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IMPACT OF WORKFORCE DIVERSITY AND EMPLOYEE EMPOWERMENT ON ORGANIZATIONAL COMMITMENT: THE MEDIATING ROLE OF JOB SATISFACTION

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ABSTRACT

Human resource management seems to be an important component in retaining skilled and dedicated workers. As a result, businesses make substantial work for it. The main objective of this study is to check the mediating effect of job satisfaction between workforce diversity, employee empowerment, and organizational commitment. In the modern era, organizational commitment is a critical component of any industry's success, especially in the services industry of developing countries and limited research is available on this topic. Based on the social exchange theory (SET), this gap is filled by checking the impact of workforce diversity and employee empowerment on the organization's commitment through the mediating role of job satisfaction. Furthermore, the questionnaire survey was used for the data collection and 400 responses were collected from employees of logistic companies in Sialkot, Pakistan. Items of the questionnaire are adopted from the previous studies, for the statistical analysis using the smart PLS and SPSS 26.0. According to the findings, workforce diversity and employee empowerment positively impact organizational commitment, and job satisfaction significantly plays a mediating role between workforce diversity, employee empowerment, and organizational commitment.

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1. INTRODUCTION

Employees are considered the backbone of every company. Employees who have an excessive level of engagement are more likely to be active, devote a substantial amount of time and skills, perform well, and therefore contribute more meaningfully (Yukongdi & Shrestha, 2020). Main resources as an organization do well, accomplish its concerned objectives or tasks of the modern world dynamic environment is the human factor. A company's most valuable strength, its future direction is predicated on the skills and performance of its employees (Zaraket et al., 2018). Human resource management seems to be a critical component in retaining workers who are happy with their jobs. As a result, businesses make substantial efforts to recruit, retain, and retain skilled and dedicated workers (Aguiar-Quintana et al., 2020). In addition to being profitable, being competitive is a basic prerequisite for businesses. High organizational performance indicates that the organization's management is efficient. Because job happiness is a positive outcome of strong organizational

performance, high organizational performance is linked to employee job performance (Mahmood et al., 2011)

The process of employee empowerment gives workers in an organization the ability to make decisions and solve work-related problems, as well as the strength, authority, responsibility, resources, and freedom to do the work. Employee commitment to the corporation is considered among the most significant considerations for priority bases organizational success (Selvi & Maheswari, 2020). The proportion of services in Pakistan's economy has risen over time in all industries. Logistic companies are included in the service industries. The logistics industry plans, implements and monitors the movement from areas of work to sources of economic productivity, resources, and data. It's a necessary component of the value-chain process (De Souza et al., 2007). In fact, the services sector is growing at a faster rate than agriculture and industry. Accountancy in the service industry Services accounts for 54% of GDP and slightly more than a third of all employment. The sector contributes a large and growing share of cross-border trade and foreign direct investment, allowing service providers to expand their export opportunities while lowering the cost of imported services (Ahmed & Ahsan, 2011).

Logistics and transportation in Pakistan's industries account for 22.3 percent of the services industry and 10% of the country's GDP, according to the Pakistan Bureau of Statistics. Furthermore, it employs around 6% of the country's total workforce. In the World Bank's Logistics Efficiency Index, Pakistan, on the contrary, was ranked 122 out of 163 countries (LPI) (Hanif et al., 2020). The lack of skilled workers and managers in logistical businesses raises awareness of the importance of human resource management, which ensures that knowledgeable employees in the logistics industry are both engaged and well-managed by the organization. Employees who really care for the business and want to feel like they're part of a second family will strive to devote their time and commitment to achieving the company's goals. According to the authors' initial findings, employees' affective loyalty is affected not only by salaries and benefits, working conditions, and promotion opportunities, but also by perceived organizational support, which is influenced by organizational rewards, process fairness, and perceived supervisor support (Rhoades & Eisenberger, 2002)

