A Comparative View of Organizational Culture and its Influence on Employee Performance

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ABSTRACT

In academic research, organisational theory, and management practice, organisational culture has emerged as a central subject. The enthusiasm for this concept's study is a result of the long-standing replacement of scientific management with a softer, more humane approach that considers how to get the job done while also inspiring or influencing the workforce to perform without much direction from management. The rise in this particular interest is due to a number of factors, including the following: first, increased globalization, which has recently brought national and organisational cultures to the forefront. The second is the lasting presumption that employee values that are in line with the missions, visions, and values of the companies affect organisational performance. The controversial idea that management may purposefully modify their culture to bring about organisational change is the third factor. In order to discuss the results of various types of studies, management scholars and practitioners have conducted a variety of studies that have been published by a number of prestigious journals, magazines, and books. According to certain findings, there is a connection between organisational culture and Employee performance, whereas other findings contend that there is no connection between these two ideas.

Keywords: Organisational Culture, Employee Performance, Organisational Behaviour, Employees, Management

Introduction

Despite the large number of prior studies, there is not enough information in the literature to determine the precise connection between corporate culture and employee behaviour. The participants in this study have only concentrated on qualitative or quantitative research, creating gaps in their studies.

An organisation is a collectivity with a fairly distinct boundary, normative order (rules), ranks of authority (hierarchy), communications system, and membership coordinating systems (procedures); this collectivity exists, relatively continuously in an environment, and engages in activities that are typically related to set of goals; the activities have effects on organisational members, the organisation as a whole, and on society.

The creation of common meanings, beliefs, values, and presumptions that direct and reinforce organisational behaviour is at the heart of organisations. The organization's greatest asset is its workforce. They act as the organization's human capital.

In order to carry out and achieve their goals, organisations leverage the skills, knowledge, and abilities of their employees.

Employees are constantly surrounded by a certain culture at work. Culture has a significant impact on how much work is enjoyable, how coworkers interact, and how work gets done.

Nevertheless, other than through its outward manifestations in the workplace, culture is something that one cannot actually observe.

The organization's culture should be built to encourage ongoing improvement, enhance workers' work habits, and foster quality awareness.

Due to the appropriate attitudes and behaviours for distinct roles inside the organisation, organisational culture has influenced employee work behaviour. The efficacy and efficiency of an employee's performance at work is significantly influenced by the organisational culture. This means that company culture is one of the most important factors affecting how employees perform or act at work.

The amount of attention organisational culture has gotten from academics over the last few decades is proof of their interest in it. Research on the connection between organisational culture and employee work behaviour is rife across many disciplines. Despite the abundance of studies on this subject, many academics agree that there is still disagreement over the precise nature of the connection between organisational culture and employee work behavior (Rousseau, 2000).

Even though there have been a tonne of studies on organisational culture in recent years, there isn't a generally acknowledged causal link between organisational culture (Hofstede, 2000) and employee work behaviour. Inconclusive and contradictory empirical evidence about the impact of company culture on employee work behaviour has so far come from a variety of studies.

Conceptual Framework of Organizational Culture

From studies like anthropology and sociology to practical fields like organisational behaviour, management science, social sciences, and organisational communication, the topic of organisational behaviour has been researched from a variety of angles.

There is no commonly agreed-upon definition of organisational culture, despite the fact that the study of organisational culture has received widespread acceptance and explanation from various academics.

Organizational culture (Hofstede, 1980) has such a profound impact on organisational life that it affects every area of the organisation. The productivity level of an organisation is also impacted by organisational culture in that it affects how employees behave at work, and the productivity level of an organisation is determined by the contribution of its employees. According to certain theories, corporate culture has an impact on things like performance, dedication, self-confidence, and ethical behaviour. One of the key factors influencing an organization's performance is its organisational culture, which has an impact on how its employees behave at work.

One of the metaphors used for organisational analysis is organisational culture. According to this metaphor, the core of organisation is the creation of common meanings, beliefs, standards, values, and presumptions that direct and reinforce organisational behaviour. Because they have an impact on crucial human and organisational outcomes, organisational values are crucial. Higher levels of dedication, commitment to the organisation, and productivity are anticipated outcomes of organisational values.

Organizational values are crucial because the alignment of those principles with personal values affects crucial individual and organisational outcomes.

