

# The Relationship between Work Stress and Welfare in the Work Environment of employees during the COVID-19 Pandemic at PT. Saka Mitra Sejati Medan

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## Abstract

*This study aims to determine the relationship between job stress and welfare in the work environment of employees during the Covid-19 pandemic at PT. Saka Mitra Sejati Medan. The results showed that there was a significant negative relationship between, with a value of  $r = -0.561$  and a significance value (0.000). According to the descriptive data analysis results that have been presented, it can be seen from the mean score of the two variables, so that the difference test score can be calculated. So it can be concluded that the employees of PT. Saka Mitra Sejati Medan has low work stress and has high welfare in a work environment during the Covid-19 pandemic. Male employees have a lower mean value of work stress than women and have a higher mean value of welfare in the work environment than women. Employees with a work period of 6-8 years have the lowest mean value of work stress than employees with years of service below, and have a higher mean value of welfare in the work environment than employees with other tenure. The effective contribution of work stress variables to the welfare in the work environment is 31.5%, while the remaining 68.5% is influenced by other variables outside of this study. This can be seen from the R-square value ( $r^2$ ) obtained from the value of the relationship between work stress and welfare in the work environment of  $-0.561$ .*

## Keywords

work stress; welfare in the work environment; employees; COVID-19



## I. Introduction

Employee mental health is very important to achieve company goals. Because employees play an important role in advancing the company. The company or organization itself is used as a place for employees to develop, achieve their goals, feel satisfied, and feel appreciated. Therefore, companies should provide welfare guarantees for employees in their companies. One of the important things is to provide welfare in the work environment for employees. Welfare in the work environment is the sense of well-being that workers get from their work, which is related to the feelings of workers in general (core effect) and intrinsic and extrinsic to work (work values) (Page, 2005). According to Harter, et al. (2002) welfare in the work environment is the mental health of employees which is influenced by personal growth, life goals, positive relationships with others, mastery of the environment, social integration, and social contributions.

The welfare provided is very meaningful and beneficial to meet the physical and mental needs of employees and their families. Providing welfare will create calm, morale, dedication, discipline, and loyalty to employees so that the labor turnover is relatively low (Hasibuan, 2011). Because the higher the welfare in the work environment, the lower the turnover intention (Maulana, 2018). According to Harter, et al (2002) that the psychological well-being of employees is characterized by the mental health of employees,

resulting in happier and more productive employees. According to Kuswati (2019) In life, motivation has a very important role because motivation is an entity causing, channelling, and supporting human behaviour, so that they want to work hard and enthusiastically to achieve the optimal results.

However, in the midst of the COVID-19 outbreak, where people are not allowed to be in crowded places and to always keep their distance from one another, it presents challenges for companies in handling their employees. This has an impact on the world of work in three main dimensions, namely the number of jobs, the quality of work (eg wages and access to social protection), and the effect on certain groups that are more vulnerable to labor market losses (ILO, 2020a). COVID-19 has an impact on all economic sectors in the world. Therefore, maintaining mental health for the employees themselves and the company is very necessary.

PT. Saka Mitra Sejati is a company that provides services and lodging services. In the midst of the COVID-19 outbreak, many corporate sectors have experienced a decline in income, one of which is hospitality services, because of warnings to stay at home, so not many use hotel services. Several hotels have closed temporarily, but PT. Saka Mitra Sejati continues to run its business. According to Ansari (2019) Business Judgment Rules are one of several doctrines in corporate law that must be run by directors to fulfill fiduciary duty.

The phenomenon that occurred during the COVID-19 pandemic had an impact on employees such as, some employees had their contracts terminated by the company, so that some employees were forced to quit and look for other jobs amid the pandemic. Termination of contracts for employees is also carried out in stages at PT. Saka Mitra Sejati, as in the early days of the pandemic, had already terminated contracts for several employees, then in the midst of the pandemic, the company also terminated the contract for several more employees, so the number of employees was getting smaller. For employees who continue to work, employees get a salary that is not the same as before, because of the reduction in working days, this happened because during this pandemic, almost all tourism sectors were adversely affected by the COVID-19 outbreak (ILO, 2020b). Lack of guests attending, has an impact on company earnings, so that the company is forced to terminate its employee contracts, and reduce working days for employees who work, even though wages are one aspect of welfare in the work environment as described by Page (2005), this aspect is defined as employee satisfaction with wages, benefits and rewards in the form of money they get and the work environment. In the midst of the COVID-19 outbreak, all basic necessities are limited and have high prices, as well as employees who are now more at home, plus if employees have family members who only carry out activities at home, it causes an increase in the cost of electricity bills, so that reduced wages create difficulties for employees.

