



## The Effect of Compensation, Workload, and Work Team on Organizational Commitment of Waste Transporter Officers at the Environmental Service of North Lombok District

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### **Abstract**

The aims of this research are: (1) analyze the effect of Compensation on Organizational Commitment, (2) analyze the effect of Workload against Organizational Commitment, (3) analyze the effect of Team Work on Organizational Commitment. This type of research is a causal quantitative research. The data collection method used by the researcher is the census method. Respondents in this study were all employees of waste transporters at the environmental service of North Lombok Regency as much as 104 people. The data collection tool used in this study was a questionnaire. The data analysis tool uses Partial Least Square. The conclusions from the research that can be drawn are (1) Compensation has a positive and significant effect on Organizational Commitment, (2) Workload has a positive and significant effect on Organizational Commitment, and (3) Team Work has a positive and significant effect on Organizational Commitment.

**Keywords:** *Compensation; Workload; Team Work; Organizational Commitment*

### **Introduction**

Human Resources (HR) is a valuable agency or organization asset with quite complicated handling. Because if you make the wrong decision regarding HR issues in the agency, it will impact decreasing employee performance, and the agency's goals will be increasingly difficult to achieve. In work, one's commitment to the organization is often a significant issue. Employees need to have organizational commitment because it can lead employees to a sense of identification, involvement, and loyalty. It is supported by the opinion of Meyer (2002), who defines organizational commitment as a sense of identification where trust in corporate values, involvement is the availability to try as best as possible for the benefit of the organization,

Organizational commitment is an attitude in which individuals identify with the goals and expectations and try to maintain membership in realizing organizational goals. Individual employees with work organizations, where employees have confidence and trust in the values and objectives of the work organization, are willing to use their business seriously for the benefit of the work organization and

have a strong desire to remain part of the work organization. Organizational commitment cannot be separated from the term loyalty, which often follows the word commitment. As stated by Greenberg and Baron (2003:160), organizational commitment is the degree to which employees are involved in the organization and wish to remain members,

Robbins & Judge (2008:92) state that organizational commitment is a condition where an employee takes sides with the organization's goals and has a desire to maintain his membership in the organization. Luthans (2008:147) states organizational commitment as a strong desire for someone to maintain membership in an organization. The level of commitment of an employee in the organization can be determined by factors including personal characteristics, job characteristics, work experience, personal factors, job characteristics, and structural characteristics.

An organization needs employees who are competent in their fields, and employees need rewards in the form of compensation provided by an organization. Compensation is an expense or expense for the company. The company expects the compensation paid to obtain a greater work performance reward from the employee. So, the value of the employee's achievement or work must be greater than the compensation provided by the company (Hasibuan, 2005). Meanwhile, Suparyadi (2015: 271) states that compensation is all rewards received by employees for contributions made by the organization, both financial and non-financial. Bhatti (2011) found that they will have exemplary organizational commitment if employees are given appropriate compensation. Riana & Sari. (2018) research results show that compensation significantly affects organizational commitment. Primary et al. (2016) found the same thing about compensation positively affecting organizational commitment.

Prabowo (2016) found that compensation has a significant influence both directly and directly on organizational commitment. The relationship between balance and organizational commitment has a positive effect because employees will feel comfortable in a job with an appropriate salary. Still, it is different from the research results conducted by Tarigan (2019), where compensation has no significant effect on employee organizational commitment. An increase in payment will not increase organizational commitment because it is based on descriptive employee wages that are very appropriate based on the Workload given.

According to Perry et al. (2006) in Rizky (2018), the Workload is a burden on employees related to the work they are responsible for. Riadi (2018) states that "Workload is several processes or activities that a worker must complete within a certain time." An employee has a demand to complete all work activities within a predetermined time, and the work results achieved are as expected. The Workload of employees can affect attitudes and work behavior of employees in the workplace, including work stress and organizational commitment. So is the case with Workload. According to the results of research conducted by Utami (2019), the Workload significantly affects organizational commitment. Likewise, Arifin's (2016) study showed a positive and significant influence of Workload on organizational commitment.

In addition to compensation and Workload, work teams can also affect employee organizational commitment. A group is a unit consisting of two or more people who interact and coordinate their work for a specific purpose. This definition has 3 (three) components. First, it takes two or more people. Second, people on a team have regular interactions. Third, people on a team have a common goal. Meanwhile, Bartol and Haghman (1992) define a team as a group of employees burdened with working together to solve problems, form agreement/consensus about what should be done, and implement necessary actions concerning a particular task or area.

