed that work motivation, work stress, burnout, work-life balance, job demands, and job satisfaction were significantly associated with turnover intention ($p < 0.05$). Multivariate logistic regression identified high work stress (POR = 31.62; 95% CI: 3.65–273.55; $p = 0.002$), high burnout (POR = 12.35; 95% CI: 1.78–85.58; $p = 0.011$), and low work motivation (POR = 9.02; 95% CI: 1.24–65.60; $p = 0.030$) as independent predictors of turnover intention.

Conclusion: Turnover intention among nurses is primarily driven by high work stress, burnout, and low work motivation. These findings highlight the need for targeted organizational interventions focusing on stress management, burnout prevention, and motivation enhancement to improve nurse retention in private hospitals.

Keywords: Predictors, Private Hospitals, Turnover Intention

Received January 10, 2025; Revised February 12, 2025; Accepted March 3, 2026

DOI: <https://doi.org/10.30994/jnp.v9i3.1102>



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BACKGROUND

Turnover intention is a strategic issue in hospital human resource management, especially in private hospitals that operate in a competitive environment and have limited resources. Turnover intention can be defined as an individual's intention to voluntarily leave their job, which has been proven to be a predictor of actual turnover (Ren et al., 2024). In the context of healthcare services, high turnover intention not only affects workforce stability, but also has direct implications for the quality of nursing services, patient safety, continuity of care, and increased hospital costs due to the recruitment, orientation, and training of new staff (Galanis et al., 2024; Moloney et al., 2018).

Globally, various studies show that turnover intention among nurses remains at an alarming level and has tended to increase in recent years, especially after the COVID-19 pandemic. An international meta-analysis reports that the aggregate turnover rate for nurses exceeds 15%, with a higher tendency in developing countries and private hospitals (Ren et al., 2024). Increasingly complex working conditions, increased service demands, and prolonged psychological pressure have placed nurses in a situation where they are vulnerable to work stress and burnout, which ultimately drives their intention to leave the organization (Zheng et al., 2024; Rn et al., 2021)

Burnout has been identified as one of the most consistent predictors of turnover intention. Burnout, which has dimensions including emotional exhaustion, depersonalization, and reduced self-efficacy, has been shown to be directly related to increased intention to leave work in various healthcare systems (Galanis et al., 2021; Zheng et al., 2024). Network analysis shows that emotional exhaustion is a central node connecting high job demands with turnover intention, making it a key factor in efforts to prevent nursing staff turnover (Zheng et al., 2024)

In addition to burnout, job demands and work–life balance are important predictors in explaining turnover intention. Within the framework of the Job Demands–Resources (JD-R) model, job demands such as high workload, emotional strain, and time pressure act as primary stressors that increase work stress and subsequently contribute to burnout when not balanced by adequate job resources (Lesener et al., 2018; Heijden, Mahoney & Xu, 2019). In this study, work stress and burnout represent the health impairment process through which excessive job demands influence turnover intention.

At the same time, work–life balance reflects the extent to which individuals are able to manage the interface between professional and personal roles. Poor work–life balance can intensify perceived job demands and amplify stress responses, thereby accelerating the development of burnout and increasing the likelihood of turnover intention, particularly among nurses working shifts, long hours, and under high emotional pressure (Gautam et al., 2024; Jung & Kim, 2025; Antolí-Jover et al., 2024).

Furthermore, work motivation and job satisfaction can be understood as job-related resources within the JD-R model. These factors play a crucial role in mitigating the negative effects of job demands and psychological strain. When motivation and satisfaction are low, the protective effect of resources weakens, making nurses more vulnerable to stress, burnout, and ultimately turnover intention. Thus, all six variables examined in this study are conceptually integrated within the JD-R framework, where job demands and work–life balance act as antecedents, work stress and burnout as mediating strain mechanisms, and motivation and job satisfaction as resource-related factors influencing turnover intention.