## **II. Review of Literatures**

### **2.1 Definition of Well-Being in The Work Environment**

Workplace well-being is a relatively new concept in management science so that the conceptualization and definition are different (Brunette, 2013).

According to Kun, Balogh, and Krasz (2017) who refer to or are inspired by Seligman's theory, workplace well-being is a positive feeling and characteristic growth that allows individuals and organizations to progress and develop.

With the mutual assistance, all the problems and the complicated work will be quickly resolved, the development will be done quickly, and community participation in development activities will be optimal. (Badaruddin et al., 2020).

Sivanathan, et al. (2004) defined welfare in the work environment as an improvement in employee health, both psychological and physical health. On the other hand, Harter, et al. (2002) define welfare in the work environment as an employee's mental health which is influenced by personal growth, life goals, positive relationships with others, mastery of the environment, social integration, and social contributions. Furthermore, welfare in the work environment, which includes measurement of welfare based on life experience and work-related experience.

## 2.2 Definition of Job Stress

Mangkunegara (2005) states that job stress is a feeling that presses or feels depressed experienced by employees in facing work. This work stress can cause unstable emotions, feelings of uneasiness, likes to be alone, has difficulty sleeping, excessive smoking, cannot relax, is anxious, tense, nervous, increases blood pressure and experiences digestive disorders.

Putra and Artha (2014) in their research define work stress as a condition of employees who experience pressure at work, both from their duties, leaders and the work environment where the employee works.

According to Anoraga (2001) job stress is a form of a person's response, both physically and mentally to a change in his environment that is felt to be disturbing and causes him to be threatened.

Job stress is a response from the outside environment that is considered excessive by individuals, because it is beyond their limits (Luthans, 2011, Gibson, et al., 2012, Fahmi, 2013). According to Velmapy and Aravinthan (2013) that work stress is an emotional pattern of cognitive behavior and psychological reactions to harmful and dangerous aspects of every job, work organization, and work environment.

## III. Research Methods

The research method used is a quantitative approach, with a correlational approach. Quantitative research is an approach to testing objective theory by testing the relationship between variables. These variables can be measured with the instrument, so that data in the form of numbers can be analyzed using statistical procedures (Creswell, 2014). The purpose of correlational research is to understand the relationship between variables (Kaufman & Kaufman, 2005).

The variables used in this study consisted of two variables, namely the independent variable and the dependent variable. Independent variables are variables that affect the dependent variable. The dependent variable is a variable that is influenced by the independent variable. In accordance with the title and research objectives, the main variables used in this study are:

1. Independent variable (X) : Job stress
2. Bound Variable (Y) : Prosperity in the work environment

The work stress scale is based on the work stress indicators proposed by Robbins (2006), namely, task demands, role demands, interpersonal demands, organizational structure, and leadership. The work stress scale is compiled with a Likert scale model consisting of statements in the form of favorable and unfavorable, using modifications to alternative answers to a four-level scale, namely, strongly agree (SS), agree (S), disagree (TS), and strongly disagree (STS). The assessment given for favorable answers, namely "SS (strongly agree)" was given a value of 1, the answer "S (agreed)" was given a value of 2, the answer "TS (disagree)" was given a value of 3, and the answer "STS (strongly

disagree) ) "Is given a value of 4. As for unfavorable items, the assessor given for the answer "SS (strongly agrees) "is given a value of 4, the answer "S (agree)" is given a value of 3, the answer "TS (disagree)" is given a value of 2, and the answer "STS (strongly disagrees)" is given a value of 1.