Organizations want their organization's vision and mission to be achieved as expected, thus demanding creativity, integrity, and commitment from the team within the organization to maximize themselves with their competencies to achieve organizational goals jointly. In forming an exemplary team commitment, it is necessary to have a leader who can collaborate with both individuals and teams

to achieve a corporate goal. According to Masoud (2013), several previous studies suggest that the work team directly influences organizational commitment. Likewise, the research conducted by Nurraeda (2019) showed that teamwork has a direct and consequential impact on organizational commitment. In this case, it is seen that an organization needs team performance where the high support from the work team can have a positive impact on the organization. When employees feel they have received social support from their coworkers, their work stress will be reduced and will provide a positive representation of their workplace. Teamwork support will also ease tension in the workplace by satisfying the employee's need for emotional support and will affect the delivery of perceptions about the organization to outsiders. It is also the same in Aulia's (2021) research, which says that the work team significantly influences organizational commitment. However, it is different from the research undertaken by Wahyuningsih (2019) that the work team does not affect organizational commitment, which means that teamwork that is built is not a factor that can affect the increase in corporate responsibility to the organization. The results of this study are in line with the research of Pinho (2013), Che (2004), Wright (1997), and Rad and Yarmohammadian (2006), who found that teamwork did not affect organizational commitment. However, the results of this study are not in line with the study of Costa (2003), Chen et al. (2009), Brown (2003), Preston and Brown (2004), and Lok and Crawford (2001), who found that teamwork did not affect organizational commitment.

Studies on organizational commitment related to compensation, workload, and work teams can be carried out in North Lombok Regency. North Lombok Regency Environment Service has the task and function of assisting the Regent's policy in carrying out environmental affairs and waste management. The Waste Service Level Assistant Unit has the charge of handling waste problems in the North Lombok Regency. Delays in transporting waste have resulted in the accumulation of garbage at several points of temporary waste disposal locations, which causes the environment to become dirty and dirty, which is a breeding ground for pathogenic organisms that are harmful to human health. In addition, decomposing waste causes an unpleasant odor and is detrimental to public health. The released water also causes river and groundwater pollution, and garbage scattered inappropriately can clog drainage channels and cause flooding. It causes the seriousness of the local government to be optimal in dealing with the waste problem.

Employees assigned as archipelagic carriers transport garbage in several hotels/restaurants and residents' homes utilizing unique sea routes using barges. In carrying out the task, the waste transporter's workload is hefty because of the risk to occupational health and safety in carrying out their duties in the field. This research aims to analyze the effect of compensation, workload, and work teams on employee organizational commitment.

## ***Literature Review***

### **Organizational Commitment**

Sas stated by Robbins and Judge (2008:74), "organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization."

High organizational commitment means a high alignment with the Organization, and High job involvement means siding with an individual's particular job. In contrast, high organizational commitment means siding with the Organization that recruited the individual (Robbins, 2008).

According to Ivancevich (2007:234), organizational commitment is a feeling of identification, involvement, and loyalty expressed by employees to the Organization. According to Gibson (2009:315), commitment to the Organization involves three attitudes: (1) identification with organizational goals, (2) feelings of involvement in organizational tasks, and (3) feelings of loyalty to the Organization. An

employee who has an exemplary commitment means that the Employee has loyalty to the organization where he is currently and will strive to achieve the Organization's goals where he works optimally.

The fruit of the Organization will be effective in its operational activities if all of its members have a high commitment to providing the best for the Organization. Increased loyalty from each member of the Organization will increase if the Organization can meet the needs and goals of its members (Khan and Zafar, 2013). Organization members who have a higher level of commitment will be more enthusiastic and motivated to carry out their duties or work.

According to Steers (2010), three factors affect an employee's commitment, among others Personal Worker, Jobs, and Work Experience. Robbins & Judge (2007) define there are three dimensions of organizational commitment, namely:

1. **Affective Commitment:** Employee's Emotional Attachment and involvement in the Organization. Shows the existence of a psychological relationship between individuals and their organizations so that individuals are very loyal to the Organization and will try to involve themselves deeply in organizational activities and enjoy their membership in the Organization. Or in other words, individuals stay in an organization because they need the Organization.
2. **Continuance Commitment:** Commitment based on losses associated with the employee leaving Organization. It may be due to loss of seniority over the Promotion or benefits.
3. **Normative commitment:** Feeling obliged to remain in the Organization because you have to; it is the right thing to do. This commitment is based on the norms among employees, which contain individual beliefs about responsibility for the Organization. Employees feel compelled to stay because of their loyalty and values.

