

A Literature Review on Factors Influencing Employee Turnover Intention

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Abstract

Turnover intention is the possibility of an individual changing his or her job within a given period of time and is the most direct precursor of turnover behavior. Since employee turnover can negatively affect both the firm and the labor market as a whole, it is crucial to understanding the factors that influence their turnover intention. This paper reviews the relevant literature and identifies the determinants of employee turnover intention. This paper also presents a framework that illustrates the variables that influence employee turnover intention.

Keywords: Employee turnover intention, Literature review, Framework

1. Introduction

The process by which an employee departs an organization is known as employee turnover. It can be defined as voluntary when the employee agrees to terminate the employment relationship, or involuntary when the employer decides to terminate the employment relationship (Holtom et al., 2008). To maintain stability and growth, organizations must be able to retain their talent (Heneman, Judge, & Kamp-Mueller, 2003). Governments must also determine whether organizations are able to do so, as fluctuations in employee turnover may be an indicator of a failing economic sector (Akiba et al., 2019). A fundamental variable in the study of employee attitudes and behaviors, turnover intention refers to the likelihood that individuals will switch jobs within a specific time frame. Intentions are studied as proximal responses to job dissatisfaction and inadequate working conditions, which contributes to its popularity. Unsatisfied employees are at risk of leaving their employment, and quitting typically begins with the intention to do so.

Many western academics consider the study of turnover intentions to be more significant than the study of actual turnover behavior. Bluedorn (1982), Price and Mueller (1981) even suggested that turnover intention be used in research rather than actual turnover behavior, because actual turnover behavior is more influenced by external factors; According to Fishbein (1967), turnover intention is consistent with attitudes, desires, and behaviors, and is frequently predictive of actual turnover. Shore and Martin (1989) observed that turnover intention is a suitable dependent variable because it is related to actual turnover behavior. Bluedorn (1982) analyzed 23 studies and found a highly significant direct correlation between turnover intention and turnover behavior. Steel and Ovalle (1984) determined a 0.50 correlation coefficient between the two variables. Turnover intention reflects the current state of organizational governance more accurately than turnover behavior. Organizations have a high employee turnover intention, but

due to the high unemployment rate in the industry, the organization's employee turnover rate is low, and this low turnover rate may mask the level of organizational governance.

Numerous variables, such as job satisfaction, organizational factors, job stress, workload, burnout, the managerial style, demographic factors and work environment, opportunity, positive or negative affectivity, etc., have been found to be associated with employee turnover intention in prior research. As it is challenging to review all the influencing factors in a single study, this article concentrates on reviewing the impact of job stress, compensation, career development, social support, job satisfaction, organizational commitment and occupational burnout on employee turnover intention. Through analysis, the author hopes that it can help assess the problems that come with employee turnover intention and find out the strategies to improve their job satisfaction and diminish employee turnover intention, and provide the next step in this research topic.

2. Definition Of Terminology

Turnover intention: Turnover intention is a central variable in the study of employee attitudes and behaviors. One reason for its popularity is that intentions are studied as proximal responses to job dissatisfaction and poor working conditions. Dissatisfied employees are at risk for quitting their jobs, and typically quitting begins with intentions to quit. Some researchers have used turnover intentions as a proxy for turnover itself, but this is a risky practice since intentions do not always translate into behaviors.

Intentions predict future turnover, but that relationship is moderated by job opportunity. In a meta-analysis Carsten and Spector (1987) found that although the mean correlation of intentions and turnover was .38, it ranged from essentially zero to .71, depending on the unemployment rate at the time of the study. Turnover was significantly predicted by both our 3-item measure (Michaels & Spector, 1982) and our 1-item measure (Spector, 1991).

Job Stress: People may experience work-related stress when they are confronted with work demands and pressures that exceed their knowledge and skills and challenge their ability to manage. Stress can occur in a variety of work contexts, but it is frequently exacerbated when employees believe they have little support from supervisors and coworkers and little control over work processes. There is frequently confusion between pressure or difficulty and stress, and this is sometimes used as an excuse for poor management. Due to the demands of the contemporary work environment, workplace stress cannot be avoided. Depending on the availability of resources and the characteristics of the individual, pressure that is perceived as acceptable can even keep laborer alert, motivated, and able to work and learn. However, tension results when that pressure becomes excessive or otherwise unmanageable. Stress can damage an employees' health and the business performance (World Health Organization [WHO], 2020).

