EMPLOYEE'S PERCEPTION ON QUALITY OF WORK LIFE AT A PRIVATE HOSPITAL IN ERNAKULAM DISTRICT

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ABSTRACT

Quality of work life is fetching a vital issue to accomplish the objectives of the organization in every sector like education, service sector, banking sector, tourism, manufacturing, etc. Demonstration of employees potential depends upon the dimensions of Quality of work life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work life balance, proper grievances handling, welfare facilities, work environment, etc. Better QWL develops the healthy working environment as well as satisfied employee, which is an essentiality for a hospital to provide best patient service. This paper spots on the literature review of the quality of work life and their dimensions that prevails in the hospital and its influence on the Nurses, administrators and other service employees. The related data was collected through defined methodology and analysed with suitable statistical tools. Remedial measures were suggested for the identified problem.

Key Words: Quality of work life, job satisfaction, Organisation commitment, job security, participative management and Organisation culture.

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INTRODUCTION

Quality of work life (QWL) is sighted as a substitute to the control approach of administering people. The QWL approach considers people as an 'asset' to the organization rather than as ‘costs'. It considers that people achieve better when they are allowed to take part in managing their work and make decisions.

This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives

Successful organizations support and provide facilities to their people to help them to balance the scales. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like flex time, alternative work schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations. Technological advances further help organizations to implement these programs successfully. Organizations are enjoying the fruits of implementing QWL programs in the form of increased productivity, and an efficient, satisfied, and committed workforce which aims to achieve organizational objectives. The future work world will also have more women entrepreneurs and they will encourage and adopt QWL programs.

Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has.

Hospital is the institute for the aged and infirm. The society’s health is influenced by the accessibility, quality, availability and utilization of health services. However it’s the quality of the care they provide which is given immense importance. To provide best service to the society, human resource of the hospital should be managed in such a way that not only the economic but the social, psychological and family needs of the employees have to be met. In order to prevent employee turnover and absenteeism, the organizations have to cater to the needs of the new generation. The new generation very well understands the importance of relations and therefore it’s necessary that the policies of the

organization help them to strike a balance between their career and personal lives. It's in the circumstances that the concepts of quality of work life originate. Quality of work life is an organization change approach that focuses on people. There are two words involved here and they are work and life. The essence of work life quality is for the employee to understand the need to balance his career and life; one should not suffer or be neglected for the other, but most essentially complement each other. In more advanced and structured corporate environments employees are seriously encouraged to balance these two aspects intelligently.

This study on quality of work life was conducted in a Private hospital in Calicut, Kerala to investigate the status of QWL amongst the employees to observe the prevalence of it in a service industry.

NEED FOR THE STUDY

The study attempts to know the perception of employee towards the quality of work life experienced by them in the hospital. It is an effort to understand the influence of various factors that contributes to existence of QWL.

OBJECTIVE OF THE STUDY

- To investigate the opinion of employee's on quality of work life in a private hospital located at Calicut.
- To understand the factors influencing the quality of work life in a hospital
- To understand the impact of organisations culture and climate on QWL.
- To suggest remedial measures on need basis.

SCOPE OF THE STUDY

Quality of work life is a multidimensional aspect. The workers expect the certain needs to be fulfilled. The Hospital industry should attend on the factors that favours QWL in order to encourage the employee's to work with involvement and dedication. The study supports the presence of mind of a hospital industry to evaluate the opinion of employee's regarding the quality of work life and to understand the prevailing gap if any.

STATEMENT OF THE PROBLEM:

A study of quality of work life is of vital importance in a service sector like a Hospital Industry. The elements contributing to Quality of Work life might be different for each category of employees depending upon their needs. A virtuous quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve the value of service, organizational effectiveness, morale of an employee and economic development of the country. So an attempt has been made to know about the employee's opinion on QWL prevailing in a private hospital.

REVIEW OF LITERATURE

Various authors and researchers have proposed models of Quality of working life which include a wide range of factors. Selected models are reviewed below.

ChandranshuSinha (2012), factors affecting quality of work life: Empirical Evidence from Indian Organizations. Sampling size was taken for this research was 100 employees and Career growth & development, Organizational Culture, emotional supervisory support, flexible work arrangement, employee motivation, Organizational commitment, job satisfaction, rewards and benefits and compensation used as a dimensions of QWL. Data analyzed through Kaiser Meyer Olkin which determine the sufficiency of the sample size and Bartlett test of sphericity was calculate the meaningfulness of the correlation matrix and factor analysis. According to this research paper comes on conclusion that profit of successful organization is not achieved at the expense incurred to the employee by organization.

