Work Values and Multidimensional Career Commitment on Perceived Career Success: Reassessing Hybrid Career Perspective

Nia Ariyani Erlin, Syahrizal[*], Tika Rahma Yani Siregar
Faculty of Economics and Business, Universitas Negeri Padang, Indonesia

ABSTRACT

Perceived career success in employee career development has received much attention in recent years. Keeping that in mind, this research examines the relationship between intrinsic and extrinsic work values and perceived career success within a hybrid career orientation. This research also tests the mediating role of multidimensional career commitment, which includes career resilience, career planning, and career identity. The sample consisted of 322 civil servants working in government agencies in Indonesia. The SEM-AMOS analytical model was used to test the measurement and structural models. The findings of the research study indicated a positive correlation between intrinsic work value and perceived career success. Moreover, the relationship between intrinsic work values and perceived career success was found to be influenced by career resilience, career planning, and career identity. In contrast, no significant relationship was observed between extrinsic work values and perceived career success. However, extrinsic work values were negatively related to career resilience. This research suggests that human resource management practitioners can enhance career management by emphasizing multidimensional career commitment and intrinsic work values.

Corresponding Author
Syahrizal
Email: syahrizal@fe.unp.ac.id

INTRODUCTION

In recent years, there has been much attention to the concept of career success, especially perceived career success in employee career development (Briscoe et al., 2021; Seibert et al., 2024). Perceived career success can also be seen as an indicator of various meaningful outcomes in both life and work, including an individual's level of commitment to their organization (Ekmekcioglu et al., 2020), job satisfaction and work engagement (Koekemoer et al., 2020) or well-being (Y. Han et al., 2021). Previous findings, including those mentioned above, highlight the importance of organizations seeking to understand how employees perceive their career success and what influences it (Spurk et al., 2019;

Tran Huy, 2024). Research has explored various perspectives to explain perceived career success, such as the career protean (Hall et al., 2018) and the conservation of resources theory, which encompasses various aspects such as political behavior, self-directed professional attitudes and career planning (Sullivan & Al Ariss, 2022). Generally, current perceived career success research is dominated by perspectives that emphasise individual initiative to achieve career success.

Some experts suggest that individual perceptions should be integrated with organisational career approaches (Gander, 2018). The notion of career success is a shared responsibility between the organization and its members, especially in organisations undergoing change (Seibert et al., 2024). The Indonesian government is currently undergoing bureaucratic reform. Government employees are moving from the comfort zone to the competitive zone. The paradigm will also shift from a rule-based bureaucratic system to a performance-based bureaucracy. The logical consequence is that organisations and individuals need to respond to these changes together in order to achieve the goals set, including career management. In the past, career management was largely the responsibility of the organisation. With this change, career management will be the responsibility of both the organisation and the individual. Prior investigations have indicated that conventional organizational career paths and elements of modern careers exhibit a synergistic relationship (Baruch & Vardi, 2016) and may be conceptualized as a hybrid career encompassing attributes from both paradigms.

Research on hybrid career (HC) differs from the protean career, which emphasises intrinsic motivations, such as intrinsic work values, in shaping perceived career success (PCS) (Hall et al., 2018). Instead, the HC suggests that career success can be driven by both intrinsic and extrinsic rewards (Gander, 2018). Therefore, this study argues that intrinsic work value (IWV) and extrinsic work value (EWV) can shape perceived career success (PCS). IWV embodies the value placed on personal growth and relationship building, contributes to the work environment, and motivates individuals towards PCS (Hall et al., 2018). Similarly, EWV, which indicates the perceived value of work in terms of financial success, power, and status, encourages individuals to achieve their desired career (Son & Kim, 2021).

Several experts have also emphasized the importance of investigating the mechanisms linking work values and career success, proposing career commitment as a critical aspect (Schultheiss et al., 2023). Career commitment is fundamental for employees and organisations during job change or organisational transformation (Ekmekcioglu et al., 2020). This change requires individuals to be committed to their careers so that the changes being implemented are successful and individuals are satisfied with their chosen careers (Haibo et al., 2018). Employees who strive to improve their skills and succeed in the job market highlight the importance of this commitment (Ahmad et al., 2019). Although there is an increasing interest in career commitment (Van der Heijden et al., 2022), the testing of this construct is still limited to unidimensional. Meanwhile, multidimensional construct of career commitment (Career resilience (CR), Career planning (CP), Career identity (CI) developed as a determinant of career success is still limited. In general, existing research examines each dimension of career commitment separately. For example, CR (Ahmad et al., 2019; Mishra & McDonald, 2017), CP (Salleh et al., 2020; Spurk et al., 2015), and CI (Praskova et al., 2015). Recent studies have shown that career commitment is a multidimensional construct (Van der Heijden et al., 2022), thus it is necessary to test each dimension simultaneously.