The scale of welfare in the work environment is prepared based on the aspects stated by Page (2005), namely responsibility in work, meaning of work, independence in work, use of skills and knowledge in work, feeling of deforestation at work, use of time as well as possible, working conditions, supervision, promotion opportunities, recognition of good performance, rewards as individuals in the workplace, wages, and job security. The welfare scale in the work environment is compiled with a Likert scale model which consists of statements in the form of favorable and unfavorable, using modifications to alternative answers to a scale of four levels, namely, strongly agree (SS), agree (S), disagree (TS), and strongly disagree (STS). Ratings given for favorable answers, namely "SS (strongly agree)" was given a value of 4, the answer "S (agreed)" was given a value of 3, the answer "TS (disagree)" was given a value of 2, and the answer "STS (strongly disagree)" was given a value of 1. Meanwhile for unfavorable items, the assessor given for the answer "SS (strongly agrees)" is given a value of 1, the answer "S (agrees)" is given a value of 2, the answer "TS (disagrees)" is given a value of 3, and the answer "STS (strongly disagree)" rated 4.

The formula for measuring the validity of an instrument can be done through the *product moment correlation* formula (Manullang & Pakpahan, 2014), namely:

$$R_{xy} = \frac{N\sum XY - (\sum X)(\sum Y)}{\sqrt{\{N\sum X^2 - (\sum X)^2\}\{N\sum Y^2 - (\sum Y)^2\}}}$$

Information:

$R_{XY}$  = Correlation coefficient of tests arranged by criteria.

$X$  = Score of each respondent variable  $X$ .

$Y$  = Score of each respondent variable  $Y$ .

$N$  = Number of respondents.

The formula for conducting reliability testing can be done using the Cronbach alpha technique (Arikunto, 2002), namely:

$$r = \left[ \frac{k}{(k-1)} \right] \left[ 1 - \frac{\sum \sigma_b^2}{\sigma_1^2} \right]$$

Information:

$r$  = Instrument reliability.

$k$  = Number of statement items.

$\sum \sigma_b^2$  = The number of grain variances.

$\sigma_1^2$  = Total variance.

Testing data analysis used in this study is the Pearson correlation or product moment correlation. This analysis is used because this study aims to determine the relationship between one independent variable (work stress) and one dependent variable (welfare in the work environment), with the formula:

$$r_{xy} = \frac{\Sigma xy - \frac{(\Sigma X) - (\Sigma Y)}{N}}{\sqrt{\left\{ \left( \Sigma X^2 - \frac{(\Sigma X)^2}{N} \right) \right\} - \left\{ \left( \Sigma Y^2 - \frac{(\Sigma Y)^2}{N} \right) \right\}}}$$

Information:

$r_{xy}$  = The correlation coefficient between the variable x (subject scores per item) and the variable y (total subjects from all items).

$\Sigma_{xy}$  = The sum of the multiplication results between the variable x and the variable score y.

$\Sigma_x$  = The sum of the overall scores of the subjects per item.

$\Sigma_y$  = The sum of the item's overall score on the subject.

$\Sigma X^2$  = The number of score variables X.

$\Sigma Y^2$  = The number of variable score Y.

N = Number of subjects.

Before doing data analysis using correlation *product moment*, then basic assumptions must be met in the research data, by doing:

1. Normality test, to find out whether the data distribution can represent the population or not.
2. Linearity test, to find out whether the two variables have a significant linear relationship.

#### IV. Discussion

The population of this study were employees of PT. Saka Mitra Sejati Medan. The research subjects were all employees of PT. Saka Mitra Sejati Medan, totaling 78 employees. of the 78 subjects obtained the following description of the subject.

Based on the gender of the research subject, a description of the spread of the subject is obtained as shown in the following table.

**Table 1. Gender of the Research Subject**

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	46	59.0	59.0	59.0
	Women	32	41.0	41.0	100.0
	Total	78	100.0	100.0	

Based on the table above, it is known that the number of male subjects was 46 people (59%), while the female subjects were 32 people (41%).

Based on the work period of the research subject, a description of the spread of the subject is obtained as shown in the following table.

**Table 2.** Work Period of the Research Subject  
**Years of service**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-2 years	43	55.1	55.1	55.1
3-5 years	26	33.3	33.3	88.5
6-8 years	9	11.5	11.5	100.0
Total	78	100.0	100.0	

The analysis result of the work stress scale which has 20 items, shows that the validity coefficient moves between -0.027 - 0.636. Based on this analysis, the number of valid items was 15 items and the missing items were 5 items. The results of the anxiety scale can be seen in the following table:

