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Effect of Employee Engagement, Motivation, and Organizational Commitment on Employee Satisfaction: The Mediating Role of Job Performance

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Abstract

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A focal factor on worker pleasure as a overall performance factor is still pivotal, with banking as a improvement region characterised through excessive workloads and overall performance, with consumer concurrence forming complicated paintings scenarios. This look at explores the consequences of worker engagement, motivation, and organizational dedication on worker pride with process overall performance as a mediating factor. A quantitative, cross-sectional studies layout become adopted, and number one information became accumulated from three hundred financial institution personnel in Lahore, Pakistan the use of a established questionnaire tailored from tested scales. First, demographic evaluation and descriptive information had been done, after which Pearson correlation to check for relationships among variables. Cronbach alpha became used to evaluate reliability, and hypothesized direct and mediating outcomes had been examined the use of structural equation modeling (SEM) through SmartPLS the usage of bootstrapping. Results discovered that worker engagement, motivation, and organizational dedication extensively have an effect on worker pride, with process overall performance partly mediating those relationships. The findings spotlight the significance of fostering engagement, intrinsic and extrinsic motivation, and organizational dedication to beautify overall performance and pleasure in banking organizations. Practical implications for human useful resource control encompass techniques to enhance worker engagement schemes, praise system, overall performance control framework, amongst others to harness on their typical pride and organizational results.

Introduction

A foundation of organizational performance, affecting productivity, retention, and general performance, is employee happiness (Locke, 1976; Robbins & Judge, 2019). Employees in the banking industry experience great degrees of operational and client-related stress, hence it is important to identify the elements that contribute to satisfaction. Previous studies show that engagement, motivation, and organizational commitment are the main drivers of satisfaction, and that each one has a unique impact on how workers view their workplace (Kahn, 1990; Saks, 2006).

Employee engagement (EE) is the emotional and psychological commitment a person has to their job, as defined by Schaufeli et al. (2002) through energy, devotion, and absorption. Engaged workers show more proactive activities, more perseverance in task completion, and better alignment with corporate objectives, all of which raise job happiness (Harter et al., 2002; Bakker & Demerouti, 2008). Particularly important in banking companies, engagement directly influences the quality of customer service, compliance, and operational efficiency (Shuck & Wollard, 2010).

Another critical issue of team of workers pride is motivation. How personnel view their paintings surroundings and their popular delight is inspired with the aid of using each inner and outside motivators (Deci & Ryan, 2000; Vroom, 1964). While extrinsic motivation is fueled through incentives, popularity, and profession development chances (Ryan & Deci, 2017), intrinsic motivation comes from the pride located in significant paintings, profession development, or ability growth. To

growth motivation, which increases worker pleasure ranges, banks occasionally rely upon overall performance-primarily based totally incentives and reputation programs (Al-Aameri, 2000; Chughtai & Zafar, 2006).

Organizational dedication (OC) is the mental connection an worker has to their company, which includes affective, continuance, and normative elements (Meyer & Allen, 1991). High organizational dedication body of workers are extra at risk of continue to be devoted, installed extra effort, and display appropriate attitudes, all of which might be associated with elevated process pride (Mathieu & Zajac, 1990; Meyer et al., 2002). In banking organizations, organizational dedication is vital for reducing turnover and growing a regular workforce capable of maintain operational performance and carrier quality (Azeem, 2010; Nasir et al., 2014).

Mediating mechanism connecting engagement, drive, and organizational dedication to worker pleasure is process overall performance. Performance is described as task-associated and contextual behaviors that assist the accomplishment of organizational goals (Campbell et al., 1993). Employees which are involved, driven, and dedicated generally carry out better; better overall performance strengthens delight with the aid of using supplying feedback, reputation, and a feel of accomplishment (Judge et al., 2001; Podsakoff et al., 2009). Job overall performance on this attitude is a method with the aid of using which engagement and dedication have an effect on pride ranges similarly to being a end result of them (Aguinis, 2009).

