



THE EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON PERFORMANCE THROUGH SATISFACTION AND WORK MOTIVATION OF EMPLOYEES IN SUBDISTRICT OFFICE IN MAMUJU REGENCY

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Abstract

The research aims to determine, analyze and elaborate the effect of transformational leadership directly on job satisfaction, work motivation and performance, and also transformational leadership on performance through job satisfaction and work motivation in subdistrict office in Mamuju regency.

The research is a survey research with a quantitative approach, while the research location is Subdistrict office in Mamuju regency, West Sulawesi Province and the population is employees in 11 subdistricts totaling 215 employees. Slovin formula and random sampling technique were used so that a sample of 140 employees was obtained. This research was analyzed using path analysis, and as for data collection using questionnaires that were distributed directly to respondents.

Based on the results of the research, employee performance is closely related to internal factors, namely job satisfaction, work motivation, and transformational leadership. The findings show that employee job satisfaction has most dominant impact on employee performance. In addition, work motivation also plays an important role in improving performance and transformational leadership, although as the lowest contributing factor, still makes a positive contribution to the performance of subdistrict office employees in Mamuju regency. However, job satisfaction, work motivation, and transformational leadership cannot be viewed separately. The three variables have a complementary and mutually reinforcing role. Therefore, a holistic management strategy that focuses on improving job satisfaction, work motivation, and transformational leadership could be the key to achieving positive changes in the performance of sub-district office employees in Mamuju regency. Indirectly, the results of this research indicate that job satisfaction has a more dominant role compared to work motivation as an intervening variable in mediating the relationship between transformational leadership and employee performance of sub-district offices in Mamuju regency.



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1 Introduction

The role of a leader can influence morale, job satisfaction, quality of work life, and especially the level of achievement of an organization. The success of an organization in achieving its goals depends on the figure of the leader within it. Leaders are required to mobilize and influence all their subordinates so that they have ready competitive competence and competitiveness so that they can realize their organization as a subject, not an object. The success of an organization in achieving its goals depends on a leader adopting the right leadership style so that it can influence job satisfaction, motivation, commitment and so on. Therefore, an organization wants a leader who has characteristics, and a leader who has transformational leadership characteristics (Djuraidi & Laily, 2020a).

In principle, transformational leadership motivates subordinates to do better than what is usually done, in other words, the leader can increase the trust and self-confidence of his subordinates which has an effect on improving performance. Performance is a benchmark in evaluating job performance, this has become a public demand for the need for excellent service or high quality service. Quality has standardization because performance is measured according to standards. Therefore, through measurable performance, employees are expected to be able to show a professional and real constructive contribution to society in order to improve services and ultimately lead to quality of life and prosperity for society.

Performance is considered good and successful when the desired goals can be achieved well. Performance is the result achieved by a person or group of people within an organization, in accordance with their respective authority and responsibilities in an effort to achieve organizational goals legally and without violating the law and in accordance with morals and ethics. A leader must be able to stimulate high work motivation in his subordinates in carrying out the tasks given to them. Employees who have high motivation at work will produce better performance. Superior performance can be obtained because of strong work motivation to make it happen, the quality and quantity of work results that a person achieves in carrying out tasks according to their responsibilities.

Transformational leadership is the ability possessed by leaders to influence their subordinates to encourage awareness of the importance of work results, giving significant priority to the group, and raising the needs of their subordinates at a higher level to achieve a better quality of life. A transformational leadership style can bring significant changes to employee performance. So much research has been carried out in this regard, for example research (Simatupang, 2021), (Wibisono, 2022), (Veliando & Yanuar, 2021), which found in their research that transformational leadership has a significant effect on performance. However, quite a few studies also find different results, for example research by (Bani Mirza, 2021), (Asbari et al., 2020), and (Purwanto et al., 2021) found in their research that transformational leadership does not have a significant effect on employee performance.

