

## The Impact of Job Satisfaction on Employee Productivity in East Kalimantan, Indonesia

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### Abstract

This study was conducted to examine the impact of job satisfaction on employee productivity in East Kalimantan, Indonesia. Data collection was carried out using a questionnaire, the sample of this study was 109 respondents were analyzed using IBM SPSS Statistics. The respondents have been collected using a convenient sampling method. The findings enrich the literature on salary, job promotion, supervision and co-workers which are important factors of employee productivity. It will become a valuable reference to future researchers performing similar studies of determining factors affecting employee productivity.

**Keywords:** *Job Satisfaction, Salary, Job Promotion, Supervision, Co-workers, Employee Productivity*

### 1.0 Introduction

Every company tries to be highly productive. The issue of productivity catches the company's attention since the degree of productivity is one measure of a company's success. The most significant contribution to increasing the company's productivity is to optimise the capabilities of

its human resources or workforce (Andika, Widjarnako, & Ahmad, 2019). As a result, the organisation must increase employee productivity as much as possible. According to Salam, Lasise, & Munizu (2022), employees will be more loyal to the firm or organisation if they are satisfied with their jobs. This circumstance increases the likelihood of reaching high productivity. Employees who are dissatisfied with their occupations prefer to retreat or avoid both physical and psychological work circumstances.

According to Magdalena & Hamida (2022), employees are very significant corporate assets that must be appropriately managed by the organisation for them to contribute optimally. One of the key concerns of the organisation should be employee job happiness. If employees are underappreciated and unable to develop all of their potential, they will be unable to focus and concentrate completely on their work. Maintaining, updating, and bettering the advantages already held is essential, as is bolstering or eliminating the shortcomings (Ariyaza, 2023). It's important to do this so that the most popular plan for achieving the organization's goals may be implemented as planned. To succeed, a firm has to make the most of the people under its employ. This is done to ensure that each business's objectives are met to the greatest extent possible. HR planning is the first step in producing high-quality assets, therefore it's important to give it some thought.

Building a culture of job happiness is crucial for success in the workplace. Because being happy in one's profession might influence how hard one works. The employee's excellent performance is measured by the degree of productivity they reach (Farooqi & Ali, 2014). One of the crucial elements that the business must possess if it wants to achieve the goals established by the organisation is productivity. The company should have the opportunity to increase work efficiency in its workouts. Moreover, efficiency may be seen as the relationship between yield (labour and output) and information sources (work, materials, cash). Efficiency is a percentage of effective utilisation.

## **1.1 Problem Statement**

According to a study by Badrianto & Ekhsan (2020), a person with a high level of job satisfaction has a good attitude towards the job, while a person who is unsatisfied with their employment

demonstrates a negative attitude towards their job. The field of human resource management addresses a variety of issues pertaining to humans, one of which is the level of job satisfaction experienced by workers. The degree to which an employee enjoys their work is one of the factors that is taken into consideration when evaluating the effectiveness of a business as a whole (Younyoung & Junghee, 2018). The level of contentment that workers have while they are on the job is a sign that workers are happy with how they are doing their work responsibilities. Those who are happy in their jobs have a good attitude about the many challenges they face while on the job. According to research by Shobe (2018), it is essential that companies pay attention to the level of work satisfaction of their employees, and the primary responsibility for ensuring this lies with the organization's leadership.

The degree to which an employee enjoys their work is both a personal issue and a way of increasing their productivity at work (Darmawan, 2020). So, in the context of the management of human resources, the component of work satisfaction delivers advantages not only for the organisation or firm but also for employees and even society.

An employee's level of job satisfaction is a highly significant issue since the level of pleasure an employee derives from their work helps determine the individual's overall attitude. Attitude of positivity towards one's task. When a person is happy with their job, it may have a beneficial effect on their behaviour, such as an increase in the degree of discipline and work enthusiasm that they tend to exhibit. There is a correlation between job happiness and outcomes such as performance; hence, a greater level of job satisfaction will lead to more excitement while working (Utari, et al., 2021). As a result, a person will have an easier time achieving high levels of performance.