Increased business competitiveness can be accomplished by creating a more diverse workforce that encourages global awareness. Additionally, having a diverse workforce would assist the organization in providing quality services. A variety of considerations should be considered when considering religion, nationality, degree of education, family history, and occupation are all examples of variety (Farmanesh, Vehbi, Zargar, Sousan, & Bhatti, 2020). Diversity seems to be self-evident in its ability to increase an organization's performance (Roberson, King, & Hebl, 2020). Employee empowerment is a complex management technique that requires nurturing and attention. Organizations that are committed to it have the ability to motivate and retain their employees. Employee empowerment is an emerging topic in HR these days, and it's vital that everyone feels confident in their abilities. When employees are motivated in the workplace, they can spend more time and energy on external changes and less on internal problem-solving, which benefits employee creativity and management (Rajendra & Neupane). Empowerment means giving the power, position, accountability, and freedom to make any decision and give suggestions for any problem-solving to the worker in an organization (Selvi & Maheswari, 2020). The aim of the research is to investigate a gap in the previous literature by empirically examining the influence of employee empowerment on organizational commitment through job satisfaction while also predicting the effects of employee empowerment and workforce diversity on organizational commitment. This study is underpinned by two theories such as social exchange theory (SET) and optimal distinctive theory.

Problem statement:

In the field of forwarding agencies in Sialkot, the current study focuses on how employee empowerment and workforce diversity led to organizational engagement through the mediating role of job satisfaction. This study refers to the previous research's call (Aguiar-Quintana et al., 2020). by promoting a broader view of organizational engagement, in which workforce diversity and employee empowerment play a mediating role in resolving employee job satisfaction in Pakistan's service industries. In considering a broader view of organizational commitment, in which workforce diversity and employee empowerment play a mediating role in resolving employee job satisfaction in Pakistan's service industries. In other sectors, such as food, manufacturing, and education, several studies have looked at the direct impact of employee empowerment on organizational commitment. This research, on the other hand, fills the gap by empirically measuring the relationship between workforce diversity, employee empowerment, and organization commitment in forwarding companies through job satisfaction. The need for this study is because the forwarding agencies hire a diverse workforce, but do not consider the employee empowerment element.

Significance of the study:

This study makes a concerted attempt to raise awareness that workforce diversity is necessary for the employee's job satisfaction and organizational commitment. It is necessary for the organization to hire a diverse workforce for new ideas which is beneficial for the organization's performance, to create effectively policies for justice and to have a cleaner and safer working atmosphere. People would be more dedicated to their company if they were given several rights at work and strategies for their empowerment were developed. However, when there is a positive partnership and engagement between the employer and the workers, they develop strong immunity and can function successfully for the company in any situation

Research Questions:

1. Do forwarding agencies in Sialkot adequately provide the facilities for managing workforce diversity? And working for the employee empowerment, and how much they are satisfied with their job?
2. How much the agencies are working for employee empowerment, and how much the employees are committed to their organization?
3. To what extent is workforce diversity and employee empowerment considering a problem/challenge by agencies?
4. To what extent is workforce diversity considered to be beneficial for forwarding agencies?

Research Objectives:

The objective of this study is to check how workforce diversity is managed in these organizations, which strategies make for employee empowerment, and how much the employees are satisfied with their job. Workforce diversity is beneficial for the organization and much productivity increases due to a diverse workforce.

2. LITERATURE REVIEW AND HYPOTHESIS FORMULATION

The cognitive partnership between the employee and the company and the employee's dedication to the organization's principles and objectives is referred to as organizational commitment. Employees who are attached to the company believe in the organization's objectives and ideals and are able to obey the organization's instructions and standards (Cerit, 2010). Employees who are committed are more likely to volunteer for corporate tasks and remain with the company for years (Simsek, 2020). One of the really critical and delicate perceptions that workers establish regarding their organizations. Organizational commitment has great outcomes such as employee engagement and involvement, but it also has adverse effects such as staff turnover (Gatling et al., 2016). EE can thus be described as a strategy for motivating employee engagement by providing individuals with the requisite opportunities to participate in and influence decision processes. Employee empowerment essentially refers to managers' recognition that those who work under them demand more authority, freedom, and a sense of control (Kanake et al., 2020). Empowerment has positive effects on both the worker and the organization because it makes workers feel important to the organization's success and establishes a sense of responsibility and loyalty towards the organization (Yagil, 2006). There seem to be a variety of techniques that businesses can use to encourage their staff and boost job satisfaction (Pang & Lu, 2018). Work motivation has been shown in several research to have a favorable impact on job satisfaction (Dimas et al., 2015). According to some research, the impact of work enrichment and empowerment on organizational commitment necessitates the inclusion of a mediating variable to correctly investigate the relation (Kim et al., 2012). Work motivation has an impact on organizational commitment (Marta et al., 2021) and job satisfaction (AlKahtani et al., 2021). Workplace motivation is a key determinant of organizational commitment. Employees' organizational commitment might be influenced by job satisfaction (Valaei & Rezaei, 2016).

