THE INFLUENCE OF COMMUNICATION, WORK ENVIRONMENT, AND DIGITAL LITERACY ON EMPLOYEE PERFORMANCE AT PT. DUA KUDA INDONESIA JAKARTA

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Abstract

This research is driven by the critical role of human resource quality as a strategic asset in navigating global manufacturing competition and the dynamics of Industry 4.0. Fluctuations in employee performance at PT. Dua Kuda Indonesia characterized by punctuality issues and declining output quality necessitate a profound analysis of its determinant factors. Grounded in Human Resource Management as the grand theory, this study examines the influence of communication, work environment, and digital literacy on employee performance. The research methodology used is a quantitative technique combined with an explanatory approach. A questionnaire was used to collect information from 152 respondents selected through purposive sampling at PT. Dua Kuda Indonesia Jakarta. Using SPSS software, data analysis methods included multiple linear regression analysis, classical assumption testing, and hypothesis testing (t-test and f-test). All statement items are valid and reliable, according to research findings from instrument testing, with a Cronbach's Alpha value exceeding 0.60. The normal distribution of the data and the absence of multicollinearity and heteroscedasticity symptoms are confirmed by the findings of traditional assumption tests. Employee performance is positively and significantly influenced by digital literacy, communication, and work environment factors, to some extent. These three factors together significantly enhance performance. The research results confirm that optimal organizational production is determined by a combination of clear work instructions, supportive physical facilities, and technical competence.

Keywords: Communication, Work Environment, Digital Literacy, Employee Performance

INTRODUCTION

The quality of human resources is one of the determining factors for organizational success, in line with the role of capital and technology, especially in the face of increasingly competitive global manufacturing industry competition. Employees not only function as operational implementers, but also as strategic assets that are the main force behind the company's activities. Therefore, the level of efficiency and success of an organization can be measured through the effectiveness of its employees' performance. This performance is reflected in the amount and quality of work produced by employees in carrying out the tasks and responsibilities given. To achieve optimal performance, a balance is needed between organizational support, individual competence, and adaptability to the demands of time and changes in the work environment.

PT. Dua Kuda Indonesia is a manufacturing company established in 2006 and engaged in the processing of vegetable fats (oleochemicals), with the main products in the form of stearic acid, glycerine, and hydrogenated oil. This company is located in the Nusantara Bonded Zone, Marunda, North Jakarta, precisely on Jl. Madiun Blok C.2 No.11–13. As a company that has been operating for almost two decades, PT. Dua Kuda Indonesia are faced with the challenge of maintaining production stability while improving work efficiency in the midst of the dynamics of industry 4.0. However, the phenomenon that occurs in the field shows that there are fluctuations in employee performance (Y) that have the potential to hinder the achievement of production targets. The decline in performance is often reflected in the untimely completion of work, the decline in the quality of production results, and low employee initiative in solving technical problems in the factory environment. This condition indicates the need for an in-depth study of the factors that affect employee performance, especially communication, work environment, and digital literacy.

Communication (X1) has a fundamental role in supporting the smooth running of organizational activities, especially in a factory environment where the work system is integrated with each other. Communication can be analogized as a "nervous system" that connects management with operational employees in carrying out the production process. Manao (2022) emphasized that communication is a binder for various entities in an organization that help its members achieve individual and collective goals. Failure of communication, both vertically between superiors and subordinates and horizontally between colleagues, has the potential to cause misunderstandings of instructions that have a serious impact on the production process. This is in line with the findings of Robin et al. (2024) who stated that effective communication can significantly improve employee performance because it can minimize conflicts and clarify work expectations. In the context of PT. Dua Kuda Indonesia which have various technical divisions, the smooth flow of information is the main prerequisite for maintaining a productive and coordinated work rhythm.