Compensation: Workers' compensation or workers' comp is a type of insurance that provides wage replacement and medical benefits to employees injured on the job in exchange for the employee's mandatory waiver of the right to sue the employer for negligence. The trade-off between guaranteed, limited coverage and lack of recourse outside of the worker compensation system is referred to as "the compensation bargain." Employers becoming insolvent as a

consequence of high damage awards was one of the issues that the compensation agreement resolved. The system of collective liability was designed to prevent this and assure the workers' right to compensation (Haupt, 2015).

Career Development: Career Development or Career Development Planning refers to the progression of an individual's occupational standing. It is the process of aligning personal requirements for physical or psychological fulfilment with opportunities for career advancement (Driver, Cooper, Michael, and Ivan, 1988). (McDonald, Hite, Kimberly, & Linda, 2016) Career Development can also refer to the totality of an individual's work-related experiences leading up to the occupational role they may occupy within an organization. Career Development can take place on an individual, corporate, or organizational level.

Social Support: It is the perception and reality that one is cared for, has access to assistance from others, and, most commonly, is part of a supportive social network. These supportive resources may be emotional (e.g., nurturing), informational (e.g., advice), or social (e.g., a sense of belonging); material (e.g., financial assistance) or immaterial (e.g., personal counsel). Social support can be measured as the perception that assistance is available, the actual assistance received, or the degree of social network integration. There are numerous sources of support, including family, friends, pets, neighbors, colleagues, and organizations, among others (Vaux, 1988).

Job Satisfaction: Job satisfaction or employee satisfaction is a measure of workers' contentment with their employment, regardless of whether they like the job itself or specific aspects or facets of their jobs, such as the nature of the work or supervision (Spector, 1997). Statt (2004) defines job satisfaction as the extent to which an employee is pleased with the rewards he or she receives from his or her employment, particularly in terms of intrinsic motivation. Others have defined job satisfaction as a person's level of job satisfaction; whether or not he or she enjoys the job (Spector, 1997).

Organizational Commitment: Organizational commitment, in organizational behavior and industrial and organizational psychology, is an individual's psychological attachment to the organization. Organizational scientists have also devised numerous nuanced definitions and scales for measuring organizational commitment. This work is exemplified by Meyer and Allen's commitment model, which was devised to integrate the numerous definitions of commitment that had proliferated in the literature. The model of Meyer and Allen has also been criticized because it is inconsistent with empirical findings. Additionally, it may not be applicable in areas such as customer behavior. The goals of Meyers and Allen's model have also been the subject of debate (Meyer & Allen, 1991).

Transformational leadership: Transformational leadership is a leadership theory in which a leader collaborates with followers to identify necessary changes, create an inspiring vision, and implement the change with a group of highly committed followers. Transformational leadership is the new paradigm for leadership because it emphasizes charismatic and affective elements (Northouse, 2016). The leadership theory, as its name suggests, endeavors to develop a novel approach to leadership. Over time, the leadership model has gained popularity as a result of its emphasis on intrinsic motivation and follower development, which is in line with the

requirements of most workgroups that may require motivation and empowerment to succeed during challenging times (Northouse, 2016).

Occupational Burnout: According to the [World Health Organization](#) (WHO), occupational burnout is a [syndrome](#) resulting from chronic [work-related stress](#), with symptoms characterized by "feelings of energy depletion or exhaustion; increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and reduced professional efficacy". While burnout may influence [health](#) and can be a reason for people contacting [health services](#), it is not itself classified by the WHO as a [medical condition](#) or mental disorder. WHO additionally states that "Burn-out refers specifically to phenomena in the occupational context and should not be applied to describe experiences in other areas of life."

3. Literature Review

3.1 Understanding Turnover and Turnover Intention

In the context of human resources, turnover is the replacement of one employee with another. Termination, retirement, death, interagency transfers, and resignations are all examples of separations between organizations and employees (Trip, R., n.d.). The percentage rate used to gauge an organization's turnover is known as its turnover rate. The turnover rate is the proportion of a personnel that leaves during a given time period. During a fiscal or calendar year, organizations and industries as a whole measure their turnover rate (Trip, R., n.d.).