## **Compensation**

Rivai (2011) explains that "Compensation is something that employees get as a substitute for their service contribution to the organization." According to Mutiara Pangabean in Subekhi (2012), Compensation is any form of award given by employees as a reward for their contributions to the Organization. Meanwhile, according to Garry Dessler in Subekhi (2012), employee compensation is any form of payment or gratuity given to employees and arises from the employee's employment. Furthermore, Hasibuan (2012) defines, "Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the organization." Finally, Mondy (2008) states that Compensation is the total compensation employees receive in exchange for their services.

Bhatti (2011) found that if employees are given appropriate Compensation, they will have high organizational commitment. At the same time, Handaru et al. (2013) found that Compensation positively affects organizational commitment. There are two characteristics of the approach used by Edison et al. (2016) in measuring Compensation, namely normative and policy. Normative Compensation consists of salary or wages, holiday allowances, and other fixed components. Meanwhile, Compensation is a policy; namely, Compensation based on special considerations such as food and transport allowances, bonuses, leave, and holidays.

Generally, Compensation is a reward received by employees in connection with the sacrifices given to the Organization. This Compensation can be provided in financial Compensation (direct and indirect) and non-financial Compensation (the satisfaction that a person receives from the work itself or from the psychological and or physical environment in which the person works).

There are two dimensions proposed by Rivai (2011), namely Direct Compensation and Indirect Compensation (fringe benefits). First, Compensation must have an element of appropriateness. A sound compensation system must be assessed as appropriate by the parties concerned. There are at least three

parties interested in determining the compensation system's suitability, namely the Government, Management, and Manpower. Therefore, in determining the policy and amount of Compensation, the Management or Organization cannot act unilaterally. Compensation must also meet the element of justice: every worker must be treated fairly (relatively).

### **Workload**

The workload is the volume of work results or records of work results that can show the importance produced by several employees in a particular section. Moekijat (2004). According to Gibson and Ivancevich (1993:163), the workload is pressure as a response that cannot adapt, influenced by individual differences or psychological processes, namely a consequence of any external action (environment, situation, event that holds too many psychological demands). or physical) against a person.

According to Munandar (2011), workloads are tasks given to the workforce or employees to be completed at a particular time by using the skills and potential of the workforce. Meanwhile, according to Sunarso and Kusdi (2010), the workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain period. According to Schultz (in Arifin 2016), the workload is doing too much work compared to the time available or doing work too difficult for employees to do.

According to Koesomowidjojo (2017:33), workload indicators include targets to be achieved, working conditions, and work standards.

### **Team Work**

Burn (2004) defines the term team as a workgroup consisting of several people with equal competence who work interdependently/dependently in carrying out work in one organization. Another opinion was also expressed by Johlke (2002), which states that teamwork is the act of two or more people working together towards a common goal, sharing time, talents, and knowledge, and using methods that are suitable methods bears. Temporary According to Sofu (2003), a team is a small group of people with complementary skills committed to the same goals and objectives, performance goals, and pursuits, as well as mutual responsibility.

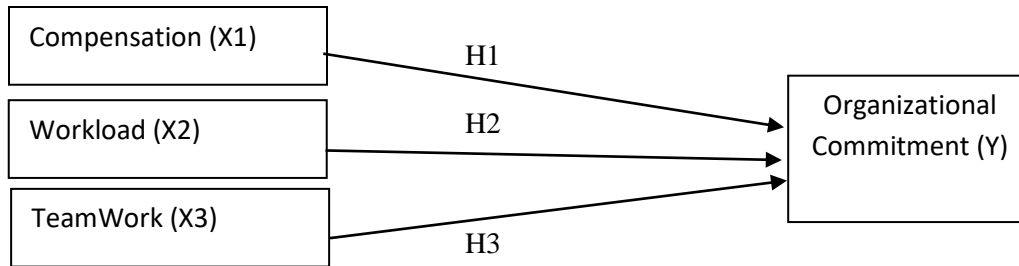
Dejanaz (2006) defines teamwork as the individual's ability to cooperate reasonably in achieving the goals and objectives of the team, and its members can participate in the team and obtain satisfaction within the team, with the characteristics of having dreams, understanding roles, and tasks, mutual trust, and support. Fancies and Young (2003) describe a team as a group of enterprising people who work towards a common goal, work well together, enjoy it, and produce high-quality results.