The way employees feel about their occupations, both positively and negatively, is referred to as job satisfaction (Utari, et al., 2021). How a person feels about their employment is reflected in their level of job satisfaction. Employees need strong self-control, management skills, and the capacity to connect with others if they are to maintain their level of performance. One's attitude towards one's employment characterises how one feels about their work in its whole or its many components (Hermawan, Modhakomala, & Suryadi, 2018). This reflects how much an individual

values different elements of their employment, including salary, level of supervision from superiors, relationships with co-workers, prospects for promotion, and so on.

To compete successfully, businesses need competent leadership. Employees performance in effective management may be enhanced with the help of skilled workers. But, the company's most valuable resource is its people, thus investing in their growth is essential (Iqbal & Akhtar, 2017). To keep and develop workers' abilities, the company must make learning an integral part of its culture. Considering the loyalty of skilled workers is essential in this situation. Employee who approach their jobs with a spirit of struggle, dedication, discipline, and professional skill are more likely to achieve positive results in their efforts to complete assigned duties (Purba, 2020). To have professional employees is to have people who are constantly thinking, always working, always putting in their whole effort, always being honest and loyal, and giving their all to their job.

## **2.0 Literature Review**

### **2.1 Work Productivity**

The performance of an organization's employees has a significant impact on its success. Any organisation or corporation will constantly strive to increase employee performance in the hopes of achieving the firm's objectives (Susanti, 2014). One of the approaches taken by firms is enhancing the performance of their people, for example by education, training, giving adequate remuneration, offering incentives, and establishing a conducive work atmosphere and having discipline (Indrawati, 2013). According to Wiliandari (2015), better employee performance will help the organisation thrive in a volatile and competitive business climate.

Employee performance is significantly influenced by work happiness. As a result, the more pleased workers are, the more likely they are to perform to their full potential (Kurnia, 2015). In contrast, if workers are dissatisfied with their jobs, they will become sluggish, resulting in decreased performance. According to Hasibuan (2006), employees generate something known as performance while carrying out their duties.

### **2.2 Defining Salary**

Salary refers to the earnings paid at a specified time; the monetary payment received by a worker based on a certain period (Nilasari, 2016). According to Susanti (2014), salary is an important benefit for both employees and businesses. Employees need a salary to make sure they and their families have enough money to live. If employees are paid enough, their lives will be better. Salary, on the other hand, is a cost that the company has to pay for its employees (Fanda & Slamet, 2019). When it comes to HRM (Human Resources Management), pay is a major factor. This is because, under the terms of an employment contract, an employee is entitled to collect their income (Moedasir, 2023). The influence of salary on work satisfaction is multifaceted. Money is a tool for meeting requirements beyond the bare minimum. Workers believe their pay is indicative of how much value they provide to the organization (Kurnia, 2015).

### **2.3 Defining Job Promotion**

According to Kurnia (2015), the impact of potential promotions on contentment in the workplace varies. This is because there are several kinds of promotions, each with its own set of benefits to consider. For instance, persons who get promotions based on seniority tend to be satisfied with their jobs, but not as much as those who receive promotions based on performance. For the most part, workers benefit from promotions since they provide a clearer picture of the job's dynamics and other characteristics that are specified in the job description (Handiman, 2020). Results indicate that the higher an employee's job title, the better they perform in their current position. Dimensions of work performance on dimensions of job abilities have the best association with each other and with the promotion variable.

As a consequence, the ensuing accomplishment standard might inspire school faculty to hone their profession. Purba (2020) stated that an individual who has been promoted indicates confidence in and acknowledgement of their qualifications for the role. An individual's, group's, or society's ability to accomplish its objectives is directly correlated with the number of promotions that person receives from their leader or superior (Syahputra & Jufrizen, 2019).