Workforce Diversity & Organization Commitment:

A thorough assessment of the literature suggests that Workforce diversity management is a human resource management framework that includes assessment, job enrichment, recruiting, promotion, and personal self-activity in order to achieve competitive employee effectiveness and enhance interpersonal ability to work in a community (Bassett-Jones, 2005). Workforce diversity is a part of human resources. Diversity management is a move forward in maintaining equality in the workplace, as it protects workers from unfair work responsibilities, resulting in greater job satisfaction (Mor Barak et al., 2016). Some investigations have demonstrated the advantages of greater diversity and related it to positive work outcomes like organizational commitment

(Giffords, 2009); job satisfaction (Acquavita et al., 2009); diversity climate (Moon & Christensen, 2020); firm performance (Lee & Kim, 2020) better exposure to a larger and more diverse client (Cox, 1994) that also refers to positive results like job performance and job satisfaction (Li et al., 2020). Workforce diversity was intended to mention net value to organizational structures and give rise to opportunities in organizations like hiring top talent, strengthening relationships with customers, promoting creativity, and projecting a good image in the market. It was “the right thing to do” to encourage and promote workforce diversity. In essence, putting forth effort to attract, manage, and help a diverse workforce is based on justice and economic equality value (Mor Barak et al., 2016). Organizational engagement is one of the issues that has gained more interest in recent years because of its strong influence on the productivity of the company and its direct involvement in growing employee commitment to the organization and creating more integrated and collaborative team work in expertise, which can achieve outstanding efficiency (Leite et al., 2014).

So many scholars have acknowledged various theoretical perspectives such as social Exchange theory to support these diversity factors and their contradictory findings in different studies (DiTomaso et al., 2007), social identity theory (Mor Barak et al., 2016), Transformational leadership theory (Brimhall, 2019), Social context theory (Hauret & Williams, 2020). It is essential to manage the diversity of your workforce, job satisfaction and performance are inextricably connected (Pitts, 2009). Low turnover, high organizational commitment, and high job performance are all indicators of a positive diverse environment (Chen et al., 2012). Workforce diversity management that is successful would As a result of the rise in constructive significance activities, organizational efficiency improves. It implies that workplace diversity management is also concerned with People being classified according to their areas of knowledge and specialization. Eventually, this contributes to improved work efficiency. In this manner, workforce diversity management keeps a positive working climate by giving workers merit-based jobs that allow them to put their skills to good use for better job results (Park & Liang, 2020). As a result of the preceding study, the following hypothesis can be predicted.

H1: workforce diversity has an optimistic influence on the organization's commitment

Employee Empowerment & Organization Commitment:

Different opinions on the relationship between employee empowerment and organizational commitment have been documented in different studies. Workers were active in decision-making systems, particularly those that concerned them, in organizations that were ready to hire staff members during adverse economic times. They had much more work flexibility and influence, as well as stronger relations with the supervisors (Kanter, 1997). There must be a positive relationship between the OC and EE, this will enable the employee to take part in the decision-making system and also enhance the worker's effort in the sense of employee empowerment (Niehoff et al., 1990). Employee empowerment has a huge impact on organizational loyalty, employee satisfaction, job engagement, and career satisfaction (Karia & Asaari, 2006). Companies must inspire their staff to be creative, and innovative, and to advance in their positions in order to increase organizational commitment and development (Jandaghi et al., 2010). Previous research has shown that the empowerment of employees has a significant impact on job satisfaction (Raza et al., 2015).

Constant contribution is generally controlled by seeking aspects of the person from teammates, listening attentively, and involving them in the overall organizational decision-making system to a great extent. Employees would become more engaged and valued in the company as a result of this. Affective commitment, which emphasizes employee loyalty to an organization by embracing its ideals and developing a willingness to continue the association with it, is the most well-known sense of commitment (Dey et al., 2014) according to the previous literature investigators investigated organizational commitment and discovered that it is influenced by various factors like employee empowerment and collaboration. Employee empowerment is most commonly described as information sharing, improved analytical capacity, and judgment control (Karim & Rehman, 2012). Organizational commitment is depicted by the empowerment of employees due to a successful job is one in which the expectations and objectives of one's organizational job responsibilities and one's individual moral values are a perfect match and the Staff with a sense of control believe they can perform their job roles with ability and success, motivating them to put forth substantial effort on behalf of the company. Staff that have identity have more autonomy over their jobs and have a voice in job decision-making, which leads to increased participation in the company. Workers' opportunities to shape the organizational structure that they embedded are facilitated when they have effects. In a team-level analysis, it was discovered that more highly motivated team members developed higher levels of organizational engagement (Kirkman & Rosen, 1999). Above the discussion, the following hypotheses are:

H2: Employee empowerment has a positive influence on the organization's commitment.