Snow (1992), Johnson and Johnson (2000), and Cummings and Worley (2001) define a team as a structured set of interpersonal relationships to achieve goals, while Henderson (2002) represents a team as a group of people working together where the success of each individual depends on the success of the whole group. Johnson (2000) supports elements of this definition, who sees a team as several individuals who must work together to fulfill a mission.

In this study, researchers measured the effectiveness and satisfaction of the work team by using several indicators. Manurung (2013:23) suggests the hands of the work team are as follows Cooperation, Trust, and Team member cohesiveness.

### **Conceptual Framework and Hypothesis**

Based on the problem formulation and theoretical basis above, the conceptual framework of this research plan can be described as follows:



**Figure 2.1 Conceptual Framework**

Based on expert opinion (theory) and the results of previous research, the hypotheses that can be proposed in this study are as follows:

H1: It is suspected that compensation influences organizational commitment

H2: It is suspected that workload influences employee organizational commitment

H3: It is suspected that the work team influences organizational commitment

### **Research Methods**

This type of research is quantitative research and in terms of causal research objectives, which aim to determine the effect of the independent variables on compensation, workload, and teamwork with the dependent variable on organizational commitment. The data collection method used in this research is the survey method. The survey method is research in which the primary source of data and information is obtained from respondents as research samples using questionnaires or questionnaires as data collection instruments (Usman & Akbar, 2008). For example, as a data collection tool or agency, a questionnaire will be distributed to respondents to see compensation, workload, work team, and employee organizational commitment garbage collector at the environmental service north Lombok Regency amount 104 people.

### **Data Analysis Technique**

Hypothesis testing in this study used multiple linear regression analysis. This approach was carried out to determine the significance of the partial and simultaneous influence of the independent variables on the dependent variable. Multiple linear regression analysis is an appropriate analysis method when the study involves one dependent variable, which is estimated to be related to one or more independent variables. Multiple linear regression test, which is to find out how much the independent variables tested can affect the shift in the value of the dependent variable. In this study, the independent variables are compensation, Workload, and work team. In contrast, the dependent variable is the organizational commitment of the waste transport workers at the Environmental Service Office of North Lombok District. The following formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information:

Y: Organizational commitment

X1: Compensation

X2: Workload

X3: Team Work

It is one of the statistical tests used to test the truth or falsity of the results hypothesis. It states that two mean samples are taken randomly from the same population, and there is no significant difference (Echdar, 2013). This analysis determines the level of significance or confidence in the influence between the independent variables (compensation, Workload, and work team) on the dependent variable (organizational commitment) of Garbage Transporter Employees at the Environmental Service Office North Lombok District.

## Result

The measurement model based on the reflection indicator is evaluated with convergent validity, as seen from the AVE value and composite reliability (Ghozali, 2011: 24). The value can be seen in Table 1.

Table 1. Quality Criteria

Variable	AVE	Composite Reliability	Cronbachs Alpha
Compensation	0.670	0.872	0.824
Workload	0.531	0.910	0.876
Work team	0.839	0.882	0.839
Organizational Commitment	0.699	0.942	0.928

It can be seen in Table 1. that the AVE value is more than 0.40 (if it is close to the 0.4 value, it is still acceptable). Therefore, the composite reliability value of each variable is more significant than 0.70 as the cut-off value. Likewise, the value of Cronbach's alpha follows the recommended value ( $> 0.70$ ). Therefore, the internal consistency was concluded to have been fulfilled.

The goodness of the Fit Model was measured using R-square dependent latent variable with the same interpretation as regression; R-Square predictive relevance for structural models, measuring how well the model and the estimated parameters generate conservation values. R-square value  $> 0$  indicates the model has predictive relevance; conversely, if the value of Q-Square 0 indicates the model lacks predictive relevance. The formula does the q-Square calculation:

The value of determination ( $R^2$ ) generated as a result of the evaluation of this research model can be seen in the following table.