Aloys.N.K (2013) studied on working Environment Factors that Affect QWL among Attendants in Petrol Stations in Kit ale Town in Kenya. The objective was to identify working environment affect QWL. The method used was exploratory survey with coefficient of co-relation test for data analysis. Findings showed that positive co-relation between work environment and mode of QWL job enrichment, job rotation, autonomous, flexible working time, work groups, career growth and development, relation with supervisor. The result showed that there is no significance relation between experience, career growth and development. There was the most significant Literature Review on

Quality of Work Life and Their Dimensions relationship between work environment and organizational trust then physical environment. The relationship between colleagues and supervisor affects the work environment on QWL.

K. R.Nia& Maryam Maleki (2013) studied on the relationship between quality of work life and organizational commitment of faculty members at Islamic Azad University under 127 faculty members with sample size of 97 subjects through random stratified sampling. Spearman's correlation coefficient, multiple correlation method, LISREL, Friedman Test was used for data analysis. The T- statistic and Fisher statistic are applied to measure the demographic variables. Result showed that there is positive relation between the QWL and organizational commitment it means organization commitment is the result high QWL.

S.Khodadadi et al (2014) investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of "quality of work life" and "job satisfaction" was used for data collection and Data analysis was done by using SPSS and LISREL software. The results of the study showed that the salary and benefits' policies have a significant and positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

Dr. Florence Muindi (2015) study investigated the employee related factors that influenced the relationship between Quality of Work Life and employee's performance. S. Jerome (2013) according to the author Quality of Work Life contributes to the workers' performance in a holistic manner and in the development of Human Resources. Indumathy.R, Kamalraj.S (2012) has remarkably pointed out that Attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards are the major factors that influence and decide the Quality of Work Life. Shefali Srivastava, Rooma Kanpur (2014) opined that high degree of QWL leads to job satisfaction which ultimately results in effective and efficient performance.

Dr. Devendra S. Verma& Atul Kumar Dohareya (2016) study argues participative management style helps to enhance the level of QWL. Dhanesh Uddhav Patil, M S Prabhuswamy (2013) argues that effective Quality of Work Life practices in organization results great impact on employee performance which leads high Human Resource Productivity and Employee retention.

These reviews stood as a platform for further progress of the present study.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It is map of blueprint according to which, the research is to be conducted. The research design used in the study is descriptive by nature. It is a study about describing people & situation involved in the research. To assess reliability of questions, Cronbach's Alpha method was used

Reliability Statistics	
Cronbach's	N of Items
.662	11

11 items were selected from the questionnaire prepared to gather the data for the study and tested using Cronbach's Alpha method. The reliability coefficient (alpha) value was .662, hence the questionnaire was highly reliable.

The universe constitutes 1591 employees in a private hospital, Calicut. The sampling units are Doctors, Nurses, Para medical staff member and Administrative staff members. The sample size selected for the study was 200. The sampling methodology adopted for the study was random sampling. The list of doctors, nurses, paramedical staff and administrative staff was provided by the hospital. The 200 samples were randomly driven from list as follows.

Doctors – 25

Nurse - 100

Paramedical staffs – 35

Administrative –40

The data required for the study was gathered through structured questionnaire and interview schedule. The instrument was used to collect the necessary primary data for the

study by distributing the questionnaire to the chosen sample. Appropriate statistical tools were used to analyze and extract results from the data gathered from the respondents.

The nature of data is highly reliable on the interest of the respondents to share the facts and figures.

ANALYSIS AND INTERPRETATION

Table no.1: Personal Attributes of the Respondents

Particulars	Frequency	Percentage
Gender		
Female	137	68.5
Male	63	31.5
Age		
20-30 Yrs	58	29.0
30-40 Yrs	65	32.5
40-50 Yrs	59	29.5
50-60 Yrs	18	9.0
Occupation		
Doctor	25	12.5
Nurse	100	50.0
Paramedical	35	17.5
Administrat	40	20.0
Experience		
< 1 year	21	10.5
1-3 year	59	29.5
3-5 year	72	36.0
> 5 year	48	24.0

The table exposes that 68.5% of the respondents are female and 31.5% the respondents are male. This table reveals that 32.5% of the respondents are ranging from 30-40 years.