LITERATURE REVIEW

A hybrid career represents a novel perspective that integrates both individual and organisational approaches to career management (Gander, 2021; Shevchuk et al., 2024). A defining characteristic of hybrid careers is that employees not only seek career security and positional advancement, but also desire autonomy in managing their career paths. Organisations are actively involved in career management and development, but at the same time, individuals need to take responsibility for their careers (Zhao et al., 2022). Career experts emphasise the need for organisational support even in career models driven by individual control, such as protean and boundaryless concepts in achieving career success (Hall et al., 2018; Mishra & McDonald, 2017).

Research in the field of career studies suggests that the concept of career success encompasses two primary dimensions: subjective career success, which is introspective in nature and pertains to an individual's distinct viewpoint and self-assessment regarding their professional journey, and objective career success, which is outwardly oriented and comprises quantifiable metrics of accomplishment (Seibert et al., 2024). The concept of subjective career success that describes perceived career success captures an individual's self-assessment of their career achievement to date and prospects for future achievements (Shockley et al., 2016; Spurk et al., 2019). Essentially, PCS is measured as perceptions of career satisfaction

A person's attitude towards a profession or job is referred to as career commitment (Schultheiss et al., 2023). Employees with strong career commitment tend to invest more in their professional growth and actively seek to equip themselves to handle changes in the workplace. An individual dedicated to their career is more inclined to engage in developmental opportunities and training initiatives, thereby acquiring competencies that facilitate career advancement (Sultana et al., 2016). The career commitment construct is comprised of three dimensions, namely career identity (CI), career planning (CP), and career resilience (CR) (Carson & Bedeian, 1994; Goulet & Singh, 2002). CI aligns with concepts such as occupational identity, organizational identity and role identity each of which pertains to how individuals view and define themselves within a specific professional environment (Haibo et al., 2018). Next, Career identity reflects an individual's emotional connection to their chosen profession, demonstrating how well they possess a realistic self-image and align it with their career aspirations. Individuals with high CI have well-defined career goals based on self-knowledge, especially knowledge of their potential (Praskova et al., 2015; Yang et al., 2023). CP is the process by which individuals identify their career development needs and set career goals and objectives. Individuals with a clear understanding know what is needed to achieve their career goals and demonstrate a high level of career planning (Salleh et al., 2020). CR is the capacity to endure, adapt, and succeed in one's career when confronted with challenges, unexpected events, and disruptions over time (Mishra & McDonald, 2017). Individuals with high levels of cognitive readiness (CR) have the ability to effectively utilise established resources and strategies to consistently progress towards their current career goals.

Work values refer to specific things that are considered significant in the work environment (Busque-Carrier et al., 2022). Work values influence how employees view their preferences in the workplace and have a direct impact on their attitudes, behaviors, and decisions related to work, as well as their perceptions and problem-solving abilities. Based on SDT theory, work values can be divided into intrinsic work value (IWV) and

extrinsic work value (EWV) (Ryan et al., 2017). Extrinsic work values focus on the results or effects of work, highlighting external tangible rewards for the individual, including salary, promotional prospects, and social status. Conversely, intrinsic work values emphasize the process of work, encompassing intangible rewards such as intrinsic interest, learning potential, and creative opportunities (Hall et al., 2018).

This study argues that IWV and EWV positively affect perceived career success. The hybrid career perspective suggests that in career management, individuals seek outcomes such as autonomy, increased competence, financial success, job security and job advancement (Gander, 2021; Shevchuk et al., 2024). Individuals with high IWV tend to have a proactive attitude in trying to improve their knowledge and skills. In addition, individuals should focus not only on skills but also on the attitudes needed to remain employable both inside and outside the organisation, such as creating networks and sharing knowledge. Fulfilling the IWV contributes to enhancing an individual's overall satisfaction with their career. Previous research suggests that individuals with high levels of intrinsic value have a positive relationship with employee well-being and career success (Wang & Chen, 2022).

