



THE RELATIONSHIP BETWEEN RETENTION PRACTICES AND GENERATION Z TALENT RETENTION IN CAMANAVA

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ABSTRACT

Globally, the younger generation is the key driver of great resignation due to their work style of changing jobs every four years. This trend poses concern for businesses, including a negative impact on culture, and overall financial well-being of the company. There are minimal existing studies on the relationship of retention practices and intention to stay, mediated by grit, motivation, and organizational citizenship behavior. The current study assesses the relationships of the mentioned variables and employs a quantitative approach using multiple linear regression and mediation analysis, utilizing a survey among Gen Z private employees from CAMANAVA. Overall, the findings highlight the positive relation between Retention Practices to Employee Retention, mediated by Grit and OCB. However, not to the extent of motivation to employee retention. The study recommends evaluating and amending retention practices considering its impact on OCB, grit, and overall performance of Gen Z talent.

KEYWORDS: Retention Strategies, Grit, Motivation, OCB, and Employee Retention

INTRODUCTION

The working world is ever-evolving, and job changes have become normalized among Generation Z, making them a key driver of the great resignation phenomenon, compared to 14.2% in 2022, voluntary attrition increased by 15.9% in 2023 (Goh, 2024). Generation Z has a different perspective in corporate culture due to their exposure to technology and search for a company that embraces flexibility, work-life balance, autonomy, and recognition. When these prospects are not met, Generation Z talents exhibit boredom, disengagement, stress, and quitting (Paina and Irini, 2021). On the other hand, management's initiative in determining staff turnover intention is through the evaluation of employees' patterns in relation to their behaviors; businesses scrutinize their motivation, Organizational Citizenship Behavior, and grit. The trend of turnover intention raises concerns for companies as it adversely affects filling roles, culture, branding, and the overall financial health of the organization.

There has been minimal investigation that challenges entities in managing Generation Z effectively (Gabri洛va & Buchko, 2021). Camelia et al., (2025) highlighted that it is essential to understand the unique behaviors of Gen Z talent and find ways to leverage retention initiatives that unify the multi-generational workspace and embrace the needs and expertise of Zoomers, that can help deepen staff intention to stay. The present study aims to bridge the gap and explore the relationship between retention practices and employee retention, mediated by grit, motivational factors, and organizational citizenship behavior among Gen Z talent in private businesses in CAMANAVA.

Specifically, this study addresses the main research questions: 1) Identify the demographic profile of Gen Z Talent in terms of Educational Attainment, Years of Experience, and Income; 2) Distinguish the retention practices by the company in terms of Remuneration, Supervision, Promotion, and Quality of Work Life; 3) Examine the level of grit of Gen Z Talent in the workplace in terms of Consistency of Interest, Perseverance of Efforts, and Adaptability to New Situations; 4) Determine the motivation of Gen Z Talent in terms of Intrinsic Factors, and Extrinsic Factors; 5) Determine the level of Organizational Citizenship Behavior (OCB) of Gen Z Talent in terms of Organization (OCB-O), and Co-workers (OCB-P); 6) Evaluate the retention condition of Gen Z Talent in terms of Value Commitment, Effort Commitment, and Retention Commitment; and lastly, 7) Identify the significant relationship between Retention Practices and Employee Retention, mediated by Grit, Motivation, and OCB.

Theoretical Framework

The current study is based on the Social Exchange Theory in relation to Turnover Intention as described by Zhu et al., (2022), assessing the relationships among organizational commitment, psychological capital, and employee turnover intention. Psychological capital can be developed, serving as a mediator in turnover intention. Rana et al., (2021) explains that when the company prioritizes sustainable HR retention initiatives, focusing on the needs, health, and dignity of its employees, it enhances performance, job satisfaction, and organizational commitment of employees. Davlembayeva and Alamanos (2023) explicate that individuals who receive recognition for their actions continue to demonstrate good grit and extra roles. In contrast, when staff engage in unprofessional behavior, they tend to be absent and fail to perform their duties effectively. Hence, this reciprocal behavior is voluntary, and a sense of mutual support, trust, and connection between parties resembles a binding agreement that provides reassurance for both sides, fostering mutual commitment to the organization.

In addition, motivation-hygiene assesses the elements that influence job satisfaction and dissatisfaction (Alhashedi et al., 2021). Improving working conditions, recognition, supervision, and compensation can enhance employee performance, and retention (Negron, 2023 and Manzoor, 2021). Employees choose to stay with the organization when they receive both external and internal advantages. McLeod (2024) and Channell (2021) explicitly relates this to Maslow's hierarchy of needs and Vroom's theory, staff will not be able to reach their full commitment, unless they receive what they desire. Thus, the decision of staff to undertake a task is largely influenced by their perceived compensation for its completion.