Job Satisfaction & Organization Commitment:

Job satisfaction may also be analyzed as an intermediate variable by studying the relation between workplace environment characteristics and personal contribution to the organization. When it comes to the influence of personal and organizational attributes on organizational commitment, for example, results from a study revealed that all of the factors can have an indirect impact on organizational commitment through job satisfaction (Williams & Hazer, 1986). It is unclear if increased job satisfaction leads to increased organizational commitment, or whether increased organizational commitment leads to increased job satisfaction, research indicates that organizational commitment and job satisfaction are linked to organizational outcomes such as absenteeism, turnover, and job efficiency (Mathieu & Zajac, 1990).

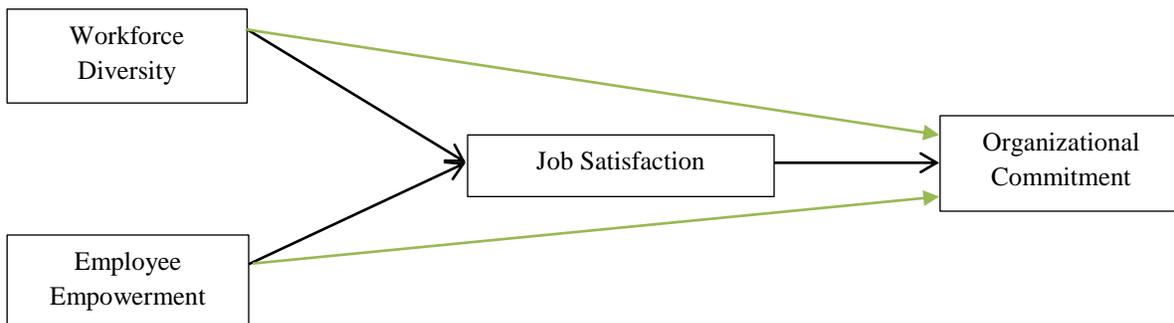
An ability to embrace the institution's principles and objectives. To put it another way, these are actions that represent workers' commitment to the company, as well as the next phase in which organizational members show concern for the group's growth and career growth. Job success has a clear and constructive association with organizational engagement (Ahmad, Ahmad, & Shah, 2010). The following hypotheses are developed for this :

H3: job satisfaction positively mediates the linking of workforce diversity and the organization's commitment.

Theoretical Consideration:

In this study, we have underpinned the theory; (SET) Social Exchange theory (AlKahtani et al., 2021) to know how the organization commitment of followers is influenced by workforce diversity and employee empowerment. social exchange theory to theorize about the relationship between different inclusive job satisfaction and affective commitment. Like, on the group level, organizations may create an ethical climate to motivate employees and to the working for employee empowerment at the individual level, and also make policies for the benefit of the workers that may satisfy the employee. SET theory is a theory of, people making decisions by consciously or unconsciously weighing the costs and benefits of a relationship or action, with the goal of increasing their reward. Furthermore, in the observation of behavior, learning can also be occurred by the observation of rewards and punishments, this way is known as vicarious reinforcement.

Theoretical Framework:



3. METHODOLOGY

Population and sample:

The targeted population of this study is the employees of the logistics companies in Sialkot, Pakistan. This study used the random sampling technique. According to (Krejcie & Morgan, 1970) sample size of 250 is enough. Meanwhile, as a rule of thumb, a sample size of a minimum of 300 usually provides reliable results. For data collection purposes and to give the responses of 300 respondents, 800 questionnaires were distributed in the selected companies.

Table 1. of demographics:

Profile	Category	Percentages
Gender	Male	64%
	Female	36%
Age	25-35	64%
	35-45	33%
	45-55	3%
Experience	Less than 1 year	8%
	2-5 years	71%
	5-7 years	13%
	More than 7 years	8%
Education	graduation	53%
	Postgraduate	17%
	Masters	30%

Data Collection Procedure

Logistic companies were selected to examine the relationship between employee commitment employee empowerment and workforce diversity. For the purpose of data collection, the questionnaire method is used. In collecting data from the participants, many procedures had to be followed. Firstly, make an appointment with these companies on call and after that, they fill out the questionnaire and give their own response. Many difficulties are faced in the data collection process because many of the companies do not agree to share their personal information with any other outsider. For this to explain the main purpose of the study, and after that they will finally agree to respond, the information was gathered through the use of personally administered survey methods. Almost the data collection process takes one month easily.