In addition to communication, the work environment (X2) is also an important factor that affects employee performance, especially in chemical manufacturing companies such as PT. Dua Kuda Indonesia. The company's working environment has special characteristics, including exposure to machine temperature, noise levels, and the layout of production facilities. Armansyah et al. (2024) stated that physical and non-physical elements contribute to creating a comfortable, safe, and conducive work environment, so that employees can

perform at their best. Conversely, inadequate working environment conditions, such as poor lighting and air circulation, can interfere with concentration and increase the risk of work errors. However, there are inconsistencies in research findings related to the influence of the work environment on employee performance. Sari & Mustangin (2023a) show that the work environment has little or no significant influence if it is not supported by other factors, while Lestari and Yuningsih (2023) found a very positive relationship between the work environment and employee performance. The difference in the results of the study shows that there is a research gap that needs to be reviewed, especially in the context of PT. Dua Kuda Indonesia.

In the era of digital transformation, digital literacy or digital knowledge (X3) is a competency that cannot be ignored in supporting employee performance. Adawiah and Nurhidayati (2024) define digital literacy as the ability of individuals to understand, assess, and use information effectively through technology. This ability has been proven to have a positive and significant impact on work efficiency, as shown by Priastuti and Subarjo (2025), who stated that employees with good digital literacy are able to complete operational and administrative tasks more quickly and accurately. At PT. Dua Kuda Indonesia, the difference in the level of digital literacy between generations of employees between senior employees who have joined since the beginning of the company's establishment and new employees has the potential to create performance disparities. Therefore, employee performance (Y) is the central variable that determines the company's operational success. According to Armansyah et al. (2024), there is a clear relationship between employee performance and company development, where high-performance employees tend to be more innovative, productive, and contribute positively to the achievement of organizational goals.

In addition to the partial influence, research by Silalahi et al. (2021), Lestari and Yuningsih (2023), and Robin et al. (2024) shows that communication, work environment, and digital literacy simultaneously have a significant contribution to improving employee performance. Based on this presentation, the author is interested in conducting a research entitled "The Influence of Communication, Work Environment, and Digital Literacy on Employee Performance at PT. Dua Kuda Indonesia".

REVIEW OF LITERATURE

Organizational communication is one of the fundamental factors that affect the effectiveness of employees' work, especially in the context of the manufacturing industry. Good communication allows for clear communication, information, instructions, and feedback between management and employees. Manao (2022) states that communication functions as an organizational glue that helps individuals understand their roles and work goals collectively. In line with that, Robin et al. (2024) emphasized that effective communication is able to minimize work conflicts and increase task clarity, thus having a positive impact on employee performance. In a complex and interintegrated factory environment, communication failures can result in operational errors and decreased productivity.

The work environment is also an important determinant in supporting employee performance. The work environment includes physical aspects such as lighting, temperature, noise, as well as non-physical aspects such as relationships between employees and a sense

of security. Armansyah et al. (2024) stated that a conducive work environment is able to create comfort and increase employee focus on work. However, the findings of previous studies show mixed results. Sari and Mustangin (2023a) found that the work environment does not always have a significant influence on performance if it is not supported by other factors, while Lestari and Yuningsih (2023) actually found a strong positive relationship. The difference in the results of this study shows that there is a research gap that needs to be further studied in different organizational and industrial sector contexts.

As the industrial era 4.0 develops, digital literacy has become an important competency for employees. Digital literacy is not only related to the ability to use technological devices, but also includes the ability to understand, evaluate, and utilize information effectively. Adawiah and Nurhidayati (2024) define digital literacy as an essential skill in supporting work efficiency and accuracy. Research by Priastuti and Subarjo (2025) proves that digital literacy has a positive and significant effect on employee performance, especially in accelerating work processes and reducing administrative errors. In organizations with diverse backgrounds and work experiences, the digital literacy gap can be a challenge that affects work performance.

Employee performance is the main indicator of an organization's success in achieving its operational goals. Employee performance reflects the level of achievement of work results based on the responsibilities given. According to Armansyah et al. (2024), employee performance has a close relationship with the company's growth and sustainability. High-performing employees tend to be more productive, innovative, and contribute positively to the achievement of organizational targets. In the manufacturing sector, optimal performance is needed because it is directly related to product quality, production efficiency, and the competitiveness of the company in the global market.

Various previous studies have shown that communication, work environment, and digital literacy not only have a partial but also simultaneous effect on employee performance. Silalahi et al. (2021) found that the combination of communication and work environment conditions has a significant influence on performance. These findings are strengthened by Lestari and Yuningsih (2023) who stated that a conducive work environment and good digital literacy can increase the achievement of work targets. Robin et al. (2024) also emphasize that effective communication, when supported by other factors, can significantly improve performance. Therefore, the study of the influence of these three variables simultaneously is important to provide a comprehensive understanding in an effort to improve employee performance.