Four types of turnovers exist: The first form of employee turnover occurs when an employee chooses to leave the organization voluntarily. Voluntary turnover may be caused by a more attractive job offer, staff conflict, or a lack of advancement opportunities (Trip, R., n.d.). The second type of turnover is involuntary, which occurs when an employer decides to fire an employee and the employee departs their position unwillingly (Trip, R., n.d.). Possible causes of involuntary turnover include poor performance, staff conflict, an employment-at-will clause, etc. Functional turnover occurs when a low-performing employee departs an organization (Trip, R., n.d.). Functional turnover reduces the amount of paperwork a company must submit in order to terminate a poor performer. Instead of going through the potentially difficult process of proving an employee's inadequacy, the company simply respects the employee's decision to resign. When a high-performing employee departs an organization, the fourth type of turnover is dysfunctional (Trip, R., n.d.). A company may incur expenses due to dysfunctional turnover, which may be the result of a more attractive job offer or a lack of opportunities for career advancement. Not only is excessive employee turnover costly, but it can also harm an organization's reputation. However, there is also a high turnover rate, which occurs when an organization discovers a better fit for a position with a new employee. Good turnover can also occur when an employee has exhausted their opportunities within an organization and must advance their career with a new company (Trip, R., n.d.).

People's turnover intentions represent their expressed motivation to engage in turnover behavior, which may be the most accurate predictor of turnover. When turnover intention of employees was first described by March and Simon in 1958, it was defined as the proportion of individuals who want to quit their current position and seek other employment opportunities. Later, the active

turnover intention was regarded as the next state of mind after the employee experienced dissatisfaction (Porter & Steers, 1973). Then, Mobley (1977) defined active turnover intention as “a state of mind when employees work in a particular organization for a period of time and are determined to leave the organization after consideration.”

(Burns, 1978) Psychological research supports the claim that there is a significant positive correlation between turnover intention and actual turnover. Therefore, the likelihood that employees will quit their organization can be determined by measuring their intention to leave. Actually, three steps are required before employees actually decide to leave the organization: first, they will develop the idea of leaving their job, then they will plan to search for a new job, and finally, they will act on their intention to leave the organization (Mobley, 1982).

Governance practitioners and theorists have emphasized the importance of turnover intention because it can prevent employees from fulfilling their obligations and, consequently, reduce the performance of individuals and their organizations. Attempting to identify the influencing factors that contribute to the turnover intention is crucial when analyzing the intention to leave a job. Ozkan and his colleagues determined the direction and magnitude of the relationships between turnover intention and its primary antecedents in the United States. They found that the overall relationship between turnover intention and job satisfaction, organizational commitment, and empowerment was negative and statistically significant. Effects of job satisfaction and organizational commitment were nearly equivalent in strength, whereas the effect of empowerment was weakened. On turnover intention, job satisfaction and organizational commitment had a large impact, while empowerment had a minor impact. The moderator analysis revealed that industry type and region moderated the relationship between job satisfaction and intention to leave (Ozkan et al., 2020). Their findings can provide guidance for managers in the United States and other countries who are tasked with controlling turnover.

3.2 Determinants of Turnover Intention in Empirical Studies

3.2.1 Job Stress

Job stress is the response individuals have when they are confronted with work demands and pressures that exceed their abilities and challenge their ability to cope (WHO, 2020). The relationship between job stress and turnover intentions is positive, and it is proposed that organizations should focus on implementing active policies for stress management in order to reduce employees' turnover intentions and foster a positive work environment (Burki, Khan, & Saeed, 2020). Johnson argued that individual-level climate was a significant predictor of teachers' engagement, job stress, and there is a positive impact of job stress on turnover intention, indicating that the majority of elementary school teachers experience a high level of job stress. The psychological work environment has a negative and significant impact on turnover intention, while job stress has a positive and significant impact (Nanda, Soelton, Luiza, & Saratian, 2020). Similarly, Lee, Hwang, and Lee (2021) identified significant correlations between job stress and turnover intention, with the higher the turnover intention, and between job satisfaction and turnover intention. Stress at work has a significant positive effect on intention to leave the company (Ferdian, Luturlean, Zhafira, and Izumi, 2020; Nazari and Alizadeh, 2021; Pratiwi and Lo, 2020). Therefore, providing employees with a perception of organizational support will not

only help reduce stress-related intention to leave, but it may also help employees develop an emotional attachment that will mitigate the effect of stress on intention to leave (Tetteh et al., 2020). In addition, the strategic policies of HR managers dictate that they should consider tension and employee satisfaction when confronted with high turnover, and in order to identify turnover leave, managers must conduct routine employee intention surveys. Ferdian, Luturlean, Zhafira & Izumi (2020). According to the research evidence base, it can be concluded that job tension is closely related to the intention to leave the organization.

