

Employee Performance is Affected by Work Environment and Work Motivation, with Job Satisfaction Acting as a Mediating Variable

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Received: 2024-06-01

Reviewed: 2024-06-19

Accepted: 2024-06-25

Published: 2024-07-03

ABSTRACT

Objective: The objective of this study is to comprehend and examine the relationship that exists between employee performance, the work environment, and work motivation. Additionally, the role that job satisfaction plays as a mediator in this relationship will be examined. The research population consists of all 67 employees of the Central Statistics Agency Office of Maluku Province.

Methodology: The PLS-SEM approach is utilized to analyze the data, and SmartPLS 3.0 software is employed as tool for statistical testing.

Findings: At a 5% level of confidence, the hypotheses H1, H2, H4 and H5 are accepted, and the path coefficient values are positive, but H3 and H6 rejected.

Conclusion: Employee performance is positively and significantly impacted by work motivation. Employee performance is positively and significantly impacted by the work environment. Employee performance is unaffected by job contentment, while job satisfaction is unaffected by work motivation. The relationship between work motivation and employee performance is not mediated by job satisfaction. The relationship between work environment and employee performance is mediated by job satisfaction, although it is a negative relationship. This indicates that although job satisfaction has a major impact on employee performance, it degrades the link between motivation and work environment.

Keyword : Work Motivation, Work Environment, and Employee Performance.

INTRODUCTION

Employee performance can be influenced by various factors, necessitating continuous academic study. Numerous studies have shown that employee performance can be influenced by work motivation (Susanto, 2019; Kadek et al., 2019; Faizal et al., 2019; Dewi & Trihudyatmanto, 2020; Asmawiyah et al., 2020; and Sugiarto & Nanda, 2020), and work environment (Yanuari, 2019; Nabawi, 2019; Ahmad et al., 2019; Badrianto & Ekhsan, 2020; Rastana et al., 2021; and Farisi & Lesmana, 2021). Additionally, research by Rosmaini & Tanjung (2019); Rivaldo & Ratnasari (2020); Sabuhari et al., (2020); Setiani & Febrian (2023); and Badrianto & Astuti (2023) has demonstrated that employee performance can be influenced by job satisfaction. However, studies by Syahidin et al., (2022), Hassan et al., (2020); Alam et al., (2020); Rosalia et al., (2020); and Camelie et al., (2023) found that work motivation does not affect employee performance. Furthermore, research by Nabawi (2019); and Basri & Rauf (2021) indicates that job satisfaction does not affect employee

performance. This suggests that job satisfaction can theoretically both decrease and increase employee performance.

Based on quantitative research, job satisfaction not only affects performance but is also influenced by work motivation and work environment. This aligns with research findings showing that high work motivation can significantly and positively contribute to job satisfaction (Yasa & Dewi, 2019; Mubaroqah & Yusuf, 2020; Saputra & Mulia, 2020; Hajjali et al., 2022; and Krismawati & Manuaba, 2022). These results differ from research Putri et al., (2023); and Wahyudi et al., (2023), which found no significant relationship between work motivation and job satisfaction. Furthermore, studies show that both physical and non-physical work environments significantly impact job satisfaction (Tamali & Munasip, 2019; Andriany, 2019; Irma & Yusuf, 2020; Pranitasari & Saputri, 2020; Mahmudah, 2022; Saputra, 2022; and Dhani & Surya, 2023). However, research by Suyono et al. (2021) indicates that the work environment does not significantly contribute to job satisfaction due to weak employee work motivation.

Although this topic has been extensively researched in Indonesia, further academic examination is needed on the performance of employees at specific organizations. The Maluku Province Central Statistics Agency Office, as a public organization, has a sufficient physical work environment and relatively stable work motivation. This study is necessary to confirm and inform civil servants whether employee performance is still consistently influenced by motivation and work environment factors. Understanding this is crucial for civil servants to utilize various organizational and personal facilities to enhance their performance. Employee performance is not only the responsibility of top management but also a consistent responsibility of employees within the organization.