RESEARCH METHOD

This study uses a quantitative approach with the type of causal associative research or explanatory research, which aims to determine the cause-and-effect relationship between independent variables and dependent variables. This approach was chosen because it is in accordance with the problem statement and research objectives, namely analyzing the influence of communication (X1), work environment (X2), and digital literacy (X3) on employee performance (Y). Quantitative methods utilize statistically analyzed numerical data to test pre-formulated hypotheses. According to Sugiyono (2019), causal associative

research is used to identify relationships and influences between variables in a systematic and measurable manner.

This research was carried out at PT. Dua Kuda Indonesia located in the Nusantara Bonded Zone, Jl. Madiun Blok C.2 No. 11–13, Marunda, North Jakarta. This location was chosen because the company operates in a highly competitive manufacturing industry sector and demands optimal human resource performance and adaptability to digital technology developments. The research was carried out for two months, from December 2025 to January 2026. This time span includes the stages of research planning, data collection, data processing, and the preparation of research reports.

The population in this study is all permanent employees of PT. Dua Kuda Indonesia totaling 245 people as of November 2025. A population is defined as a whole of objects or subjects that have certain characteristics to be researched and conclusions drawn (Sugiyono, 2019). Sampling was carried out using a non-probability sampling technique using the purposive sampling method, which is the selection of respondents based on certain criteria that are relevant to the research objectives. The sample criteria include permanent employees of PT. Dua Kuda Indonesia Jakarta and employees who actively use digital devices and systems such as computers, email, or the company's internal systems in their work activities. With an error rate of 5%, the number of samples was determined using the Slovin formula and obtained as many as 152 respondents.

The variables in this study consist of independent variables and dependent variables measured using the Likert scale. The communication variable (X1) was measured based on employees' perceptions of the effectiveness of information exchange in the company with indicators of interpersonal communication, group communication, and mass communication referring to Mas and Haris (2020). The work environment variable (X2) is measured through employees' perception of physical conditions and work atmosphere, with air, color, lighting, and sound indicators as stated by Armansyah et al. (2024). The digital literacy variable (X3) is measured based on employees' proficiency in using digital technology, including internet search, hypertextual navigation, content evaluation, and knowledge preparation in accordance with Adawiah and Nurhidayati (2024). Meanwhile, the employee performance variable (Y) is measured through employees' perception of their work results based on indicators of quality, quantity, accuracy and speed, effectiveness, and commitment referring to Silaen et al. (2021).

Data analysis utilized the SPSS application across multiple stages: instrument testing, classical assumption testing, and multiple linear regression analysis. The instrument test involved validity assessment via Pearson Product Moment correlation and reliability evaluation using Cronbach's Alpha (minimum limit of 0.60). The classical assumption test included normality (Kolmogorov-Smirnov test), multicollinearity (VIF values and tolerance), and heteroscedasticity (Glejser test). Multiple linear regression was then employed to assess the impact of independent variables on dependent variables, with hypothesis testing conducted through t-tests for partial effects, F tests for overall effects, and the Adjusted R Square for evaluating the contribution of independent variables to employee performance variations.

RESULTS AND DISCUSSION

Resolutions

The following are the research results obtained from the analysis using SPSS, namely:

Table 1.
Validity Test Results

Variable	Item	r Count	r Table	Remarks
Communication (X1)	X1_1	0,800	0,159	Valid
	X1_2	0,811	0,159	Valid
	X1_3	0,825	0,159	Valid
	X1_4	0,758	0,159	Valid
	X1_5	0,855	0,159	Valid
	X1_6	0,742	0,159	Valid
Work Environment (X2)	X2_1	0,833	0,159	Valid
	X2_2	0,813	0,159	Valid
	X2_3	0,829	0,159	Valid
	X2_4	0,833	0,159	Valid
Digital Literacy (X3)	X3_1	0,830	0,159	Valid
	X3_2	0,836	0,159	Valid
	X3_3	0,858	0,159	Valid
	X3_4	0,821	0,159	Valid
	X3_5	0,732	0,159	Valid
Employee Performance (Y)	Y1	0,818	0,159	Valid
	Y2	0,819	0,159	Valid
	Y3	0,688	0,159	Valid
	Y4	0,853	0,159	Valid
	Y5	0,812	0,159	Valid
	Y6	0,765	0,159	Valid
	Y7	0,809	0,159	Valid