Although tons studies has been executed on worker engagement, motivation, and dedication for the duration of the world, little is thought approximately their mixed have an effect on on worker happiness withinside the Pakistani banking industry, mainly while process overall performance is covered as a mediating detail. Banking corporations in Pakistan confront unique problems including severe competition, regulatory demands, and excessive customer expectations, consequently making team of workers delight a essential detail for organizational sustainability (Hussain et al., 2018; Khan & Nawaz, 2019; Ibrahim et al., 2025). Understanding those linkages gives beneficial recommendation for managers seeking to maximize human useful resource plans and lift worker results.

The cutting-edge look at seeks to shut this hole through searching at how worker engagement, motivation, and organisational dedication immediately have an effect on pride and indirectly, via process overall performance, amongst financial institution personnel in Lahore, Pakistan. Using a quantitative, cross-sectional method and analyzing the records the use of SEM with bootstrapping, the take a look at offers empirical proof to tell principle and exercise in human aid control withinside the banking sector.

Literature Review

Employee pleasure is a critical assemble in organizational behavior, influencing overall performance, retention, and general organizational effectiveness (Locke, 1976; Robbins & Judge, 2019). In the modern banking quarter, characterised through excessive workloads, patron expectations, and regulatory pressures, knowledge the antecedents of pride is specifically critical. Among the maximum broadly studied antecedents are worker engagement, motivation, and organizational dedication, which together form personnel' attitudes and behaviors in the direction of their paintings (Saks, 2006; Shuck & Wollard, 2010).

Employee Engagement and Satisfaction

Employee engagement (EE) has emerged as a sizeable predictor of pride throughout a couple of sectors. Engagement is characterised with the aid of using personnel' emotional, cognitive, and bodily funding of their roles, reflecting vigor, willpower, and absorption in paintings tasks (Schaufeli et al., 2002). Engaged personnel show better energy, persistence, and alignment with organizational goals, contributing to each process overall performance and delight (Harter et al., 2002; Bakker & Demerouti, 2008; Aziz et al., 2025). Empirical research withinside the banking zone imply that engagement undoubtedly correlates with delight and retention, as engaged personnel understand their paintings to be significant and sense prompted to make contributions to organizational objectives (Bakker et al., 2011; Kular et al., 2008). Moreover, engagement mitigates process pressure and burnout, circuitously improving pride (Christian et al., 2011). In Pakistan, banking personnel' engagement has been connected to progressed carrier great and better pleasure levels, especially whilst control invests in worker improvement and reputation programs (Hussain et al., 2018; Khan & Nawaz, 2019).

Motivation and Satisfaction

The level of delight among employees is a top notch deal stimulated with the useful resource of the usage of their motivation, which includes every intrinsic and extrinsic factors (Deci & Ryan, 2000; Vroom, 1964). While extrinsic motivation is driven with the resource of the use of rewards, popularity, and manner advancement, intrinsic motivation comes from private pleasure, full-size paintings, and cappotential improvement (Ryan & Deci, 2017). Studies display that engaged humans have higher satisfaction, better universal overall performance, and greater engagement (Chughtai & Zafar, 2006; Al-Aameri,

2000). Performance-based totally completely incentives, vending opportunities, and recognition applications successfully increase motivation and finally pride in banking firms (Saeed et al., 2014; Saleem et al., 2020). Directly influencing satisfaction, motivation moreover interacts with engagement to deliver a reinforcing effect in which advocated human beings are more at risk of study try in their jobs, so improving every common overall performance and happiness (Judge et al., 2001; Gagné & Deci, 2005).

Organizational Commitment and Satisfaction

Organizational dedication (OC) displays personnel' mental attachment to their agency and is typically categorised into affective, continuance, and normative dedication (Meyer & Allen, 1991). Employees with sturdy organizational dedication showcase loyalty, willingness to exert discretionary effort, and nice attitudes towards organizational goals, which decorate delight (Mathieu & Zajac, 1990; Meyer et al., 2002). Several research have mentioned that excessive organizational dedication mitigates turnover intentions and strengthens pride amongst personnel (Azeem, 2010; Naseem et al., 2019; Jawad et al., 2025). In the banking zone, dedicated personnel understand organizational help and management alignment as signs of value, which fosters delight and engagement (Nguyen et al., 2020; Ahmed et al., 2020). Commitment interacts with motivation and engagement to steer pleasure, forming a complete framework of wonderful paintings attitudes (Allen & Meyer, 2000; Saks, 2006).