It has been demonstrated that values-fit influence hiring decisions, work happiness, and employment retention.

A particular group's invention, discovery, or development of a pattern or method for carrying out a specific activity, resolving a specific problem, or developing something helpful and effective for learning has been described as organisational culture. This pattern must have been sufficiently effective for the group to be recognised authentic, and it must be imparted to new members or participants as the proper way to perceive, think about, and feel about those issues. A set of values known as an organization's culture informs its members of what behaviours are and are not permitted within the organisation (Tyagi and Singh, 2021).

The composition of organizational culture

Material, system, and spiritual layers make up an organization's culture, with spiritual culture acting as its core. The material culture of an organization (Jarratt, and O'Neill, 2002), which includes aspects like product design, technology and equipment features, factory aesthetics, etc., as well as the personality traits and management style of an enterprise manager, makes up its outer layer. The system culture of an organisation, which permeates workers' minds with rules, norms, and moral concepts, is at the intermediate level. The inside layer of an organisation is its spiritual culture, which includes its management philosophy, strategy, values, direction, and employees' shared pursuits, purposes, and emotions. The material culture is the bottom layer, followed by system culture, spiritual culture, and soul culture.

ORGANISATION CULTURE AT SAMSUNG

It is now more crucial than ever for employees to feel invested in the business's potential for growth. People demand a participative workplace where they can feel a sense of pride, ownership, and dignity in the mission of the company.

Samsung Electronics aspires to foster a culture of innovation within its workforce and understands that investing in our workers' core capabilities will directly affect our ability to compete. They actively encourage a flexible corporate culture that enables workers to achieve a healthy work-life balance in a stimulating, innovative, and risk-taking work environment. As a multinational business, they welcome people of all backgrounds and talents.

Work Wise to Achieve Work-Life Balance

By implementing a flexible work schedule in Korea, Samsung Electronics has not only helped people balance work and life but also improved productivity. This has helped reduce needless overtime and maximise production through efficient time management. Beginning in 2009, they implemented a trial flexible work schedule in our TV, mobile phone, and consumer electronics industries before bringing it to other divisions in 2010.

Employees who participate in this new initiative report to work between 6:00 a.m. and 1:00 p.m. and put in eight hours every day. Out of a total of 100,000 Korean employees, roughly 65,000 as of March 2012 had utilised this method.

Everyone should be allowed to take personal responsibility for managing their time, in their opinion. This will keep fostering a work environment where employees can concentrate on their tasks in a free-flowing environment that encourages creativity.

Work Culture that Supports Learning and Growth

In order to give employees the chance to develop innovative, creative ideas that fully utilise their skills and professional passions in a way that encourages taking chances, Samsung Electronics built a Creative Development Research Institute System.

With this new programme, employees are encouraged to propose more innovative ideas that could grow into new enterprises. When an employee's proposal is approved, they are allowed to devote up to a year to the project as a task force member. They will be exempt from their regular duties during this time and may be given a designated workspace, development costs, and other necessary equipment, as appropriate. In an incentive programme, successful outcomes are encouraged, but they are not subject to punishment if they fall short of their objectives.

'eye can,' the first product of the Creative Development Institute, was released in February 2012. The eye Can is an unique mouse designed for people with disabilities that enables its user to operate a computer by moving their eyes. The eye can mouse can be produced for less than KRW 50,000, in contrast to existing eye mouse goods, which cost more than KRW 10 million. This device that aids the disabled also has the software and production method made available for non-commercial use. Samsung Electronics will keep funding initiatives that use technology to help those in need that are developed by our brilliant team.

Diversity Control

Samsung Electronics has implemented a number of initiatives to foster an environment where each employee can thrive. As Samsung developed into a major, international business, it has become crucial for us to make sure that the variety of the international markets we serve is reflected in our workforce. Each employee must have a voice, regardless of gender, colour, or nation of origin. Even as the personnel structure has become more global in response to the growth of international firms, the proportion of female employees has expanded 20-fold over the past several years. By the end of 2011, there were 4% more women working than there were in 2002, but the percentage of non-Koreans was up 8% from 2009 to 54%.

Female Workers

Samsung provides a range of initiatives for women so they won't have to stop working to care for their children. Parental leave can be organised in Korea in a flexible way to support female employees with children under 12 years old, in addition to creating a pleasant work environment that allows all employees to give their all to both work and home. Also, Samsung is attempting to expand its internal child care options.