Leadership style is a pattern of behavior carried out by integrating organizational and individual goals to achieve the expected goals. A leader in leading must have a leadership style that suits the situation and conditions he leads. Apart from that, the existence of transformational leadership can influence employee performance through job satisfaction and high motivation. High job satisfaction is expected to make employees more loyal to their organization, more motivated at work, feel happy in the organization where they work, and ultimately improve their performance. On the other hand, dissatisfied employees tend to avoid work duties and responsibilities, which will hinder the achievement of the organization's goals. A study by (Holbert et al., 2021), found that leadership has a significant effect on employee performance and job satisfaction in public sector organizations in Indonesia. This research analyzed 160 employees in public organizations in Indonesia emphasizing that leaders must be considered the most when employee performance is to be considered improved.

The transformational leadership style has a stronger relationship with job satisfaction, in that leaders who implement transformational leadership behaviors tend to have higher levels of job satisfaction. This can be caused because one aspect of job satisfaction is supervision (Lasrado & Kassem, 2020). The supervision provided by the leader through individual attention and building motivation will enable his subordinates to do their work well. Leadership involves the relationship between leaders and subordinates in certain situations. Leaders in certain situations must be able to motivate individuals by using leadership styles to improve employee performance in achieving organizational goals.

Employees motivated to achieve generally work not only to fulfill primary, secondary and tertiary needs, but basically achievement-oriented employees are employees who are hungry for work performance, employees will try to show performance at all times. There are differences between employees who have high motivation

and employees who have low motivation. Those who are highly motivated will look for situations where they compete against some standard and prove their success in doing so. Motivated employees tend to avoid easy success, choosing jobs that offer personal responsibility for finding solutions to problems, where employees can receive clear and quick feedback on their performance. In addition, highly motivated employees are more future-oriented and do not delay completing tasks in order to achieve goals. On the other hand, employees with low motivation tend to be motivated to avoid difficulties, look for tasks that are easy to do and like to avoid failure. Employees who have high motivation are quicker to get promotions at the start of their career, because they are more willing to complete difficult tasks in order to be more successful compared to other colleagues (Greenberg, J. and Baron, 2000).

2 Research Method

This research aims to determine, analyze and further elaborate on the influence of transformational leadership directly on job satisfaction, work motivation and performance, and also indirectly on transformational leadership on performance through job satisfaction and work motivation in sub-district offices in Mamuju Regency. Meanwhile, in this research, the approach used is a quantitative approach, namely an approach that can test existing theories related to research or concepts and previous research that serve as references in a study. In the quantitative approach, these variables are measured using research instruments, so that data consisting of numbers can be analyzed based on statistical procedures (Creswell, 2018). With this approach, samples are studied using instruments, where the data analysis is statistical or quantitative, and aims to test or prove a predetermined hypothesis.

3 Result and Discussion

Analysis of research data refers to the pattern of relationships between variables from independent variables to dependent or intervening variables in accordance with the conceptual framework shown in the previous chapter. The results of data analysis in this research are divided into 3 paths.

Using SPSS version.25, the path analysis results can be shown as follows:

- a. Path 1. The influence of transformational leadership (X) on job satisfaction (Y1)

Table 20
Influence of X on Y1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.981	1.348		8.890	.000
	Kepemimpinan Transformasional (X)	.760	.080	.629	9.508	.000

a. Dependent Variable: Kepuasan Kerja (Y1)

Source: Data processing, 2023

Based on the table above, it shows that for path 1 the path coefficient value (α_1) = 0.629 and the significance is 0.000, meaning it has a positive and significant effect (Sig < 0.05). Therefore variable X has a positive and

significant influence on variable Y1. The magnitude of the influence of this relationship can be seen from the standardized coefficients beta, namely 0.629 points, which means that every time there is an increase in one point of transformational leadership (X) it will increase job satisfaction (Y1) by 0.629 points.

- b. Path 2. The influence of transformational leadership (X) on work motivation (Y2)

Table 21
Influence of X on Y2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.656	1.067		11.860	.000
	Kepemimpinan Transformasional (X)	.515	.063	.570	8.148	.000

a. Dependent Variable: Motivasi Kerja (Y2)

Source: Data processing, 2023

Based on the table above, it shows that in Path 2 the path coefficient value (α_2) = 0.570 and the significance is 0.000, meaning it has a significant positive effect (Sig < 0.05). Therefore variable X has a positive and significant influence on variable Y2. The magnitude of the influence of this relationship can be seen from the standardized coefficients beta, namely 0.570 points, which means that every time there is an increase of one point in transformational leadership (X) it will increase work motivation (Y2) by 0.570 points.