**Table 3.** Results of the Anxiety Scale

Work Stress Components	<i>Favorable Items</i>		<i>Unfavorable Item</i>	
	Valid	Fall	Valid	Fall
Duty demands	4, 8	-	6, 10	-
Role demands	20	16	18, 2	-
Interpersonal demands	12	19	17, 14	-
Organizational structure	15	11	9	13
Leadership	7, 3	-	5	1
<b>amount</b>	<b>7</b>	<b>3</b>	<b>8</b>	<b>2</b>

Based on the analysis of the scale of welfare in the work environment which has 28 items, it shows that the validity coefficient is between -0.046 - 0.575. Based on this analysis, the number of valid items was 21 items and 6 items failed. The results of the scale of welfare in the work environment can be seen in the following table:

**Table 4.** Results of the Scale of Welfare in the Work Environment

Welfare component in the work environment	<i>Favorable Items</i>		<i>Unfavorable Item</i>	
	Valid	Fall	Valid	Fall
Responsibilities at work	24	-	22	-
Meaning of work	-	23	26	-
Independence in work	4	-	25	-
Use of skills and knowledge in work	8	-	6	-
Feelings of achievement at work	-	12	2	-
Make the best use of time	-	20	-	10
Working conditions	19	-	14	-
Supervise	-	15	18	-
Promotion opportunities	11	-	-	21
Recognition of good performance	7	-	17	-
Appreciation as an individual at work	-	3	13	-
Wage	27, 16	-	5, 9	-
Job security	28	-	1	-
<b>amount</b>	<b>9</b>	<b>5</b>	<b>12</b>	<b>2</b>



#### 4.1 Reliability Test

The reliability test in this study used the *Cronbach alpha* value. A research instrument can be declared reliable if the *Cronbach alpha* value is greater ( $>$ ) than 0.6. The results of the reliability of each scale in this study can be seen in the table and are completely summarized in the table below.

**Table 5.** Results of the Reliability

Scale	Number of valid items	Alpha coefficient
Work stress	15	0.667
Prosperity in the work environment	21	0.796

The normality test was carried out to determine whether the distribution of research data had spread normally. The normality test was carried out using the *Kolmogorov-Smirnov* method. The reason the researcher uses this method is because the two research data are ordinal data. Data is said to be normally distributed if the significance value is greater than 0.05.

**Table 6.** Kolmogorov-Smirnov Test  
**One-Sample Kolmogorov-Smirnov Test**

		Work Stress*Welfare in the Work Environment
N		78
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	4.51794963
Most Extreme Differences	Absolute	.094
	Positive	.069
	Negative	-.094
Test Statistic		.094
Asymp. Sig. (2-tailed)		.087 <sup>c</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The linearity test is used to determine whether the distribution of research data, namely the work stress variable and the welfare variable in the work environment, has a linear relationship. Linearity test uses the *test for linearity* in SPSS. The data is said to have a linear relationship, if the significance value is greater than 0.05, or if the  $F_{\text{count}}$  value is smaller than the  $F_{\text{table}}$  value.

**Table 7.** Results of the Linearity

	F	Sig	Information
Work stress * welfare in the work environment	1,299	0.228	Linear

Based on the results of the linearity test above, a significance value of 0.228 is obtained which is greater than 0.05, and with an Fcount value of 1.299 that is smaller than the Ftable value of 3.97, it can be concluded that there is a significant linear relationship between the work stress variable and welfare in the workplace.

The hypothesis in this study is that there is a negative relationship between work stress and welfare in the work environment of employees during the Covid-19 pandemic at PT. Saka Mitra Sejati Medan, with the assumption that the higher the work stress, the lower the welfare in the work environment, or vice versa, the lower the work stress, the higher the welfare in the work environment.

Before testing the hypothesis, the researcher formulates a statistical hypothesis as follows:

$H_0: r = 0$

$H_a: r \neq 0$

The null hypothesis ( $H_0$ ) implies that there is no relationship between work stress and welfare in the work environment of employees during the Covid-19 pandemic at PT. Saka Mitra Sejati Medan. The alternative hypothesis ( $H_a$ ) implies that there is a relationship between work stress and welfare in the work environment of employees during the Covid-19 pandemic at PT. Saka Mitra Sejati Medan.

Based on the research objectives, statistical analysis was carried out using the *Pearson Correlation* test. The results of this statistical test can be seen in the table below.