Their Giheung child care centre, which can house 300 children, was started in 2011 with the intention of tripling our present capacity for housing kids at our in-house child care facilities to 1,430. The Suwon creche can currently house 300 children, but we plan to increase that number to 600 by 2012. This is anticipated to be the biggest childcare facility run by a Korean business.

We have also implemented a flexible work policy that allows employees with preschool-aged children to work from home or at the closest smart-work location. Two smart-work centres have been constructed. These "smart-work centres" provide workers who requested the flexible workplace policy with a location where they may access services like teleconferencing systems, conference spaces, nurseries, and other amenities whenever it's convenient for them.

Also, we've improved our networking and education initiatives. We have improved possibilities for hands-on training for women, and we intend to increase the proportion of female regional specialists from the present rate of 20% to 25–30% in order to reach our objective aim of raising the number of female executives by more than 10% during the next 10 years. We also support the growth of networks for women to promote mentoring and improved professional conversation among female managers.

Disabled Workers

They have already employed 1,100 disabled individuals at our corporate headquarters, and we are actively hiring more of them in order to give them job opportunities and support the advancement of their careers. To help the students, we put in place a distinct open recruitment initiative for graduates with disabilities in 2011. Under the new procedure, they have hired 280 disabled graduates while giving them the chance to reach their full potential in both the business world and society.

They also ran "Stepping Stone," a two-month internship programme for college students with disabilities. The right to employment pay and group accident insurance is available to interns. Also, those who perform exceptionally well following the internship will be given preference for full-time roles during open hiring.

They have established a certification programme called "Samsung Barrier Free (SBF)" at the workplace level to assess the working conditions for people with disabilities and to support our ongoing efforts to improve the facilities. Samsung Electronics finished evaluating its workplaces in Korea in 2011 and put in elevators, restrooms, ground bus bars, and other amenities.

In addition to enhancing facilities, as part of our ongoing efforts, we also conducted department head-focused collective training sessions in workplaces with disabled employees who suffer from serious illnesses in order to remove interpersonal barriers. To create a culture for an ideal workplace, we stress the significance of comprehending and enhancing the methods of communicating with our impaired personnel.

Worldwide Diversity

By investing in infrastructure, embracing diversity, and promoting teamwork, Samsung Electronics keeps up its efforts to inspire its workers towards creativity and higher work performance.

They established a reverse deployment programme whereby international employees are sent to Korea to experience the Samsung corporate culture and to reduce cultural barriers in light of our constantly expanding global workforce. In order to improve the effectiveness of managing the worldwide workforce, we also standardised the position evaluation system by aligning the HR system. In particular, we operate a "global help desk," geared for foreign workers in Korea who do not understand Korean, which offers essential information and a range of services needed for life in Korea, from assisting with VISA applications to day-to-day activities. Many activities, including Korean language lessons and specialised group activities, are sponsored for foreign workers in Korea. Moreover, all internal materials are translated into English.

IMPACT OF CULTURE AT SAMSUNG

Consequently, given the aforementioned analysis of Samsung's culture, we may draw the following conclusions:

• Samsung's culture is good and offers its employees a wealth of chances.

• It draws in high calibre talent.

Workers don't want to leave the company, which helps them keep their best talent, and there is a high level of job satisfaction.

Samsung Electronics is a part of one of the biggest multi-billion dollar corporations in the world because of this. For the first time in company history, its yearly revenues surpassed the $100 billion threshold in 2007. As a result, it is among the top three businesses worldwide in the electronics sector, where only Siemens and Hewlett-Packard have reported sales growth. As a result of the Samsung Group's supremacy in two more industries, Samsung Heavy Industries and Samsung Engineering and Construction, the name Samsung literally translates to "three stars" or "Tri-Star" in Korean.

Samsung has been at the forefront of invention for more than 70 years. Their innovations, discoveries, and ground-breaking products have influenced the development of the digital revolution.

BUSINESS PROFILE

A competent, inclusive, and varied staff base of Nike, Inc. fosters the innovation that is essential to their businesses. Its staff base encompasses a wide range of jobs and tasks on a global scale, including managers of distribution centres, brand and category experts, footwear designers, customs, tax, and trade specialists, retail workers, and many, many more.

