



## The Role of Organizational Culture in the Influence of HRM Practices and Transformational Leadership on Organizational Performance

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**Abstract:** This study is motivated by the important role of organizational culture, human resources, and transformational leadership in improving the performance of the shipping logistics industry, especially in the Batam area. The logistics industry faces great challenges in maintaining efficiency and competitiveness, so this study aims to understand how these factors interact and influence company performance. Involving 330 respondents selected through purposive sampling technique, the G-Form questionnaire was distributed through social media and in person. Data analysis was conducted quantitatively using SmartPLS software. The results showed that four hypotheses regarding the direct relationship between variables were accepted, while one hypothesis was rejected. For the indirect relationship, two hypotheses were rejected, and no significant mediation effect was found. In conclusion, organizational culture, human resources, and transformational leadership have different influences on the performance of the shipping logistics industry. Further research is recommended to consider social and environmental factors that may also have a significant impact.

**Keywords:** HRM Practices; Logistics Industry; Organizational Culture; Organizational Performance; Transformational Leadership

### INTRODUCTION

In a dynamic global era, organizations are required to have a deep understanding of the complex interactions between corporate culture, HRM, and leadership styles. This is crucial for maintaining competitiveness. Therefore, research exploring the impact of corporate culture on the implementation of HRM practices and transformational leadership on organizational performance is highly relevant. By means of this study, is anticipated to supply profitable experiences for organizations in accomplishing long-term victories (Khan et al., 2020).

In research on the relationship between organizational culture, HRM (human resource management) practices, and leadership styles, there is often a lack of clarity about how these factors influence each other and contribute to organizational performance. For example, some studies suggest that transformational leadership can have a positive impact on organizational performance through the mediating role of HRM practices, but there is still ambiguity about how specific cultural characteristics strengthen or weaken this relationship. In addition, different HRM practices can have varying effects depending on the alignment with organizational culture, making research findings context-specific and difficult to generalize.

The study by Muhammad et al. (2020) points to the importance of aligning HRM strategies with organizational culture to improve firm performance but notes a research gap on how a mismatch between the two can have a negative impact on the organization. Similarly, Mantik et al. (2024) found that while HRM practices can enhance innovative capabilities, the understanding of how culture and HRM together contribute to organizational performance is still a critical gap that needs further research.

Organizational culture is an important aspect of the business world that plays a key role in shaping HRM practices and transformational leadership in an organization (Chau et al., 2022). Faizah (2023) Organizational culture refers to the shared morals, rules, beliefs, and behaviors that exist within the organization. As part of the organizational



context, organizational culture can influence how HRM and transformational leadership practices are implemented, and in turn, affect overall organizational performance Le & Le (2021). Transformational leadership with one of the leadership concepts that have risen (Jangsiriwattana., 2019). It is based on the leader's affect and relationship with devotees or subordinates. The idea of transformational authority mixes thoughts created within the character, fashion, and possibility approaches (Mirsultan & Marimuthu., 2021).

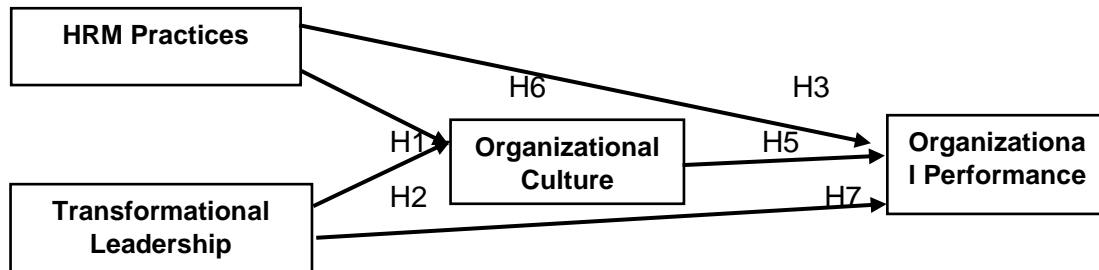
Cheruse, (2021) Performance, in general, can be understood as how much contribution has been made to information from employees regarding the progress and development of the organization where they work. Wahyun et al. (2023) Performance in all elements and processes integrated in an organization contained therein such as the characteristics of each person, the behavior of representatives throughout the organization, and the method of accomplishing certain goals.