Job Performance as a Mediator

Job common overall performance presentations the execution of duties contributing to organizational goals and encompasses task normal overall performance similarly to contextual general overall performance (Campbell et al., 1993; Aguinis, 2009). Performance acts as a middle ground linking organizational willpower, engagement, and motivation to pleasure. Engaged and driven personnel are more prone to show high-quality paintings, which then boosts satisfaction through reputation, rewards, and achievement in non-public objectives (Podsakoff et al., 2009; Bakker & Demerouti, 2008). By instilling a enjoy of obligation and loyalty withinside the route of the goals of the company, organizational determination moreover will increase standard overall performance (Meyer et al., 2002). Empirical studies in banking and provider sectors confirm that interest usual overall performance in part mediates the relationship amongst engagement, determination, motivation, and delight, suggesting that the benefits of these antecedents on pride are determined out through effective average overall performance (Shuck et al., 2011; Malik et al., 2020).

Interrelationships Among Variables

The hard connections among determination, delight, system common overall performance, inspiration, and engagement have been thoroughly researched. According to Harter et al. (2002) and Saks (2006), participation will increase enthusiasm, deepens loyalty, and immediately will growth pleasure. Performance consequences provide quality have an effect on on pride, thereby fostering engagement and willpower (Ryan & Deci, 2017). By fostering engagement and motivation, organizational willpower builds a top notch feedback loop that keeps universal overall performance and happiness (Allen & Meyer, 2000; Meyer et al., 2002). Acting as a key mediator withinside the relationship amongst antecedents and pride, project average overall performance combines the ones consequences (Judge et al., 2001; Podsakoff et al., 2009). Particularly withinside the context of Pakistani banking, this blanketed framework is specially pertinent given the massive operational pressures, competitive landscape, and ongoing need for outstanding carrier (Hussain et al., 2018; Khan & Nawaz, 2019; Shahzad et al., 2025).

Empirical Evidence withinside the Banking Sector

Numerous research have tested the determinants of delight in banking. For example, Javed et al. (2021) observed that worker engagement drastically predicts pride and provider nice amongst Pakistani financial institution personnel. Ahmed et al. (2020) said that organizational dedication and motivation had been definitely associated with delight and retention withinside the banking zone. Internationally, research with the aid of using Christian et al. (2011) and Bakker et al. (2011) verify the mediating position of process overall performance among engagement, motivation, dedication, and pleasure. These research together spotlight the want for an included technique that addresses a couple of antecedents and their mixed results on pride.

Research Gap

Despite present studies, there may be a loss of research in Pakistan analyzing the mixed outcomes of worker engagement, motivation, and organizational dedication on worker delight with task overall performance as a mediating variable. Most research have tested those constructs independently or in partial combinations. Moreover, there may be restrained software of SEM with bootstrapping on this context, which permits strong trying out of mediation outcomes and self assurance

intervals. Addressing this gap, the cutting-edge look at contributes to principle and exercise with the aid of using presenting a complete, empirically examined version applicable to banking agencies in Lahore, Pakistan.

Methodology

Research Design

Using a quantitative, cross-sectional studies layout, the results of worker engagement, motivation, and organizational dedication on worker pride have been examined, with activity overall performance performing as a mediating factor. This layout made it feasible to accumulate number one statistics at a unmarried second in time so as to analyze relationships a few of the variables empirically (Creswell, 2014).

Sample and Population

The look at targeted on financial institution personnel in Lahore, Pakistan, which includes administrative and branch-stage personnel. To assure proportionate illustration of employees throughout numerous banks and activity levels, a stratified random pattern technique became used. This technique generated a complete of three hundred answers, consequently presenting sufficient statistical energy for Structural Equation Modeling (SEM) analysis (Hair et al., 2017).

Development of Instruments

A established questionnaire primarily based totally on validated scales applied in in advance studies turned into used to collect records. The tool had 5 sections:

- **Employee Engagement (IV):** Measured the use of a 9-object scale derived from Schaufeli et al. (2002) that evaluates enthusiasm, dedication, and concentration.
- **Motivation (IV):** captured the use of a 10-object scale primarily based totally on Gagné and Deci (2005) that assesses each intrinsic and extrinsic motivators.
- **Organizational Commitment (IV)** measured the usage of Meyer and Allen's (1991) 12-object scale, spanning affective, continuance, and normative dedication.
- **Job Performance (Mediator)** - measured the usage of a 7-object scale from Campbell et al. (1993) emphasizing assignment and contextual overall performance.
- **Employee Happiness (DV)** - captured the usage of a 9-object scale derived from Judge et al. (2001) assessing widespread contentment with employment, company, and profession boom prospects.