Drawing from the aforementioned discourse, the present investigation aims to conduct a quantitative analysis of the function of job satisfaction in moderating the correlation among work motivation, work environment, and employee performance. It is anticipated that the findings will advance our understanding of organizational behavior and human resource management and act as a guide for future, larger studies—possibly using different methodologies.

LITERATURE REVIEW

Employee Performance

Employee performance is defined as the amount and quality of work completed by an employee in carrying out their obligations in accordance with their tasks (Mangkunegara, 2005). Performance is the actual work that an individual has accomplished or their level of performance. Performance, also known as work achievement, is defined as the amount and quality of work completed by an employee while doing their duties in accordance with their obligations (Hermina & Yosepha, 2019). Employee performance, according to Shmailan (2016), is the action taken by workers in completing duties that are in line with company objectives (Hermina & Yosepha, 2019).

Employee performance can be measured using indicators such as: 1. Quantity, measured by employees' perceptions of the number of assigned activities. 2. Quality, measured by employees' perceptions of the quality of work produced and task perfection relative to their skills and abilities. The work outcome should be near perfect or meet the expected job objectives. 3. Reliability, measured by employees' perceptions of maximizing their work efforts. 4. Attendance, indicating employees' presence in performing their duties as scheduled. 5. Cooperation ability, as some tasks may need to be completed by two

employees (Ahmad et al., 2023). Based on theoretical studies by Fauzi et al., (2023), performance indicators include quality, quantity, timeliness, effectiveness, and independence.

Work Motivation

According to Wang et al. (2016), motivation is a process that influences how hard, how long, and how intensely a person works to accomplish their goals (Hermina & Yosepha, 2019). An individual's attempt to satisfy their needs in order to accomplish organizational goals is known as work motivation (Hermina & Yosepha, 2019). According to Vo et al., (2022), work motivation is defined as a collection of internal and external energy forces that drive an individual's job-related behaviour and establish its course, intensity, and duration. According to Kurniawan & Marwan (2022), an individual's intrinsic and extrinsic incentive to carry out activities inside an organization constitutes work motivation.

Work motivation can be identified based on the following indicators: the need for achievement, the need for affiliation (n Aff), and the need for power (n Pow)) (Kurniawan & Marwan, 2022).

Work Environment

Sedarmayanti (2013) states that the work environment is broadly divided into two types: physical and non-physical work environments (Irma & Yusuf, 2020; and Taheri et al., 2020). The physical work environment includes all physical conditions surrounding the workplace that can affect employees directly or indirectly. According to Dingel & Maffett (2023), the work environment encompasses conditions like temperature, humidity, ventilation, lighting, noise, workplace layout, and the adequacy of work equipment.

Based on literature, Tuahuns et al., (2023) outline work environment dimensions: 1. Cleanliness; 2. Work safety; 3. Relationships with colleagues; and 4. Supervisor-subordinate relationships. Similarly, Skalli et al. (2008), as cited by Taheri et al., (2020), identify two work environment dimensions: physical work conditions and social conditions.

Job Satisfaction

Robbins & Judge (2013) describe job satisfaction as a positive feeling about one's job resulting from evaluating its characteristics. Similarly, Daft (2010) notes that people generally experience this attitude when their job meets their needs and interests, when work conditions and compensation are satisfying, and when there is mutual respect among employees. Martoyo (2007) states that job satisfaction relates to an individual's emotional state and whether there is alignment between desired and actual compensation (Ahmad et al., 2023).

Job satisfaction can be measured using specific dimensions or indicators. Literature review suggests job satisfaction dimensions include: the work itself, pay, promotions, supervision, work group, and working conditions (Maya et al., 2021; Febrianti, 2023; and Ahmad et al., 2023).

Research Framework and Hypotheses

The Influence of Work Motivation on Employee Performance

Previous research indicates that work motivation has a positive and significant impact on performance (Dewi & Trihudiyatmanto, 2020; Asmawiyah et al., 2020); and Sugiarto & Nanda, 2020). For instance, Asmawiyah et al.'s study assumes that higher employee

motivation leads to improved performance. Conversely, a lack of or decrease in work motivation can reduce employee performance. This is evidenced by Camelie et al., (2023), who found no effect of work motivation on employee performance. Employees experience motivation to perform well when driven by intrinsic and extrinsic factors, ultimately leading to good performance (Kaseger et al., 2020). Based on the above discussion, the proposed hypothesis is:

H1: Work motivation has a positive and significant effect on employee performance.