### **2.4 Defining Supervision**

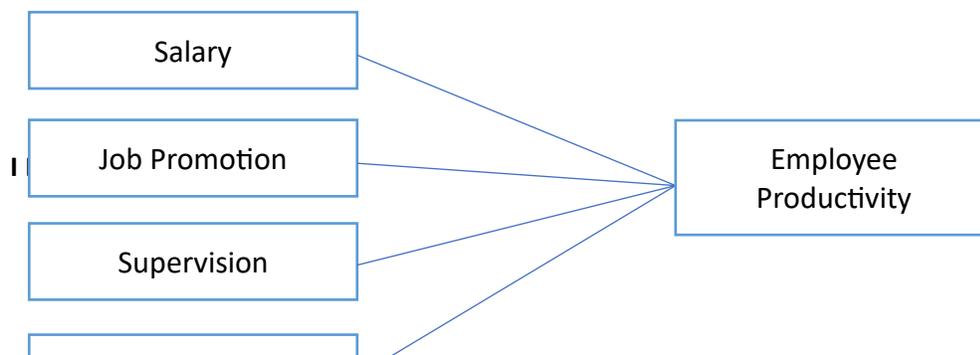
A manager's responsibilities include, among other things, investigating the state of the business and the workers under their charge. The purpose of this particular Supervisory activity is to provide a supervisor with the tools they need to identify issues by analysing current data (Loganbill, Hardy, & Delworth, 1982). Managers need the ability to gather and evaluate a wide range of information and perspectives to make sound judgments. Several methods exist for this, including in-person and online interviews, surveys, and statistical analyses (Syahruli, 2021).

Hauer, et al. (2013) stated that direct employees and coordinate internal procedures to accomplish departmental objectives. In the first level of an organization, supervision focuses on motivating unit employees to positively contribute to the accomplishment of organizational objectives (Hermawan, Modhakomala, & Suryadi, 2018). The fundamental objective of supervision is to ensure the execution of different operations that have been planned accurately and precisely, in the sense of being more effective and efficient, so that the goals established by the organization may be fulfilled successfully. (Rahmawati, 2016).

## 2.5 Defining Co-workers

According to Wiliandari (2015), employee morale is affected by the environment that is created by the interactions of its members. Humans rely on one another in all aspects of life, and this is no less true in the workplace. Moreover, in the working environment there are regular and constant encounters with other employees, therefore whether or not it is pleasant to engage with co-workers will influence employee job satisfaction (Handiman, 2020). Employee job satisfaction is influenced by peers who are socially supportive of their co-workers' responsibilities and technically competent in the view of their co-workers. Workers are more likely to be happy if they have colleagues with whom they can collaborate (Darendeh, 2013). Santoso & Setiawan (2018) explained that a valuable team member can encourage the growth of their colleagues via the provision of both positive reinforcement and constructive criticism and recommendation.

**Figure 1: Research Framework**



### **3.0 Methodology**

Information was gathered by having respondents answer the same questions in the same sequence, and this method was referred to as a questionnaire. The survey instrument for this study will be a questionnaire. The rationale for this is that a questionnaire may capture more information than interviews at a lower cost. Also, the questionnaire allows for easier dissemination and speedier data collection. The survey used a Likert-type scale. Section A included demographic questions, while Section B asked questions regarding attitudes and behaviours. The questions are derived from previous research that has been conducted and deemed acceptable by the supervisors.

For this study, a questionnaire approach was used for data collection, and the findings of the questionnaire were employed. This questionnaire was collected via the use of a self-administered questionnaire as the mode of collection. Links to the survey were sent to participants using Google Forms and emailed to them or shared with them through other social media channels. The hyperlinks to the survey forms were shared throughout various social media sites such as Facebook, Twitter, LinkedIn, and WhatsApp. The questions were arranged such that they corresponded to the two different portions that were found in Sections A and B.

To analyze the data, the researcher was able to put the previously formulated hypotheses to the test. After the data were prepared for analysis, the researcher had the opportunity to test the hypotheses that were generated for this study. Inferential statistics will be used to investigate not just the subject at hand but also the relevant models and ideas. The inference drawn from inferential statistics is based on the sample data, and it attempts to identify what the population as a whole thinks.

### **4.0 Data Analysis**

#### **4.1 Salary**

From the results of this analysis, it can be concluded that the value of Cronbach's Alpha is 0.857. The Cronbach's Alpha value of 0.857 indicates that the number is close to 1, which means that the

items in the salary measuring variable used to measure salary reliability have a good level of consistency in measuring the construct.

**Table 1: Cronbach's Alpha - Salary**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.857	5

#### **4.2 Job Promotion**

From the results of this analysis, it can be concluded that the value of Cronbach's Alpha is 0.889. The Cronbach's Alpha value of 0.889 indicates that the number is close to number 1, which means that the items in the job promotion measuring variable used to measure the reliability of job promotion have good consistency in measuring the construct.