Work motivation and job satisfaction are also important determinants of turnover intention. Nurses with low intrinsic motivation and declining job satisfaction are more likely to seek alternative employment, either at other institutions or outside the nursing profession (Wang et al., 2020; Lu et al., 2019).. Job satisfaction is influenced by various organizational

factors, including compensation systems, career development opportunities, interpersonal relationships, leadership styles, and perceived organizational support. Empirical evidence shows that organizational support acts as a protective factor that can significantly reduce burnout and turnover intention (Chen et al., 2024; Galanis et al., 2024).

Indonesia faces serious challenges in retaining nursing staff, particularly in private hospitals. Uneven distribution of nurses, the dominance of contract employment systems, limited career paths, and high workloads are reported to contribute to increased turnover intention (Rahmansyah et al., 2025; Assidiqy et al., 2024). Studies in several Indonesian private hospitals show that work stress, burnout, and low job satisfaction are the dominant factors influencing nurses' intention to leave their jobs (Regina et al., 2024; Almubarokah et al., 2024). These findings confirm that the issue of turnover intention in Indonesia has characteristics that are in line with global trends, but is also influenced by the context of the health system and national employment policies.

Regionally, various private hospitals in Indonesia show relatively similar patterns of nursing staff fluctuation, characterized by high nurse turnover rates from year to year. This condition is often related to high work demands, limited human resources, and a work management system that does not fully support the welfare of nurses (Wardhani, U. C., & Hariyati, 2023; Assidiqy et al., 2024). Hospitals with limited staff tend to experience a negative cycle, where staff shortages increase the workload of remaining nurses, which in turn increases the risk of stress, burnout, and turnover intention (Lesener et al., 2018; Moloney et al., 2018).

This condition is also reflected in Masyithoh Bangil Islamic Hospital as the location of this study. Internal data and preliminary observation results show significant fluctuations in the number of workers from year to year. In 2020, 50 employees resigned, while only 2 were recruited, resulting in a significant decrease in the number of employees. Although recruitment numbers increased in subsequent years—such as 50 people in 2022 and 36 people in 2024—the number of employees leaving remained relatively high. In 2022, 17 people left, followed by 14 in 2023, and 16 in 2024. This chronology indicates fundamental problems in nursing staff retention that are potentially related to work motivation, work stress, burnout, work-life balance, job demands, and job satisfaction among nurses.

Chronologically, turnover intention among nurses does not appear suddenly but is the result of accumulated work pressure over the long term. Increased work demands that are not balanced with adequate resources trigger work stress. If this condition persists, nurses are at risk of burnout, which then reduces motivation and job satisfaction, and ultimately encourages the intention to leave the job (Wong et al., 2024; Zheng et al., 2024; Heijden, Mahoney & Xu, 2019).

Although research on turnover intention among nurses has been widely conducted, much of the existing literature has examined these factors in isolation or included only a limited number of predictors, which may not fully capture the complexity of psychosocial work dynamics. In the Indonesian context, empirical studies that simultaneously assess multiple key psychosocial determinants such as work motivation, work stress, burnout, work-life balance, job demands, and job satisfaction within a single analytical framework remain limited, particularly in private hospital settings at the regional level.

Furthermore, while various analytical approaches have been used in previous studies, the application of multivariate logistic regression is particularly relevant for this research, as it allows for the identification of independent predictors and the estimation of the relative contribution of each factor to turnover intention while controlling for other variables. This approach is important given that turnover intention is a dichotomous outcome and is influenced by multiple interrelated factors.

Therefore, this study does not claim methodological novelty per se, but rather seeks to provide a more comprehensive empirical examination by integrating multiple psychosocial variables within a single multivariate model to better understand their relative influence on turnover intention. This approach is expected to contribute to a more nuanced understanding of nurse retention issues and to inform evidence-based human resource management strategies in private hospitals in Indonesia.

OBJECTIVE

This study aims to analyze the influence of predictor variables of work–life balance, work motivation, job satisfaction, work stress, burnout, and job demands on turnover intention among nurses in private hospitals. In addition, this study identifies the most dominant factors influencing turnover intention using multivariate logistic regression analysis.

METHODS

This study employed a cross-sectional design to examine the association between psychosocial work factors and turnover intention among nurses. The study was conducted in 2025 at a private hospital in Indonesia.