The Influence of Work Environment on Employee Performance

The work environment can significantly impact employee performance (Badrianto & Ekhsan, 2020; Rastana et al., 2021; and Farisi & Lesmana, 2021). Budiarti and Ekhsan's research explains that aspects of the work environment, including lighting, air temperature, noise, decoration/layout, and employee relations, have a positive and significant relationship with performance. Rastana et al., further elaborate that office facilities and equipment in good condition can support employees' work and enhance their performance (Rastana et al., 2021). Based on the above discussion, the proposed hypothesis is:

H2: The work environment has a positive and significant effect on employee performance.

The Influence of Job Satisfaction on Employee Performance

Employee performance is influenced not only by motivation and the work environment but also by job satisfaction (Sabuhari et al., 2020; Setiani & Febrian, 2023; and Badrianto & Astuti, 2023). Contrarily, Basri & Rauf (2021) found that job satisfaction does not affect employee performance. However, a review of the literature predominantly shows a positive and significant relationship between job satisfaction and employee performance. Based on the above discussion, the proposed hypothesis is:

H3: Job satisfaction has a positive and significant effect on employee performance.

The Influence of Work Motivation on Job Satisfaction

Work motivation has a significant and positive effect on job satisfaction (Yasa & Dewi, 2019; Mubaroqah & Yusuf, 2020). However, study Putri et al., (2023); and Wahyudi et al., (2023) found no significant relationship between work motivation and job satisfaction. Employees who can motivate themselves are likely to feel satisfied with their jobs, despite various challenges. Dorta-Afonso et al., (2021) explain that partial motivation can yield employee performance even when other factors intervene. Based on the above discussion, the proposed hypothesis is:

H4: Work motivation has a positive and significant effect on job satisfaction.

The Influence of Work Environment on Job Satisfaction

Previous research shows that both physical and non-physical work environments significantly impact job satisfaction (Tamali & Munasip, 2019; and Andriany, 2019. Ali Iqbal et al., 2021), using three independent variables, found that the work environment has a more significant impact on job satisfaction than motivation. This implies that both physical and non-physical aspects of the work environment are critical determinants of overall job satisfaction. Based on the above discussion, the proposed hypothesis is:

H5: The work environment has a positive and significant effect on job satisfaction.

Job Satisfaction as a Mediator between Motivation and Work Environment on Employee Performance

Improvements in employee performance are not exclusively impacted by workplace motivation and surroundings. Job satisfaction can operate as an indirect mediator between work motivation and the work environment, as well as both. This is in line with earlier research by Hanafi & Yohana (2017) and Siagian & Khair (2018), which demonstrates that job satisfaction strongly moderates the impact of the work environment and work motivation on employee performance. However, because motivation and employee performance have an indirect link, Hanafi and Yohana's data point to a detrimental influence. On the other hand, because the p-value is higher than alpha (0.05), the mediation impact of the work environment on performance through job satisfaction is not significant.

Solihatun et al., (2021) and Astuti & Rahardjo (2021) found that job satisfaction positively and significantly mediates the relationship between work motivation and the work environment on employee performance; Hanafi's results do not support these findings. The same variables were employed in these earlier investigations, but their results lacked thorough analysis based on the structural equation modelling (SEM) theory, particularly when it came to evaluating convergent and discriminant validity. Furthermore, this study concentrates on the public sector, while earlier research concentrated on the financial industry. The following hypotheses are put out in light of the discussion above:

H6: job satisfaction mediates the relationship between employee performance and job motivation.

H7: The relationship between the workplace and worker performance is mediated by job satisfaction.