Source: Data processed (2025)

Based on the results of the validity test presented, all statement items in the variables Communication (X1), Work Environment (X2), Digital Literacy (X3), and Employee Performance (Y) were declared valid, because the calculated r value of each item was greater than the table r value of 0.159. In the Communication variable (X1), the calculated r-value ranges from 0.742 to 0.855, which indicates that each item is able to measure the communication construct strongly and consistently. The Work Environment variable (X2) also showed excellent validity with a calculated r-value between 0.813 to 0.833, indicating that the indicators used are relevant in representing the conditions of the work environment. Furthermore, the Digital Literacy variable (X3) has a calculated r-value between 0.732 to 0.858, which indicates that all statement items are able to accurately measure employees'

digital skills. Similarly, in the Employee Performance variable (Y), all items have a calculated r value above the r table, which ranges from 0.688 to 0.853, so it can be concluded that the research instrument as a whole is suitable to be used to measure the variables being studied and can be continued at the next stage of analysis.

Table 2.
Reliability Test Results

Variable	Cronbach's Alpha	Remarks
Communication (X1)	0,886	Reliable
Work Environment (X2)	0,846	Reliable
Digital Literacy (X3)	0,874	Reliable
Employee Performance (Y)	0,903	Reliable

Source: Data processed (2025)

Based on the results of the reliability test, all variables in this study showed a very good level of internal consistency. The communication variable (X1) has a Cronbach's Alpha value of 0.886, the work environment variable (X2) of 0.846, the digital literacy variable (X3) of 0.874, and the employee performance variable (Y) of 0.903. All of Cronbach's Alpha values are above the minimum limit of 0.60, so it can be concluded that the instrument used to measure each variable is declared reliable. This shows that the statement items in the questionnaire are able to measure the same construct consistently and stably, making them suitable for use in further data analysis.

Table 3.
Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		152
Normal Parameters[a,b]	Red	.0000000
	Std. Deviation	2.59981077
Most Extreme Differences	Absolute	.053
	Positive	.053
	Negative	-.046
Test Statistic		.053
Asymp. Sig. (2-tailed)		.200[c,d]

Source: Data processed (2025)

Based on the results of the normality test using the One-Sample Kolmogorov–Smirnov Test on non-standardized residuals, an Asymp. Sig. (2-tailed) value of 0.200 was obtained, which is greater than the significance level of 0.05. This shows that the residual data is normally distributed, so the normality assumption in the regression model has been met. With the fulfillment of this assumption, multiple linear regression analysis can be

continued because the regression model used meets the criteria of the Best Linear Unbiased Estimator (BLUE).

Table 4.
Multicollinearity Test Results

Coefficient			
Models		**Collinearity Statistics**	
		Tolerance	**VIVID**
1	Communication (X1)	.970	1.031
	Work Environment (X2)	.987	1.013
	Digital Literacy (X3)	.966	1.035
a. Dependent Variable: Employee Performance (Y)			

Source: Data processed (2025)

Based on the results of the multicollinearity test in the *Coefficients table*, it is known that all independent variables, namely communication (X1), work environment (X2), and digital literacy (X3), have tolerance values of 0.970; 0.987; and 0.966, respectively, which are above the minimum limit of 0.10. In addition, the *Variance Inflation Factor* (VIF) values for the three variables were 1.031; 1.013; and 1.035, respectively, which are well below the maximum limit of 10.00. These results show that there are no symptoms of multicollinearity between independent variables in the regression model. Thus, it can be concluded that each independent variable is independent of each other and does not have a high correlation with each other, so that the regression model used is feasible and meets the assumption to carry out multiple linear regression analysis in explaining the influence of communication, work environment, and digital literacy on employee performance (Y).