The study population consisted of 81 nurses who were actively registered at the hospital. A purposive sampling technique was applied to ensure that only respondents who met predefined inclusion criteria were selected. Nurses who were actively working during the data collection period and willing to participate were included, while those on leave or not assigned to clinical duties were excluded to ensure that all respondents had recent and relevant exposure to the work environment being assessed. Based on these criteria, a total of 70 nurses were included in the final analysis. Since not all members of the population met the eligibility criteria, total sampling was not considered appropriate for this study.

Data were collected using a structured questionnaire adapted from previously validated instruments to measure work motivation, work stress, burnout, work–life balance, job demands, job satisfaction, and turnover intention. Each construct consisted of multiple items assessed using a 5-point Likert scale, representing several relevant domains (e.g., emotional exhaustion for burnout and workload for job demands). Prior to data collection, the instrument underwent validity and reliability testing. The results indicated that all variables demonstrated acceptable internal consistency, with Cronbach's alpha values greater than 0.70.

For analytical purposes, all independent variables were categorized into dichotomous groups (e.g., high and low) prior to bivariate analysis. The cut-off points were determined based on the mean or median scores, depending on the distribution of the data. The dependent variable, turnover intention, was also dichotomized into high and low categories to facilitate logistic regression analysis.

Data analysis was conducted in three stages. First, descriptive statistics were used to summarize the characteristics of respondents and the distribution of study variables. Second, bivariate analysis was performed using the chi-square test to examine the association between each independent variable and turnover intention. Finally, variables that met the statistical significance threshold ($p < 0.05$) were included in the multivariate analysis using logistic regression to identify independent predictors of turnover intention while controlling for potential confounding variables.

Ethical approval for this study was obtained from the Institutional Ethics Committee of STIKES Arrahma Mandiri Indonesia (Approval No: 69/073176.EA/STIKES.AMI/VI/2025). Written informed consent was obtained from all participants prior to data collection, and the confidentiality of all respondent information was strictly maintained throughout the study.

RESULTS

Subject characteristics include gender, age, education, marital status, and employment status, as presented in Table 1 below:

Table 1. Subject Characteristics

Characteristics	Category	Frequency (f)	Percentage (%)
Gender	Female	43	61,4
	Male	27	38,6
Age	<30 Years	33	47,1
	>30 Years	37	52,9
Education	Diploma	43	61,4
	Bachelor	27	38,6
Marital Status	Not married yet	31	44,3
	Married	39	55,7
Employment Status	Contract employees	26	37,1
	Permanent employee	44	62,9

The data in Table 1 shows that the research subjects were predominantly female nurses, who outnumbered male nurses. This composition reflects the feminine character of the nursing profession, as is commonly found in nursing.

Based on age group, respondents over 30 years of age slightly outnumbered those under 30 years of age. This condition indicates that most respondents are in a relatively stable working age phase and have sufficient work experience in nursing practice.

In terms of educational background, the majority of respondents are Diploma III Nursing graduates, while the rest come from Bachelor's degree programs. This pattern shows that the nursing human resource structure in hospitals is still dominated by diploma holders, with a smaller proportion of bachelor's degree holders.

When viewed from marital status, there were more married respondents than unmarried ones, reflecting that most nurses have family responsibilities outside their professional roles. Furthermore, based on employment status, there were more respondents with permanent employee status than contract employees, indicating that the majority of nurses have relatively permanent working relationships with the institution.

Overall, the characteristics of the respondents show a predominance of female nurses, adults, those with diploma-level education, married individuals, and those with permanent employment. This profile provides an important picture of the social and professional context of the respondents in understanding the dynamics of factors related to turnover intention in this study.

Univariate Analysis

Univariate analysis was used to identify the frequency distribution of predictor variables and turnover intention.