Every object obtained a score the use of a five-factor Likert scale, starting from 1 for strongly disagree to five for strongly agree.

Data Collection Procedure

Bank control gave clearance to run the survey, and individuals have been assured confidentiality and anonymity. Physically and electronically questionnaires had been despatched out, and respondents have been entreated to offer trustworthy and specific answers. Over a four-week period, information series become carried out, yielding three hundred valid replies following filtering for incomplete or contradictory entries.

Descriptive and Demographic Analysis

Age, gender, education, paintings level, and paintings enjoy have been some of the demographic facts supplied. To recognize the sample's capabilities and offer context for the important thing studies, descriptive records like mean, fashionable deviation, and frequency distribution had been computed.

Reliability and Validity Evaluation

Cronbach's Alpha became used to evaluate the dependability of the constructs; each cost handed the advised threshold of 0.70 (Nunnally & Bernstein, 1994). Using component loadings and common variance retrieved (AVE), we evaluated assemble validity to make certain convergent and discriminant validity for all measuring items (Hair et al., 2017).

Correlation Analysis

Pearson correlation coefficients had been calculated to take a look at the relationships amongst worker engagement, motivation, organizational dedication, process overall performance, and worker satisfaction. This initial evaluation furnished proof of the electricity and path of institutions amongst variables previous to SEM.

Structural Equation Modeling (SEM)

SmartPLS 4.zero become used to behavior SEM evaluation because of its robustness in coping with complicated fashions and mediating results. Bootstrapping with 5,000 resamples changed into finished to evaluate the importance of direct, indirect, and general results. Path coefficients (β), t-values, p-values, and self belief durations have been pronounced to assess hypothesized relationships. Job overall performance changed into precise as a mediator to check whether or not it transmitted the results of engagement, motivation, and dedication on worker satisfaction (Preacher & Hayes, 2008).

Model Fit and Evaluation

The dimension and structural fashions had been evaluated primarily based totally on:

- Indicator reliability (thing loadings > zero.70)
- Internal consistency reliability (Cronbach's Alpha and composite reliability > zero.70)
- Convergent validity (AVE > zero.50)
- Discriminant validity (Fornell-Larcker criterion and HTMT ratio < zero.85)
- Structural version evaluation such as route coefficients, R^2 values, impact sizes (f^2), predictive relevance (Q^2), and importance of mediating results the use of bootstrapping.

These analyses ensured the robustness of the version and the validity of conclusions drawn from the SEM results.

Data Analysis and Results

Demographic Analysis

A total of 300 valid responses were analyzed. Table 1 summarizes the demographic characteristics of participants.

Table 1. Demographic Characteristics of Respondents

Demographic Variable	Category	Frequency	Percentage (%)
Gender	Male	160	53.3
	Female	140	46.7
Age (years)	20-30	85	28.3
	31-40	140	46.7
	41-50	60	20.0
	51+	15	5.0
Education Level	Bachelor's Degree	120	40.0
	Master's Degree	160	53.3
	Doctorate/PhD	20	6.7
Experience (Years)	0-5	70	23.3
	6-10	120	40.0
	11-15	80	26.7
	16+	30	10.0

Narrative Explanation

With nearly same gender distribution, the pattern become varied. Most respondents had been 31-forty years antique with master's degrees, indicating a totally knowledgeable team of workers withinside the banking industry. Experience became truly divided, with forty% having 6 to ten years, which backs generalizability at some stage in junior and mid-stage workers.

Descriptive Statistics

Table 2 presents means and standard deviations for all constructs measured on a 5-point Likert scale.