Organizational performance is a key factor in achieving the goals and vision of a company, be it a business company, government, or other institution Barbu et al. (2021). Along with rapid changes in the business and social environment, companies must have a good organization faced with increasing challenges in order to maintain and improve their performance (Dwikat et al., 2023). Good performance can help organizations to achieve competitive advantage, maintain stakeholder trust, and support sustainable growth. An effective organization requires strong and efficient leadership to achieve its strategic goals. Quality leaders have a very significant role in shaping organizational culture, directing resources, and motivating team members to achieve desired results. An organization will be able to carry out its responsibilities effectively (Amin., 2022). As technology develops and access to information increases, the study of the influence of organizational performance has become the focus of increasing attention in the academic literature and the world of practice. Various theories, models, and research methods have been developed to understand the factors that influence organizational performance, including internal and external factors.

According to Tworek et al. (2023), the problems that occur in organizational performance within a company can vary depending on the unique factors that influence it. However, within the complex dynamics of organizational performance, a number of common issues often arise, creating challenges that require serious attention. Ineffective communication can be a major obstacle in achieving optimal performance, while internal conflicts among employees or departments can significantly hamper productivity and work quality (Jiang et al., 2023). In addition, an unsupportive work-life balance can lead to high levels of stress, potentially resulting in a decrease in overall productivity (Arshleen & Gautam, 2024). In addressing these issues, organizations need to develop holistic and solutive strategies to improve overall performance and well-being (Pratama & Riana., 2022).

The logistics sector, especially in the field of delivery services, as an integral part of the global supply chain, plays an important role in strategically supporting the success of an organization (Abideen et al., 2023). In the ever-evolving industry dynamics, the role of organizational culture, HRM practices, and transformational leadership is crucial in shaping and improving organizational performance in the logistics sector. In the ever-evolving industry dynamics, the role of organizational culture, Human Resource Management (HRM) practices, and transformational leadership are crucial in shaping and improving organizational performance in the logistics sector (Rita Ambarwati & Supardi., 2021). Organizational culture describes the principles of rules, views, and beliefs shared by members of the organization, while HRM practices and transformational leadership play an important role in building and maintaining this culture.

Through a literature search, case studies, and analysis of relevant data, this paper aims to contribute new thinking in understanding how organizational culture can be a key driver of successful HRM practices and transformational leadership in the logistics sector specifically in the field of delivery services. Thus, this paper is expected to provide practical guidance for leaders and practitioners in the logistics sector in optimizing organizational culture to achieve superior organizational performance.



**Figure 1. Framework**  
Source: Pratiwi et al. (2023)

Within the framework of the model, the hypothesis statements are as follows:

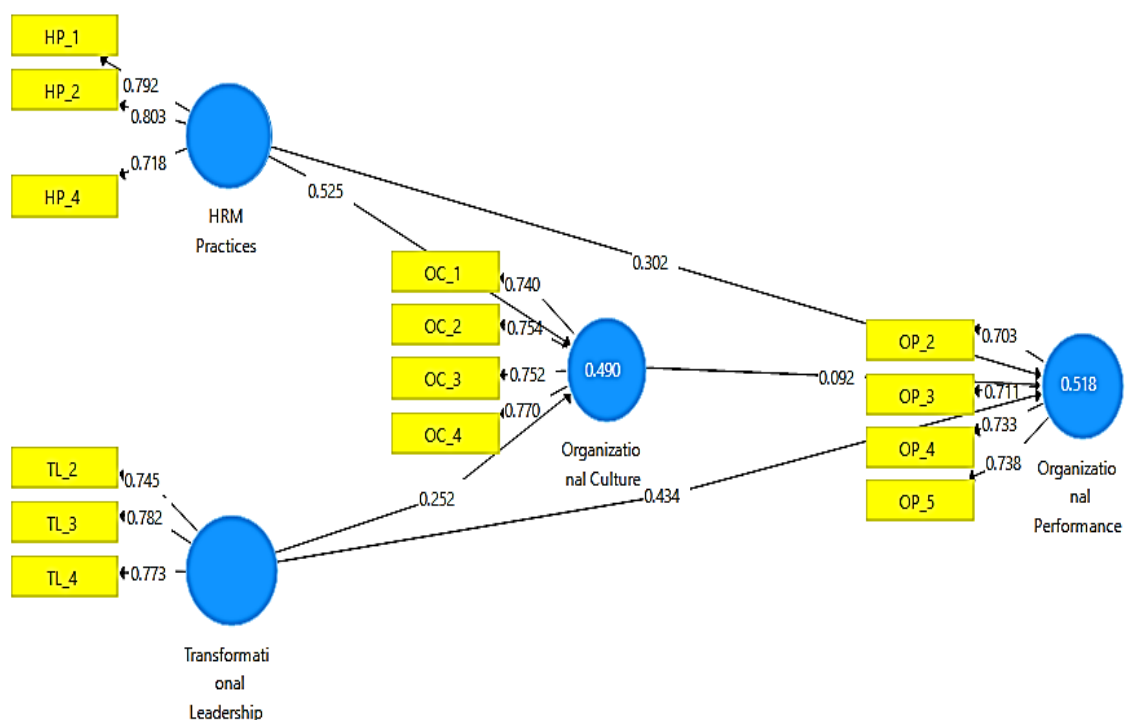
- H1: Human Resource Management (HRM) practices have a direct impact on organizational culture.
- H2: Transformational leadership style has a direct impact on organizational culture.
- H3: Human Resource Management (HRM) practices have a direct impact on organizational performance.
- H4: Transformational leadership style has a direct impact on organizational performance.
- H5: Organizational culture has a direct impact on organizational performance.
- H6: There is a link between human resource management (HRM) practices and organizational performance through the mediating influence of organizational culture.
- H7: There is a relationship between transformational leadership style and organizational performance through the intermediary impact of organizational culture.

## METHODS

This research uses quantitative research methods to investigate phenomena systematically, starting from the data collection process to its analysis by collecting measurable data. Quantitative research methods utilize many interpretations (Siregar., 2021). The object of this research is the logistics industry in Batam City, focusing on managers, HRD, and employees as respondents. A sample of 330 people was selected based on the formula suggested by Hair et al. (2019) Each question was multiplied by 10. Due to the lack of exact data regarding the number of MSMEs in Batam City in the period in question, the formula was adopted to estimate a representative sample size. The study took 12 months to conduct, with the research location centered in Batam City. In the sampling process, according to Rukmayuninda Ririh et al. (2020), the study utilized a purposive sampling technique, which allows the selection of respondents who have characteristics relevant to the research objectives. This is geared towards ensuring adequate representation of the population under study. To collect data, the researcher used a Google Form-based questionnaire. The questionnaire was designed to include statements from the variables that were the focus of the study, such as HR practices,

transformational leadership, organizational culture, and organizational performance. Data analysis was conducted using quantitative methods, which included the establishment of an outer model, data validity test, and data reliability test. This analysis process was assisted by SmartPLS software, which allowed for an in-depth investigation of the relationships between the variables tested.

Based on the primary data collection through questionnaire distribution, In this study, a total of 330 individuals are participating as respondents, who have become the sample. Of these respondents, 167 are male and 163 are female. The majority of respondents, about 58.2% of the total, are aged between 23 and 32 years old. In terms of education, approximately 83.3% of the total respondents have a high school or vocational school equivalent background. Furthermore, regarding job positions, the majority of respondents occupy staff officer roles, constituting 58.5% of the entire respondent pool.



**Figure 2. Results of the PLS Model Test**  
 Source: Data By Author (2024)

According to Muhson (2022), the outer loading value is considered valid if the indicator has a value of more than 0.7. Conversely, the indicator will be considered invalid if the value is less than 0.7. Based on the Smart PLS model presented, all indicators show valid results, with each outer loading value exceeding the 0.7 threshold. Therefore, it can be concluded that all indicators have met the convergent validity criteria. With these criteria met, further data analysis can proceed without problems related to indicator validity.