PCS can also be influenced by EWV, which is a work value for financial success, job security and promotion. Satisfaction of extrinsic work values is largely determined by the role of the organisation in facilitating employees' career development, such as support for promotions and salary increases (Shevchuk et al., 2024; Wang & Chen, 2022). An organization can support the development of employees' careers and foster career success through various means, such as mentoring, career counseling, workshops, training programs, and clear career pathways.

We argue that the relationship between IWV and EWV can be linked to perceived career success through dimensions of career commitment. Based on the hybrid career perspective, career management should involve both individuals and organisations because individuals are motivated to gain (job security and upward mobility) and manage their careers independently (Guo et al., 2019). Multidimensional of career commitment (CR, CP and CI) indicates that each of these dimensions is considered a separate construct (Mishra & McDonald, 2017). The mechanism of CI is based on the role of work values in career decision making (Doo & Park, 2019). An individual's CI can be seen as a career development process because in times of organisational change, individuals need strong guidance to manage and develop their careers. Individuals who demonstrate strong IWV and EWV and who adhere to a defined code of personal values in their decision-making processes regarding career choices will have high self-awareness (Briscoe et al., 2021). The extant empirical literature has not directly addressed the issue of CI in relation to both EWV and IWV, but has confirmed that IWV dimensions such as competence, autonomy, are positively associated with CI (Feng et al., 2022; Jo et al., 2024; Yang et al., 2023). On the other hand, the dimension of EWV, such as job security and organizational career growth are positively associated with career commitment (Son & Kim, 2021; Yoon et al., 2018). Empirical research suggests that a robust CI may result in favorable repercussions, including career success (Haibo et al., 2018) as well as enhanced perceived employability and diminished career-related stress (Praskova et al., 2015). Moreover, Lysova (2015) demonstrated that the career identities of individuals play a crucial role in comprehending organizational transformations and shaping their reactions to such changes. These results underscore the significance of possessing a robust and well-defined career identity within an environment marked by uncertainty, change, and

individual autonomy over one's professional activities (Black & Warhurst, 2019). It is evident that the evolution of career identity constitutes a complex learning process.

Career experts agree that CR is the process of taking necessary actions in response to environmental threats and overcoming associated barriers (Hall et al., 2018; Mishra & McDonald, 2017). The benefit of conceptualizing CR as a dynamic process lies in its ability to consider the diverse mechanisms that may affect how individuals navigate career disruptions and transformations. The changing work environment characterised by VUCA requires individuals to be resilient in their career management. The relationship between WV and CR is a multifaceted and intricate one. Empirical evidence indicates that WV is associated with active management of change (Briscoe et al., 2021). For example, IWV is positively related to individual adaptability (Hall et al., 2018). When individuals are highly motivated to fulfil their needs for autonomy, belongingness and contribution to the community, they are more likely to be able to withstand changes that occur in the workplace. Their proactive approach to skills development, including project management and networking, enables them to adapt quickly to changes in their workplace.

Research has shown that CR is a meaningful and measurable attribute of career commitment (M. C. Han & Hwang, 2021) and is strongly related to PCS (Ahmad et al., 2019). When strong CR is present, individuals develop career resilience in the face of highly complex environments (Hite & McDonald, 2020; McDonald et al., 2022; Mishra & McDonald, 2017). Individuals with strong CR manage their careers with high levels of self-confidence and risk-taking, and are able to persevere in their careers. We argue that CR has a positive impact on perceived career success. Career management by organisations and individuals plays a role in creating individual career success. When the organisation is undergoing change, the role of the organisation in providing employees with career support, such as training and career counselling, as well as support for employees' own initiative, can increase employees' ability to overcome work problems and enable individuals to achieve career success. (Lyons et al., 2015) argued that resilience can promote the possibility of achieving desired goals.