**Table 8.** Pearson Correlation Test  
**Correlations**

	Work Stress	WellBeingWP
Work Stress	1	-.561**
Pearson Correlation		
Sig. (2-tailed)		.000
N	78	78
WellBeingWP	-.561**	1
Pearson Correlation		
Sig. (2-tailed)	.000	
N	78	78

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

This categorization can be obtained from the hypothetical mean value and the standard deviation value. The process of categorizing the research variables will use the norms listed in the following table.

**Table 9.** The Process of Categorizing the Research Variables

No.	Categorization	Norm
1.	High	$X \geq M + 1 \text{ SD}$
2.	Moderate	$M - 1 \text{ SD} \leq X < M + 1 \text{ SD}$
3.	Low	$X < M - 1 \text{ SD}$

Information:

X : The score the subject has obtained on the scale

M : Hypothetical mean

SD : Standard Deviation Hypothetical



## 4.2 Job Stress Score Overview

The work stress scale consists of 15 items with four answer choices that move from 1 to 4. Based on the work stress scale filled in by the subject, the hypothetical mean and standard deviation are obtained as below.

**Table 10.** Work Stress Scale

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work Stress	78	22.0	39.0	30.000	4.5812
Valid N (listwise)	78				

Hypothetical work stress variable is obtained from the tabulation of work stress score data which consists of 15 valid items. The lowest score for each item is 1, and the highest score is 4. Based on the number of items for the scale, it can be seen that the minimum total answer score is 22 and the maximum answer score is 39. The hypothetical average of the work stress variable is 30. As well as the hypothetical standard deviation is 4.58.

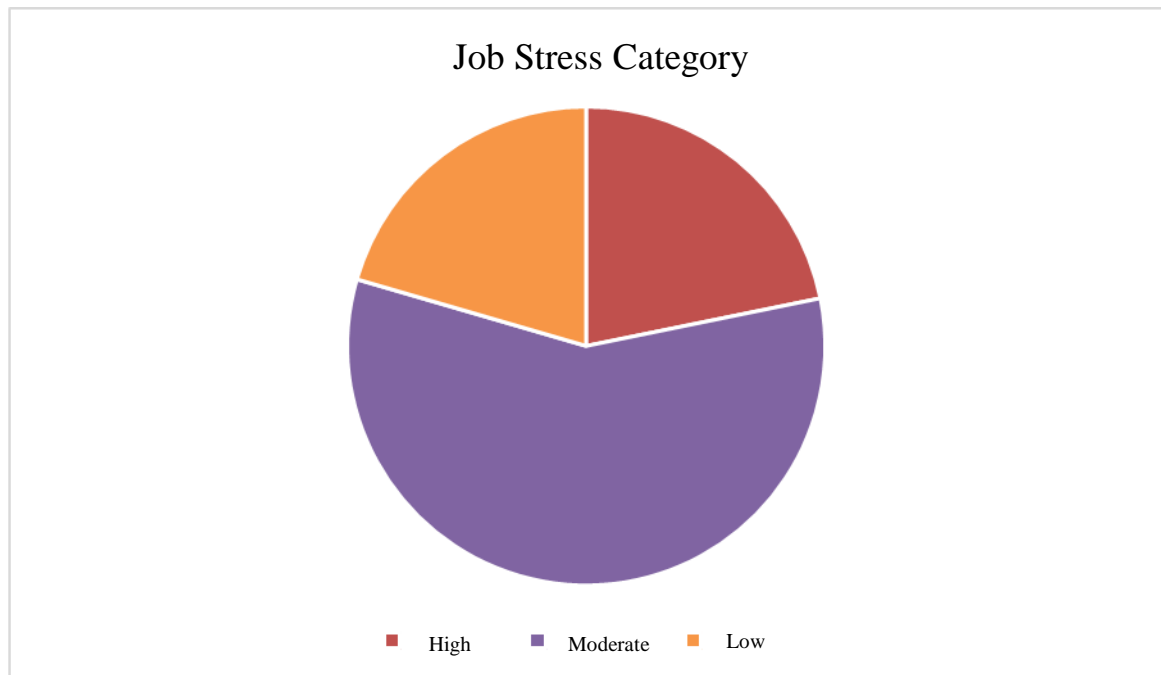
The summary of the data is then used by researchers to categorize job stress on employees of PT. Saka Mitra Sejati Medan in levels which are then arranged according to predetermined norms.