- c. Path 3. The influence of transformational leadership (X), job satisfaction (Y1) and work motivation (Y2) on employee performance (Z)

Table 22
Influence of X, Y1 and Y2 on Y3

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.439	1.250		.352	.726
	Kepemimpinan Transformasional (X)	.166	.068	.189	2.447	.016
	Kepuasan Kerja (Y1)	.319	.053	.440	6.010	.000
	Motivasi Kerja (Y2)	.259	.067	.267	3.860	.000

a. Dependent Variable: Kinerja Pegawai (Z)

Source: Data processing, 2023

The results of the analysis of the table above are as follows:

- a) The influence of transformational leadership (X) on employee performance (Z) Based on the table above, it shows that on path 3 the path coefficient value (β_1) = 0.189 and the significance is 0.016, meaning it has a significant positive effect (Sig < 0.05). Therefore, variable.
- b) The effect of job satisfaction (Y1) on employee performance (Z) Based on the table above, it shows that on path 3 the path coefficient value (β_2) = 0.440 and the significance is 0.000, meaning it has a significant positive effect (Sig < 0.05). Therefore, variable Y1 has a positive and significant influence on variable Z. The magnitude of the influence of this relationship can be seen from the standardized beta coefficients, namely 0.440 points, which means that every one point increase in job satisfaction (Y1) will increase employee performance (Z) by 0.440 points.
- c) The influence of work motivation (Y2) on employee performance (Z) Based on the table above, it shows that on path 3 the path coefficient value (β_3) = 0.267 and the significance is 0.000, meaning it has a significant positive effect (Sig < 0.05). Therefore, variable Y2 has a positive and significant influence on variable Z. The magnitude of the influence of this relationship can be seen from the standardized beta coefficients, namely 0.267 points, which means that every time there is an increase in work motivation (Y2) by one point, employee performance (Z) will increase by 0.267 points.

The influence of transformational leadership on job satisfaction of sub-district office employees in Mamuju Regency

Based on the research results obtained regarding the influence of transformational leadership on job satisfaction of sub-district office employees in Mamuju Regency, it was found that increasing transformational leadership had an impact on increasing job satisfaction of sub-district office employees in Mamuju Regency, which was indicated by a path coefficient value of 0.629 and a p-value. 0.000, as well as all indicators that support the variables are perceived as good and very good by respondents. Thus, increasing job satisfaction of sub-district office employees in Mamuju Regency can be done by improving the leadership's transformational leadership, and conversely there can be dissatisfaction with sub-district office employees in Mamuju Regency when there is a decline in transformational leadership. These findings are strengthened by previous research such as (Asriani, et al., 2020), (Feri et al., 2020), (Putra Widyatmika & Riana, 2020), (Setyawan & Rahmawati, 2021), (Djuraidi & Laily, 2020b), (Sanggarwati et al., 2021) that transformational leadership has a positive and significant effect on job satisfaction.

Transformational leadership plays an important role in increasing employee satisfaction in an organization. This leadership style does not only focus on achieving organizational goals, but seeks to inspire and develop the potential of subordinates. In this context, a transformational leader is able to create a positive work environment and motivate employees to provide their best contribution. Transformational leaders usually have the ability to clearly communicate the organization's long-term vision and motivate employees in an uplifting way. They encourage innovation, creativity, and strategic thinking among team members. By facilitating employees' personal and professional development, transformational leadership creates an inclusive and competitive work atmosphere. With transformational leadership, employees feel valued, have a clear vision of their role in the organization, and feel involved in the decision-making process.

Overall, the success of transformational leadership in the Mamuju Regency sub-district office is not only reflected in satisfaction with work, but also extends to other aspects such as salary, promotions, co-worker relationships and working conditions. Effective support from leadership forms a solid foundation for improving employee well-being and job satisfaction across the spectrum of their work.