Table 2. Frequency Distribution of Predictor Variables and Turnover Intention

Variable	Frequency (f)	Percentage (%)
Work-Life Balance		
Low	31	44,3
High	39	55,7
Work Motivation		
Low	33	47,1
High	37	52,9
Job Satisfaction		

Low	31	44,3
High	39	55,7
Work Stress		
High	27	38,6
Low	43	61,4
Burnout		
High	37	52,9
Low	33	47,1
Job Demands		
High	37	52,9
Low	33	47,1
Turnover Intention		
High	34	48,6
Low	36	51,4

Based on the univariate analysis results in Table 2, it is known that for the work-life balance variable, the majority of respondents (39 respondents) were in the high category, while 31 (44.3%) were in the low category. This indicates that the majority of nurses perceive their work-life balance as being adequately maintained, although some groups still experience imbalance.

Regarding work motivation, 37 respondents (52.9%) had high motivation levels, while 33 respondents (47.1%) were in the low category. This distribution indicates that nurses' work motivation tends to be relatively balanced, with a small predominance in the high category.

Furthermore, for the job satisfaction variable, 39 respondents (55.7%) reported high levels of satisfaction, while 31 respondents (44.3%) were in the low category. These findings reflect that the majority of nurses are quite satisfied with their working conditions, although a proportion still indicates dissatisfaction.

Regarding the work stress variable, the majority of respondents, 43 (61.4%), fell into the low stress category, while 27 (38.6%) experienced high levels of stress. This indicates that most nurses are able to manage work pressure, although a significant number still face high levels of stress.

Regarding the burnout variable, 37 respondents (52.9%) experienced high levels of burnout, while 33 (47.1%) fell into the low category. These results indicate that more than half of the respondents experienced significant levels of work fatigue.

Regarding the job demands variable, 37 respondents (52.9%) fell into the high job demands category, while 33 respondents (47.1%) fell into the low category. These findings indicate that most nurses face a relatively high workload in their daily work activities.

Meanwhile, regarding the turnover intention variable, 36 respondents (51.4%) fell into the low category, while 34 respondents (48.6%) fell into the high category. This distribution shows that the tendency to leave work is almost balanced among respondents, so it is an important concern in human resource management in hospitals.

Bivariate Analysis

Bivariate analysis with the chi-square test was used to test the effect between variables, namely predictors and turnover intention.

Table 3. Predictors Affecting Turnover Intention

Variable	Turnover Intention		POR	95% CI	p
	High	Low			

Work-Life Balance					
Low	20	11	3,2	1,213-8,690	0,032
High	14	25			
Work Motivation					
Low	27	6	19,2	5,762-64,54	0,000
High	7	30			
Job Satisfaction					
Low	21	10	4,2	1,537-11,47	0,009
High	13	26			
Work Stress					
High	24	3	26,4	6,554-106,3	0,000
Low	10	33			
Burnout					
High	30	7	31,0	8,215-117,5	0,000
Low	4	29			
Job Demands					
High	27	10	10,0	3,319-30,30	0,000
Low	7	26			

Based on Table 3, the findings explain that all predictor variables have a statistically significant effect on turnover intention.

The work–life balance variable explains a significant influence on turnover intention. Respondents with low work–life balance tend to have a greater risk of experiencing turnover intention compared to respondents with high work–life balance ($p = 0.032$). The prevalence odds ratio (POR) value of 3.2 indicates that an imbalance between work and personal life increases the likelihood of intending to leave the job.

Work motivation was also found to be significantly related to turnover intention. Respondents with low work motivation were much more likely to experience turnover intention than respondents with high work motivation ($p < 0.001$). A high POR value indicates that low work motivation is a strong risk factor for the emergence of the intention to leave a job.

The results of the analysis on the job satisfaction variable explain that there is a significant effect on turnover intention ($p = 0.009$). Respondents who have low job satisfaction tend to be at greater risk of turnover intention compared to those who are satisfied with their jobs, indicating the importance of job satisfaction in retaining nursing staff.

In terms of work stress variables, a highly significant effect was found on turnover intention ($p < 0.001$). Respondents with high levels of work stress were much more likely to express an intention to leave their job than respondents who experienced low levels of work stress. This shows that high work pressure plays an important role in driving turnover intention.