**Table 2. Outer VIF (CMV Test Result)**

Variable	VIF
HP_1	1,376
HP_2	1,427
HP_4	1,181
OC_1	1,506
OC_2	1,403
OC_3	1,496
OC_4	1,413
OP_2	1,247
OP_3	1,275
OP_4	1,340
OP_5	1,356
TL_2	1,222
TL_3	1,314
TL_4	1,286

Source: Data By Author (2024)

**Table 3. Inner VIF (CMV Test Result)**

Variable	HRM Practices	Organizational Culture	Organizational Performance	Transformational Leadership
HRM Practices		1,485	2,027	
Organizational Culture			1,963	
Organizational Performance				
Transformational Leadership		1,485	1,610	

Source: Data By Author (2024)

The Common Method Bias (CMB) or Common Method Variance (CMV) test aims to determine whether the data is unbiased and error-free. Only data that is free from CMB/CMV can proceed to further analysis. According to Hair et al. (2019), data is said to be free of CMB / CMV if the Variance Inflation Factor (VIF) value is less than 5, this indicates that the data concerned is free from Common Method Bias (CMB) or Common Method Variance (CMV). Therefore, the analysis of the Smart PLS calculation results can run properly.



**Table 4. Outer Loadings Test Result**

Variable	HRM Practices	Organizational Culture	Organizational Performance	Transformational Leadership
HP_1	0,792			
HP_2	0,803			
HP_4	0,718			
OC_1		0,740		
OC_2		0,754		
OC_3		0,752		
OC_4		0,770		
OP_2			0,703	
OP_3			0,711	
OP_4			0,733	
OP_5			0,738	
TL_2				0,745
TL_3				0,782
TL_4				0,773

Source: Data By Author (2024)

The results obtained show that the overall outer loading value of the indicator has met the Rule of Thumb standard, which reaches 0.6.

**Table 5. Validity and Reliability Test Results**

Variable	Composite Reliability	AVE
<b>HRM Practices</b>	0,816	0,596
<b>Organizational Culture</b>	0,841	0,569
<b>Organizational Performance</b>	0,813	0,521
<b>Transformational Leadership</b>	0,811	0,588

Source: Data By Author (2024)

According to Hair et al. (2019), the validity test results are considered valid if the study shows the Average Variance Extracted (AVE) value for each variable is more than 0.5. Based on the calculation results in this study, all indicators studied have adequate AVE values, exceeding the established threshold. This indicates that all indicators have met the criteria for convergent validity. Then, according to Hair et al. (2019), the rule of thumb for composite reliability testing states that the composite reliability value of each construct must be more than 0.6. The test results show that all constructs in this study have a composite reliability value of more than 0.6. Thus, it can be concluded that all variables tested have a high level of reliability. This ensures strong internal consistency between items in each variable, confirming that this research instrument can be relied upon to measure the intended construct accurately and consistently.



**Table 6. Cross Loading Test Result**

Variable	HRM Practices	Organizational Culture	Organizational Performance	Transformational Leadership
HP_1	<b>0,792</b>	0,574	0,439	0,400
HP_2	<b>0,803</b>	0,513	0,460	0,481
HP_4	<b>0,718</b>	0,459	0,518	0,445
OC_1	0,442	<b>0,740</b>	0,333	0,324
OC_2	0,581	<b>0,754</b>	0,388	0,454
OC_3	0,457	<b>0,752</b>	0,372	0,411
OC_4	0,520	<b>0,770</b>	0,495	0,456
OP_2	0,502	0,401	<b>0,703</b>	0,456
OP_3	0,421	0,367	<b>0,711</b>	0,509
OP_4	0,432	0,397	<b>0,733</b>	0,454
OP_5	0,405	0,372	<b>0,738</b>	0,474
TL_2	0,456	0,466	0,463	<b>0,745</b>
TL_3	0,448	0,371	0,546	<b>0,782</b>
TL_4	0,412	0,433	0,503	<b>0,773</b>

Source: Data By Author (2024)

The cross-loading test aims to evaluate the correlation of each indicator against its respective variable, which is one way to assess discriminant validity. According to Ghozali Imam (2021), the cross-loading requirement is that each indicator must have a minimum correlation of 0.7 with its own variable. The test results show that all indicators have met these criteria, with a correlation value of more than 0.7 with the measured variable. In addition, to cross-loading, discriminant validity can also be tested by other methods, such as comparing the square root of the Average Variance Extracted (AVE) of each construct with the correlation value between constructs in the model. This method is known as the Fornell-Larcker criterion. According to this criterion, discriminant validity is considered excellent if the square root of the AVE of each construct is greater than the correlation value between the construct and other constructs in the model. In other words, a construct has good discriminant validity if it is better able to explain the variance of the indicators that measure it than the variance that can be explained by other constructs.