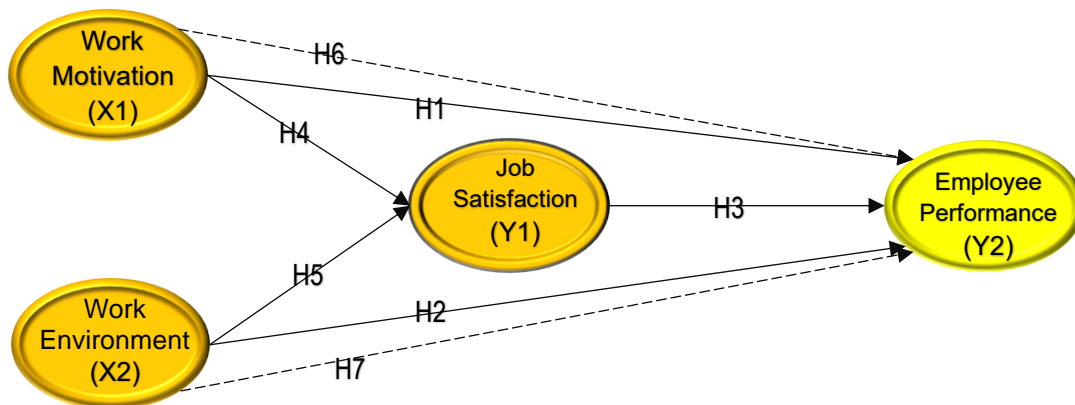


Figure 1. Research Framework

Explanation:

- > Direct Effect
- > Mediation (Indirect Effect)

Research Methodology

Measurement Development Job Satisfaction (Y1): Positive feelings about work resulting from an evaluation of its characteristics by an employee. Its indicators include the job itself, salary, promotion opportunities, supervision, workgroup, and working conditions (Maya et al., 2021).

Employee Performance (Y2): The quality and quantity of work achievable by an employee in fulfilling assigned responsibilities (Mangkunegara, 2005). Indicators used in this

study include quantity, quality, reliability, attendance, and teamwork capability (Ahmad et al., 2023).

Work Motivation (X1): Processes contributing to determining the intensity, direction, and persistence of individual efforts towards organizational goals (Hermina & Yosepha, 2019). Variables measured include the need for achievement, affiliation, and power (Kurniawan & Marwan, 2022).

Work Environment (X2): The tools, materials, physical surroundings, work methods, and arrangements encountered by an individual in their work setting, both individually and as part of a group (Irma & Yusuf, 2020). Indicators include physical and non-physical work environments.

Data Analysis Method This research employs a survey research method with a quantitative approach. Partial Least Squares Structural Equation Modeling (PLS-SEM) is used. Hair et al., (2014) clarified the nature and role of PLS-SEM in social science research. PLS-SEM is employed to evaluate the outer and inner models (measurement model evaluation and structural model evaluation). Evaluation of the reflective outer model includes convergent validity, discriminant validity, and composite reliability. The inner model evaluation covers collinearity (VIF), R2 value, and Q2 value. The study population consists of 67 employees from the Central Statistics Office of Maluku Province.

Research Findings and Discussion

Research Findings

Measurement Model Evaluation

Convergent validity is used to assess the extent to which a measurement correlates positively with alternative measures of the same construct. An indicator of a construct is considered valid if its outer loading value is > 0.70 (Hair et al., 2019).

Tabel 1. Output Outer Loading

	Job Satisfaction (Y2)	Employee Performance (Y1)	Work Environment (X2)	Work Motivation (X1)
Y2.1		0,872		
Y2.2		0,888		
Y2.3		0,841		
Y2.4		0,836		
Y2.7		0,739		
Y2.9		0,869		
X2.1			0,887	
X2.10			0,883	
X2.11			0,867	
X2.12			0,837	
X2.2			0,869	
X2.3			0,831	
X2.4			0,842	
X2.5			0,858	
X2.6			0,839	

	Job Satisfaction (Y2)	Employee Performance (Y1)	Work Environment (X2)	Work Motivation (X1)
X2.7			0,876	
X2.8			0,875	
X2.9			0,896	
X1.1				0,764
X1.2				0,797
X1.3				0,800
X1.4				0,875
X1.5				0,847
X1.6				0,866
X1.7				0,876
X1.8				0,754
X1.9				0,862
Y1.1	0,863			
Y1.2	0,869			
Y1.3	0,832			
Y1.4	0,880			
Y1.5	0,894			
Y1.6	0,902			