In analyzing the work stress level of each research subject, the following will explain the categorization of job stress levels for employees of PT. Saka Mitra Sejati Medan.

With regard to the hypothetical mean of 30 and standard deviation of 4.58. Then the categorization for work stress variables on employees of PT. Saka Mitra Sejati Medan with the number and presentation of the subject in it can be seen in the table below.

**Table 11.** Categorization for Work Stress Variables

No.	Categorization	Result	Frequency	Percentage
1.	High	$X \geq 34,58$	17	21,8 %
2.	Moderate	$25,42 \leq X < 34,58$	45	57,7 %
3.	Low	$X < 25,42$	16	20,5 %



**Figure 1.** Job Stress Category

Based on the table and diagram above, it can be seen that of all employees of PT. Saka Mitra Sejati Medan has a moderate level of work stress. This is indicated by the medium category presentation as much as 57.7% with a total frequency of 45. The rest, 16 research subjects (20.5%) are included in the low category, and 17 research subjects (21.8%) are in the high category.

#### 4.3 An Overview of the Welfare Score in the Work Environment

The welfare scale in the work environment consists of 21 items with four answer choices that move from 1 to 4. Based on the welfare scale in the work environment filled by the subject, the hypothetical mean and standard deviation are obtained as below.

**Table 12.** Welfare Scale in the Work Environment  
**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
WellBeingWP	78	43.0	68.0	56.167	5.4592
Valid N (listwise)	78				

The hypothetical score of the welfare variable in the work environment is obtained from the data tabulation of the welfare score in the work environment which consists of 21 valid items. The lowest score for each item is 1, and the highest score is 4. Based on the number of items for the scale, it can be seen that the minimum total answer score is 43 and the maximum answer score is 68. The hypothetical average of the welfare variable in the work environment is 56.167. And the hypothetical standard deviation is 5.4592.

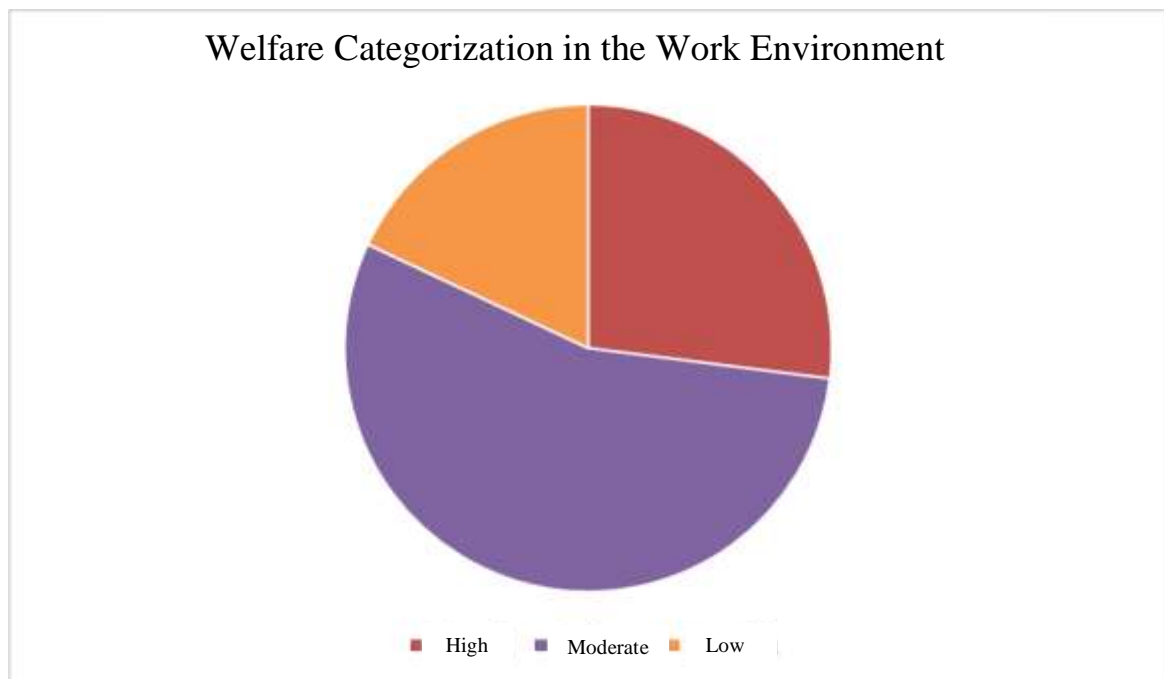
The summary of the data is then used by researchers to categorize the welfare in the work environment of the employees of PT. Saka Mitra Sejati Medan in levels which are then arranged according to predetermined norms.