50% of the respondents are nurses. 36% of the respondents have 3-5 year experience and 24% of the respondents hold more than 5 year experience.

Table No.2: Respondent's opinion regarding the Work Environment

Sl. No	WORK ENVIRONMENT	SDA		DA		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Good Environment to work	0	0	8	3.9	0	0	158	77.5	26	12.7
2	Work load not too heavy	1	.5	54	26.5	11	5.4	99	48.5	35	17.2
3	Clear link in work and Co. goals	2	1.0	8	3.9	16	7.8	146	71.6	28	13.7
4	Play role for the organisation	1	.5	2	1.0	4	2.0	161	78.9	32	15.7
5	Flexible working Hours	9	4.4	37	18.1	16	7.8	124	60.8	14	6.9

The table exposes that 77.5% of the respondents agreed that they are provided with good work environment. 26.5% of the respondents disagreed with the statement that the work load is not too heavy. It was also observed that 71.6% agreed that there exists a clear link between work and company goals.78.9% of the respondents agreed that they were powered to play role for the organisation. 60.8% of them agreed that they enjoyed flexible working hours.

CHART 1: Respondents opinion regarding the Work Environment

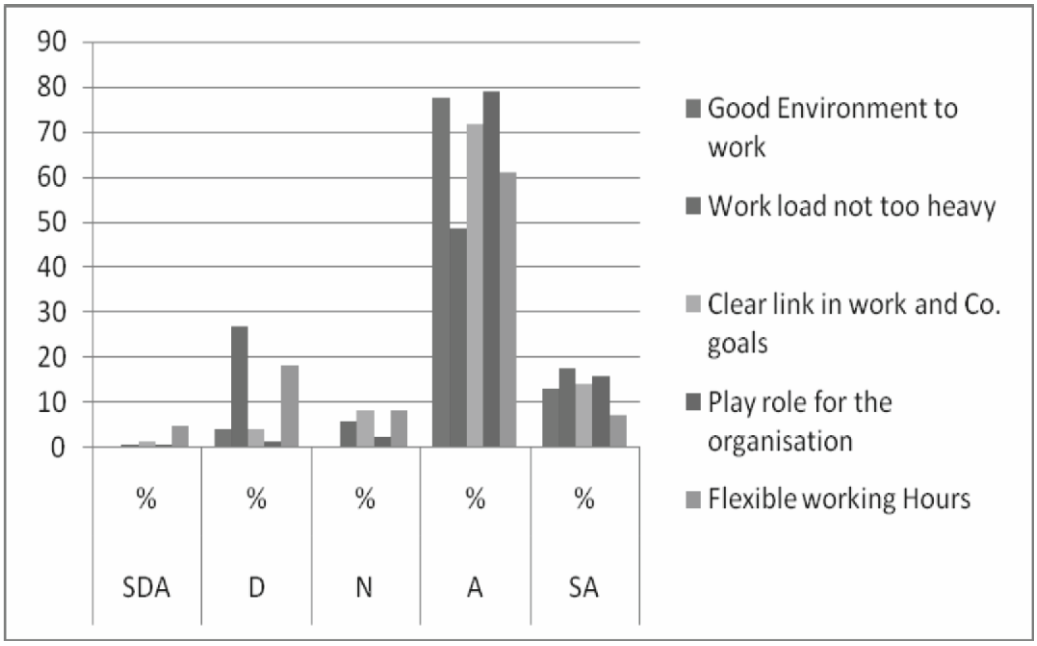

Table No.3: Respondent's opinion regarding the organisation culture and climate

S. No	ORGANISATION CULTURE & CLIMATE	SDA		DA		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Climate culture of the organization	0	0	3	1.5	11	5.4	162	79.4	24	11.8
2	Opportunity to learn new thing	3	1.5	6	2.9	0	0	126	61.8	65	31.9
3	Right to be heard of their suggestion or complaints	4	2.0	4	2.0	9	4.4	153	75.0	30	14.7
4	Cultural activities	0	0	4	2.0	15	7.4	133	65.2	48	23.5
5	General climate	9	4.4	2	1.0	12	5.9	157	77.0	20	9.8
6	No discrimination(caste, sex, etc)	0	0	2	1.0	15	7.4	127	62.3	56	27.5
7	Job security	2	1.0	8	3.9	30	14.7	139	68.1	21	10.3
8	Free to express ideas and opinion	5	2.5	20	9.8	28	13.7	129	63.2	18	8.8

The table exposes that 79.4% of the respondents agreed that the climate culture of the organisation is good. 61.8% of the respondents agreed that they can get the opportunity to learn new things on the job. It was also observed that 75% agreed that they have the right to be heard of their suggestion or complaints. 77% of them agreed that they are enjoying the general climate of the organisation. It was detected that 62.3% of them agreed that there is no castes, sex discrimination made by the employee in the organisation. 68% agreed that they are feeling secured in their job. 63.2% of them agreed that they feel free to express their opinion and ideas differing from their seniors.