3.2.2 Compensation

It is universally acknowledged that wage stability, market-competitive compensation, and a secure welfare guarantee are the most fundamental means of enhancing employee security and retention. If a person's compensation requirements are not met, it is natural for them to want to leave.

Vizano, Sutawidjaya, and Endri, E. (2021) discovered that if middle manager instructors were well compensated, they would be encouraged, persuaded, and have a positive attitude towards their work, which would result in them remaining in their positions. Brahmanna and Dewi (2020) demonstrated that compensation had a negative and statistically significant effect on intention to leave. Purba and Ruslan (2020) demonstrated that employee compensation can affect motivation levels. Similarly, some researchers discovered that compensation had a negative effect on employees' intention to leave their jobs (Aburumman, Salleh, Omar, and Abada, 2020). The research conducted by Wang Fang (2020) revealed that the ostensibly high-paying policy of private schools was superficial and hypocritical, and that the compensatory advantage enjoyed by private colleges was insufficient, resulting in the intention of professors to depart. Compensation is recognized as one of the motivating factors for employees worldwide. Vizano, Sutawidjaya, and Endri (2021) concluded that compensation influenced the intention to resign of middle managers. Increasing teachers' salaries has been shown to be an effective strategy for reducing teacher turnover (Li, Guo, and Zhou, 2021). Similarly, Yang (2021) found that low compensation and heavy labor had become a significant factor in the loss of private college professors. Getahun (2020) drew the conclusion that all financial compensation was a significant determinant of an employee's intention to leave.

The reviewed literature suggests that good compensation can improve employee motivation and make them stay, if employees are well compensated, they will be encouraged, persuaded and will have positive feelings toward their work, and this will result in staying put.

3.2.3 Career Development

In recent years, there has been an increasing amount of literature on the influence of career development on turnover intentions. Multiple studies have shown that career development has a negative and significant impact on turnover intentions (Dewi & Nurhayati, 2021; Kasdorf & Kayaalp, 2021; Purba & Ruslan, 2020; Pratiwi & Lo, 2020). Salleh, Omar, Aburumman, Mat, and Almhairat (2020) proposed that career planning and career satisfaction had a substantial negative effect on employees' intention to leave their jobs. Similarly, an empirical study by Ekabu (2020) found that a lack of professional development opportunities led to poor morale, low

motivation, and a high intention to leave the profession among teachers in public secondary schools. Similarly, career development negatively impacted intention to leave (Dewi & Nurhayati, 2021). Career satisfaction partially mediated the relationship between career planning and employee turnover intention (Salleh, Omar, Aburumman, Mat, and Al-Hairat, 2020). Career planning and career satisfaction were found to have a significant negative impact on employees' intention to leave their jobs. In addition, Salleh et al. (2020) demonstrated that effective career planning was a key factor in reducing employees' intention to leave their jobs, as career planning activities enable employees to envision a possible future and maintain a sense of control over their situation by directing their actions in accordance with their plans. Fan (2021) confirmed that career management and development had a significant negative impact on turnover intention.

According to the literature evidence, career development significantly influences turnover intention. Career development is the process by which an individual's occupational standing changes. It is the process of selecting long-term learning opportunities in order to balance personal goals for physical or psychological fulfilment with job progression chances. Additionally, it refers to the whole of an individual's work-related experiences, culminating in the occupational function that individual may hold within an organization.