Table 5.
Heteroscedasticity Test Results

Coefficient						
Models		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	Std. Error	Beta		
1	(Constant)	3.501	1.092		3.205	.002
	Communication (X1)	.015	.029	.043	.520	.604
	Work Environment (X2)	-.066	.043	-.127	-1.562	.120
	Digital Literacy (X3)	-.040	.036	-.091	-1.106	.270

Source: Data processed (2025)

Based on the results of the heteroscedasticity test using the Glejser test with the dependent variable ABS_RES, it is known that the significance value (Sig.) for the Communication variable (X1) is 0.604, the Work Environment (X2) is 0.120, and the Digital Literacy (X3) is 0.270, where all of these values are greater than 0.05. These results show that there is no significant influence between independent variables on the residual absolute value, so it can be concluded that the regression model does not experience symptoms of heteroscedasticity. Thus, the residual variance is homogeneous and the regression model

used has fulfilled one of the classical assumptions, making it feasible to use in subsequent multiple linear regression analysis.

Table 6.
Determination Coefficient Test Results

Model Summary

Models	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776a	.603	.595	2.62603

a. Predictors: (Constant), Digital Literacy (X3), Work Environment (X2), Communication (X1)

Source: Data processed (2025)

Based on the results of the determination coefficient test in the *Model Summary* table, an Adjusted R Square value of 0.595 was obtained, which shows that 59.5% of the variation in employee performance (Y) can be explained together by the variables of communication (X1), work environment (X2), and digital literacy (X3). This indicates that these three independent variables have a strong contribution in influencing employee performance at PT. Dua Kuda Indonesia. Meanwhile, the remaining 40.5% were influenced by other factors outside of this research model, such as work motivation, leadership, compensation, or personal factors of employees that were not studied. The R value of 0.776 indicates a strong relationship between independent variables and dependent variables, while the Std. Error of the Estimate value of 2.62603 indicates a relatively low level of prediction error, so the regression model used can be said to be quite good in explaining employee performance.

Table 7.
Simultaneous Test Results

NEW ERA

	Models	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1549.224	3	516.408	74.885	.000b
	Residual	1020.611	148	6.896		
	Total	2569.836	151			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Digital Literacy (X3), Work Environment (X2), Communication (X1)

Source: Data processed (2025)

Based on the results of the simultaneous test (F Test) in the ANOVA table, the F value was calculated at 74.885 with a significance level (Sig.) of 0.000. The significance value is less than 0.05, so it can be concluded that the null hypothesis (H0) is rejected and the alternative hypothesis (H4) is accepted. This shows that the variables of communication (X1), work environment (X2), and digital literacy (X3) together or simultaneously have a positive and significant effect on employee performance (Y) at PT. Dua Kuda Indonesia. Thus, the improvement of employee performance is not only influenced by one factor

separately, but is the result of synergy between effective communication, a conducive work environment, and adequate digital literacy skills.

Table 7.
Partial Test Results

Coefficient

Models		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.727	1.755		1.554	.122
	Communication (X1)	.380	.047	.425	8.073	.000
	Work Environment (X2)	.481	.068	.367	7.037	.000
	Digital Literacy (X3)	.461	.058	.421	7.989	.000

a. Dependent Variable: Employee Performance (Y)

Source: Data processed (2025)

The results of the partial test (t-test) showed that the three independent variables, namely communication (X1), work environment (X2), and digital literacy (X3), had a positive and significant effect on employee performance (Y). The communication variable (X1) has a regression coefficient value of 0.380 with a calculated t-value of 8.073 and a significance level of 0.000 (< 0.05), which means that the better the communication that is established within the company, the more employee performance will improve. The work environment variable (X2) also showed a positive and significant influence with a coefficient value of 0.481, a calculated t-value of 7.037, and a significance of 0.000, which indicates that conducive work environment conditions are able to significantly improve employee performance. Furthermore, digital literacy (X3) has a regression coefficient of 0.461 with a t-value of 7.989 and a significance of 0.000, which shows that employees' ability to utilize digital technology plays an important role in improving their performance. Thus, it can be partially concluded that communication, work environment, and digital literacy each contribute significantly to improving employee performance at PT. Dua Kuda Indonesia.