**Table 7. Fornell Larcker Test Result**

Variable	HRM Practices	Organizational Culture	Organizational Performance	Transformational Leadership
<b>HRM Practices</b>	<b>0,772</b>			
<b>Organizational Culture</b>	0,669	<b>0,754</b>		
<b>Organizational Performance</b>	0,611	0,533	<b>0,722</b>	
<b>Transformational Leadership</b>	0,572	0,552	0,657	<b>0,767</b>

Source: Data By Author (2024)

Based on the results of the Fornell-Larcker test conducted, the model shows excellent discriminant validity. This is due to the test results which show that all variables in the model have met the criteria set by the Fornell-Larcker theory. This test reveals that the square root of the AVE value of each construct is greater than the correlation value between that construct and other constructs. In other words, each construct in the model has a higher value with its own variables than with other variables.



Direct Effect Hypothesis Test Result → Path coefficients

The following are the results that describe directly to see whether or not there is an influence between the variables studied. The value that indicates the presence or absence of influence between variables is directly found to be significant if it meets the Rule of Thumb of T-statistics with a value of more than 1.96 and a P-value with a value of less than 0.05 Hair et al. (2019). In addition, to see the direction and magnitude of the influence between variables, you can see the average sample value (M). The following is a table of results from direct effect testing.

**Table 8. Direct Hypothesis Test Result**

Variable	Sample Average (M)	T Statistics (IO/STDEVI)	P Values	Conclusion
HRM Practices -> Organizational Culture	0,530	7,927	<b>0,000</b>	Significant Positive
HRM Practices -> Organizational Performance	0,305	4,454	<b>0,000</b>	Significant Positive
Organizational Culture -> Organizational Performance	0,091	1,268	<b>0,205</b>	No Significant Positive
Transformational Leadership -> Organizational Culture	0,250	3,618	<b>0,000</b>	Significant Positive
Transformational Leadership -> Organizational Performance	0,433	5,934	<b>0,000</b>	Significant Positive

Source: Data By Author (2024)

Hypothesis 1, HRMP has a significant positive effect on Organizational Culture.

The outcome of the hypothesis analysis through the bootstrapping method shows that there is a significant positive effect between HRM practices and organizational culture. This analysis revealed a T-statistic value of 7.927 and a P-value of 0.000, which is in accordance with the Rule of Thumb for hypothesis testing of direct effects (Path Coefficients). This suggests that human resource management practices play an important role in improving organizational culture, particularly in the context of the effectiveness and efficiency of the logistics industry. Thus, it can be concluded that these findings reinforce the understanding of the importance of human resource management practices in shaping and strengthening organizational culture. This is not only relevant for academic research but also provides practical implications for practitioners in the logistics industry who want to improve effectiveness and efficiency through better human resource management. These findings support the proposed hypothesis and are in line with research conducted by (Setyawan & Nelson., 2021) and (Kerdpitak & Jermstiparsert., 2020). All three studies revealed a significant positive effect between human resource management practices and organizational culture.

Hypothesis 2, HRMP has a significant positive effect on Organizational Performance.

The outcome of the hypothesis analysis through the bootstrapping method shows that there is a significant positive effect between HRM practices and organizational performance. This analysis revealed a T-statistic value of 4.454 and a P-value of 0.000, which is in accordance with the Rule of Thumb for hypothesis testing of direct effects (Path Coefficients). Based on the results of this study, it can be concluded that human resource management practices have an important role in improving organizational performance. This finding confirms that effective implementation of HRM Practices can contribute significantly to improving organizational performance. This suggests that





organizations that adopt good HRM practices will be better able to achieve their operational and strategic goals, improve efficiency and effectiveness, and create a more productive and harmonious work environment. This research is also supported by findings from previous studies by Nurcahyanti & Ruscitasari (2022) and Suandi Simbolon et al. (2021), which showed that there is a significant positive relationship between HRM Practices and organizational performance. These studies together corroborate the argument that good human resource management is key to achieving superior organizational performance.