CHART 2: Respondents opinion regarding the organisation culture and climate

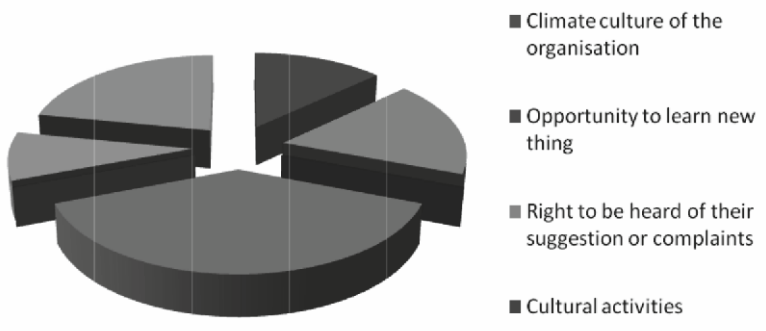

Table No.4: Respondent's opinion regarding employee-employer relationship

S. No	EMPLOYEE-EMPLOYER RELATIONSHIP	SDA		DS		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Superior subordinates relation	3	1.5	6	3.0	18	9.0	136	68.0	37	18.5
2	Interpersonal relationship	0	0	2	1.0	8	4.0	158	79.0	32	16.0
3	Rapport between superior and subordinates	4	2.0	3	1.5	14	7.0	145	72.5	34	17.0
4	Superior encourage team spirit	5	2.5	5	2.5	17	8.5	139	69.5	34	17.0

The table exposes that 68% of the respondents agreed that the superior's maintains a good relationship with their subordinates. 79% of the respondents agreed that the interpersonal relationship is valued. It was also observed that 72.5% of them agreed that there is a good rapport among superior and subordinates.69.5% of the respondents agreed that their superiors encourage team spirit.

Table No 5: Respondent's opinion regarding the compensation and reward

S. No	COMPENSATION AND REWARD	SDA		DS		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Pay structure	7	3.5	45	22.5	14	7.0	126	63.0	8	4.0
2	Awareness of benefits	1	.5	4	2.0	33	16.5	140	70.0	22	11.0
3	Awareness of the rights and responsibilities	0	0	6	3.0	31	15.5	135	67.5	28	14.0
4	Appreciation and reward for the good job	2	1.0	19	9.5	16	8.0	138	69.0	25	12.5

The table exposes that 22.5% of the respondents disagreed with the pay structure of the organisation. 70% of the respondents agreed with the statement that they are aware about the benefits provided by the management. It was also observed that 67.5% of them agreed that they are aware the employee rights and responsibility of the organisation.69% of the respondents agreed that their accomplishments are appreciated and gave reward for the good job.

Table No 6: Respondent's opinion regarding the performance appraisal and career growth

S. No	PERFORMANCE APPRISAL AND CAREER GROWTH	SDA		DA		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Performance appraisal system	3	1.5	15	7.5	28	14.0	144	72.0	10	5.0
2	Awareness of promotion and increment	1	0.5	32	16.0	16	8.0	128	64.0	23	11.5
3	Handle more responsibility than present	2	1.0	25	12.5	31	15.5	126	63.0	16	8.0
4	Promotion based on the seniority	13	6.5	16	8.0	29	14.5	123	61.5	19	9.5
5	Performance is growth criteria	4	2.0	12	6.0	18	9.0	110	55.0	56	28.0
6	360 degree performance	6	3.0	12	6.0	36	18.0	126	63.0	20	10.0

The table exposes that 72% of the respondents agreed that the performance system of the organisation is adequate. 64% of the respondents agreed that they are aware of the promotion and increment policies. 61.5% of the respondents agreed that the promotion is strictly based on the merit and seniority. 63% of the respondents agreed that they are happy with the 360 degree appraisal system of the organisation.