Measurements:

This study used the questionnaire to introduce the method of hypothesis. The questionnaire is divided into five sections that make easy sense for the respondent. The first section was related to the respondents' personal information like its name, gender, education, and tenure of job. In the second section, questions are related to workforce diversity, and the next section is related to the items of employee empowerment. After that, the questions of job satisfaction, in the last section question are related to employee empowerment. All the variables of this research are measured on a 5-point Likert-type scale ranging from 1 "strongly agree" to 5 "strongly disagree." Workforce diversity was Scaled on three multiple items such as age, Gender Ethnicity (Zhuwao, 2017). Age was measured on Seven items. The Gender was measured on Eight items. Education background was measured on six items. The second variable is Employee Empowerment which is measured on 5 items (Hanaysha, 2016). Job satisfaction is measured with the help of 3 items (Hackman & Oldham, 1975). Organizational commitment is measured on 8 items (Rokaya & Al-Ghazzawi, 2018).

Table 2. Correlations variance

Variables	WD	EE	JS	OC
Workforce diversity	0.78'			
Employee empowerment	0.512***	0.81'		
Job satisfaction	0.66***	0.60***	0.83'	
Organization commitment	0.56***	0.62***	0.688***	0.79'
MEAN	4.45	4.378	4.891	4.567
S.D	.5963	.6256	.6871	4.567

Note: n= 160, bold figures at the diagonal are the rectangular roots of the AVE for constructs. Correlation is significant on the 0.01 level.

The Measurement Model:

For data analysis, a two-step procedure is used (Anderson & Gerbing, 1988). According to the table, the

reliability of the data is being checked, in which the composite reliability and Cronbach alpha are calculated. On the other hand, to check the validity of the data two things are calculated, the first one is standard factor loading and the second thing is the average extraverterd variance. In the confirmatory factor analysis, we can check all the variables individually by using the smart PLS and SPSS statistic as well as the Amos.

Table 3. Confirmatory Factor Analysis

Constructs	Items	SFL
Workforce diversity Cronbach's $\alpha = 0.92$ CR = 0.83 AVE = 0.76	WD 1	.930
	WD 2	.858
	WD 3	.829
Job satisfaction Cronbach's $\alpha = 0.77$ CR = 0.89 AVE = 0.68	JS 1	.853
	JS 2	.892
	JS 3	.876
Employee empowerment Cronbach's $\alpha = 0.76$ CR = 0.89 AVE = 0.76	EE 1	.881
	EE 2	.891
	EE 3	.881
Organization commitment Cronbach's $\alpha = 0.80$ CR = 0.88 AVE = 0.78	OC 1	.898
	OC 2	.882
	OC 3	.859
Overall Model Fit: $\chi^2(250) = 81.55, \chi^2/df = 2.16, p < 0.01; CFI = 0.93; NFI = 0.92, RMSEA = .083$		

According to the confirmatory factor analysis, all the values of the Cronbach Alpha are between 0.76 to 0.92, so that's why all the values are in the range of threshold values of Cronbach Alpha. On the other hand, all the values of the composite reliability are from the range of 0.82 to 0.92 which is higher than their significant value, which is the 0.70. So our results show that our data is reliable and also valid for the study. CR value between 0.83 to .89 which is higher than 0.70. On the other aspect, the average extracted value is 0.68 to 0.78 which is higher them 0.50.

Structural Equation Model:

According to the model estimation employee empowerment influenced job satisfaction ($b = 0.77, t = 51.76$) positively and significantly as shown in the mediation effect in this table so H1 was supported. Workforce diversity exerted the highest effect on job satisfaction ($b = 0.88, t = 46.71$). So H2 was supported.

Hypothesized Path	Path Coef	t value
Job satisfaction -> organization commitment	0.67	53.12
Employee empowerment -> job satisfaction	0.77	51.76
Employee empowerment -> organization commitment	0.87	56.43
Workforce diversity -> job satisfaction	0.88	46.71
Workforce diversity -> organization commitment	0.51	18.93

Table 4. Model Estimation

The relationship between job satisfaction and organizational commitment is significant ($b = 0.67, t = 53,12$). Thus, H1 supported our study. The relationship between workforce diversity and organization commitment is significant ($b=0.51, t=18.93$).