Source: PLS 3.0 (Processed Data, 2023)

Based on the explanation above, it can be seen that the loading values have met the criteria (> 0.70) and it has been stated that all indicators are considered valid. Another method to test validity is by examining the Average Variance Extracted (AVE) values, which stipulate whether each construct has correlations greater than the correlations with other constructs. Before examining the correlations, the AVE value is considered valid if > 0.5 , as follows:

Tabel 2. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Job Satisfaction (Y1)	0,763
Employee Performance (Y2)	0,709
Motivation (X1)	0,686
Work Environment (X2)	0,746

Source: PLS 3.0 (Processed Data, 2023)

Based on Table 2 above, it can be seen that the AVE values are already > 0.5 , indicating that all constructs or variables are valid, meaning the constructs can explain the variance in the system.

Structural Model Testing (Inner Model) The inner model, or structural model, depicts the relationships between latent variables based on substantive theory. In PLS, the structural model is evaluated using R-squared for dependent constructs, Q-square for

predictive relevance, and t-tests as well as the significance of the structural path coefficient parameters.

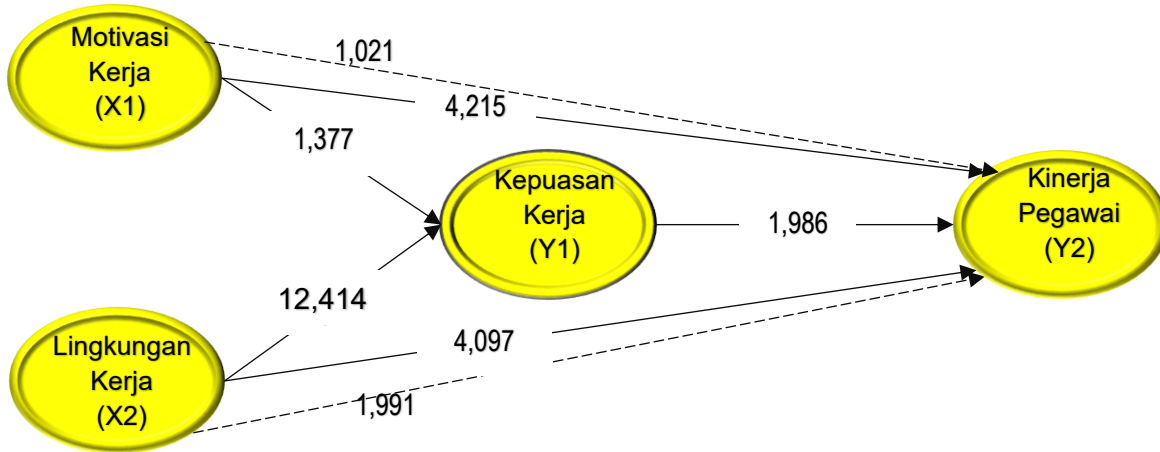


Figure 2: Path Coefficient Results of the PLS Algorithm

The evaluation of the PLS structural model begins by examining the R-squared values. R-squared is used to explain the influence of exogenous latent variables. According to Sarstedt et al. (2017), R-squared values can be interpreted as follows: 0.75 indicates a strong influence, 0.50 indicates a moderate influence, and 0.25 indicates a weak influence.

Table 3. Values for R Square and Adjusted R Square

	R Square	Degree of contribution
Job Satisfaction (Y1)	0.525	Currently
Employee Performance (Y2)	0,165	Weak

Source: PLS 3.0 (Processed Data, 2023)

The contribution value of the variables Motivation and Work Environment is 0.967. This means that the exogenous variables can predict the endogenous variable (job satisfaction) by 96.60%, which falls into the strong category. Furthermore, the contribution value of the variables Motivation, Work Environment, and Job Satisfaction to employee performance (Y2) is 0.916, also falling into the strong (substantial) category.