The influence of transformational leadership on the work motivation of sub-district office employees in Mamuju Regency

Based on the research results that have been obtained regarding the influence of transformational leadership on the work motivation of sub-district office employees in Mamuju Regency, it was found that increasing transformational leadership has an impact on increasing the work motivation of sub-district office employees in Mamuju Regency, which is indicated by a path coefficient value of 0.570 and a p-value. 0.000,

as well as all indicators that support the variables are perceived as good and very good by respondents. Thus, increasing the work motivation of sub-district office employees in Mamuju Regency can be done by improving the leadership's transformational leadership, and conversely there can be a decrease in the work motivation of sub-district office employees in Mamuju Regency when there is a decline in transformational leadership. These findings are strengthened by previous research (Feb et al., 2022; Kartawidjaja, 2020; Putra & Sudibya, 2019; Wen, 2022) that transformational leadership has a positive and significant effect on work motivation.

Transformational leadership has an important role in supporting increased employee work motivation. This leadership style focuses on developing a shared vision, motivating team members to achieve common goals, and stimulating creativity and innovation. A transformational leader is able to create an inspiring work environment and trigger employee morale. In addition, they are also skilled in providing emotional support and paying attention to individual needs, which can increase employee self-confidence and job satisfaction. Transformational leaders also encourage the development of employee skills and competencies, provide space for creativity, and create an organizational culture that supports growth and positive change. Thus, transformational leadership not only motivates employees to work harder, but also forms a strong foundation for increased productivity and long-term success of the organization.

Support from transformational leadership not only influences the work motivation of employees in the Mamuju Regency sub-district office from a psychological aspect, but is also directly connected to the fulfillment of physiological needs, a sense of security and self-actualization. Employees see their work motivation not only as a response to job demands, but also as a result of a work environment that supports the fulfillment of basic needs. In fulfilling physiological needs, transformational leadership creates comfortable and adequate working conditions, including aspects such as physical facilities, benefits and adequate work equipment. This helps create stability in meeting employees' physiological needs, allowing them to focus more on their work (Mangkunegara, 2020). Likewise, regarding a sense of security, transformational leadership has given employees confidence that they are cared for, appreciated and involved in decision making. Supportive leaders create a safe and supportive work climate, minimize uncertainty, and build trust between superiors and subordinates. Fulfillment of self-actualization needs, as the highest stage in the hierarchy of needs, is realized through intellectual stimulation and individual attention from transformational leadership. Leaders who encourage innovation, creativity, and professional growth give employees the opportunity to reach their full potential. Improving the function and quality of leadership is one way to form engagement in the organization (Browne et al., 2005). Thus, through this approach, transformational leadership not only becomes a catalyst for intrinsic motivation, but also becomes a strong foundation for fulfilling basic and high-level needs needed to support employee work motivation in the Mamuju Regency sub-district office.

The influence of transformational leadership on the performance of sub-district office employees in Mamuju Regency

Based on the research results that have been obtained regarding the influence of transformational leadership on the performance of sub-district office employees in Mamuju Regency, it was found that increasing transformational leadership has an impact on increasing the performance of sub-district office employees in Mamuju Regency, which is indicated by a path coefficient value of 0.189 and a p-value of 0.016. Likewise, all indicators that support the variables are perceived as good and very good by respondents. Thus, improving the performance of sub-district office employees in Mamuju Regency can be done by improving the leadership's transformational leadership, and conversely there can be a decline in the performance of sub-district office employees in Mamuju Regency when there is a decline in transformational leadership. These findings are strengthened by previous research such as (Simatupang, 2021), (Wibisono, 2022), (Veliando & Yanuar, 2021), (Aditya Wijaya & Dewi, 2020), (Sanjaya, 2021) that transformational leadership has a positive and significant effect on employee performance. Furthermore, judging from the guarantee, it is perceived as very good, the reason is because doctors and nurses are polite and have good abilities in providing health services. Then patients feel safe and trusted when health services are provided, the reason is because each unit in Tenriawaru Regency Regional Hospital is guarded by several nurses and doctors, so patients feel safe if they need help. Meanwhile, judging from the empathy indicator, it is perceived as very good, because doctors and nurses are consistently friendly, pay attention to every complaint that patients or their families may have, and are punctual

when providing services, the reason is because every day doctors and nurses always visit every patient at 10 o'clock. and examine the patient along with the control card which is always recorded by the nurse.