Hypothesis 3, Organizational Culture has a significant positive effect on Organizational Performance.

The outcome of the hypothesis analysis through the bootstrapping method shows that there is an insignificant positive effect between the Organizational Culture variable and Organizational Performance. This analysis revealed a T-statistic value of 1.268 and a P-value of 0.205, thus not meeting the Rule of Thumb for hypothesis testing of direct effects (Path Coefficients). Overall, although organizational culture is recognized as an important element in management theory and business practice, these findings suggest that in this specific context, its influence on organizational performance is not strong enough to be detected with statistical significance. This underscores the importance of a comprehensive and contextual approach in researching and implementing organizational culture initiatives. With the following, it can be said that the hypothesis findings are not accepted. The research findings contradict the research of Rahmatullah et al. (2022) and Suryaningtyas D et al. (2019)

Hypothesis 4, Transformational Leadership has a significant positive effect on Organizational Culture.

The outcome of the hypothesis analysis through the bootstrapping method shows that there is a significant positive effect between Transformational leadership and Organizational Culture. This analysis revealed a T-statistic value of 3.618 and a P-value of 0.000, which is in accordance with the Rule of Thumb for hypothesis testing of direct effects (Path Coefficients). These results indicate that transformational leadership significantly improves organizational culture, confirming that this leadership style is a major factor in the formation of a positive and productive culture. This research is also supported by findings from previous studies conducted by Rahmatullah et al. (2022) and Kese et al. (2021). Both studies revealed a significant positive effect between Transformational leadership and Organizational Culture.

Hypothesis 5, Transformational Leadership has a significant positive effect on Organizational Performance.

The outcome of the hypothesis analysis through the bootstrapping method shows that there is a significant positive effect between Transformational leadership and Organizational Performance. This analysis revealed a T-statistic value of 5.934 and a P-value of 0.000, which is in accordance with the Rule of Thumb for hypothesis testing of direct effects (Path Coefficients). Transformational leadership affects organizational performance. Leaders who apply this style play a role in achieving superior performance outcomes. This research is also supported by the findings of previous research conducted by (Sawunggalih Aji (2022); Pujiyanti & Pramono (2023); Arifudin. (2020)). The three studies revealed a significant positive effect between Transformational leadership and Organizational Performance.



### Indirect Effect

The indirect Effect is an important result of the bootstrapping analysis that shows the role of mediating and moderating variables in the research model. It provides a deeper understanding of how the relationship between variables runs through indirect paths. To be considered significant, the indirect effect between variables must meet the general criteria, namely having a T-statistic value that exceeds 1.96 and a P value that is less than 0.05. In addition, to illustrate the direction and magnitude of the influence of the indirect relationship between variables, we can look at the sample mean value (M). Therefore, through the indirect effect test results contained in the table, we can understand more clearly the role of mediation and moderation variables in the research model.

**Table 9. Indirect Hypothesis Test Result**

Variable	Sample Average (M)	T Statistik (O/STDEV)	P Values	Conclusion
<b>HRM Practices -&gt; Organizational Culture -&gt; Organizational Performance</b>	0,048	1,212	<b>0,226</b>	No Significant Positive
<b>Transformational Leadership -&gt; Organizational Culture -&gt; Organizational Performance</b>	0,022	1,213	<b>0,226</b>	No Significant Positive

Source: Data By Author (2024)

Hypothesis 6, HRMP has a significant positive effect on Organizational Performance through the mediating influence of Organizational Culture.

The outcome of the hypothesis analysis through the bootstrapping method shows that there is an insignificant positive effect between HRMP and Organizational Performance through the mediating effect of Organizational Culture. This analysis revealed a T-statistic value of 1.212 and a P-value of 0.226, which is not in accordance with the Rule of Thumb for hypothesis testing of direct effects (Path Coefficients). Thus, this finding indicates that there is insufficient evidence to support the indirect relationship between Transformational Leadership and Organizational Performance through Organizational Culture, or it can be said that there is no mediating effect.s Therefore, the hypothesis cannot be accepted based on the results of this analysis. This study is also contradicted by the findings from previous studies conducted by (Harley et al., 2023)

Hypothesis 7, Transformational Leadership has a significant positive effect on Organizational Performance through the mediating influence of Organizational Culture.