Retention Practices

Companies implement policies and practices in retaining staff in the long term. Companies provide extrinsic retention such as security of status, income, and jobs. As well as intrinsic qualities such as acknowledgment, career advancement, and work-life balance (Suraihi et al, 2021). Xuecheng (2022), found that having sustainable retention all serve as motivation for employees to persevere, do beyond and commit to stay with the organization. Yu et al., (2022), illuminates that one of the biggest concerns for organizational leaders is suitable retention practices that embrace multigenerational competence and integration of Generation Z in the workplace for a longer period.



Grit as a Mediating Role of Work Performance

When staff are satisfied with retention practices, they set precise, higher-order goals, create paths to achieve their objectives, and evolve within the same company (Kim et al., 2021). Banez et al. (2023) claim that gritty people are less likely to leave their organization compared to those who are less gritty (Bulo and Azis, 2024). Nieve et al. (2020) found in healthcare, providing nurses with administrative support reduces burnout at work and enhances patient care. Thus, meaningful work experiences have a positive association with intention to stay.

Motivational Factors

According to Roopavathi (2020), several businesses implement retention practices based on two motivational dimensions of employees. Employees are motivated when they are satisfied with monetary rewards, benefits and training (extrinsic factors), and career development, communication/information sharing, work-life balance, relationships with supervisors, job security, work environment, independence and freedom (intrinsic factors) (Yenagoa, 2022). Staff retention is associated with motivation, they are less likely to quit when they feel the company offers suitable intrinsic and extrinsic qualities. Solomon and Sandhya (2024) explain that creating a sound and efficient work environment with good management and a strong employer-staff relationship can be the vital key to attrition or retention.

Organizational Citizenship Behavior/OCB

Lou et al. (2020) highlighted the two sides of OCB: voluntary commitment and withdrawal from the company. Commitment includes the willingness of staff to work beyond their duty (Fahim, 2023), and having good OCB fosters a sense of accountability, drive, and fulfillment within the company (Hossain, 2020). Marwa (2023) expounds that when workers feel they are treated fairly and receive satisfactory retention, they exhibit more than what is required and show better levels of commitment and intention to stay. On the other hand, withdrawal includes a negative inclination of staff toward the company. Typical behaviors associated with withdrawal include tardiness, absenteeism, poor performance, disengagement, and turnover (Chan et al., 2023).

Turnover Intention

HR retention practices set the tone and conditions for employee commitment or turnover intention (Hoteit, 2020). Tebele (2021) identified the factors contributing to turnover as: (a) limited prospects, (b) absence of career advancement opportunities, (c) lack of promotion chances, (d) low job satisfaction, (e) inadequate working conditions, (f) insufficient financial rewards, (g) personal or family issues, and (h) limited authority. In contrast to Turnover Intention, employee retention is a challenging task that requires reducing both actual turnover and employees' desire to quit (Saufi, 2023).

Staff Retention

Sorn et al. (2023) stated that the retention of staff is the effort of employees to continuously work with their current organization. It also entails the efforts by the employer that encourage staff to stay by implementing programs, and practices that address employee needs (McKeown, 2022). Kataike (2023) found that there is a strong relationship between talent management and staff retention. Conversely, Kochari et al. (2021) stated that effective implementation of a talent management strategy improves recruitment and staff engagement. and retention (Urme, 2023).

The main issue is that some private executives are unaware of how essential employee retention program assessments, work experiences/conditions, and supervisor-employee relationships are in determining employee intentions to quit (Abarca, 2021). It is necessary to comprehend the link between behaviors and intentions to proactively manage turnover intention (Camundong & Caballero, 2024) and create retention initiatives that nurture good grit, extra roles of Zoomers, and older individuals in retirement times (McKeown, 2022).

Conceptual Framework

The conceptual framework (figure 1) demonstrates the relationship between retention practices and the retention commitment of Gen Z

employees. The first model illustrates the direct relationship, followed by the second model, illustrating the relationship with mediators. The retention practices encompass remuneration, supervision, promotion, and quality of work life that have an association with grit (perseverance, hard work, sustained interest, and the ability to adjust); motivation (extrinsic and intrinsic); and OCB (acts toward the organization and co-workers). These behaviors, as mediators, relate to employee retention and the intention to stay, comprising value, effort, and retention commitment.