Table 5. Sobel Test (Z)

Hypothesis	Predictor	Mediator	Outcome	Z Value	p-value	Status
H3	Workforce diversity	Job satisfaction	Organization commitment	14.51***	.00001	Accepted
H4	Employee empowerment	Job satisfaction	Organization commitment	20.74***	.00001	Accepted

Note: The Sobel test examines whether job satisfaction mediates the relationships presented.

Note: *** $p < 0.01$

4. DISCUSSION

In the service industry, OC is a significant challenge that adds to corporate performance. The results of this study show that workforce diversity and employee empowerment have a positive role in the organization's commitment. The effect of the mediator pays high attention and a significant role between the independent and dependent variables. This study fills the gap by empirically measuring the relationship between workforce diversity, employee empowerment, and organization commitment in forwarding companies through job satisfaction. Analysis of the path coefficient shows a strong bond that workforce diversity and employee empowerment have a significant impact on the organization's commitment. Workforce diversity has been defined and recognized as a strong predictor of OC, which will support our hypothesis 1. The impact of empowerment on organizational commitment is significant. Job satisfaction influences organizational commitment both directly and indirectly, and also mediates the relationship between Employee empowerment and organizational commitment. A higher level of job satisfaction has also been connected to empowerment. Employee empowerment should receive more attention in order to establish a loyal and trustworthy staff, which will boost business performance and productivity. As a result, firms must guarantee that empowerment initiatives provide employees with the comfort that their contribution and performance will have a significant impact on the organization. Given that personnel are competent in performing their jobs and organizational activities, this should not be a tough problem for firms to solve. Employees who are encouraged in the workplace and contribute to the organization should be given opportunities to grow and make important contributions (Marta et al., 2021). Employee empowerment has a significant impact on the organization's commitment. The findings show that EE is positively linked with OC, which supports our H2. SET theory refers to the social bond that exists between employees and employers. Companies that support employees and consider their input in decision-making are more likely to have employees who are more devoted to the firm (Marta et al., 2021).

5. IMPLICATION OF THE STUDY

Service industries in Pakistan will benefit greatly from this study. Firstly, leaders should understand the diverse workforce empirically plays a significant role in the success of the organizations, and also enhance their abilities of working. When they feel safe in the organization they will be motivated and perform efficiently. The findings of the study express that when the employees of the organization are supported by supervisors and peers, and provide a safe and ethical climate then they become more committed to the organization feel obligated and thereby, reciprocate the social exchange relationships, do not intend to leave the organization, and stay longer voluntarily. This study is also helpful for the policy makers, they make the rules according to their employees who are the backbone of the company. And also have to enhance the trend for a diverse workforce at any workplace that may intend new ideas, and innovation and as well to promote their abilities. It also provides the current body of literature on organization commitment employee empowerment and workforce diversity. The results imply that EE can be used as a successful way to give rights to employees and consider their views in the decision-making process. if employees are satisfied with their jobs, then they set their organization's goals. People will stay in an organization if they feel committed because of their job happiness, according to the findings.

6. LIMITATION AND FUTURE RESEARCH

This study also has some limitations. The main limitation of this paper is the collection of data from the logistic employees, assuming their response as valid data, and also collecting the data from only one city. So, the norms rules, and culture are different in other cities. By doing the same research in several industries, locations, and countries, validity across various work contexts may be ensured. This study collects limited data on logistic industries, otherwise, it's a wide range of setups. Our respondents are the employees of the companies because they fairly give the answers to how the companies work for employee empowerment and how much the employees are committed to their organization. Future studies include other aspects like motivation, training, and development and also add up the dimension of workforce diversity like their age, gender, race, ethnicity, class, etc. We study only a few measurements, such as workforce diversity as a composite variable, but need to look into their other indicators in the future.

7. CONCLUSION

As a result of the increased focus on workforce diversity and the need to better understand how to manage it, by providing better training facilities to the diverse workforce. Our study gives the answer to the question of how companies work for the employee empowerment and for managing the diverse workforce, as a result of this how many employees are satisfied with their job and shows a high commitment to the organization? Our results show that workforce diversity has a significant and positive impact on the organization's commitment. Job satisfaction has mediated positively between the independent and dependent variables. Many researchers have looked into the concept of organizational commitment, but more research is needed to look into predictors and the interplay of mediating factors to fill in the gaps in the literature.

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