The outcome of the hypothesis analysis through the bootstrapping method shows that there is an insignificant positive effect between Transformational Leadership and Organizational Performance through the mediating effect of Organizational Culture. This analysis revealed a T-statistic value of 1.213 and a P-value of 0.226, which is not in accordance with the Rule of Thumb for hypothesis testing of direct effects (Path Coefficients). Thus, these findings indicate that there is insufficient evidence to support the direct relationship between Transformational Leadership and Organizational Performance through Organizational Culture. Therefore, the hypothesis cannot be accepted based on the results of this analysis. This research is also supported by the findings of previous research conducted (Febrianti., 2019) dan (Lisdawati Ndolu et al., 2022).

**Table 10. R Square Test Result**

Variable	R Square
Organizational Culture	0,490
Organizational Performance	0,518

Source: Data By Author (2024)

According to Hair et al. (2019), the results of the R square test with values of 0.75, 0.50, and 0.25 indicate that the model has strong, moderate, and weak strength. Based on the R square test, the endogenous Organizational Culture variable has an R square value of 0.490, which means that HRMP and TL are able to explain the Organizational Culture variable by 49%, while the remaining 51% is explained by other variables not included in the model. In accordance with the criteria described by (Hair et al., 2019a) the R square value <0.50 indicates the prediction results in the “moderate” category. The R square value for the Organizational Culture variable is 0.518, which means that HRMP and Organizational Culture are able to explain 51.8%, while the remaining 48.2% is explained by other variables not included in the model. In accordance with the criteria described, this R square value shows the prediction results in the “strong” category.

**Table 11. SRMR Test Result**

	Saturated Model	Estimation Model
SRMR	0,085	0,085

Source: Data By Author (2024)

The Standardized Root Mean Square Residual (SRMR) is an important metric for evaluating how well a model captures the correlation structure of the observed data. Ximénez et al. (2022) essentially measure the average discrepancy between the observed and model-predicted correlations. According to widely accepted guidelines, an SRMR value less than 0.1 is considered to indicate a good fit, meaning the model accurately reflects the data's correlation matrix. In the given output, the SRMR value meets this criterion, falling below the 0.1 threshold. This suggests that the model is well-calibrated to the data, demonstrating a strong alignment with the observed correlations. Consequently, based on this rule of thumb, the model can be considered to have an acceptable fit with the data. The function of GoF is to validate the combined performance of the measurement model and structural model to test the feasibility of the research model Priambodo & Farida (2020). Latan & Ghozali (2012) revealed that GoF has three assessment categories, namely the value of 0.10 is categorized as weak GoF, the value of 0.25 is categorized as moderate GoF and 0.36 is categorized as strong GoF. The greater the GOF value, the better the model produced.

**Table 12. GoF Test Result**

Variable	Result	Conclusion
GoF	0,6522	Strong

Source: Data By Author (2024)

Based on the above calculations, the GoF result is 0.6522. This value is more than 0.36 so it is in the large GoF category. This value indicates that the GoF value is “strong” or it can be said that this research model is fit and feasible to use.



## CONCLUSION

In this study, four hypotheses were accepted with respect to coordinate connections: human asset administration (HRM) hones with organizational culture, HRM with organizational execution, transformational authority with organizational culture, and transformational administration with organizational execution. One rejected speculation was the relationship between organizational culture and organizational execution. With respect to roundabout connections, two speculations were not acknowledged, the relationship between HRM hones and organizational execution intervened by organizational culture, and the relationship between transformational administration and organizational execution intervened by organizational culture. The viable execution of this think about serves as a direct for choice producers within the shipping coordination industry to oversee HRM hones, transformational authority, organizational culture, and organizational execution to progress execution. The hypothetical suggestions of this inquiry will advantage the cargo coordination industry by giving a diagram of all the components that impact the execution of the industry. For future investigations, the center can be amplified to social and natural issues within the conveyance coordination industry.

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