Furthermore, the burnout variable also explains a significant effect on turnover intention ($p < 0.001$). Nurses who experience high burnout have a much greater risk of having the intention to leave their job compared to nurses who are at a low level of burnout. These findings indicate that emotional exhaustion and decreased psychological capacity are important factors that influence nurses' decisions to stay or leave their jobs.

Finally, the job demands variable explains a significant influence on turnover intention ($p < 0.001$). Respondents who face high job demands are more likely to experience turnover intention than those who face low job demands. This confirms that excessive workload, both physically and mentally, contributes to an increased intention to leave the job.

Overall, the results of the bivariate analysis show that work–life balance, work motivation, job satisfaction, work stress, burnout, and job demands are factors that are significantly related to turnover intention among nurses.

Multivariate Analysis

Multivariate analysis with logistic regression was used to identify the simultaneous effects of predictor variables on turnover intention.

Table 4. The Most Dominant Predictors of Turnover Intention

Factors	B	p	POR	95% CI
Low work motivation	2,199	0,030	9,017	1,239-65,595
High work stress	3,454	0,002	31,615	3,654-273,551
High burnout	2,514	0,011	12,351	1,783-85,578

Table 4 shows that the results of multivariate analysis indicate that the predictor variables proven to have an effect on turnover intention are low work motivation (p = 0.030, POR = 9.017, 95% CI = 1.239-65.595), high work stress (p = 0.002 POR = 31.615, 95% CI=3.654-273.551), and high burnout (p = 0.011 POR = 12.351, 95% CI=1.783-85.578). Backward results showed that low work motivation (b1=2.199), high work stress (b2=3.454), and high burnout (b3=2.514). Thus, the regression equation =

$$y = a + b1X1 + + biXi$$

$$y = -4,961 + 2,199.X_1 + 3,454.X_2 + 2,514.X_3$$

$$P = \frac{1}{1 + e^{-(a + b1X1 + + biXi)}}$$

$$P = \frac{1}{1 + e^{-(-4,961 + 2,199(1) + 3,454(1) + 2,514(1))}}$$

$$P = \frac{1}{1 + e^{-(3,206)}}$$

$$P = \frac{1}{1 + 0,0405}$$

$$P = \frac{1}{1,0405}$$

$$P = 0,96 \times 100\%$$

$$P = 96 \%$$

The results show that low work motivation combined with high work stress and high burnout has a 96% probability of turnover intention.

DISCUSSION

This study demonstrates that turnover intention among nurses is associated with multiple psychosocial work factors, including work motivation, work stress, burnout, work–life balance, job demands, and job satisfaction. Within the framework of the Job Demands–Resources (JD-R) model, these findings can be interpreted as reflecting the interaction between job demands (e.g., workload, emotional pressure) and job resources (e.g., motivation and satisfaction), which together shape employees’ psychological responses and work-related outcomes. Rather than acting independently, these variables appear to operate within an interconnected system that influences nurses’ intention to leave their jobs.

The results of the multivariate analysis indicate that work stress, burnout, and work motivation remain significantly associated with turnover intention after controlling for other variables. From a theoretical perspective, this finding aligns with the health impairment process described in the JD-R model, in which excessive job demands contribute to psychological strain (e.g., stress and burnout), which is in turn associated with negative work outcomes such

as turnover intention (Lesener et al., 2018; Heijden, Mahoney & Xu, 2019). In this context, work motivation may function as an important resource-related factor that is associated with employees' attachment to their work and organization.

Work stress showed the strongest statistical association with turnover intention in the multivariate model. This suggests that perceived work pressure and job-related strain are important correlates of nurses' intention to leave. Previous studies have also reported that higher levels of work stress are associated with increased turnover intention among nurses (Rahmansyah et al., 2025; Tang et al., 2023). However, given the cross-sectional nature of this study, these findings should be interpreted as associations rather than causal relationships.

Similarly, burnout was found to be significantly associated with turnover intention. This finding is consistent with previous literature indicating that burnout is closely linked to withdrawal-related outcomes, including intention to leave (He et al., 2025; Galanis et al., 2024; Zheng et al., 2024). Within the JD-R framework, burnout represents a key manifestation of prolonged exposure to job demands and psychological strain. Its association with turnover intention may reflect reduced psychological engagement and diminished capacity to cope with work-related challenges.