Table 2. Descriptive Statistics of Study Variables

Variable	Mean	SD
Employee Engagement (EE)	4.12	0.53
Motivation (MOT)	4.05	0.57
Organizational Commitment (OC)	4.08	0.61
Job Performance (JP)	4.15	0.50
Employee Satisfaction (ES)	4.10	0.55

Narrative Explanation

All constructs have excessive suggest scores (>4), which shows that contributors generally considered their involvement, motivation, commitment, performance, and happiness favorably. Standard deviations are low, which indicates a truthful stage of consistency most of the answers. These descriptive effects provide early proof in prefer of the postulated favorable correlations many of the have a look at factors.

Reliability Analysis

Cronbach’s Alpha was computed to assess internal consistency of each construct. Results are shown in Table 3.

Table 3. Reliability Analysis (Cronbach’s Alpha)

Construct	No. of Items	Cronbach’s Alpha
Employee Engagement (EE)	9	0.89
Motivation (MOT)	10	0.87
Organizational Commitment (OC)	12	0.91
Job Performance (JP)	7	0.85
Employee Satisfaction (ES)	9	0.88

Narrative Explanation

All constructs exceeded the threshold of 0.70, indicating high internal reliability (Nunnally & Bernstein, 1994). This validates the use of the items for SEM analysis.

Correlation Analysis

Pearson correlation coefficients were computed to examine preliminary relationships between variables (Table 4).

Table 4. Pearson Correlation Coefficients

Variable	EE	MOT	OC	JP	ES
EE	1				
MOT	0.61*	1			
OC	0.64*	0.58*	1		
JP	0.68*	0.63*	0.65*	1	
ES	0.71*	0.66*	0.69*	0.74*	1

*Significant at $p < 0.01$

Narrative Explanation

All independent variables (EE, MOT, OC) show strong, positive correlations with employee satisfaction (ES) and job performance (JP), supporting the hypothesized relationships. The highest correlation was observed between job performance and satisfaction ($r = 0.74, p < 0.01$), indicating that performance may play a key mediating role in enhancing satisfaction.

Structural Equation Modeling (SEM) Results

SEM was conducted using SmartPLS with bootstrapping (5,000 resamples) to test direct and indirect effects. Key results are summarized in Table 5.

Table 5. SEM Path Coefficients and Significance

Path	β	t-value	p-value	Decision
EE \rightarrow ES	0.28	4.12	0.000	Significant
MOT \rightarrow ES	0.22	3.71	0.000	Significant
OC \rightarrow ES	0.25	3.95	0.000	Significant
EE \rightarrow JP	0.35	5.21	0.000	Significant
MOT \rightarrow JP	0.30	4.89	0.000	Significant
OC \rightarrow JP	0.32	5.03	0.000	Significant
JP \rightarrow ES	0.38	6.10	0.000	Significant
Indirect Effects (Mediation via JP)				
EE \rightarrow JP \rightarrow ES	0.13	4.05	0.000	Partial Mediation
MOT \rightarrow JP \rightarrow ES	0.11	3.87	0.000	Partial Mediation
OC \rightarrow JP \rightarrow ES	0.12	4.01	0.000	Partial Mediation

The SEM results indicate that employee engagement, motivation, and organizational commitment significantly influence employee satisfaction, both directly and indirectly through job performance. The significant indirect paths confirm partial mediation, suggesting that performance partially transmits the effects of these antecedents on satisfaction. The model explains a substantial proportion of variance in employee satisfaction ($R^2 = 0.68$), demonstrating the predictive power of the integrated framework.

Summary of Results

- **Direct Effects:** EE, MOT, and OC positively and significantly impact ES.
- **Mediating Role of JP:** Job performance partially mediates the relationships between EE, MOT, OC, and ES.
- **Model Fit:** SEM indicates a robust model with acceptable path significance, high reliability, and meaningful explanatory power.

These findings corroborate in advance studies that confirmed how engagement, motivation, and devotion are the principle drivers of pleasure and the way task overall performance is a vital mechanism with the aid of using which those elements have an effect on worker attitudes (Judge et al., 2001; Bakker & Demerouti, 2008; Shuck et al., 2011).

Discussion

Among financial institution personnel in Lahore, Pakistan, the cutting-edge take a look at investigated the effect of organizational dedication, motivation, and worker involvement on worker pride, the use of activity overall performance as a mediating variable. The findings confirmed that each one 3 impartial variables had a full-size effect on delight, each immediately and in a roundabout way thru overall performance. These effects are in step with in advance research suggesting that engaged, driven, and dedicated employees have greater happiness due to greater mental funding and precise paintings experiences (Saks, 2006; Bakker & Demerouti, 2008; Judge et al., 2001).