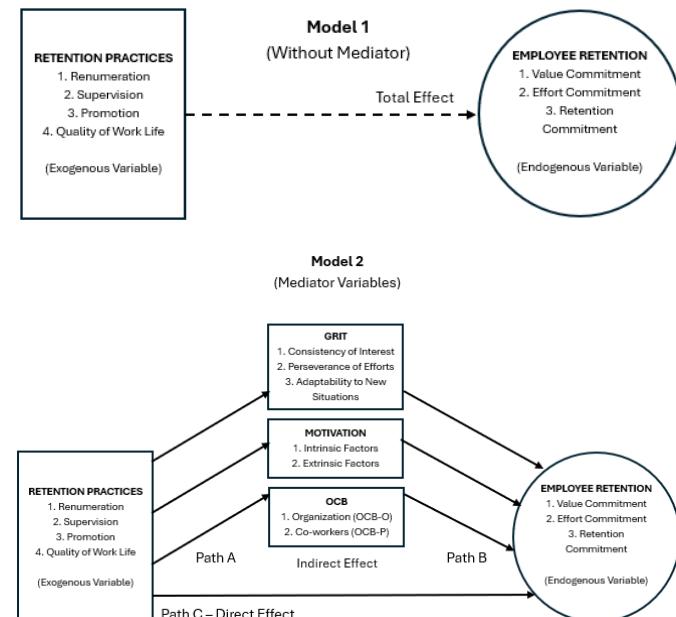


Figure 1. Conceptual Framework

METHODOLOGY

Research Design

Multiple Linear Regression and Mediation Analysis are two quantitative methods used in the current study to examine hypotheses. The study explores the relation between employee retention and commitment, mediated by OCB, motivation, and grit. Multiple regression focuses on interpreting various regression parameters and examining the underlying assumptions of the models. Mediation analysis, specifically the PROCESS macro developed by Hayes (2013) was employed to investigate whether mediating variables are correlated with other variables.

Research Instrument

The instrument used was an adapted and standardized tool composed of Retention Practices by Mafini and Dlodlo (2014), Grit by Datu et al. (2017), Motivational Factors (Weiss, 1967), Organizational Citizenship Behavior (Spector, 2010), and employee retention/organizational commitment (Mowday et al., 1979). Experts validated the survey questionnaires with a Cronbach alpha of retention practices (0.718) grit (0.772), motivation (0.769), organizational citizenship behavior (0.723), and staff member retention (0.964). The investigator secured approval and clearance from RPD and forwarded Google Forms with attachments to the purpose letter, and consent to the participants.

This current study chose simple random sampling and selected 500 Gen Z Talent from 47,703 (PSA, 2023), with 95% confidence level, and 5% margin of error. Zoomers employed in private construction in CAMANAVA. Accordingly, out of the total 500 employees: 150 employees from Navotas, 150 from Caloocan, 100 employees from Malabon and Valenzuela. Respondents have been selected based on informed consent to participate in the study. The study chose construction industries because they are predominant drivers of the Philippines economic progress (Siman, 2023). Individuals participating in the study have the option to



either participate or decline, and they are free to withdraw at any point should they become uncomfortable with the survey questions.

Statistical Treatment of Data

The current study investigates the connection between retention practices, grit, motivation, OCB, and retention commitment. The frequency count and percentage were used in describing the profile of the respondents. Likert scale and weighted means were used in assessing the level of grit, motivation, organizational citizenship behavior, retention practices and employee retention of Gen Z Talent. Multiple regression and mediation analysis employing Model 4 PROCESS Macro for SPSS were used to statistically measure the simple and complex relationships of the mentioned variables.

RESULTS AND FINDINGS

Table 1 shows the profile of Gen Z talent working in private companies in CAMANAVA. Most Gen Z talent hold a bachelor's degree (73%), followed by high school graduates, and 1% attended a doctorate program. On the other hand, 38% of Gen Z work for more than a year but less than 2 years, followed by 24% who work for less than a year. Eighteen percent (18%) work for 3 to 5 years, while 5% of them work for 5–7 years. Additionally, most Gen Z earns between Php 15,000.01 and Php 20,000.00 (36%), followed by below Php 15,000.00. Meanwhile, 23% earned Php 20,000.01 to Php 30,000.00, and 12% earned Php 30,000.01 to Php 40,000.00. Furthermore, 2% of Gen Z employees earn Php 40,000.01 to Php 60,000.00.