Discussion

The results of the study show that communication has a positive and significant effect on employee performance at PT. Dua Kuda Indonesia. These findings indicate that clear, open, and two-way communication can help employees understand work instructions, reduce operational errors, and improve inter-departmental coordination. This condition is particularly relevant in the context of manufacturing companies that have an integrated work system. The results of this study are in line with the findings of Robin et al. (2024) and Silalahi et al. (2021) who stated that effective communication plays an important role in improving employee performance because it is able to clarify work expectations and minimize conflicts in the organizational environment. Thus, communication can be seen as the main foundation in supporting the achievement of optimal performance.

In addition to communication, the work environment has been proven to have a positive and significant influence on employee performance, even showing the largest

coefficient of influence compared to other variables. This shows that safe, comfortable, and physically and psychologically supportive work environment conditions greatly determine employee performance, especially in manufacturing companies that have high work risks. These findings reinforce the research results of Ahmad et al. (2022), Armansyah et al. (2024), and Ramadhan et al. (2023) who concluded that a conducive work environment is able to increase employee concentration, motivation, and productivity. With a good work environment, employees tend to work more focused and responsible, which has a direct impact on performance improvement.

The results of the study also show that digital literacy has a positive and significant effect on employee performance. These findings reflect that employees' ability to use and utilize digital technology effectively supports the smooth work process, especially in the industrial era 4.0. Employees with good levels of digital literacy are able to complete work faster, more accurately, and more efficiently. These results are in line with the research of Pratama et al. (2022), Rahmawati and Nugroho (2023), and Salsabila et al. (2024) which affirm that digital literacy contributes significantly to increasing employee productivity and performance. Thus, digital literacy is an important competency that cannot be separated from improving the performance of modern organizations.

Simultaneously, the results of the study show that communication, work environment, and digital literacy together have a significant effect on employee performance. These findings confirm that employee performance is not only determined by a single factor, but is the result of interactions of various aspects of the organization and individuals. These results support the research of Hidayat and Prasetyo (2024) which states that employee performance in manufacturing companies is influenced by a combination of interrelated internal and external factors. When communication is effective, the work environment is supportive, and digital literacy is adequate, employees will be better able to achieve the work targets set by the company.

Based on these results and discussions, it can be concluded that the improvement of employee performance at PT. Dua Kuda Indonesia requires a comprehensive approach. Companies not only need to improve one particular aspect, but must simultaneously strengthen internal communication systems, create a conducive work environment, and improve employees' digital literacy through continuous training. These findings are in line with the views of Sugiyono (2019) who emphasized the importance of a systemic approach in explaining behavior and performance in organizations. With the synergy of these three factors, the company is expected to be able to improve employee performance in a sustainable manner and strengthen competitiveness in the midst of the dynamics of the manufacturing industry.

CONCLUSION

Based on the problems and objectives of the research, the results of the study show that communication, work environment, and digital literacy have a positive and significant impact on employee performance at PT. Dua Kuda Indonesia, either individually or simultaneously. The data used has gone through validity and reliability tests, so it can be trusted. The obtained double linear regression model also fulfills all classical assumptions, which indicates the model is effective and accurate. Together, the three variables were able to explain about 59.5% of the variation in employee performance, while the rest were

influenced by other factors not covered in this study. Individually, the work environment has the greatest influence on employee performance, followed by digital literacy and communication. This shows that to improve employee performance, companies need to create a comfortable work environment, supported by a good communication system and employees' ability to utilize technology effectively. Thus, the purpose of the study to determine the impact of these three variables on employee performance has been achieved.

Based on the above conclusion, it is recommended to the management of PT. Dua Kuda Indonesia to continue to improve the quality of the work environment, especially physical aspects such as lighting, air circulation, noise, and workplace arrangement, because these factors have the greatest impact on employee performance. In addition, companies are also advised to strengthen internal communication systems by providing clear, open, and two-way work instructions, in order to reduce errors and improve cooperation between departments. In addition, companies also need to increase digital literacy through continuous technology training so that employees are able to adapt to digital developments. For future researchers, it is recommended to expand variables such as leadership, work motivation, organizational culture, or payroll system, in order to provide a more complete picture of the factors that affect employee performance.

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