**Table 2: Cronbach's Alpha - Job Promotion**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.889	5

#### **4.3 Supervision**

From the results of this analysis, it can be concluded that the value of Cronbach's Alpha is 0.870. The Cronbach's Alpha value of 0.870 indicates that the number is close to 1, which means that the items in the supervision measuring variable used to measure supervision reliability have a good level of consistency in measuring the construct.

**Table 3: Cronbach's Alpha - Supervision**

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.870	5

#### 4.4 Co-workers

From the results of this analysis, it can be concluded that the value of Cronbach's Alpha is 0.828. The Cronbach's Alpha value of 0.828 indicates that the number is close to 1, which means that the items on the co-workers measuring variable used to measure the reliability of co-workers have a good level of consistency in measuring the construct.

*Table 4: Cronbach's Alpha - Co-workers*

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.828	5

#### 4.5 Employee Productivity

From the results of this analysis, it can be concluded that the value of Cronbach's Alpha is 0.848. The Cronbach's Alpha value of 0.848 indicates that the number is close to 1. It means that the items in the employee productivity measuring variable used to measure the reliability of employee productivity have a good level of consistency in measuring the construct.

*Table 5: Cronbach's Alpha - Employee Productivity*

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.848	5

#### 4.6 Correlation Testing

Employee productivity positively and significantly correlates with salary, job promotion, supervision, and relationships with co-workers. This shows that these factors have a close relationship and have the potential to affect employee productivity together. Therefore, efforts to increase employee productivity involve increasing fair wages, clear promotion opportunities, adequate supervision, and creating a work environment that supports good co-worker relations.

**Table 6: Pearson Correlation Result**

		<b>Correlations</b>				
		EmployeePro ductivity	Salary	JobPromotion	Supervision	Coworkers
EmployeeProductivity	Pearson Correlation	1	.798**	.849**	.803**	.773**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	109	109	109	109	109
Salary	Pearson Correlation	.798**	1	.887**	.832**	.771**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	109	109	109	109	109
JobPromotion	Pearson Correlation	.849**	.887**	1	.827**	.800**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	109	109	109	109	109
Supervision	Pearson Correlation	.803**	.832**	.827**	1	.851**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	109	109	109	109	109
Coworkers	Pearson Correlation	.773**	.771**	.800**	.851**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	109	109	109	109	109

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4.5 Multiple Regression

The results of the Summary Model are used to determine the relationship between two or more variables in the regression equation. The R-squared value in this result shows a value of 0.871. This value means that the effect of Salary (X1), Job Promotion (X2), Supervision (X3), and Job Promotion (X4) on Employee Productivity (Y) is 0.871. The terms of the relationship between variables are good or not if the R-Square value is above 50% it means good, if it is below 50% it means it is not good.

**Table 7: Model Summary of Multiple Regression**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 <sup>a</sup>	.758	.749	.40321

a. Predictors: (Constant), Coworkers, Salary, Supervision, JobPromotion

The results of ANOVA are used to determine the effect of the independent variables simultaneously and simultaneously on the dependent variable. From these results, it can be seen that the significance value is 0.000. The deal, when compared with the alpha level, is 0.05. It is smaller ( $0.000 < 0.05$ ), so there is an influence of Salary (X1), Job Promotion (X2), Supervision (X3), and co-workers together and have an effect on employee productivity (Y).

**Table 8: Anova Test of Multiple Regression**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.918	4	13.230	81.375	<.001 <sup>b</sup>
	Residual	16.908	104	.163		
	Total	69.826	108			

a. Dependent Variable: EmployeeProductivity

b. Predictors: (Constant), Coworkers, Salary, Supervision, JobPromotion

**Table 9: Coefficient of Multiple Regression**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.320	.193		1.662	.099
	Salary	.073	.115	.071	.633	.528
	JobPromotion	.491	.113	.499	4.334	<.001
	Supervision	.210	.106	.217	1.982	.050
	Coworkers	.142	.103	.134	1.375	.172

a. Dependent Variable: EmployeeProductivity

The Coefficient results are used to determine the regression equation and the effect of the independent variables on the dependent variable partially or individually. The results of the Coefficient can also be used to predict the rise and fall of the dependent variable on the independent variable. The regression equation:

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4$$

Information:

$b_0 = \text{Constanta}$

$b_1, b_2, b_3, b_4 = \text{coefficients regression}$

$X_1, X_2, X_3, X_4$  = variable independent

$$Y = 0,320 + 0,073X_1 + 0,491 X_2 + 0,210 X_3 + 0,142 X_4$$

Analysis:

Constanta  $b_0 = 0.320$

This means that the constant coefficient value of 0.320 has a fixed value, which means that if Salary ( $X_1$ ), Job Promotion ( $X_2$ ), Supervision ( $X_3$ ), and Co-workers ( $X_4$ ), has a value of 0 units, then the constant coefficient value remains and does not change by 0.320.

Coefficient  $b_1 = 0.073$

This means that the salary coefficient value of 0.073 is positive, which means that if Job Promotion ( $X_2$ ), Supervision ( $X_3$ ), and Co-workers ( $X_4$ ) increase by one unit, it will increase salary ( $X_1$ ) by 0.073, so it can be said that the direction of influence variable  $X_1$  there is a variable Y is positive.

Coefficient  $b_2 = 0.491$

This means that the value of the job promotion coefficient of 0.491 is positive, which means that if Salary ( $X_1$ ), Supervision ( $X_3$ ), and Co-workers ( $X_4$ ) increase by one unit, then the job promotion will increase by 0.491, so it can be said that the direction of the influence of variable  $X_2$  to Y is positive.

Coefficient  $b_3 = 0.210$

This means that the value of the supervision coefficient of 0.210 is positive, which means that if Salary ( $X_1$ ), Job Promotion ( $X_2$ ), and Co-workers ( $X_4$ ) increase by one unit, supervision will increase by 0.210, so it can be said that the direction of the influence of variable  $X_3$  on Y is positive.

Coefficient  $b_4 = 0.142$

This means that the co-workers coefficient value of 0.142 is positive, which means that if Salary ( $X_1$ ), Job Promotion ( $X_2$ ), and Supervision ( $X_3$ ) increase by one unit, then co-workers will increase by 0.142, so it can be said that the direction of the influence of variable  $X_4$  on Y is positive.

## **5.0 Discussion**

### **5.1 Hypothesis I**

Hypothesis I states that there is a relationship between salary and employee productivity. The regression analysis results show that the salary coefficient (X1) is 0.073, with a t-value of 0.633 and a sig value of 0.528. The hypothesis is rejected because the sig value is greater than the predetermined alpha level of 0.05. Therefore, there is no significant relationship between salary and employee productivity. This study's findings differ from previous studies, including the salary increase and employee productivity in cement manufacturing companies in South-South, Nigeria study (Eneh, Chukwuma, & Gabriel, 2018). This study explains that salary increases have a positive relationship and affect employee productivity. The results of this study are different from this study, where salary does not significantly affect employee productivity. This can be caused by several factors, one of which is the salary variable used in this study is fixed and does not increase. This could be why the salary variable does not significantly affect employee productivity because the salary earned by employees is always the same, so employee productivity does not increase (Ekasari & Peranginangin, 2019).

### **5.2 Hypothesis II**

Hypothesis II states that there is a significant relationship between job promotion and employee productivity. The regression analysis results show that the job promotion coefficient (X2) is 0.491, with a t-value of 4.334 and a sig value of <0.001. The hypothesis is accepted because the sig value is less than the predetermined alpha level. Thus, there is a significant relationship between and employee productivity. The findings of this study are consistent with previous studies by (Ligare, Wanyama, & Aliata, 2020), which also stated that there is a significant relationship between job promotion and employee productivity. Job promotion, acknowledgement, support, supervisor autonomy, and rewards influence employee productivity. Likewise, other research conducted on work environment relations and job promotion against employee performance also shows that job promotion has a significant effect on employee productivity (Hajar, Munfarijah, & Maghfiroh, 2021)

### **5.3 Hypothesis III**

Hypothesis III states that there is a significant relationship between supervision and employee productivity. Regression analysis shows that the supervision coefficient (X3) is 0.210, with a t value of 1.982 and a sig value of 0.050. The hypothesis is accepted since the p-value is less than the predetermined alpha level. Thus, there is a significant relationship between supervision and employee productivity. The findings of this study are consistent with previous studies, which also stated a significant relationship between supervision and employee productivity (Mwasawa & Wainaina, 2021). According to the study, the results of supervision as an independent variable on employee productivity get a sig value of 0.000, which means it can directly influence employee productivity. The study explains that supervision has a positive effect on employees, and increased supervision will increase employee productivity, with a conducive work environment ensuring adequate supervision. Likewise, other research conducted on the effect of supervision on employee productivity in the transport industry in Benue State, Nigeria, also shows that supervision has a significant effect on employee productivity (Tsetim, Asue, & Asenge, 2019).