3.2.4 Social Support

People's turnover intentions represent their expressed motivation to engage in turnover behavior, which may be the most accurate predictor of turnover. Fu, Pan, Zhang, and Cheng (2020) demonstrated that perceived social support from supervisors, coworkers, family, and friends, as well as perceived organizational policy, such as fairness rewards, participation in decision-making, and development opportunities, were negatively associated with turnover intention. Al-Mansour (2021) noted that social support was also associated with employee turnover intention, and that perceived social support from work-related sources decreased workers' turnover intention. According to Cao, Li, and Gong (2021), social support had a direct and negative relationship with turnover intention. Social support can mitigate the negative effects of elevated job demands on work disengagement. The researchers Zhao et al. The relationship between social support and intention to quit was mediated by job satisfaction. In order to solve the problem of the high turnover rate of first-line courier personnel, it was necessary to assist employees in improving their group identification and social support for courier personnel, as well as to improve employee recognition and integration and provide the necessary support to employees (Wen, Yun, Liu, Fan, and Su, 2020). Family/friends support was significantly and negatively related to teachers' intention to leave, indicating that supportive family/friends could assist young preschool teachers in resolving work-family conflicts and enhancing organizational commitment, thereby mitigating their intention to leave (Zhou, Li, & Gao, 2020). Using the job-demands-resources model to emphasize social support. According to Mérida-López, Sánchez-Gómez, and Extremera (2020), the emotional intelligence of teachers substantially moderated the indirect paths between perceived support from colleagues/supervisors and intentions to quit. Social support influences turnover intent directly. Resilience influences turnover intention indirectly via job satisfaction and social support (Zhao et al., 2021).

The overview of literature suggests that low levels of social support is associated with low levels of workplace emotional commitment and high levels of turnover intention. Social support has a certain impact on turnover intention. With the insufficient social support and excessive social burden, the employees have a heavy workload which increases their turnover intention.

3.2.5 Job Satisfaction

Other research studies have investigated the relationship between job satisfaction and turnover intention (Chung & Jeon, 2020; Lee, 2020; Romeo, Yepes-Baldó, & Lins, 2020). The relationship between job satisfaction and teacher turnover intentions was direct. Teachers who were satisfied and engaged with the teaching profession were more likely to be punctual to work, to teach effectively, and to have a high likelihood of remaining in the teaching profession; as a result, their intention to leave the teaching profession decreased (Park & Johnson, 2019). Ashraf (2020) added that job satisfaction is negatively correlated with turnover intent and that organizational culture moderates the strength of this relationship. The purpose of this study is to determine whether job satisfaction influences faculty members' intentions to leave private universities. Abbas and Iqbal (2020) discovered that sub-variables of job satisfaction (workload, promotion, co-worker support, compensation, student behavior, and time flexibility) have a significant influence on turnover intentions. Ensuring employee satisfaction should be one of the organization's first priorities. According to Rahman (2020), it is the most relevant instrument for predicting employee behavior. In an effort to determine why doctoral lecturers want to quit their positions, Jing (2021) selected 302 samples using a purposive sampling technique and discovered that job satisfaction and organizational commitment had a negative relationship with turnover intention. In this regard, a significant relationship existed between employment satisfaction and intention to leave the organization. In addition, it recommended that governments, society, and universities pay more attention to the job satisfaction of academics, effectively prevent them from forming a desire to leave, and stabilize them as a team. Employees who are contented with their jobs are more likely to exhibit positive behavior, perform well, and remain in their positions, according to additional research (Otache & Inekwe, 2021).

According to the literature evidence base, job satisfaction is a measure of employees' contentedness with their job, whether they like the job or individual aspects or facets of jobs, such as nature of work or supervision. It can be concluded that, job satisfaction is closely associated with the turnover intention.

3.2.6 Organizational commitment

Organizational commitment is regarded as a significant variable in reducing employee turnover. It is well-established that employees who are more committed to their respective organizations are less likely to leave. As academic sector research has received less attention, Hussain, Khan, and Hussain (2020) examined the relationship between organizational commitment and turnover intention of academic staff and found that committed academic staff are less likely to leave their respective universities than non-committed academic staff. It has also been shown that organizational commitment has a positive and significant effect on job satisfaction, but a negative and significant effect on turnover intention (Magfuroh & Herminingsah, 2021). In addition, Maryam, Ali, Rizvi, and Farooq (2021) examined the relationship between dimensions of

motivation and dimensions of commitment and found that two dimensions of commitment have a significant negative influence on turnover intentions. Norges Lakshman, Rai, and Lakshman (2021) tested a moderated mediation model to provide evidence of the positive effects of knowledge exchange and human capital, respectively, on turnover intention, as mediated by organizational commitment. Serhan, Nehmeh, and Sioufi (2022) discovered a strong correlation between affective, normative, and continuance commitments, as well as organizational commitment, individual differences, and turnover intentions for employees. Therefore, organizational learning culture, developmental feedback, and learning goal orientation are significant predictors of organizational commitment. Finally, organizational learning culture, career fulfilment, and organizational commitment emerge as predictors of intention to exit an organization.