Work motivation also remained significantly associated with turnover intention in the multivariate model. Rather than attributing this solely to unmeasured organizational factors, this finding may indicate that lower levels of intrinsic or work-related motivation are linked to reduced attachment to the job, which in turn is associated with higher turnover intention. This interpretation is consistent with previous studies highlighting the role of motivational factors in employee retention (Kim et al., 2024; Park, Y. D., & You, 2023; Smokrović, E et al., 2022)

Although work-life balance and job demands were found to be significantly associated with turnover intention in the bivariate analysis, these variables did not remain significant in the multivariate model. This finding may be explained by overlapping variance and shared conceptual pathways with other psychosocial variables, particularly work stress and burnout. Within the JD-R framework, job demands such as high workload and emotional strain and poor work-life balance can be understood as antecedent conditions that contribute to psychological strain. These conditions are closely linked to increased work stress and the development of burnout, which may be more proximally associated with turnover intention. Previous studies have also shown that nurses who experience high job demands and poor work-life balance are more likely to report psychological fatigue and intention to leave (Wong et al., 2024; Gautam et al., 2024). Therefore, the lack of statistical significance in the multivariate model does not necessarily indicate that these variables are unimportant, but rather suggests that their effects may operate indirectly through stress-related mechanisms.

Similarly, job satisfaction was significantly associated with turnover intention in the bivariate analysis but did not retain significance in the multivariate model. This may indicate that job satisfaction shares conceptual overlap with other variables, such as work motivation and psychological strain, which may attenuate its independent contribution when analyzed simultaneously. Job satisfaction reflects nurses' subjective evaluation of their work environment, including interpersonal relationships and perceived organizational support. Evidence from meta-analyses and empirical studies suggests that job satisfaction functions as a protective factor associated with lower turnover intention, particularly when nurses feel valued and supported within their organization (Callaghan & Sadath, 2025; Şahin et al., 2025; Wang et al., 2024). Within the JD-R perspective, job satisfaction may act as a resource-related factor that buffers the negative effects of job demands and psychological strain. Thus, although not identified as an independent predictor in this study, job satisfaction remains an important contextual factor associated with turnover intention.

Overall, the findings of this study highlight the importance of considering multiple

psychosocial work factors simultaneously rather than in isolation. The results support the relevance of the JD-R model as a useful framework for understanding how different aspects of the work environment are associated with turnover intention among nurses.

This study has several limitations that should be considered when interpreting the findings. First, the cross-sectional design limits the ability to establish causal or temporal relationships between variables. Second, the relatively small sample size may affect the generalizability of the findings and the stability of the regression model. Third, the use of self-reported data may introduce response bias. Finally, although several key psychosocial variables were included, other potentially relevant factors such as organizational culture, leadership style, and compensation systems were not measured in this study.

CONCLUSION

This study shows that turnover intention among nurses is associated with work stress, burnout, and work motivation, with work stress demonstrating the strongest association. These findings suggest that psychosocial work factors play an important role in shaping nurses' intention to leave in private hospital settings.

The study contributes to the literature by providing a multivariate perspective that integrates multiple psychosocial variables within the Job Demands Resources framework, highlighting the relative importance of stress- and resource-related factors.

From a practical perspective, the findings suggest that interventions focusing on reducing work stress, preventing burnout, and strengthening work motivation may help support nurse retention. Future research is recommended to use longitudinal designs and include broader organizational factors to better understand the dynamics of turnover intention.

ACKNOWLEDGMENT

The author would like to express his gratitude to LPPM STIKES Arrahama Mandiri Indonesia and the hospital management for their permission, which enabled this research to be carried out successfully. The author would also like to thank all the nurses who participated in this research and contributed valuable data to this study. The author would also like to thank all those who have helped and supported the completion of this research, both directly and indirectly.

CONFLICTS OF INTEREST

The author declares that during the implementation and writing of this research, there were no conflicts of interest, either personal or institutional, that could influence the results of the research.

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