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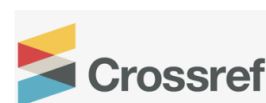
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The effect of organizational culture and work motivation on performance employees with organizational commitment as intervening variables

(Study at the Merauke Regency DPRD Office, Mappi Regency, Asmat Regency, Boven Digoel Regency)

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Abstract. This study aims to determine the effect of organizational culture and work motivation on the performance of secretariat employees of the Regional House of Representatives with organizational commitment as an intervening variable in Merauke Regency, Mappi Regency, Asmat Regency, Boven Digoel Regency. The population in this study were 233 regional secretariat employees and by using purposive sampling, 106 respondents were determined. The results showed that organizational culture had a positive and insignificant effect on employee performance. Organizational culture has a positive and significant effect on employee commitment. Work commitment mediates the relationship between the influence of organizational culture on employee performance. Motivation has a positive and significant effect on employee performance. Motivation has a positive and insignificant effect on employee commitment. Work commitment does not mediate the relationship of the influence of motivation on employee performance. Organizational commitment has a negative and insignificant effect on the performance of the secretariat employees of the People's Representative Council of Merauke, Boven Digoel, Mappi, and Asmat Districts.

Keywords. Organizational Culture, Commitment, Motivation, Employee Performance

1. Introduction

Every organization will always try to improve employee performance with the hope that the goals of the organization will be achieved. Success in improving organizational performance is greatly influenced by the performance of individual employees. Because employees are organizational assets that carry out daily organizational operational activities that are required to work optimally in order to achieve the vision and mission of an organization. In line with the opinion above, Lako & Sumaryati, (2002) argue that the success or failure of an organization in achieving its vision and mission in a sustainable manner is very dependent on its people (HR).

In the implementation of government when democracy has become the main attribute of a modern country, one of the state institutions, namely the people's representative institution (legislative) or better known in Indonesia as the People's Representative Council (DPR) both in the center of government and in the center of government in the regions, is an institution that is in the

main position and mechanism in realizing the normative idea that government must be run based on the will of the people. The performance of the DPRD secretariat employees of Merauke Regency, Mappi Regency, Asmat Regency and Boven Digoel Regency which are located in the southern region of Papua Province also needs to be improved so that the organization can provide excellent service to the community. Every year, the Government Agency Performance Report (LAKIP) is prepared in accordance with Government Regulation Number 8 of 2006 concerning Financial Reporting and Performance of Government Agencies. The report is then assessed by the regional inspectorate as the Government Agency Performance Accountability System (SAKIP). Organizational performance can be achieved if there is also an increase in the performance of employees working in the office. According to Hasibuan, (2005), stated that performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time. According to Arianti, (2019), the factors that influence employee performance are motivation, organizational culture, compensation, leadership, job satisfaction, discipline, work environment and organizational commitment.

The variables selected in this study are motivation, organizational culture and commitment as fundamental factors for improving performance. Motivation and organizational commitment were chosen because at the time of the initial appointment of employees in the new district, the employees who worked in the secretariat of the new district council, namely, Boven Digoel, Mappi, and Asmat were employees domiciled in Merauke Regency who had to leave their relatives to work in the new place. Meanwhile, when a new organization is formed, the existing organizational culture must also have just been formed in the secretariat institution of the council.

A strong organizational culture can form an organizational identity that provides a competitive advantage compared to other organizations. Another factor that can affect employee performance is organizational commitment. Organizational commitment can make an organization better, but there is often a lack of organizational commitment, because employees measure how much they should commit through the level of wages given by the organization. Organizational commitment reflects how an individual identifies with the organization and is bound by its goals. Higher commitment can facilitate the realization of higher productivity Kreitner & Kinicki, (2003). Organizational commitment is also the willingness to make extra efforts in order to remain a member or part of the organization Darwito, (2008) Employees with high commitment can be expected to be able to show optimal performance (Laura & Susanto, 2016).

The implementation of government in the eastern region of the Republic of Indonesia requires a special approach because the level of development of the district capital center still has minimal facilities, so that employees who work must have strong motivation. Thoha, (2010) said that motivation is a driver for someone to carry out activities to achieve their goals. So motivation can be used as a driver for someone to want to use all their abilities to work. Motivation can be interpreted as a reaction that arises from within a person because of external stimuli that influence it (Luthans, 2006).