From the results of the path testing analysis, it was found that service quality had a significant effect on the satisfaction of inpatients at the UPT of Tenriawaru Hospital, Bone Regency. This can be interpreted as meaning that the better the quality of service provided by the UPT RSUD Tenriawaru, Bone Regency, which is demonstrated by direct evidence (tangibles), reliable service (reliability), responsiveness, assurance of service and empathy. , it will provide satisfaction for the patient. The theory put forward by (Tjiptono & Diana, 2019:63) is that service quality must start from customer needs and end with customer satisfaction and positive perceptions of service quality. Kotler & Keller (2018: 143) that quality is an attribute of goods or services that depends on how well it meets demand. This is supported by research conducted by Afrizal & Suhardi (2018), Irbantoro & Dewanto (2015) whose research found that service quality influences patient satisfaction.

In terms of transformational leadership, this research highlights that there is potential to increase leadership inspiration. Leaders who are clearer and more expansive in conveying the organization's vision can provide sharper direction and motivate employees more effectively. By combining a clear vision with appropriate tasks and responsibilities, transformational leadership can be a catalyst for further growth in employee performance and achievement of overall organizational goals. Thus, although transformational leadership has had a positive impact on employee performance, improvement efforts can be focused on increasing employee responsibility as a more effective performance indicator, as well as improving the inspiration and clarity of vision of leaders to ensure that each employee feels deeply connected to the organization's goals. .

The influence of job satisfaction on the performance of sub-district office employees in Mamuju Regency

Based on the research results that have been obtained regarding the influence of job satisfaction on the performance of sub-district office employees in Mamuju Regency, it was found that increasing job satisfaction has an impact on increasing the performance of sub-district office employees in Mamuju Regency, which is indicated by a path coefficient value of 0.440 and a p-value of 0.000. Likewise, all indicators that support the variables are perceived as good and very good by respondents. Thus, improving the performance of sub-district office employees in Mamuju Regency can be done by increasing employee job satisfaction, and conversely there can be a decrease in the performance of sub-district office employees in Mamuju Regency when there is a decrease in job satisfaction. These findings are strengthened by previous research such as (Indiastri & Dewi, 2022), (Sunya et al., 2017), (Muhammad Arifin, 2015), (Ayuningtyas & Djastuti, 2017), (Bagaskara & Rahardja, 2018) and (Purnamarini , 2021) that job satisfaction has a positive and significant effect on employee performance.

Job satisfaction has a very important role in improving employee performance. Job satisfaction creates a positive work environment and motivates employees to give their best in their work. Employees who are satisfied with their work tend to be more committed to their tasks. Job satisfaction is also closely related to motivation, which can encourage employees to achieve organizational goals more effectively. In addition, job satisfaction can increase employee retention. Employees who are satisfied with their jobs tend to stay with the organization longer, reducing turnover and retraining costs. This helps organizations retain the knowledge and skills possessed by experienced employees. Job satisfaction is not only a goal desired by individuals, but also a key factor in improving the overall performance of an organization. Investing in efforts to increase job satisfaction can provide long-term results in the form of increased productivity, employee retention, and a positive work atmosphere.

The influence of work motivation on the performance of sub-district office employees in Mamuju Regency

Based on the research results obtained regarding the influence of work motivation on the performance of sub-district office employees in Mamuju Regency, it was found that increasing work motivation had an impact on increasing the performance of sub-district office employees in Mamuju Regency, which was

indicated by a path coefficient value of 0.267 and a p-value of 0.000. Likewise, all indicators that support the variables are perceived as good and very good by respondents. Thus, improving the performance of sub-district office employees in Mamuju Regency can be done by increasing employee work motivation, and conversely there can be a decrease in the performance of sub-district office employees in Mamuju Regency when there is a decrease in work motivation. These findings are strengthened by previous research such as (Sofyang et al., 2017), (Asis Rahman et al., 2017), (Mannipi et al., 2019), (Urdiwan et al., 2017), (Nuraeni et al., 2019), (Wahab et al., 2017), that work motivation has a positive and significant effect on employee performance.