Table 1: Demographic Profile of Gen Z Talent

Entire Group	Profile	Frequency	Percentage
Educational Attainment	High School Diploma	79	16
	Bachelor's Degree	366	73
	Master's Degree	36	7
	Doctoral Degree	6	1
	Vocational	13	3
Length of Service	Less than a year	120	24
	1–2 years	189	38
	2–3 years	76	15
	3–5 years	92	18
	5–7 years	23	5
Monthly Income	Below Php15,000.00	139	27
	Php15,000.01 - 20,000.00	181	36
	Php20,000.01 - 30,000.00	116	23
	Php30,000.01 - 40,000.00	61	12
	Php40,000.01 - 50,000.00	1	1
	Php50,000.01 - 60,000.00	2	1

In summary, the profile of Gen Z are college graduates, work for 1–2 years, and earn between Php 15,000.01 and Php 20,000.00.

Table 2 shows the level of agreement of Gen Z in terms of retention practices provided by their company, their grit, motivation and organizational citizenship behavior towards the company. Gen Z Talents agreed that their entity provides adequate retention practices to keep them. In terms of remuneration, pay policy and benefits are fair. In terms of supervision, they are satisfied with conditions at work and facility improvements. In terms of promotion and quality of life, career growth., advancement motivates them, they enjoy professional opportunities.

In the grit aspect, Gen Z possesses consistency of interest, effort, perseverance, and adaptability. In the motivation aspect, both extrinsic factors (remuneration, working conditions, technical/human supervision, policies, and authority) and intrinsic (achievement, recognition, talent utilization) were important. In the organizational citizenship behavior aspect, Zoomers make decisions and actions that would help the organization and the people they work with, including sharing, helping, listening, mentoring, volunteering, solving and working beyond the call of duties. In the aspect of employee retention, younger talents were proud (value committed), inspired, accepted any job assignment to keep working better (effort committed), and took little chances in leaving the organization (retention committed).

Table 2: Summary of level of retention practices, grit, motivation, OCB and employee retention

PREDICTOR	N	X	SD	INT
Employee Retention	500	2.99	0.623	Agree
1. Retention Practices	500	3.02	0.633	Agree
2. Grit	500	3.00	0.504	Agree
3. Motivational Factors	500	3.28	0.627	Important
4. Organizational Citizenship Behavior	500	2.98	0.604	Often

The study reveals that Generation Z agreed that their company adequately provides retention (2.99); have high levels of grit (3.00); motivational factors were important (3.28); exhibited good organizational citizenship behavior, often volunteered to help the organization and co-workers (2.98); and Gen Z stays to work and took little chance to leave the organization (3.02).

Table 3 shows the presentation of the relationship between variables under regression analysis. The correlation matrix shows all variables are significantly correlated with each other, $p < .001$, F -test (4, 495) = 174.46, and R^2 of 0.585, indicating that linearity not violated and 59% variance in staff retention can be explained by the regression model. The highest is between employee retention and retention practices ($\beta = 0.74$). The values of the variables are as follows: Retention Practices ($\beta = 0.62$), Grit ($\beta = 0.18$), and Organizational Citizenship Behavior ($\beta = 0.11$), all with the same significance value of < 0.001 . Results show that employee retention is related to Grit, OCB, and Retention Practices, but not to the extent of Motivation ($\beta = 0.02$) with a significant value of 0.616.



Table 3: Regression Output

Variable	M	SD	Correlations				Coefficients				
			ER	G	M	OCB	RP	Beta	SE	β	p
ER	2.99	0.62	1.00								
G	3.00	0.50	0.47***	1.00				0.22	0.04	0.18	<.001
M	3.28	0.63	0.37***	0.51***	1.00			0.02	0.04	0.02	0.616
OCB	2.98	0.60	0.39***	0.29***	0.36***	1.00		0.11	0.03	0.11	<.001
RP	3.02	0.63	0.74***	0.41***	0.36***	0.37***	1.00	0.61	0.03	0.62	<.001

Note: R² = .585, F (4, 495) = 174.46, P < .001

RP= Retention Practices, G=Grit, M=Motivation, OCB= Organizational Citizenship Behavior, ER=Employee Retention