Table 2. Model Determination Value

No.	Variable	R Square Adjusted
	Organizational Commitment	0.919

Based on the coefficient of determination ( $R^2$ ) of 0.919, the diversity of data that this research model can explain is 91.9%. At the same time, the rest is explained by other variables from outside the model that is not included in this research model.

## Significance Test (Hypothesis Testing)

The Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted. For example, at a significance level of 0.05, the thesis will be supported if the p-value is less than the critical value, which is 0.05 (5%). The results of the significance level test can be seen in table 3. summarizes the results of hypothesis testing with the PLS approach. The path coefficient value is obtained from the SmartPLS output, seen below.

Table 3. Model Structural Test Results

Effect Between Variables	Coefficient	T Statistics	P value	Information
Compensation -> Organizational Commitment	0.555	9,147	0.019	Significant
Workload -> Organizational Commitment	0.109	2,126	0.000	Significant
Team Work -> Organizational Commitment	0.358	6,186	0.000	Significant

The first hypothesis (H1) in this study states, "It is suspected that compensation has a positive and significant influence on the Organizational Commitment of Waste Transporters at the Environmental Service of North Lombok Regency." Through hypothesis testing with PLS with test results showing that the coefficient value is 0.555 with a p-value of 0.000 (lower than the 5%/0.05 error tolerance), which means it is positive and significant, so it can be stated that the first hypothesis is accepted.

The second hypothesis (H2) in this study states, "It is suspected that workload has a positive and significant influence on the Organizational Commitment of Waste Transporters at the Environmental Service of North Lombok Regency." Through hypothesis testing with PLS with test results showing that the coefficient value of 0.109 with a p-value of 0.019 (lower than the 5% error tolerance (0.05) means positive and significant, it can be stated that the second hypothesis can be accepted.

The third hypothesis (H3) in this study states, "It is suspected that compensation has a positive and significant influence on the Waste Transport Work Team at the North Lombok Regency Environmental Service." Through hypothesis testing with PLS with test results showing that the coefficient value is 0.358 with a p-value of 0.181 (smaller than the error tolerance of 5% (0.05), which means it is positive and significant, so it can be stated that the third hypothesis is accepted.

## Discussion

### The Effect of Compensation on Organizational Commitment

The study results show that Compensation has a positive and significant effect on the Organizational Commitment of Garbage Transport Employees at the Environmental Service in North Lombok Regency. It means that if the Compensation received by the employee is felt to be appropriate (fair and proper), then the commitment of the garbage collector at the Environmental Service in North Lombok Regency is higher. On the other hand, if the Compensation received is low, the responsibility of the garbage collector at the Environmental Service in North Lombok Regency will increase. It is getting lower.

Compensation is an award given by the company to employees so that employee performance is high and getting better. Besides that, Compensation is also not fixed or can change (Yusnita and Sari, 2014). According to the Workload, Compensation is relatively and will make employees feel valued and needed. It, of course, can make employees work optimally and support all activities carried out by the company. But, on the other hand, employee dissatisfaction with the Compensation provided by a company can lead to negative employee behavior and decreased commitment which will reduce the work performance of each employee (Apriyanti, 2016).

The company makes various efforts to develop and retain employees continuously. It is inseparable from the importance of the role of employees who are competent and can contribute



generously to the company. Therefore, companies must give more attention to employees so that employees can play an active role and work optimally. It requires a high commitment from each employee. One of the factors that influence the emergence of responsibility to employees is the provision of fair Compensation (Hidayat, 2015).

### **The Effect of Workload on Organizational Commitment**

The study results show that Workload has a positive and significant effect on the Organizational Commitment of Garbage Collectors at the Environmental Service in North Lombok Regency. It means that if the perceived Workload gets lighter, the organizational commitment of garbage collectors at the North Lombok Regency Environmental Service will increase. On the contrary, if the Workload gets heavier, the organizational commitment of garbage collectors at the North Lombok Regency Environmental Service will be lower.

According to Sutrisno (2009:95), the Workload of employees plays a dominant, crucial, and critical role in overall efforts to increase the Organizational Commitment of the employees. The Workload of employees is significant. The Workload must be instilled in every employee because this will involve the moral responsibility of the employee in his duties.