Work motivation has an important role in improving employee performance. Motivation is considered the main driver that is able to motivate individuals to achieve company goals and increase their productivity. When employees feel motivated, they tend to be more enthusiastic, focused, and committed to their tasks. Having work motivation can also help reduce absenteeism and turnover rates, because motivated employees tend to feel satisfied with their work. Apart from that, work motivation can also increase creativity and innovation in the workplace. Motivated employees have a desire to achieve better results, seek new solutions, and think outside the box. They are more likely to contribute with fresh ideas that can improve work efficiency and effectiveness.

The influence of transformational leadership on performance through job satisfaction of sub-district office employees in Mamuju Regency

Based on the research results that have been obtained regarding the influence of transformational leadership on performance through job satisfaction of sub-district office employees in Mamuju Regency, it was found that increasing transformational leadership has an impact on increasing satisfaction and at the same time the performance of sub-district office employees in Mamuju Regency, which is indicated by the indirect path coefficient value of 0.277 and p-value 0.000.

Job satisfaction has an important role in mediating the relationship between transformational leadership and employee performance. Job satisfaction creates a positive work environment and provides additional motivation for employees to perform better. Transformational leadership, which involves inspiration, motivation, and the development of a shared vision, can create a climate where employees feel valued, and have clear goals. When a leader effectively applies a transformational leadership style, employees tend to feel more satisfied with their work because they are actively involved in the process of achieving organizational goals (Thoaha, 2013). Transformational leadership also often leads to developing employees' skills and potential, creating a sense of ownership of their work. Satisfied employees tend to be more motivated and committed to their work, which in turn improves their performance. In addition, job satisfaction can help in building strong relationships between leaders and subordinates, creating a positive work environment, and increasing employee retention.

The influence of transformational leadership on performance through work motivation of sub-district office employees in Mamuju Regency

Based on the research results that have been obtained regarding the influence of transformational leadership on performance through work motivation of sub-district office employees in Mamuju Regency, it was found that increasing transformational leadership has an impact on increasing motivation and at the same time the performance of sub-district office employees in Mamuju Regency, which is indicated by the indirect path coefficient value of 0.152 and p-value 0.000.

Work motivation plays a very important role in mediating the relationship between transformational leadership and employee performance. Leaders who are able to provide strong direction and motivate employees to achieve common goals effectively can create a work environment that stimulates enthusiasm and creativity. Work motivation acts as a link that turns the vision and direction of transformational leadership into concrete actions from employees. When employees feel motivated, they are more likely to develop high performance and be committed to achieving organizational goals. The importance of work motivation as a mediator between transformational leadership and employee performance cannot be ignored. Leader involvement in understanding and stimulating employee motivation can create a dynamic, productive work environment and enable the organization to achieve optimal levels of performance (Wahjosumidjo, 2013).

4. Conclusions

Based on the results of this research, it can be concluded that employee performance in the Mamuju Regency sub-district office is closely related to internal factors, namely job satisfaction, work motivation and transformational leadership. The findings show that the level of employee job satisfaction has the most dominant impact on employee performance. Apart from that, work motivation also plays an important role in improving performance and transformational leadership, even though it is the factor with the lowest contribution, it still makes a positive contribution to the performance of sub-district office employees in Mamuju Regency. However, job satisfaction, work motivation, and transformational leadership in this research cannot be viewed separately. Together, these three variables have a complementary and mutually reinforcing role. Therefore, a holistic management strategy that focuses on increasing job satisfaction, work motivation and transformational leadership can be the key to achieving positive changes in the performance of sub-district office employees in Mamuju Regency. Indirectly, the results of this research indicate that job satisfaction has a more dominant role than work motivation as an intervening variable in mediating the relationship between transformational leadership and the performance of sub-district office employees in Mamuju Regency. In other words, when an employee feels high job satisfaction due to transformational leadership, this tends to positively influence their work motivation. As a consequence, increased work motivation then acts as an additional driver for improving employee performance. The role of work motivation as an intervening variable cannot be ignored, even though job satisfaction is still more dominant. Therefore, management strategies that include increasing job satisfaction and work motivation simultaneously are expected to have a stronger positive effect on the performance of sub-district office employees in Mamuju Regency.

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