### **5.4 Hypothesis IV**

Hypothesis IV states that there is a significant relationship between co-workers and employee productivity. The regression analysis results show that the co-workers coefficient (X4) is 0.142, with a t value of 1.375 and a sig value of 0.172. The hypothesis is rejected because the sig value is greater than the predetermined alpha level. Therefore, there is no significant relationship between co-workers and employee productivity. The findings of this study differ from several previous studies, one of which was the relationship between working environment and employee performance by Saidi, et al. (2019); this research explains that there is a significant relationship between co-workers and employee productivity, where co-workers have a substantial effect on employee productivity. This study illustrates that a work environment that always involves employees in planning tasks and making decisions can show a sense of concern for employees which can increase employee productivity (Ekasari & Peranginangin, 2019). The co-workers variable used for this study are colleagues who have cultural differences in the work environment, especially in Indonesia, where Indonesia has different ethnic groups; this can be the reason why in this study co-workers did not have a significant effect on employee productivity (Egenius, Triatmanto, & Natsir, 2020).

### **5.5 Managerial implications**

The findings of this study can be used as a basis for developing and improving promotion policies. This could include increased transparency in promotion, training, and employee development criteria related to advertising. Job promotion has a significant relationship with employee productivity. Therefore, it is necessary to provide opportunities for good career development in management. This aims to encourage employees to work harder. Supervision has a significant relationship with employee productivity. Therefore, it is necessary to have supervision that can provide a regular work environment. Adequate supervision to give direction and guidance to employees will make employees feel comfortable at work, increasing productivity at work. However, building good and mutually supportive relationships between colleagues is still essential to creating a harmonious work environment that can increase efficiency and productivity.

### **5.6 Theoretical Implication**

The findings of this study contribute to the literature on human resource management and the relationship between job factors and employee productivity. This can broaden understanding of the factors that affect employee productivity and the interactions between observed variables and help expand providing deeper theoretical insights.

### **5.7 Conclusion**

This research provides a deeper understanding of the factors related to employee productivity. The research findings show a positive relationship between salary, supervision, and the relationship between job promotion, co-workers, and employee productivity. Job promotion and supervision have a more dominant influence on employee productivity compared to salary and co-workers. Therefore, there is a need for special attention to the development of clear promotions and an effective monitoring system. The managerial implications of these findings are the importance of developing clear promotion policies, improving effective supervisory systems, encouraging team collaboration, and evaluating compensation policies. This can help build a more comprehensive theory and model of human resource management. Companies, especially those in Indonesia, can create a work environment that supports high productivity and sustainable growth by adopting a relevant managerial approach and paying attention to the complexity of the factors involved.

## 5.8 Limitation of Research

This research was conducted with a limited sample. Therefore, the results of this study may not be directly applicable to other companies or the wider population. This study only considers a few variables related to employee productivity. Other factors are not included in this study but can affect employee productivity. Future studies can broaden the scope of the observed variables to obtain a more comprehensive picture. In this study, not all external variables that might affect employee productivity can be used. Economic conditions, changes in industrial policies, or other environmental factors can impact employee productivity. Controlling these external variables can be the focus of future research.

## 5.9 Recommendation

The recommendation for further research in this area is to broaden the scope of the variables studied and use a more robust research design. Studies that involve collecting data from time to time (longitudinal) or using an experimental approach can provide a deeper understanding of the cause-and-effect relationships between factors that affect employee productivity. Research across sectors and countries can also provide broader insights into the factors that affect employee productivity. By comparing data from various industrial sectors and countries, this research can provide a more comprehensive analytical view of how certain factors affect employee productivity.

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