Hypothesis Testing

Direct Effects

Testing the structural relationship model serves to explain the relationships between variables in the study. To assess the significance of the prediction model in this testing, one can look at the t-statistic values between the independent and dependent variables. The path coefficient table output from SmartPLS 3.0 is as follows:"

Table 4. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
Job satisfaction -> performance	-0,587	-0,589	0,296	1,986	0,048
work motivation -> job satisfaction	0,103	0,101	0,075	1,377	0,169
work motivation -> employee performance	0,435	0,421	0,103	4,215	0,000
work environment -> job satisfaction	0,886	0,887	0,071	12,414	0,000
work environment -> performance	1,109	1,123	0,271	4,097	0,000
Work motivation→job satisfaction→employee performance	-0,060	-0,060	0,059	1,021	0,308
Work environment→job satisfaction→employee performance	-0,520	-0,521	0,261	1,991	0,047

Source: PLS 3.0 (Processed Data, 2023)

The SEM-SmartPLS computation results indicate a path coefficient of 0.435, with a P value of $0.000 < 0.05$ and a t statistic of $4.215 > t$ table 1.99, indicating the acceptance of the first hypothesis (H1). This indicates that Employee Performance (Y2) is positively and significantly impacted by Work Motivation (X1). The SEM-SmartPLS computation results indicate a path coefficient of 1.109, with a P value of $0.000 < 0.05$ and a t statistic of $4.097 > t$ table 1.99, indicating the acceptance of the second hypothesis (H2). This suggests that Employee Performance (Y2) is positively and significantly impacted by Work Environment (X2).

The SEM-SmartPLS calculation findings, however, indicate a path coefficient of -0.587, with a P value of $0.048 < 0.05$ and a t statistic of $1.986 < t$ table 1.99, indicating that the Third Hypothesis (H3) is rejected. This indicates that Employee Performance (Y2) is significantly impacted negatively by Job Satisfaction (Y1). The SEM-SmartPLS computation results indicate a path coefficient of 0.103, with a P value of $0.169 > 0.05$ and a t statistic of $1.377 < t$ table 1.99, indicating the rejection of the Fourth Hypothesis (H4). This suggests that Job Satisfaction (Y1) is not significantly impacted by Work Motivation (X1).

The SEM-SmartPLS computation results indicate a path coefficient of 0.886, with a P value of $0.000 < 0.05$ and a t statistic of $12.414 > t$ table 1.99, indicating that the Fifth Hypothesis (H5) is accepted in the interim. This indicates that Job Satisfaction (Y1) is significantly and favourably impacted by Work Environment (X2). Table 4 above indicates that there is an indirect relationship between work motivation and employee performance through job satisfaction, with a P-value of $0.308 > 0.05$ and a T-statistic value of $1.021 < t$ table 1.99. As a result, Hypothesis H6 is disproved, showing that the relationship between work motivation and employee performance is not mediated by job satisfaction. H7, on the other hand, is approved since it shows that Job Satisfaction mediates the relationship between Work Environment and Employee Performance (P-value $0.047 < 0.05$).

Discussion

The research results indicate that work motivation has a positive and significant effect on employee performance, supported by a P-value less than 0.05. This confirms previous studies (Dewi & Trihudiyatmanto, 2020; Asmawiyah et al., 2020; and Sugiarto & Nanda, 2020) showing a significant impact of work motivation on employee performance. However,

Asmawiyah et al. (2020) reported a correlation coefficient (β) of 0.479, smaller/greater than the correlation coefficient of 0.435 found in this study, and an R2 value of 0.165, larger than the earlier research (0.489). This suggests that work motivation remains a consistent factor in determining employee performance, highlighting its importance for both leaders and employees in enhancing performance.

The study also finds that the work environment significantly and positively influences employee performance, consistent with research by Yanuari (2019); Nabawi (2019); Ahmad et al., (2019); and Badrianto & Ekhsan (2020), indicating that both physical and non-physical work environments contribute positively to employee behavior and outcomes within organizations. The current study's R2 value of 0.456 differs from earlier findings of 0.165 and 0.525, suggesting that attention to the non-physical work environment, requiring nurturing through relationships and mutual understanding in job execution, is essential despite the ease of provision for physical work environments by leaders.