Coaching to Motivate People and Teams

Nike's dedication to its staff includes giving managers and leaders the tools they need to hasten the company's expansion. We support our leaders by offering training and development opportunities that show managers how to maximise the skill, drive, and talents of their team members. Being a "talent multiplier" involves engaging individuals in ways that enable them to generate better, more meaningful work rather than making them work harder.

Leading, coaching, driving, and inspiring are the four cornerstones of manager performance, according to our Manager Manifesto, which was released in FY12. These guiding concepts outline how we can fulfil our individual and group potential. Managers are role models who encourage their colleagues, embody the passion of our brands, and support innovative work cultures.

Nike provides executives with the tools they need to develop individual talent, align strategy, manage team performance, celebrate and reward success, and promote excellence throughout the company. All the while, managers pay attention to their teams. To assist with this procedure, we are creating a brand-new upward feedback instrument called "Manager 90" that will provide Nike managers with the knowledge they need to recognise their own areas for development.

Talent Acquisition, Management, and Development

The best talent in the world is mined by Nike's recruitment efforts. We concentrate on future business requirements for Nike and how we may prepare for growth as we create our teams.

Talent development used to be something that, in a way, everyone owned. We have changed our strategy in the last few years from being dependent on individual brands to being truly NIKE, Inc. As a result, today we are concentrated on optimising "one workforce" as opposed to "many workforces" across our businesses.

We focus on important areas that support our business performance in order to achieve this. Critical assignment planning, manager responsibility for coaching and mentoring, and a variety of creative methods for individual and group learning are the main pillars of our talent strategy. We also aim to foster emerging and diverse talent, develop the next generation of leaders, and ensure effective leadership transitions.

The quality of our bench is bolstered by talent reviews, which also assist leaders in thoughtfully assigning the right individuals to the right jobs. The performance, potential, diversity, and continuity of their teams must all be improved throughout these assessments in order to maximise the return on our talent investments. With the crucial experiences and leadership abilities they require to accomplish Nike's business objectives and reach their full potential, this all-encompassing career approach increases our multicultural and multilingual talent pool.

We are making significant investments in sustainable talent practises and infrastructure to make sure we have the leadership needed for Nike to keep expanding.

CULTURE AT GOOGLE

One of the most intriguing organisational cultures is found at Google. They rank among the top 100 firms to work for and are among the fastest and most useful web search engines available.

In order to achieve its goal of having the fastest, most dependable search engine on the internet, Google must hire personnel who are leaders in their respective technological fields. Google celebrates its employees' efforts with a very laid-back atmosphere that fosters innovation with enjoyable pursuits like roller hockey and a casual dress code. By allowing them to work out in the gym and receive massages inside the office building, Google also encourages its employees to take care of their bodies and minds. There is a focus on team accomplishments and pride in personal successes that add to the company's overall success (Google Corporate Information). It's great that Google recognises that its employees lead full lives outside of work and encourages them to share those aspects of their lives with the rest of the Google workforce. I also admire how they foster such a sense of devotion among their staff members that many of them regard the Google management as a family as well as each other.

Google strives to provide a higher quality of service because they respect their commitment to their users. In my opinion, providing the finest service possible is important. No matter where you work, if you are interacting with others, you should do so in a positive way. Any individual I come into contact with, whether it be at business or on a personal level, should feel valued.

I detest running into a disrespectful stranger who is supposed to be assisting me as a customer. I just went to a Wal-Mart with my visually impaired mother. The person in charge of supervising those lines became irate with my mother and made my mother feel stupid as I was instructing her on how to use the self-checkout. I was only mildly annoyed by this. I ultimately informed this woman's manager about her. I think it's important to make an effort to connect with the people you encounter when you're service-oriented. I dislike entering a store in a good attitude, dealing with an unpleasant employee, and then leaving the store in a negative mood. If anything, the order should be reversed. While working electronically with their users, Google still values their customer relationships.

I think Google best exemplifies the organisational culture trait of team orientation. As previously said, Google encourages its employees to collaborate and have fun together to foster a sense of family. "Meetings that would take hours elsewhere are frequently little more than a talk in line for lunch," writes Google (2007). "Those who develop code and those who sign cheques are separated by few walls." This serves to strengthen a collaborative environment. Everyone collaborates and is essentially on the same playing field. The building's few walls make the staff feel more like a unit than like outsiders in another department.