The expected objectives in this study are as follows:

- 1) Analyze the influence of organizational culture on the performance of employees of the DPRD Secretariat of Merauke, Mappi, Asmat and Boven Digoel Regencies?
- 2) Analyze the influence of organizational culture on the organizational commitment of employees of the DPRD Secretariat of Merauke, Mappi, Asmat and Boven Digoel Regencies?

- 3) Analyze the mediation of organizational commitment on the influence of work motivation on the performance of employees of the DPRD Secretariat of Merauke, Mappi, Asmat and Boven Digoel Regencies?
- 4) Analyze the influence of work motivation on the performance of employees of the DPRD Secretariat of Merauke, Mappi, Asmat and Boven Digoel Regencies?
- 5) Analyze the influence of work motivation on the organizational commitment of employees of the DPRD Secretariat of Merauke, Mappi, Asmat and Boven Digoel Regencies?
- 6) Analyze the mediation of organizational commitment on the influence of work motivation on the performance of employees of the DPRD Secretariat of Merauke, Mappi, Asmat and Boven Digoel Regencies?
- 7) Analyze the influence of organizational commitment on the performance of employees of the DPRD Secretariat of Merauke, Mappi, Asmat and Boven Digoel Regencies?

2. Literature Review

Performance is the result of carrying out a job, both physical/material and non-physical/non-material Nawawi, (2013). Meanwhile, according to Rivai, (2013) performance is real behavior displayed by each person as a work achievement produced by employees according to their role in the company. Performance is defined as the result of a person's efforts achieved by having abilities and actions in certain situations.

According to Mathis et al., (2017) the indicators for measuring employee performance are as follows: Quantity, quality, punctuality, effectiveness and attendance.

Organizational culture is what employees perceive and how that perception creates a pattern of beliefs, values, and expectations. Ivancxevich, (2007) defines culture as a pattern of basic assumptions created, discovered, or developed by a particular group when learning to deal with external adaptation and internal integration problems that have worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to the problems they face.

Kotter, (2008) also put forward three theories that support the relationship between organizational culture and performance, namely:

- 1) Strong culture is related to superior performance.
- 2) Strategically appropriate culture. Explicitly states that the direction of culture must align and motivate members, if it is to improve organizational performance.
- 3) Adaptive culture.

According to Winardi, (2015) stated that motivation is a potential force that exists within a human being, which can be developed by himself or developed by a number of external forces that essentially revolve around monetary rewards and non-monetary rewards, which can affect his performance results positively or negatively. Meanwhile, as put forward by Hasibuan, (2005), the definition of motivation is questioning how to encourage subordinates' work passion, so that they are willing to work hard by giving all their abilities and skills to realize the company's goals.

According to Daft, (2006) there are several indicators to measure motivation based on Maslow's theory, namely:

- 1) Physiological needs
- 2) Need for safety
- 3) Social needs. Social needs
- 4) Need for appreciation.
- 5) Self-actualization needs.

According to Kreitner & Kinicki, (2005), organizational commitment is a reflection of where an employee recognizes the organization and is bound to its goals. This is an important work attitude because people who have commitment are expected to show their willingness to work harder to achieve organizational goals and have a greater desire to continue working in a company.

The following are commitment assessment instrument items developed by Meyer & Allen, (1991)

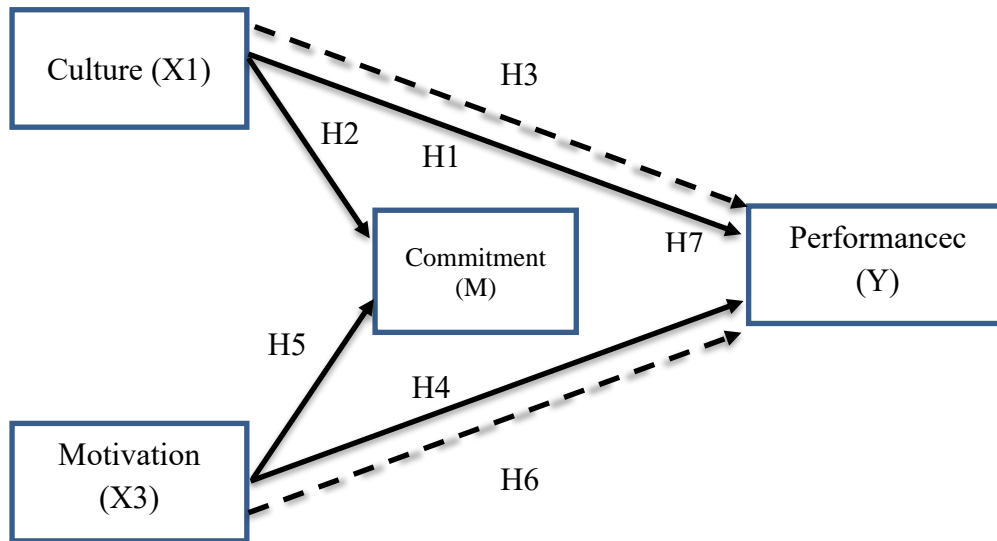
- 1) Affective commitment: Feeling comfortable with the organization, Feeling of belonging to the organization, Pride in being part of the organization, Organizational problems are also employee problems, Enjoying a lifelong career in the organization and Having a sense of joy and sorrow in the organization.
- 2) Continuance commitment: Staying in the organization because of salary needs, Staying in the organization because of the benefits obtained, Wanting to survive because they can't find another job and Feeling hard to leave the organization even though they really want to leave
- 3) Normative commitment: Awareness in employees that commitment is something that must be done, Not wanting to leave the organization because they feel a high sense of responsibility in the organization, Not wanting to leave the organization because they want to spend the rest of their career in the organization and Belief in the organization.