CP is the mechanism used to influence perceived career success. Career success requires activities that lead to career goals or objectives (Salleh et al., 2020) . That is, an individual must possess CP and be capable of utilizing their WV as a means of action in the pursuit of their most cherished values. From an individual standpoint, career planning provides clarity, guidance, and strategies to navigate the uncertainties of role expectations and organizational requirements. It helps in recognizing career opportunities and alleviating the stress that often accompanies job changes and transitions in one's career. Meanwhile, EWV is associated with financial and hierarchical rewards (Busque-Carrier et al., 2022). When employees' EVW is high, they tend to strive to achieve their career goals. In essence, individuals strive to achieve the work values that are most important to them. The higher a person's EVW, the more empowered they are to make career choices. Essentially, career development involves translating one's self-concept into actions at work, so individuals tend to have clear personal values in determining their career choices (Spurk et al., 2015).

Several studies have demonstrated a positive association between work values and favorable career experiences, as well as perceived career success (Shevchuk et al., 2024). Moreover, it is suggested that to convert positive career attitudes into career success,

individuals must cultivate the ability to understand and manage themselves (Lysova et al., 2015). In their research involving employees who had recently undergone career counseling, Shevchuk (2024) found that work values were associated with successful career outcomes, such as employability and career satisfaction. However, this relationship was entirely mediated by career insight. In other words, individuals need to leverage their work values to gain a deeper understanding of available opportunities and how these opportunities align with their personal interests and motivations.

This study integrates several predictions from a hybrid career perspective. Based on this, the purpose of this study is to examine the effect of intrinsic and extrinsic work values on perceived career success through career planning, career identity and career resilience as shown in Figure 1. Thus, the hypotheses of this study are:

H_1a: Intrinsic work values (IWV) are positively associated with perceived career success (PCS).

H_1b: Extrinsic work values (EWV) are positively associated with perceived career success (PCS).

H_2a: Career Identity (CI) mediated the relationship between intrinsic work values (IWV) and perceived career success (PCS).

H_2b: Career Identity (CI) mediated the relationship between extrinsic work values (EWV) and perceived career success (PCS).

H_3a: Career resilience (CR) mediated the relationship between intrinsic work values (IWV) and perceived career success (PCS).

H_3b: Career resilience (CR) mediated the relationship between extrinsic work values (EWV) and perceived career success (PCS).

H_4a: Career planning (CP) mediated the relationship between intrinsic work values (IWV) and perceived career success (PCS).

H_4b: Career planning (CP) mediated the relationship between extrinsic work values (EWV) and perceived career success (PCS).
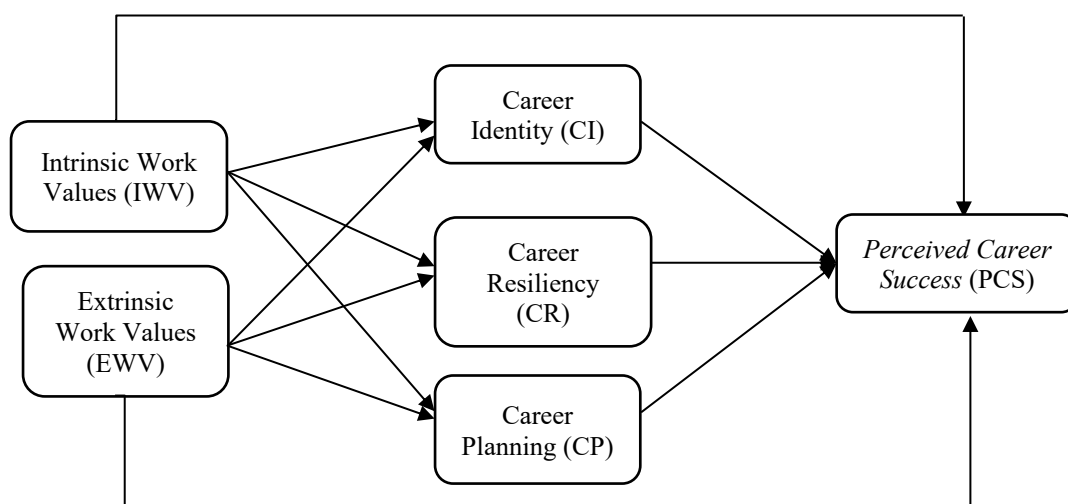

Figure 1. Theoretical Framework

RESEARCH METHODS

This survey was conducted among 320 employees of public organisations, namely the Central Statistics Agency and the West Sumatra Industry Service in Indonesia. To control for common method variance, several precautions were taken, including the use of procedures and statistics as recommended by Podsakoff et al., (2003) To ensure the confidentiality of all employee information, efforts were made to increase respondent honesty and minimize socially desirable responses. The respondents were explicitly informed that the data collected would be used exclusively for academic research purposes. Additionally, the items in each scale were randomly assigned to each participant.