The corporate culture at Google is quite strong. Google seeks out candidates that share the same passionate yearning for an endless supply of information and who exemplify the company's principles. This motivation strengthens the relationship between the company's personnel and enables them to work for the same objectives. Google typically experiences little employee turnover and receives more than 1,300 applications per day.

The culture of Google combines various elements. It is moral, client-focused, and spiritual. Google promotes its employees' use of creativity and risk-taking in issue solving. These workers are given just enough latitude in their work to prevent them from taking it for granted, which maintains them on moral ground. Also, the Google staff members have a sense of team rather than ego, which motivates them to cooperate with one another to accomplish goals rather than to compete with one another. Moreover, it stops unethical activity.

Employees at Google strive to be customer-responsive thanks to their low formalisation and service orientation. They are given the discretion to take choices that are advantageous to Google users. The staff members work hard to offer the finest service possible, and in order to accomplish this, they need to be able to connect with their customers (Robbins, (1986). They go above and beyond what others would do in order to satisfy a client requirement while upholding corporate principles since they are aware that "thinking outside the box" is what they are known for.

This "beyond the box" kind of work also classifies the firm as a religious organisation. Workers receive rewards for both individual and collective accomplishments. Also, it is urged that they enjoy what they do. The fact that Google allows its employees to have fun while working is inspiring in and of itself. The work reflects this motivation as well. Both parties benefit from the connection, which is one of give and take. Google operates in a distinctive way that too many people find appealing. People that have the drive and motivation to stay with a firm are created by this type of culture.

Positive Effects of Organization's Culture on Employee Performance

It has been noted that any organisation that has effectively created and executed a good organisational culture would see an improvement in the departments of productivity and performance. Also, there is a probability that employees will behave more ethically within the company and with greater assurance and commitment (Kotter, and Heskett, 1992). The internalisation process is the primary benefit of corporate culture: All new workers must go

through the orientation process, in which they are shown throughout the organization's departments to get a sense of the business, according to Feldman. These workers are informed about the activities that go on in each department and who the bosses of those departments are. This implies that any corporation with clearly defined organisational structures and a strong organisational culture will have an easy time implementing the internalisation process and successfully integrating all newly hired personnel into the company's operations. As a result, once employees are aware of the organization's rules and regulations, they will follow them and guarantee that they adhere to all requirements. The Maslow hierarchy of needs can be climbed by those who follow the norms and regulations of the firm. The internalisation process is a protracted dynamic process that involves other processes and gets more complicated as the organisation grows.

Also, every business, whether profitable or not, has a plan of action and expectations for what it will accomplish at the conclusion of each fiscal year. This may be challenging for businesses without well-defined organisational structures, but proper data collecting on an organization's development is highly dependent on the productivity and efficiency of its staff. Because their staff members are highly motivated to take part in setting the organization's expectations, this indicates that businesses with strong organisational cultures stand to gain. People typically seek employment in order to meet their different social, economic, and psychological demands. Yet, this is difficult to accomplish, especially for staff members who work for companies without a consistent organisational culture. Employees can benefit from these benefits on a great platform provided by positive organisational cultures. Because most of the leadership philosophies that organisations have adopted have been ingrained in the organisational culture and because the leadership philosophies typically determine the organisational culture of an organisation, the role of leadership in the organisation and how it affects the performance of the employees of the organisation cannot be understated.

The Negative Effects of Organizational Culture on Employee Performance

Some leadership philosophies tend to have greater detrimental effects on company culture and worker performance than favourable ones. Such leadership philosophies are perfectly exemplified by autocracy and bureaucracy. One of the traits of an authoritarian and bureaucratic leadership style is that the manager, who has complete authority over the company, makes the majority of the decisions. Under these leadership philosophies, the boss makes decisions without consulting with his or her subordinates. As a result, the manager's words are binding and cannot be questioned.