3. Methode

This study uses quantitative research methods. According to Sugiyono, (2009), quantitative research methods are research methods based on the philosophy of positivism, used to research a certain population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing the established hypothesis.

The population to be studied is the DPRD Secretariat Employees who work at the Merauke Regency DPRD office with a total of 56 employees, at the Mappi Regency DPRD office as many as 84 people, at the Asmat Regency DPRD office as many as 54 people, at the Boven Digoel Regency DPRD office as many as 39 people. With a total population of 233 people.

A sample is part of a population that can be used to explain (generalize) the population. A sample is part of a population, where the sample consists of a number of members selected from the population. By studying the sample, researchers are able to draw conclusions that can be generalized to the research population. Sampling is the process of having a sufficient number of elements from the population, so that research conducted on the sample can provide an understanding of its nature or characteristics will allow researchers to generalize these properties or characteristics to the population elements. So the number of samples taken is 106 people (Merauke Regency: 31 people, Mappi Regency 24 people, Asmat Regency 36 people and Boven Digoel Regency 15 people).



Source: Processed data, 2023

Figure 1
Thought Framework

Based on the description and picture of the relationship framework between the research variables above, the following research hypothesis can be determined; it is suspected that:

1. Organizational culture influences employee performance
2. Organizational culture influences commitment
3. Organizational commitment mediates the relationship between organizational relationships and positive influence on employee performance
4. Work motivation influences employee performance
5. Work motivation influences commitment
6. Organizational commitment mediates the relationship between work motivation and positive influence on employee performance
7. Organizational commitment has a positive influence on Employee Performance

4. Result and Discussion

4.1. Result

Measurement of discriminant validity (Discriminant Validity) can be seen from the Fornell Larcer Criterion, Cross Loading, and Heterotrait Monotrait Ratio (HTMT). If the HTMT value is <0.90 then a construct has good discriminant validity (Jorg Henseler Christian et al., 2015 as quoted in Juliandi et al., 2018:76). To find out the discriminant validity value of the PLS algorithm calculation results, see Table 1 below:

Table 1. Results of PLS Algorithm Calculations on Heterotrait Monotrait Ratio (HTMT)

	Culture	Performance	Commitment
Performance	0.906		
Commitment	0.292	0.220	
Motivation	0.232	0.187	0.816

Source: Processed data, 2023

The results of the algorithm calculations obtained construct reliability and validity as stated in Table 2 below:

Table 2. Results of Construct Reliability and Validity Calculations

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Motivation	0.977	0.978	0.978	0.575
Culture	0.920	0.924	0.932	0.534
Commitment	0.895	0.899	0.915	0.574
Performance	0.940	0.941	0.948	0.625

Source: Processed data, 2023

Based on the data in Table 2. the composite reliability value produced by all reflective constructs, namely the Motivation variable (0.978), Culture (0.932), Commitment (0.915), and Performance (0.948) are all categorized as very good because they are greater than 0.70. All reflective construct indicators are reliable or meet the reliability test. The high composite reliability value lies in the Motivation variable, which is 0.978, indicating the consistency value of each indicator in measuring the construct.