The perceived career success was assessed using twenty-two-item scales from Gattiker and Larwood (1986). Employees were asked to reflect on occupational, interpersonal, financial, hierarchical, and life success and respond to items such as "I am receiving positive feedback about my performance from all quarters" and "I am receiving fair compensation compared to my peers using a five-point response format (1 = strongly disagree, 5 = strongly agree). Cronbach's alpha coefficient of the PCS (α = .863). The Commitment Career Measure (CCM), developed by Carson and Bedeian (1994), was used in this study. The CCM includes three main dimensions within the construct of career commitment: CP with four items and an example item is 'I have made plans for my development in this field of work/career', CI with four items with an example item is 'My field of work/career is an important part of who I am', and CR with four items with the statement used to measure this sub-dimension is 'The inconveniences associated with my job/career sometimes seem too great'. (1 = strongly disagree, 5 = strongly agree). Cronbach's alpha coefficient of the CP (α = .870), CR (α = .777), and CI (α = .724). The Aspiration Index, which assesses individual values, is the basis for intrinsic and extrinsic work values (Vansteenkiste et al., 2007). The respondents were queried as to the extent to which the three IWV and EWV were considered important within the organization. The questions followed the sentence 'To what extent do you think it is important...'. The questions for the IWV were: 'maintaining good social relations', 'contributing to the betterment of society' and 'investing in personal growth'. The items for EWV were: 'achieving financial success', 'gaining recognition and respect' and 'being able to influence others'. The respondents were requested to indicate the degree of importance attributed to the various factors under consideration by means of a five-point Likert Scale, with 1 representing "not at all important" and 5 indicating "very important." Cronbach's alpha coefficient of the IWP (α = 0.783), and EWV (α = .780).

RESULTS AND DISCUSSION
Result
Table 1 summaries the data and relationships. As shown in Table 1, IWV was positively associated with PCS (r = .471, p < .01) and EWV was positively related to PCS (r = .326, p < .01). Multidimensional CC was positively related to PCS (CR; r = .313, p < .01, CP; r = .414, p < .01, and CI; r = .335). In addition, IWV was positively related to multidimensional CC (CR; r = .271, p < .01, CP; r = .445, p < .01, and CI; r = .284, p < .01) and EWV was positively related only to CP (r = .351, p < .01) and CI (r = .335, p < .01).

Table 1. Means, Standard Deviations, and Correlations Among the Study Variables

Construct	Mean	SD	1	2	3	4	5	6
1. IWV	3.9627	.73010	(.783)					
2. EWV	3.0414	.87878	.460**	(.780)				
3. CP	3.8323	.74105	.445**	,351**	(.870)			
4. CR	3.4141	.93749	.271**	,032	.172**	(.777)		
5. CI	3.6335	.67411	.284**	.258**	.325**	.142*	(.724)	
6. PCS	3.4363	.70561	.471**	.326**	.414**	.313**	.335**	(.863)

Note: N = 322. $^*p < .05$; $^{**}p < .01$

The analysis employed the graphical technique of structural equation modeling (SEM) with AMOS to perform confirmatory factor analysis, with the objective of examining the factor structure of the six-factor model. The sufficiency of the structural model was assessed through a variety of multiple fit indices, which comprised the Tucker-Lewis index (TLI), the incremental fit index (IFI), the root mean square error of approximation (RMSEA), and the comparative fit index (CFI).The six-factor model demonstrated an excellent fit to the data, as indicated by the following fit indices: $X^2 (70) = 478.42$, CFI = .944, TLI = .934, IFI = .945, RMSEA = .05. The measurement model comprised six latent components, namely IWV, EWV, CR, CP, CI, and PCS.