Table No 7: Respondents opinion regarding the training and development

S. No	TRAINING & DEVELOPMENT	SDA		DA		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Performance feedback	5	2.5	8	4	18	9	127	63.5	42	21
2	Training for upgrading knowledge	2	1.0	11	5.5	14	7.0	134	67.0	39	19.5
3	Training increase the productivity	8	4	5	2.5	15	7.5	120	60	52	26

The table exposes that 63.5% of the respondents agreed that performance feedback is generally followed by training process. 67% of the respondents agreed with the statement that the training provided by the organisation is for upgrading knowledge & skill. It was also observed that 26% of them strongly agreed that the training increases the productivity and efficiency.

Table No 8: Respondents opinion grievance redressal& meetings

S. No	GRIEVANCE REDRESSAL & MEETINGS	SDA		DA		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Awareness of grievance resolving procedure	1	.5	4	2.0	33	16.5	140	70.0	22	11.0
2	Fair procedure to cater the grievance	1	.5	4	2.0	33	16.5	140	70.0	22	11.0
3	Uniformity of rules	6	3.0	16	8.0	17	8.5	126	63.0	35	17.5
4	Enhancing interpersonal relationships	3	1.5	13	6.5	15	7.5	144	72.0	25	12.5

The table portrays that 70 % of the respondents agreed that they are aware about the grievance resolving procedure. 26.5% of the respondents agreed that the organisation follow fair and impartial procedure to cater the grievance of the employees. It was also observed that 17.5% of them strongly agreed that rules are applied uniformly without any special preference to anyone.72% of the respondents agreed that the regular inter-departmental meetings are encouraged to enhance interpersonal relationships.

Table No 9: Respondents opinion regarding physical & mental wellbeing

S. No	PHYSICAL & MENTAL WELLBEING	SDA		DA		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Spending with family and friends	3	1.5	76	38.0	11	5.5	104	52.0	6	3.0
2	Leisure time	25	12.5	67	33.5	23	11.5	74	37.0	11	5.5
3	Periodical medical check-ups	3	1.5	24	12.0	18	9.0	125	62.5	30	15.0
4	Overall satisfaction	3	1.5	10	5.0	40	20.0	111	55.5	36	18.0

The table describes that 38% of the respondents agreed with the statement that they are able to spend quality time with their family and friends. 33% of the respondents disagreed with the statement with the statement that they don't have enough leisure time to follow their interest and hobbies. It was also observed that 62% of them agreed that the organisation has conducted periodical medical check-ups for the employees .55.5% of the respondents agreed that overall they are happy with their job.

Table No 10: Gender Vs Work Environment

H0= There is no significant difference among gender and their opinion towards work environment.
H1= There is significant difference among gender and their opinion towards work environment.

Work Environment	Gender	N	Mean	SD
Good environment to work	female	137	3.82	.513
	male	63	4.41	.496
	Total	200	4.01	.576
Work load is not too heavy & tiring	female	137	3.11	.968
	male	63	4.56	.501
	Total	200	3.57	1.082
Link between work and goal of organization	female	137	3.72	.639
	male	63	4.44	.501
	Total	200	3.95	.685
Play my role for organization's success	female	137	3.92	.385
	male	63	4.51	.504
	Total	200	4.11	.505
Flexible working hours	female	137	3.15	1.033
	male	63	4.22	.419
	Total	200	3.49	1.017

Work Environment		Sum of Squares	Df	Mean Square	F	Sig.
Good environment to work	Between Groups	14.915	1	14.915	57.829	.004
	Within Groups	51.065	198	.258		
	Total	65.980	199			
Work load is not too heavy & tiring	Between Groups	90.242	1	90.242	125.026	.032
	Within Groups	142.913	198	.722		
	Total	233.155	199			
Link between work and goal of organization	Between Groups	22.485	1	22.485	62.690	.007
	Within Groups	71.015	198	.359		
	Total	93.500	199			
Play my role for organization's success	Between Groups	14.932	1	14.932	82.441	.021
	Within Groups	35.863	198	.181		
	Total	50.795	199			
Flexible working hours	Between Groups	49.986	1	49.986	63.456	.009
	Within Groups	155.969	198	.788		
	Total	205.955	199			

The F-value is greater than the table value; hence the hypothesis (H_1) is accepted and null hypothesis is rejected. There is a significant difference among gender and their opinion towards their work environment.