3.2.7 Occupational Burnout

The syndrome of burnout is theorized to be caused by unmanaged, persistent workplace stress. It is characterized by three characteristics: 1) feelings of energy depletion or exhaustion; 2) increased mental distance from one's job or feelings of negativism or cynicism regarding one's job; and 3) decreased professional effectiveness. Several articles provide valuable insight into the connection between occupational burnout and turnover intention. They cast light on the factors, mediators, and occupational contexts that influence this relationship.

Schaack, Le, and Stedron (2020) investigated the mediating role of burnout in the relationship between job demands and turnover intentions among healthcare professionals and discovered that higher levels of burnout are associated with increased turnover intention, indicating a significant relationship between the two constructs and that job embeddedness plays an important role in this relationship. Attention should be paid to the high turnover intention and severe job burnout of primary health workers in rural areas of developing nations, and targeted actions should be taken to ameliorate the situation (Chen et al., 2022). In a similar vein, Rajendran, Watt, and Richardson (2020) demonstrate that burnout influences turnover intention over time, and that turnover intention in turn influences burnout levels. The findings emphasize the need for interventions that target both burnout and intention to leave in order to foster a healthier workplace. In addition to its negative direct effects on burnout and intention to leave, job satisfaction also had a negative indirect effect on intention to leave, mediated by exhaustion. Specific strategies must be implemented in order to motivate and retain PCPs (Wang et al., 2020). Burnout has a significant positive impact on intention to leave the organization (Califf & Brooks, 2020). Sklar, Ehrhart, and Aarons (2021) discovered that burnout was comparatively low only when work adjustments were infrequent and job resources were abundant. All categories of job resources exhibited equivalent levels of burnout in the presence of frequent work changes. Organizations should limit task, environment, and team-related work changes as much as possible to prevent employee burnout. These empirical researches provide valuable insights into turnover intention in certain context and can serve as the reference for further research or analysis.

Based on the discussion and the review of literature, the research propositions are as follows:

P1: Job stress positively affects employees' turnover intention.

P2: Good compensation can improve employee motivation and diminish their turnover intention.

- P3: Career development significantly influences turnover intention.
- P4: Low levels of social support is associated with high levels of turnover intention.
- P5: Job satisfaction is a measure of employees' contentedness with their job, and negatively affects employees' turnover intention
- P6: Organizational commitment reduces employee turnover intention
- P7: Occupational burnout positively affects employees' turnover intention.

4. Conclusion

In today's organizations, employee turnover has become a major concern. Multiple factors have caused the rate of employee turnover to fluctuate upward. This review of previous studies seeks to synthesize previous research findings and establish a coherent framework of employee turnover, so that organizations are aware of the factors that may contribute to intention to leave. Based on the literature review, six common factors are found to be related to turnover, i.e., job stress, compensation, career development, social support, job satisfaction and organizational commitment. Organizations must resolve these factors in order to retain their employees, particularly those who can significantly contribute to the organization's success. The relationship between employees and employers is reciprocal. If employees perceive that their employer cares for them, they will demonstrate loyalty in return.

The purpose of this paper is to establish a framework for employee turnover based on previous research. The proposed relationships must be empirically examined to determine whether or not they continue to be significant turnover predictors regardless of the context of the study. Some factors may continue to serve as predictors, while others may serve as mediators or moderators for the primary relationship; thus, this relationship must be rigorously examined using the appropriate analyses. Future researchers must also choose the most valid and trustworthy research instrument to measure employee turnover intention due to the proliferation of such tools. Control variables such demographic variable (age, gender, education, tenure, employment position, etc.) and organizational variables (business type or organization type) are recommended to guarantee that the results reflect the major factors that affect the phenomenon of interest as extraneous influences are inevitable.

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