The results of the PLS algorithm calculation can be seen in Table 3 below:

Table 3. Results of the PLS Algorithm Calculation for the R-Square value

Variable	R-Square	R-Square Adjusted
Performance	0.808	0.802
Commitment	0.614	0.606

Source: Processed data, 2023

In table 3 above, the calculation results show that the R-Square Performance is greater than 0.67, which is 0.808. Meanwhile, commitment has a value that is smaller than 0.67 but greater than 0.33, which is 0.614, so performance is classified as a strong model and commitment is classified as a moderate model. In this study, culture, motivation, and commitment explain 80.8 percent of employee performance, while the rest is explained by other variables. Likewise, 61.4% of commitment can be explained by culture and motivation, while the rest is explained by other variables.

The results of the PLS algorithm calculation related to the F-Square value are explained in Table 4 below:

Table 4. Results of the PLS Algorithm Calculation Against the F-Square Value

Variable	Performance	Commitment
Commitment	0.148	
Culture	4.195	1.412
Motivation	0.014	0.057

Source: Processed data, 2023

Determination of the magnitude of the direct influence of exogenous constructs on endogenous constructs is classified into three categories, namely 0.02 means a small influence, 0.15 means a medium influence, and 0.35 means a large influence. The influence of commitment on performance is categorized as having a small influence because $F^2_{0.148} < 0.15$. In contrast to the relationship between culture and performance where the F^2 value of $4.195 > 0.35$ can be categorized as having a strong relationship. The F^2 value of culture on commitment 1.412 means a value greater than 0.35 means it has a strong relationship. While motivation on commitment has a large value because 0.057 is smaller than 0.15 and is categorized as having a small relationship. The results of the Bootstrapping calculation for the path coefficient and P-Value can be seen in table. 5 as follows:

Table 5. Bootstrapping Calculation Results for Path Coefficients and P-Value

Direct Effect	Original Sample (O)	T-Statistic	P-Value	Result
Culture to Performance	0.082	0.814	0.401	No Significant
Culture to Commitment	0.747	12.134	0.000	Significant
Motivation to Performance	0.934	28.693	0.000	Significant
Motivation to Commitment	0.015	1.943	0.053	No Significant
Commitment to Performa.	-0.272	2.952	0.003	Significant

Source: Processed data, 2023

To find out the indirect effect of the work motivation variable as a mediator variable, it can be explained through the following Table 6.

Table 6. Bootstrapping Results on Indirect Effect Analysis

Specific Indirect Effects	Original Sample	T-Statistics	P-Value	Result
Cult to Perfor. via Commt.	-0.203	2.761	0.006	Significant
Mot to Perfor. via Commt.	-0.041	1.645	0.100	No Significant

Source: Processed data, 2023

4.2. *Discission*

4.2.1. *The Influence of Organizational Culture on Employee Performance*

The calculation of the direct effect shows that there is a significant influence between the cultural variable and the employee performance variable. If the value of the cultural variable increases, the value of the employee performance variable also increases (rises). The amount of increase in employee performance is 0.82% of the cultural value, while other factors that raise performance are raised by other variables. The increase in value is very small, so it is not significant. This hypothesis test supports research conducted by Andi et al., (2019), Syauta et al., (2012), Hefrizon, (2014), and Hayati & Caniago, (2012) where organizational culture has no effect on employee performance.

According to Purworini, (2014) organizational culture in bureaucrats tends to be rigid and vertical from bottom to top. The strong seniority element makes communication dynamics less dynamic. In conditions where the potential of the lower level is better than the superior, this potential cannot be optimized because of the "perkewuh" feeling of reluctance towards the superior. So it is not surprising if the potential is hidden and only follows the pattern applied by the boss. The lowest average value is on the question of our office holding family gathering events regularly. Where the value is 3.970. While the question about leaders who ask employees to have initiative and encourage increased creativity is also still low.

4.2.2. *The Influence of Organizational Culture on Organizational Commitment*

The calculation of the direct effect shows that there is a significant influence between the cultural variable on the employee commitment variable in the Merauke Regency government. If the value of the cultural variable increases, the value of the employee organizational commitment variable also increases (rises). The amount of employee performance improvement is 74.7% of the cultural value, while the factors that raise other commitments are raised by other variables.

In terms of function, organizational culture has several functions. First, culture has a differentiating role. This means that work culture creates a clear distinction between one organization and another. Second, organizational culture brings a sense of identity to members of the organization. Third, organizational culture facilitates the growth of commitment to something broader than individual self-interest. Fourth, organizational culture increases the stability of the social system (Robbins, 2006).