In analyzing the level of welfare in the work environment of each research subject, the following will explain the categorization of the level of welfare in the work environment of employees of PT. Saka Mitra Sejati Medan.

By paying attention to the hypothetical mean of 56.167 and the standard deviation of 5.4592. Then the categorization for the welfare variable in the work environment of the employees of PT. Saka Mitra Sejati Medan with the number and presentation of the subject in it can be seen in the table below.

**Table 13.** Categorization for the Welfare Variable in the Work Environment

No.	Categorization	Result	Frequency	Percentage
1.	High	$X \geq 61,6262$	21	27 %
2.	Moderate	$50,7078 \leq X < 61,6262$	43	55 %
3.	Low	$X < 50,7078$	14	18 %



**Figure 2.** Welfare Categorization in the Work Environment

Based on the table and diagram above, it can be seen that of all employees of PT. Saka Mitra Sejati Medan has an average level of welfare in the work environment. This is indicated by the medium category presentation as much as 55% with a total frequency of 43. The rest, 14 study subjects (18%) were included in the low category, and 21 study subjects (27%) were in the high category.

**Table 14.** Job Stress Score Description Based on Gender

Variabel	Skor Empiric				
	N	Min	Max	Mean	SD
Laki-laki	46	22	39	29,67	4,667
Perempuan	32	22	39	30,47	4,486

Based on the table above, it can be seen that male subjects have a lower mean value (29.67), when compared with the mean value of female subjects (30.47).

**Table 15.** Description of the Welfare Score in the Work Environment Based on Gender

Variabel	Skor Empiric				
	N	Min	Max	Mean	SD
Laki-laki	46	48	65	56,565	4,703
Perempuan	32	43	68	55,594	6,43

Based on the table above, it can be seen that male subjects have a higher mean value (56.565), when compared to the mean value of female subjects (55.594).

**Table 16.** An Overview of Work Stress Scores Based on Tenure

Variabel	Skor Empiric				
	N	Min	Max	Mean	SD
0-2 tahun	43	22	38	30,51	4,160
3-5 tahun	26	23	39	29,69	4,856
6-8 tahun	9	22	39	28,44	5,747

Based on the table above, it can be seen that subjects who have a work period of 6-8 years have the lowest mean value (28.44), when compared with those who have a working period of 3-5 years (29.69), as well as those with a working period of 0- 2 years which has the highest mean value of work stress (30.51).

**Table 17.** An Overview of the Welfare Score in the Work Environment Based on Years of Service

Variabel	Skor Empiric				
	N	Min	Max	Mean	SD
0-2 tahun	43	43	65	55,767	5,362
3-5 tahun	26	47	68	55,731	5,45
6-8 tahun	9	49	65	59,333	5,5

Based on the table above, it can be seen that subjects who have a work period of 6-8 years have the highest mean value (59,333), when compared with those who have a work period of 0-2 years (55,767), an average of 3-5 years (55,731).

## V. Conclusion

Based on the results obtained in this study, several conclusions can be made, namely:

1. There is a significant negative relationship between work stress and welfare in the work environment of employees during the Covid-19 pandemic at PT. Saka Mitra Sejati Medan, with a value of  $r = -0.561$  with a significance value (0.000).
2. According to the descriptive data analysis results that have been presented, it can be seen from the mean score of the two variables, so that the difference test score can be calculated. So it can be concluded that the employees of PT. Saka Mitra Sejati Medan has low work stress and has high welfare in a work environment during the Covid-19 pandemic.
3. Male employees have a lower mean value of work stress than women and have a higher mean value of welfare in the work environment than women.
4. Employees with a work period of 6-8 years have the lowest mean value of work stress than employees with years of service below, and have a higher mean value of welfare in the work environment than employees with other tenure.

5. The effective contribution of work stress variables to the welfare in the work environment is 31.5%, while the remaining 68.5% is influenced by other variables outside of this study. This can be seen from the R-square value ( $r^2$ ) obtained from the value of the relationship between work stress and welfare in the work environment of – 0.561.

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