Good employee performance will increase the value of success in encouraging the company's development. On the other hand, poor employee performance will hinder the company's growth. To achieve good performance, companies must pay attention to several aspects of the work performed by employees. One of them is about the level of difficulty of the work. If the level of difficulty of the work follows the employee's ability, then the level of success of the employee in completing the job can run well. The Workload includes the level of difficulty of the employee or the level of work assigned by the employee. The Workload must be adjusted to the ability of employees who play an essential role for the company in providing an appropriate workload for employees. Under moderate pressure and Workload, performance can be improved because it can fully stimulate employees' energy to perform tasks effectively, but they cannot shift focus too much. At low levels, stress levels may be too low to promote effective performance, whereas, at high levels, stress stimuli may be too high to benefit effective performance (Bruggen, 2015).

The burden can be interpreted as a work activity that uses all the body's organs to meet the demands of the work faced both physically and mentally. Therefore, if there is an excessive workload, it will undoubtedly affect organizational commitment. It is reinforced by Wibowo's (2006) research, which states that workload significantly affects organizational commitment. In addition, Robbins (2006) says that workload is a factor related to one's work that can put pressure on people if the task's demands are felt excessively speedy, increase anxiety, and decrease commitment.

Previous research conducted by the results of this study are in line with the results of research conducted by Dewi (2013) states that there is a significant positive relationship between perceptions of workload and organizational commitment.

### **The Influence of Work Teams on Organizational Commitment**

The study results show that the work team has a positive and significant effect on organizational commitment. If the work team owned by the garbage collector at the Environmental Service in North Lombok Regency is increasingly solid, it can increase the Employee Organizational Commitment at work. On the contrary, if the work team owned by the garbage collector at the Environmental Service in North Lombok Regency is less solid, it can reduce Employee Organizational Commitment at work.

Working in a team can be said to have many uses and benefits. Among the advantages of working in groups are sharing the workload with other team members, giving and receiving support and

feedback, and even the fact that a job can be completed more successfully with help from a wider group or individual (Beukel and Molleman). , 2002). Teamwork creates various benefits such as increased productivity, quality of output, and quality of employee work-life (Houghton et al., 2003). Furthermore, even Houghton et al. (2003) said that work teams could reduce turnover, absenteeism, and conflict.

In teams of interconnected people, there is a sense of trust and commitment involved in cooperative design decision-making that can make changes that enhance professionalism and simultaneously provide social support and intrinsic organizational rewards that enhance collectivistic cultures and strengthen the will to strive and continue membership in the organization. Furthermore, continuity of membership in this organization is associated with lower levels of absenteeism and turnover, indicating a high level of organizational commitment (Dee et al., 2002).

### **Conclusion**

From the results of the research and discussion above, the conclusions the research that can be drawn are:

1. Compensation has a positive and significant effect on the Organizational Commitment of Garbage Collectors at the Environmental Service in North Lombok Regency. It means that if the compensation received by the employee is felt to be appropriate (fair and proper), then the commitment of the garbage collector at the Environmental Service in North Lombok Regency is higher. On the contrary, if the compensation received is low, then the responsibility of the garbage collector at the Environmental Service in North Lombok Regency will get lower.
2. Workload has a positive and significant effect on the Organizational Commitment of Garbage Collectors at the Environmental Service in North Lombok Regency. It means that if the perceived workload gets lighter, the organizational commitment of garbage collectors at the North Lombok Regency Environmental Service will increase. On the contrary, if the workload gets heavier, the organizational commitment of garbage collectors at the North Lombok Regency Environmental Service will be lower.
3. Work team has a positive and significant effect on Organizational Commitment. If the work team owned by the garbage collector at the Environmental Service in North Lombok Regency is increasingly solid, it can increase the Employee Organizational Commitment at work. On the contrary, if the work team owned by the garbage collector at the Environmental Service in North Lombok Regency is less solid, then it can reduce Employee Organizational Commitment at work.

### **Recommendation**

The suggestions that can be recommended regarding the results of this study include:

1. Garbage collectors often work busy hours and interact with the garbage that is piled-up untidy. They often have to clean up the scattered piles themselves to be loaded onto a transport truck. The responsibility is tremendous, and so is the risk of getting the disease. Therefore, there needs to be serious attention from the government so that they can receive additional compensation to maintain their immune system.
2. Relatively, there are still employees who are often late both in terms of arrival and return on their work. Therefore, there is a need for stricter direction and supervision by the leadership to avoid happening too often.
3. It is necessary to have a continuous work team training program so that the ability to work in groups will be better in the future.

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