This study is in line with Zacharia (2019) on employees of the Maluku Province Public Works Service, which states that organizational culture has a significant effect on organizational commitment. Other studies that support this statement were conducted by Pane & Aisyah, (2019), Saputri, (2019), Muriman, et al. (2008) in Zacharia (2019) stating that

organizational culture has a major influence on job satisfaction, if members of the organization feel satisfied with their work, then this feeling of satisfaction is actualized in the form of commitment to the organization. And also the importance of this organizational commitment is owned by members of the organization, because with members having a high commitment to the organization, they will be motivated and more satisfied with their work, which in general they become less interested in leaving their organization. The organizational culture that needs to be maintained is teamwork which has an average value of 4.680. Another highest average value is that employees always try to work together to improve the best results and also feel proud if their work brings benefits to the organization.

4.2.3. The Influence of Organizational Culture on Employee Performance Mediated by Work Commitment

The results of the study explain that the mediator variable, namely commitment, mediates the influence of organizational culture on performance variables. The role of commitment is referred to as full mediation. Where the relationship between commitment and performance is initially a positive and insignificant relationship so that the role of work commitment is to provide a large influence. The relationship between part mediation and full mediation or perfect mediation was studied by Baron & Kenny, (1986)

Organizational commitment is influenced by organizational culture as explained in point 2 above. So that in realizing a conducive and appropriate organizational culture for improving performance, it must be directed at increasing employee commitment.

The characteristics of work experience are factors that strengthen the commitment of civil servants to the organization. Work experience is reflected through aspects, namely 1) The extent to which individuals feel a positive attitude from their group towards the organization; 2) The extent to which individuals feel they can trust that the organization pays attention to their interests; 3) The extent to which individuals feel that they are important to the organization; and 4) The extent to which individuals feel that their expectations about the activities they participate in can be fulfilled (Wahyuadianto, 2010).

Previous supporting research was conducted by Ryndian Gusty & Seno Andri, 2018, which stated that organizational commitment mediates the relationship between organizational culture and performance. This is different from the research that concluded that organizational commitment does not function as a mediator of the relationship between organizational culture and performance conducted by Budiono, (2016). Meanwhile, Gusty & Andri, (2018) and Widodo, (2015) proved that commitment can mediate organizational culture and performance. The indicator of organizational commitment that has the highest average value is being proud to be part of the office. Or employees have always been proud to be employees with an average value of 4,100. This sense of pride needs to be maintained by increasing employee esprit de corps in the form of joint activities, awards and making better and quality office uniforms.

4.2.4. The Influence of Motivation on Employee Performance

The results of the data analysis of the direct effect of the motivation variable affect employee performance. The relationship between motivation and employee performance is very high so that the influence is significant. The influence value is almost perfect, namely 93.4%. Attention to employee motivation must be maintained by each office of the Council Secretariat (Setwan) because the decline in the level of motivation of employees will also result in a decline in their performance.

This study is in line with the results of Rabbani's research, (2019), where motivation has a significant effect on employee performance. This study is in line with research conducted by Siddik, (2015), which concluded that motivation has a significant effect on performance. Also in line with research conducted by Dzulkifli, (2013), Kurnianingsih, (2018) and Kustrianingsih et al., (2016), which stated that work motivation affects employee performance.

Performance is an accumulation of behavior that occurs over a long period of time and in different contexts and involves different people. While the reason someone behaves is very dependent on that person's motivation. According to Bunchner in (Sobirin, 2014) explains that there are three motivational theories that he thinks are very relevant to explain the effectiveness of performance management. The three theories are: 1). Goal setting theory, 2) Control Theory and 3). Social cognitive Theory. Goal setting theory is a goal-based motivational theory.

The question about feeling respected by coworkers related to the current job received the highest score of 4.120. This question relates to the highest level of Maslow's pyramid of needs. So it is very natural that the motivational variable in this study can affect employee performance.

4.2.5. The Influence of Motivation on Work Commitment

The results of the analysis of the direct effect data of the motivation variable do not significantly affect employee work commitment. The value of the influence caused is positive and very low, which is only 0.15%.

Work motivation in this study is the perception of employees that they experience and feel. Internal motivation is based on internal motivation. External motivation is based on encouragement from other parties. Their views can change in other situations. Work motivation is often interpreted as the term encouragement which is the movement of the soul and body to act, so that motivation is a driving force. In this study, employee motivation is maximally poured out by employees to improve their performance without so that the portion of work motivation for increasing commitment is very low. Previous research that supports this research has been conducted by Suharto, (2017) and Andi et al., (2019) which states that motivation does not have a significant effect on organizational commitment.