The term "organisational culture" refers to the study of an organization's cultural values, beliefs, employee experiences, attitudes, and psychological state. Therefore, in a workplace where the manager is the only decision maker, he or she has created an organisational culture that must be followed at all times by all employees. This, in most cases, demoralises the employees because they are unable to fully participate in the decision-making process Tyagi and Tyagi. This means that the organisational culture is greatly influenced by the leadership style used (2022). To make matters worse for female employees, the manager may determine that if a female employee becomes pregnant, she loses her employment in the company. For example, the management may declare that any employee who arrives to work late would have a portion of his or her pay withdrawn. When it comes to the execution of new ideas, this leadership style can also have a detrimental impact on how well employees perform in a business. The manager and other senior staff may feel challenged and intimidated, so they rarely permit junior employees to make suggestions that might be helpful to the growth and expansion of the company. This means that in an organisation with an autocratic or bureaucratic organisational culture, junior employees have little to no room to come up with novel ideas that they might be having. This brings us full circle to the influence of leadership style on corporate culture and worker performance.

How to Improve Organizational Culture

Employee performance is influenced by organisational culture, hence it is advised that an organisation change any problematic organisational elements that are slowing down employee performance (Tyagi, Maheshwari, and Kansal, 2020). Also, they have discovered that if a company adopts the four key cultural attributes of involvement, consistency, mission, and adaptability, it will expand more quickly. These characteristics are either internal or external cultural characteristics, similar to the SWOT analysis. The first internal cultural characteristic is the mission, which aids employees in understanding their goals and objectives inside the company. The involvement, which is also an internal cultural value, supports the mission. It addresses the employees' capability development and team orientation. Consistency is the last internal cultural characteristic. This section discusses how the internal processes of the organisation are dependable in carrying out its tasks and assignments. However, in order for the three internal cultural features to be supported by outside traits, adaptation is crucial. This cultural characteristic focuses on how the company interacts with its external environment and other market competitors.

As stated in the paper, one of the causes that contribute to employee demoralisation in a company is the usage of inadequate communication skills. According to Bold, an organisation may adopt three straightforward actions to strengthen the communication channels. The open-door policy, which allows disgruntled junior employees to freely speak with their managers or supervisors without necessarily going through the company secretary, is the first measure that may be taken to stop this sin. The importance of teaching employees in an organisation the best communication techniques should not be dismissed; the human resources department of the company should make sure that training sessions are organised for all of its staff, especially new hires, on the most effective methods of communication. The final step is to establish expectations. When it comes to communication, the human resource management should be clear about what is expected of the staff. Yet, this is contingent upon the organization's willingness to switch to an inclusive leadership style (Tyagi and Moses, 2020). Any organization's employees are its most important resource, and if they become discouraged, they may be tempted to leave, which could be risky for any business with aspirations to stand out in the market (Tyagi, Gupta, and Moses, 2019). As a result, it is crucial for management to develop the best retention strategy possible, with a particular emphasis on hiring skilled workers.

CONCLUSION

Any organization's organisational culture serves as its backbone, according to Azhar (2003). The degree to which the intended results from the employees are attained will depend on the type of corporate culture that exists in the organisation. The organization's culture supports its efforts to attain its goals. As a management strategy, corporate culture has a significant motivating effect on staff members to enhance both individual and group performance. Organizations with successful cultures include Samsung, Google, and others. Building a strong organisation is more important to their corporate culture than making money. "These days, everything looks erratic. Only a small percentage of businesses have successful organisational cultures. Building a strong company is more important to their organisational culture than creating wealth is (Schein, 2004). The corporate culture of Google and Samsung is the reason why employees do not frequently change jobs. Workers don't just join the company for the money (Moses, Rana, & (2017). Because the business culture carefully upholds and meets its employees' demands, Infosys employees are devoted today. Corporate culture gives a foundation for how employees should behave at work (Tyagi, Moses, Rai, and Mishra, 2020). Employee performance may be positively or negatively impacted by the type of organisational culture that is developed. According to the research review, organisational culture significantly affects employee behaviour since it gives workers a sense of identity and cohesion of purpose. A sense-making and control mechanism, culture directs and moulds the attitudes and behaviours of workers. Singh and Tyagi (2019). The compatibility of individuals with the organisational culture is crucial to any organization's success. Any mismatch between these two factors has the ability to impact the productivity and success of the organisation (Tyagi, 2021). One of the key tools for ensuring an organization's high productivity and success is its organisational culture, which creates an environment that keeps all employees' various demands for motivation satisfied.

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