Additionally, this study finds that job satisfaction negatively and significantly affects employee performance, supported by a negative correlation coefficient and a P-value of 0.05. This finding is consistent with research by Sabuhari et al., (2020); Setiani & Febrian, (2023); and Badrianto & Astuti, (2023), although the current study shows negative effects while previous research shows positive effects. Research has even been conducted, especially by Nabawi (2019); and Basri & Rauf (2021), which demonstrates that these variables do not significantly correlate. This discrepancy underscores the need for organizations to understand the impacts of job dissatisfaction or satisfaction on performance.

In this study, job happiness is influenced by work motivation and the work environment in addition to having a negative impact on employee performance. In contrast to earlier studies that found significant effects, this study demonstrates that work motivation has no effect on job satisfaction (Yasa & Dewi, 2019; Mubaroqah & Yusuf, 2020). However, these findings support those of Tamali & Munasip (2019); Andriany (2019); and Irma & Yusuf (2020), which found no connection between job satisfaction and work motivation. These results are also in line with research by Andriany (2019), Tamali & Munasip (2019), and Irma & Yusuf (2020), which found that job satisfaction is highly and favourably influenced by both physical and non-physical work surroundings.

Additionally, because the seventh hypothesis has a P-value of less than 0.05, this study accepts it and rejects the sixth hypothesis, which holds that job satisfaction does not moderate the relationship between work motivation and employee performance. The sixth hypothesis, which indicates inconsistent employee job satisfaction intervention mechanisms in the relationship between work motivation and employee performance, contradicts with earlier study by Hanafi & Yohana (2017) and Siagian & Khair (2018) On the other hand, the seventh hypothesis is consistent with other research (e.g., Solihatun et al., 2021, and Astuti & Rahardjo, 2021), which indicates that job satisfaction and employee performance are negatively impacted by the work environment. As a result, job satisfaction strongly mediators adversely in the association between the work environment and employee performance and does not mediate the relationship between work motivation and employee performance.

Conclusion

This study demonstrates that individuals with high (stable) work motivation may deliver pertinent work in both quantity and quality that is in line with organisational goals. It also reveals that work motivation has a considerable and beneficial impact on employee

performance. Employee performance is strongly and properly influenced by the work environment, suggesting that both physical and virtual work environments have a correctly impact on employee conduct and results in organizations. While job satisfaction may be experienced by employees, managing and comprehending the nature of job satisfaction requires both individual and organizational efforts. Employee job satisfaction does not, however, significantly affect employee performance, nor does work motivation significantly affect job satisfaction.

Furthermore, research shows that the physical work environment has a substantial and beneficial impact on job satisfaction, suggesting that physical work settings can satisfy employees even in situations when motivation may not be sufficient to meet their needs. The relationship between work motivation and employee performance is not mediated by job satisfaction. The relationship between job satisfaction and work environment and employee performance is mediated, but it is a negative interaction that substantially contributes to the decline in the quality of the relationships between work motivation and the work environment and employee performance.

Suggestion

The following recommendations could help the North Maluku Provincial Statistics Office's staff members perform better going forward: (1) Determining the Needs of Employees for Extrinsic Motivation: It's critical to determine the components of extrinsic motivation that employees require. This could be rewards for accomplishments, chances for professional advancement, or other incentives that can boost motivation at work. (2) Regular Meetings for Knowledge Sharing: It's important to establish rapport and schedule frequent meetings for the purpose of exchanging knowledge. In addition to fortifying bonds between coworkers, this creates a virtual workplace that fosters creativity and cooperation.

(3) Strengthening Collaboration Among Workers: Peer relationships and financial factors like income are not the only factors that influence how satisfied workers are with their jobs. A pleasant and encouraging work atmosphere can be created by encouraging greater cooperation and collaboration among employees. It is advised that future studies concentrate on how people perceive non-financial compensation satisfaction aspects in relation to intrinsic job motivation. A more thorough understanding of workplace motivation dynamics and satisfaction could be attained by developing mixed research methodologies that combine quantitative and qualitative approaches.

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