Table No 14: GENDER Vs ORGANISATION CULTURE & CLIMATE

H0= There is no significant difference among gender and their opinion towards organisation culture and climate
H1= There is significant difference among gender and their opinion towards organisation culture and climate

ANOVA						
ORGANISATION CULTURE & CLIMATE		Sum of Squares	Df	Mean Square	F	Sig.
The climate culture of the organization of the organisation is good	Between Groups	11.007	1	11.007	60.968	.004
	Within Groups	35.748	198	.181		
	Total	46.755	199			
Opportunity to learn new things on the job	Between Groups	55.955	1	55.955	219.976	.021
	Within Groups	50.365	198	.254		
	Total	106.320	199			
Employees have rights to be heard of their suggestions or complaints	Between Groups	20.419	1	20.419	57.287	.011
	Within Groups	70.576	198	.356		
	Total	90.995	199			
As part of Culture & commitment building, the organisation conducts sports & cultural activities for the employees.	Between Groups	37.308	1	37.308	191.534	.009
	Within Groups	38.567	198	.195		
	Total	75.875	199			
General climate here is congenial & people would like to work in this organisation.	Between Groups	17.201	1	17.201	33.668	.020
	Within Groups	101.154	198	.511		
	Total	118.355	199			
There is no caste, racial, sex discrimination made by the employees in the organisation.	Between Groups	45.568	1	45.568	339.352	.010
	Within Groups	26.587	198	.134		
	Total	72.155	199			
Feel secure in the job and would recommend this organisation as good place to work.	Between Groups	21.932	1	21.932	58.476	.008
	Within Groups	74.263	198	.375		
	Total	96.195	199			
People feel free to express their opinions and ideas differing from their seniors.	Between Groups	34.303	1	34.303	58.767	.023
	Within Groups	115.572	198	.584		
	Total	149.875	199			

The F-value is greater than the table value; hence the hypothesis (H_1) is accepted and null hypothesis is rejected. There is a significant difference among gender and their opinion towards their Organisation culture and climate.

FINDINGS

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1. It was depicted that 68.5 % of the employees werefemale.
2. It was found that 32.5% of the employees were classified under the age group 30-40 Years
3. 50% of the staff members belong to Nurse Category.
4. It was portrayed that 36% of the employees have work experience ranging from 3-5 years.
5. It was detected that 26.5% of the respondents opined that they have too much work load.
6. It was found that 60.8% of the respondents agreed that there exists a flexible working schedule.
7. It found that 68.1% of them responded that the organization provides sufficient job security to employees
8. It was found that 63% of the employees were happy with pay structure of the organization
9. It was depicted that 63% of the respondents were happy with the 360 degree performance appraisal system of the organization.
10. It was found that 33.5% of the respondents opined that they don't have any leisure time in their work
11. ANOVA test proves that there is a significant difference among gender and their opinion towards their work environment.
12. There is a significant difference among gender and their opinion towards their Organisation culture and climate, as Null hypothesis was rejected.

The above findings reveal the existence of an overall satisfaction among employees regarding the quality of work-life prevailing in the organization. Being a service industry the quality of intangible product can rightly reach the end users with a high profile of quality of work-life maintained in the hospital. Thus certain creeping areas seek attention to improve further and to motivate the employees working in the hospital to render quality service to the patients approaching them.

SUGGESTIONS

1. The hospital need to develop clear policies with regard to the primary jobprofiles like nurses, paramedical staff members, etc including the design of the job descriptions keeping in mind the necessity topractice the latest modes of treatment and techniques.

2. Employees 'orientation (formal induction programme) is of utmost necessity.Guidelines for flexibility in the duty system and summary of important rules and regulations should be updated.

3. The hospitals should have a clear policy with regard to work life balance, counseling and guidance to younger nurse and newly recruited staff members to create a positive and healthy work environment.

4. In today's age, it is necessary for a hospital to maintain minimum requiredstandards for physical facilities and equipment which are considerednecessary for best patient care. This standard should be comparable with standards laid down in National and International policies. While scarcity ofresources will always remain an issue, the hospital as an organisation must have well laid out plans for best use of resources.

CONCLUSION

This study provides valuable implications for the Hospitals that have growing interest in ensuring QWL for attracting and retaining quality human resources.Quality of work life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the service oriented sector as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Straw &Heckscher 1984). QWL encompasses mode of wages payment, working conditions, working time, health hazards issue, financial and non-financial benefits and management behaviour towards employees (Islam &Siengthai 2009). Thus Hospitals should concentrate on QWL to protect the interest of the employees and to promote quality health care measures for the public to gain their trust.

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