The question about the income received can meet family needs was answered by respondents with a low average value of 3.860. This means that an increase in income is needed so that it will increase employee motivation. Opinion can be interpreted as an increase in salary or additional compensation for employees. So that it can increase employee motivation.

4.2.6. The Influence of Motivation on Employee Performance Mediated by Work Commitment

The results of the indirect effect conclude that the work commitment variable does not mediate the influence of the motivation variable on the employee performance variable. So that the motivation that The role of work motivation is called full mediation. Where the relationship between cooperation and performance is initially a positive and insignificant relationship and the role of work motivation is to provide full influence on the relationship.

According to Wayner F. Cascio in Prawirosentono, (1999) explains why performance is different because humans are different in body size, weight and different in other physical dimensions. Likewise, different in abilities, behavior, interests and different in other psychological dimensions. Humans are also different in their desires and abilities to channel energy and power in their activities to achieve organizational goals. Organizational work will not be carried out if members of the organization or company do not work together in harmony.

Research conducted by Saryadi & Rahayu, (2018) proves that organizational commitment mediates employee motivation and performance. In contrast to the research conducted by Saputri, (2019) which gave different results because commitment did not mediate the relationship between motivation and performance.

Indicators of organizational commitment that need special attention are the lack of employee self-confidence because they feel unable to meet office performance expectations with an average value of 3.940. The value of 3.940 is also an average indicator that employees feel less able to make the office proud of their existence as employees. Efforts to increase employee capacity need to be made so that they can finally be more confident in working.

4.2.7. The Influence of Commitment on Employee Performance

The results of the direct effect data analysis of the organizational commitment variable have a significant effect on the performance of regional secretariat employees. It's just that the effect that occurs is negatively related. The higher the commitment value, the lower the performance value. Likewise, when the commitment value decreases, performance will increase. Research conducted by Irjayanti, (2019) has the same analysis results that commitment has a negative and significant effect on employee performance in a case study at the Muhammadiyah University of Jember.

Commitment can be a reference for someone in working because if a strong commitment will increase the drive to survive in all existing conditions (Fauzi et al., 2016). Employees with strong commitment will survive challenges and pressures because if they succeed, they will be proud to achieve better performance.

As in the sub-chapter above, the indicator of organizational commitment that needs special attention is the lack of employee self-confidence because they feel unable to meet office performance expectations with an average value of 3.940. The value of 3,940 is also an average indicator that employees feel less able to make the office proud of their existence as employees. There needs to be real steps to change these two indicators so that employees can work more confidently. So that the relationship of organizational commitment can be positive.

5. Conclusion

The conclusion of this study is that performance is significantly influenced by motivation. While other things show varying influences. The full conclusion is as follows:

- 1) Organizational culture has a positive and insignificant effect on employee performance. A good organizational culture will improve employee performance. However, a poor organizational culture does not necessarily reduce the quality of employee performance.
- 2) Organizational culture has a positive and significant effect on employee commitment. A good work culture emphasizes and strengthens employee commitment.
- 3) Work commitment mediates the relationship between the influence of organizational culture on employee performance. Competence has a full mediation effect. Improving employee performance can be done by increasing work commitment.
- 4) Motivation has a positive and significant effect on employee performance. Employee work motivation needs to be maintained so that it can maintain employee performance in prime condition.

- 5) Motivation has a positive and insignificant effect on employee commitment. Organizational motivation can be increased so that it has a significant effect on organizational commitment.
- 6) Work commitment does not mediate the relationship between the influence of motivation on employee performance. Organizational motivation is focused directly on employee performance because it does not affect commitment.
- 7) Organizational commitment has a negative and insignificant effect on employee performance. Organizational commitment needs to be given special attention so that it can be useful for improving employee performance.

Based on the research results and conclusions that have been drawn, several suggestions can be submitted as follows:

- 1) Organizational culture has an important position in the implementation of the council secretariat. Where although it is not significant to performance but significant to organizational commitment. So it needs special attention to increasing the value of organizational culture that directly affects performance. Employee cooperation in teams needs to be maintained while office activities that are recreational in nature involving the employee's family need to be increased.
- 2) Increasing employee commitment can be increased and maintained with a good organizational culture. Good government employees are those who have a strong commitment to work and have high integrity.
- 3) Increasing organizational commitment for employees should be directed to support their performance as employees, so that they can change commitments that have a negative influence into positive ones. Employees who obey the work schedule must be given awards so that they continue to work diligently and on time.

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