The study reveals that the social exchange theory associated with turnover intention by Zhu et al. (2022) holds the same significance as the empirical data of the study. Lee and Kim (2023) found that favorable encounters in social settings improve organizational commitment. Training and development, job satisfaction, and work environment, greatly affect employee retention (Xuecheng, 2022). Hussein and Zakhem (2024), revealed that Green Human Resource Management Practices (good environment, core values, training, promotion, rewards) are positively associated with Organizational Pride and Brand Citizenship Behavior (extra-roles), whereas increased Organizational Pride corresponds to a reduced turnover intention. Individual Green Values have a moderate influence on these relationships; therefore, HRM practices should align with and reflect the values of the employees. Ceblano et al., (2019) clarifies that Filipino staff who are experiencing burnout or unhappiness from retention programs intend to leave. Thus, Job satisfaction or dissatisfaction with the retention practices has a positive or negative correlation with employee retention or turnover intention. In the present study, the levels of dissatisfaction, burnout, and unhappiness are neither low nor high, resulting in an adequate rate of retention. This indicates that employees see themselves with the company for a few years but not in retirement.

Sipundo and Terblanche (2024), stated that coaching is an effective intervention for improving resilience and assisting individuals facing challenges. Organization can improve employee workplace retention through coaching. Han et al., (2022), highlighted that psychological quality and adequate support contribute to the development of employees' resilience and stay in the profession for a prolonged period, which builds a strong psychological quality, cope with difficulties positively and seek external support. In terms of OCB, employees who are dedicated to the organization and believe they possess control over their work

circumstances may experience heightened perceived behavioral control, which can lead to a decrease in turnover intention. Therefore, strengthening suitable retention practices can improve the emotional bond, grit, extra roles between staff and the organization. Gen Z Talent employees in the CAMANAVA area possess average Grit and OCB attributes, which positively affect employee retention. Therefore, having a retention program that meets expectations contributes to an increased likelihood of organizational commitment.

Findings suggest exploring the correlation between retention practices and motivation and whether transformational leadership influences the relationship between job satisfaction and employee retention. The study focused solely on significance and did not examine the levels of satisfaction concerning the intrinsic and extrinsic qualities of the company, which could potentially determine whether a connection exists between the variables in question.

Table 4 presents the path coefficient and indirect effects for mediation models. The study examines the relationship between retention practices and employee retention mediated by grit, motivation and organizational citizenship behavior. The result showed that retention practices as exogenous variable to mediators' grit ($\beta=.33$, P<.000), motivation ($\beta=.36$, P<.000), and OCB ($\beta=.35$, P<.000) positively correlated. In turn, only 2 mediators grit ($\beta=.36$, P<.000), and OCB ($\beta=.11$, P<.000) positively correlated to employee retention as endogenous variable. However, motivation to employee retention does not correlate ($\beta=.02$, P<.616). Thus, the study fails to reject 3 null hypotheses and accept the alternatives, there is a direct relation between retention practices and employee retention (1). And indirectly, through mediator Grit (2) and Organizational Citizenship Behavior (3). However, the path from motivation as a mediator is not significant.

Table 4: Path Coefficients and Indirect Effects for Mediation Models

	Path Coefficients				Indirect Effects		Interpretation
	to ER	to G	to M	to OCB	Estimate	Bias-Corrected Bootstrap 95% CI	
RP	0.61 (.03)***	0.33 (.32)***	0.36 (.04)***	0.35 (.04)***			
G	0.22 (.04)***						
M	0.02 (.04)***						
OCB	0.11 (.03)***						
RP → G → ER				0.07 (.02)	0.03, 0.12		NS
RP → M → ER				0.01 (.02)	-0.02, 0.04		< 0.616
RP → OCB → ER				0.04 (.01)	0.02, 0.07		NS
Total				0.12 (.02)	0.07, 0.17		NS

RP= Retention Practices, G=Grit, M=Motivation, OCB= Organizational Citizenship Behavior, ER=Employee Retention

Martin et al., (2021), explicate HR strategies that enhance employee motivation via training, involvement, feedback, and collaboration are more effective in retaining highly employable younger workers. These results align with theoretical perspectives indicating that certain HR practices often demonstrate a more significant impact on employee retention. Rajest et al., (2023), concluded initiatives for organizational retention can foster reciprocal commitments, employee loyalty, and shared benefits. Job satisfaction and employees' attitudes towards their jobs demonstrate attachment to the organization. This represents the

emotional investment and voluntary moral obligation of employees in return for a healthy and sustainable workspace, manifests a strong commitment, and a desire to be part of the organization (Torner et al., 2024). The empirical findings align with the theoretical framework. Staff were compensated, and happy with the retention of the company, and this satisfaction drove them to commit to additional responsibilities and become more reliable, persistent, and capable of adjusting to changes, spending a prolong period in the company. Thus, the findings indicate that



having effective retention practices has a favorable relation with attitudes (Grit and OCB) and intention to stay.