We then proceeded to test the hypothesis. Hypothesis 1a states posits that the influence of IWV on PCS is more substantial than the impact of EWV. As shown in Figure 2, the proposed framework was evaluated using the AMOS graphical structural equation modelling (SEM) methodology. The obtained model showed a strong agreement with the data: $(X^2 (61) = 389.33$; CFI = 0.941; TLI = 0.931; IFI = 0.942; RMSEA = 0.05) indicating an excellent fit to the data. The data presented in Figure 2 indicated a positive correlation between IWV and PCS (b = .73, p < .001), thereby confirming Hypothesis 1a. The correlation between EWV and PCS was found to be non-significant (b = 0.05, p > .05), thus failing to provide support for Hypothesis 1b.
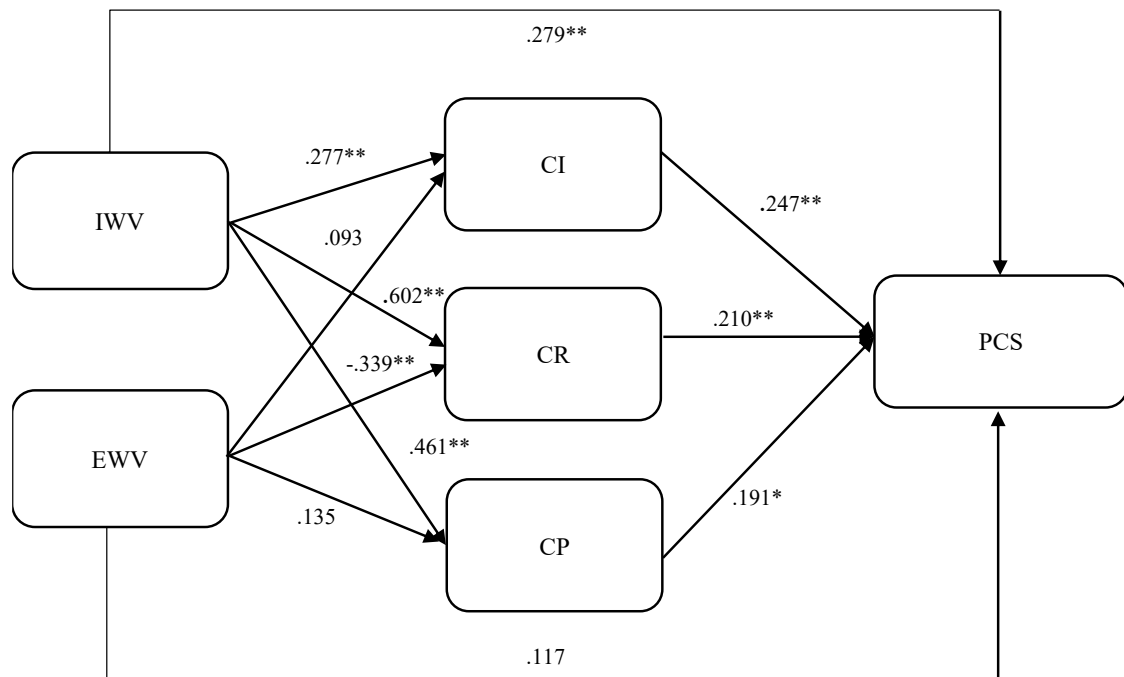

Figure 2. Partial Mediation

The bootstrapping method proposed by Cheung and Lau (2008) was employed to examine CP, CR, and CI as a mediating factor in the relationship between IWV, EWV, and PCS. The results indicated that the indirect effect of IWV on PCS via MCC was 0.273. Moreover, the 95% bias-corrected confidence intervals for the indirect effects ranged from 0.33 to 0.51, and did not overlap with zero ($p < 0.05$), indicating a statistically significant mediation. These findings indicate that CI, CR, and CP played a significant mediating role in the relationship between IWV and PCS. The results supported hypotheses 2a, 3a, and 4a. In contrast, hypotheses 2b, 3b, and 4b were not supported.

Discussion

The purpose of this study is to investigate how IWV and EWV affect PCS within a hybrid career perspective. In the context of the Indonesian government's ongoing bureaucratic reforms, employees in functional positions are provided with opportunities for extensive self-development, especially in enhancing their expertise and competencies related to their fields. This initiative aims to strengthen the civil service by making them more competent and skilled in their fields, with greater prospects of taking on more responsibility and greater job satisfaction. Employees' perceived importance of IWV is a key determinant of their career success. This is consistent with the protean career orientation, which places significant emphasis on IWV as a key determinant in career management (Hall et al., 2018; Lyons et al., 2015).