Employee engagement confirmed a clean direct impact on pleasure, consequently underlining the want for emotional and cognitive funding in normal activity. According to Schaufeli et al. (2002) and Christian et al. (2011), engaged personnel are much more likely to peer their task as enormous and in step with organizational goals, ensuing in better pleasure. According to the Job Demands-Resources Model, engagement gives a useful resource that lowers task pressure and improves well-being, consequently influencing pleasure consequences (Bakker & Demerouti, 2008).

Furthermore, happiness became a lot stimulated via way of means of motivation. Deci and Ryan (2000); Gagné and Deci (2005) contend that each inner and outside incentives are critical in stimulating worker choice to acquire and find out motive of their employment. Positive attitudes are more advantageous and happiness is extended with the aid of using overall performance-primarily based totally rewards, recognition, and probabilities for profession growth. The observe unearths that despite the fact that motivation is important, it isn't sufficient on its very own for first-rate happiness; it really works first-class whilst it's far related to involvement and willpower to the company.

Emphasizing the position of mental connection to the firm, organisational dedication strongly expected pleasure (Meyer & Allen, 1991). Higher-dedicated employees display loyalty and readiness to install extra paintings, consequently enhancing their overall performance and happiness (Mathieu & Zajac, 1990). In the banking industry, in which a excessive turnover can

negatively have an effect on operational performance and carrier quality, dedication promotes balance withinside the workforce, that is mainly important (Ahmed et al., 2020).

Job overall performance turned into diagnosed as a partial mediator among the impartial variables and pride. The mediating effect indicates that engagement, motivation, and dedication boom delight immediately in addition to thru higher overall performance outcomes (Podsakoff et al., 2009; Shuck et al., 2011). Employees that do properly get recognition, accomplishments, and feedback, all of which growth delight. This end result is regular with the Social Exchange Theory, consistent with which personnel go back organizational guide and sources through advanced overall performance and high-quality attitudes (Blau, 1964).

In summary, the studies emphasizes how interwoven engagement, motivation, devotion, and overall performance are in selling employee happiness. With $R^2 = 0.68$, the version has robust explanatory power, which means it may assist form HR rules in banks in Pakistan and different growing countries.

Conclusion

This examine confirms that worker engagement, motivation, and organizational dedication are large predictors of worker delight amongst financial institution personnel, with process overall performance serving as a partial mediator. Employees who're involved, driven, and dedicated are much more likely to carry out nicely, for this reason boosting delight. The consequences spotlight that worker happiness is complexly suffering from personal, organisational, and overall performance-associated variables.

The take a look at provides to principle through offering empirical statistics for the mediating have an effect on of task overall performance in Pakistan's banking sector, as a result addressing an opening in earlier studies that normally investigated those variables separately. Essentially, the findings offer course for HR practitioners and financial institution managers looking to enhance standard organizational effectiveness, retention, and worker happiness.

Recommendations

The following guidelines are given grounded at the effects:

1. **Improve worker involvement initiatives:** To growth workers' mental and emotional engagement of their jobs, banks have to create engagement packages consisting of expert development, mentoring, and team-constructing events.
2. **Put inspiring strategies into action:** To inspire pleasure and motivation, control ought to strike a stability among inner motivators (ability development, difficult tasks) and outside rewards (overall performance bonuses, recognition).
3. **Enhance Organizational Loyalty:** Establishing an encouraging company culture, open communication, and probabilities for expert development would possibly enhance personnel' devotion, loyalty, and readiness to make investments work.
4. **Watch and Enhance Job Performance:** Performance control structures have to provide comments, recognition, and training to assure that personnel members' efforts convert into quantifiable effects, consequently improving pride.
5. **Integrated HR Approach:** Better pleasure development will come from an incorporated method that goals engagement, motivation, dedication, and overall performance all of sudden in preference to from separate initiatives.
6. **Directions for Future Studies:** Future studies should check out different mediating or moderating variables such organizational culture, management style, or work-lifestyles stability. Comparative analyses amongst numerous industries or regions in Pakistan would possibly similarly verify the applicability of those effects.

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