Table 5 shows the result of mediation analysis. The indirect effect of retention practices on employee retention through grit ($\beta=.07$, 95% CI .03, .12), and organizational citizenship behavior ($\beta=.04$, 95% CI .02, .07) was

significant and partial mediation was observed as the confidence intervals based on 5,000 bootstrap sample did not contain zero. Nevertheless, motivation is not significant and there is no mediation ($\beta=.01$, 95% CI -.02, .04). Moreover, retention practices ($\beta=.12$, 95% CI .07, .17) had a significant direct effect on employee retention.

Table 5: The Mediation Analysis Results

Total Effect	Direct Effect	Relationship	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Boot-LLCI	Boot-ULCI		
0.73 (.000)	0.61 (.000)	Retention Practices → Employee Retention	0.12	0.07	0.17	5.00	
		Retention Practices → Grit → Employee Retention	0.07	0.03	0.12	3.32	Partial Mediation
		Retention Practices → Motivation → Employee Retention	0.01	-0.02	0.04	0.40	No Mediation
		Retention Practices → OCB → Employee Retention	0.04	0.02	0.07	2.86	Partial Mediation

Note: All confidence intervals in the output: 95.0000

Bootstrap confidence intervals: 5000

Organizations empowering leaders, promoting transformational leadership styles, and enhancing employee well-being contribute to a positive professional culture and overall employee retention (Radu, 2023). This constitutes a psychological contract, an unwritten set of expectations based on voluntary reciprocal obligation that exists between an employee and an employer (Pawelczyk, 2020). Therefore, all dimensions of employee retention practices are positively and significantly related to grit, organizational citizenship behavior of employees. They play key roles in empowering employees' self-esteem, and decision-making as it informs whether to perform well, consider leaving the job, or remain engaged. Therefore, the study suggests that organizations re-evaluate and reorganize retention practices to effectively implement, apply emerging trends, and needs based on their skills, knowledge, and competencies in meeting sustainable multigenerational organizations.

DISCUSSION

The present study provides empirical evidence regarding SET-Turnover Intention, demonstrating that having suitable retention practices positively correlates with employee retention commitment. Generation Z, who receives and is satisfied with the retention practices, will stay with the organization. As positive levels of retention practices increase, employees' behaviors are positively influenced. They become more consistent with their interests, persevering, adapting to new challenges, and more likely to engage in extra-role behaviors. They will display organizational citizenship behavior (OCB) and act positively towards the organization and their co-workers. However, while the two variables correlate with employee retention, motivation does not directly affect it. The study reveals that despite having adequate retention practices, these do not directly influence employees' commitment to the company. Staying for 2-4 years does not equate to the retirement goals of Generation Z in their current organization. The unique characteristics of Generation Z are revealed in the present study; what is given to them will correspondingly affect their performance and intentions to stay or leave.

Overall, these findings highlighted the positive relation between retention practices and employee retention commitment, mediated by Grit and OCB. It is crucial to consider these retention elements, taking into account employees' perspectives and the relation of retention practices to Gen Z talent's OCB and grit, as well as how it relates and drives to staff intentions to stay. Additionally, the significance and effectiveness of retention practices in multi-generational organizations are underscored.

CONCLUSION

It is worthwhile to contemplate implementing focused intervention programs or retention practices for turnover intention, which requires an understanding of the factors that influence employee behavior. Among the

variables that provide HR with the best degree of positive relation, are grit and OCB. Organizations can improve employee retention commitment from the following angles to lessen turnover intention. First, evaluate the effectiveness of retention practices and their relation to employee behaviors and motivation. Assessing retention practices can help bridge the gap between traditional and current retention practices development. Second, while developing and establishing retention practices, businesses need to consider all aspects/areas (market trends, etc.) that must be taken into account when creating integrated retention practices for multigenerational organizations. Third, after implementing amended retention practices, there should be a post-evaluation of those practices to continuously foster a positive work atmosphere and intergenerational organization.

The study highly respects the reputable private companies in CAMANAVA and suggests a staff retention plan that aims to integrate the emerging needs of Gen Z talent. The retention plan includes creating a culture of positivity at work, line management upskilling, staff empowerment, investing in career development, mentorship programs, recognizing workforce voice and accomplishments, increasing staff engagement, empowering autonomy and choice, valuing CSR programs, DE&I, improving monetary rewards, and investing in change management.

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