The findings of this study also indicate that EWV has no impact on PCS. Individuals do not consider EWV as a determinant of PCS The lack of a correlation between EWV and PCS indicates that, as organizations undergo transformation, career management for civil servants places greater emphasis on intrinsic value (Busque-Carrier et al., 2022; Hall et al., 2018; Vansteenkiste et al., 2007). This approach encourages individuals to take an active role in creating meaning through their career decisions and transitions, rather than relying on externally defined sources of meaning. We tested the mediating mechanisms of the effects of IWV and EWV on PCS. The results show that the hypothesis mediation mechanisms play a significant role in explaining the impact of IWV on PCS. CI, CR and CP mediated the relationship between IWV and PCS. In particular, we put forth the proposition that career commitment exerts an influence on outcomes through the lens of career attitudes, which encompass the formulation of individual career objectives and the identification with and dedication to these objectives. Individuals who are dedicated to their career are more inclined to invest their efforts in activities that are consistent with their personal values and objectives (Yoon et al., 2018).

Finally, our study shows that EWV can reduce CR. An individual's desire for promotion, praise, honour, money or a specific reward can reduce career resilience. This is because it leads a person to perform work activities not for their own satisfaction, but because they expect to get something in return. In addition, individuals who value extrinsic values can create a competitive atmosphere (Vansteenkiste et al., 2007). Such circumstances may additionally precipitate the emergence of psychological ailments, including depression, anxiety, and diminished self-esteem (Ryan et al., 2017), as well as sentiments of inferiority and incompetence. Consequently, employees who have experienced EWV may exhibit a lack of self-efficacy, diminished energy, and a reduced capacity for adaptation and perseverance in their careers. EWV may therefore be negatively related to CR.

CONCLUSION

The present study has three primary objectives. First, it seeks to examine the relationship between the IWV and EWV with PCS. Second, it aims to investigate the relationship between the IWV and EWV with three dimensions of career commitment, namely CR, CI, and CP. Third, it endeavors to ascertain the mediating role of the aforementioned three dimensions of career commitment in the relationship between the IWV and EWV with PCS. This research offers substantial empirical evidence of the relationship between IWV and EWV and multidimensional CC. This also supports the proposition that CR, CP and CI mediate the relationship between IWV and perceived career success. Therefore, multidimensional CC emerges as a critical aspect for employees, perceived career success. Furthermore, these findings indicate that individuals who are highly competent in their respective fields demonstrate a greater capacity for resilience and intellectual agility when confronted with career-related obstacles. Accordingly, the capacity to demonstrate resilience in the context of adverse career events is regarded as an indispensable attribute for attaining career success. In light of these findings, it is recommended that organizations, career counselors, and managers prioritize the enhancement of their employees' career-related IWV to achieve optimal human capital utilization. This research emphasises the importance of organisations, especially government organisations, making efforts to recognise the multidimensionality of IWV in promoting employees' career success.

This study contributes to the field of career management literature in two significant ways. Nevertheless, we have theoretically resolved this ambiguity by presenting preliminary empirical evidence that PCS is not the consequence of both WV and CC. Rather, our findings indicate that PCS is solely attributable to WV. Second, this study contributes to the development of career management theory by establishing a multifaceted interconnecting role for CC between IWV and PCS. While previous research has mainly focused on investigating the linear and direct relationship between IWV and PCS. In contrast, we offer a model of the IWV-multidimensional CC-PCS relationship. The findings of this research have implications for practice in the areas of CR, CI, and CP, all of which are recognized as significant contributing factors to PCS. Recognising their importance, organisations are encouraged to support employees in developing these dimensions to an ideal level. The literature suggests several ways to achieve optimal levels of CR, CP and CI. For example, McDonald et al., (2022) argue that the level of CR, CP and CI can be increased through work values. In the context of organisational transformation, individuals' career commitment, particularly their resilience to return to normal circumstances after experiencing an unexpected event, serves as a positive signal that navigates employees through career growth equilibria amidst transformative change (Lyons et al., 2015). The findings of this research demonstrate that CR, CI, and CP are empirically derived from WVI. It is thus recommended that managers ensure that career-related training or workshops prioritize the management of career-related WVI. This can be accomplished through the active involvement of personnel with expertise in the design and selection of training content that is aligned with the career-related needs of employees.

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