

# The Influence of Personnel Management and Servant Leadership on Teacher Discipline

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## Info Artikel

## Abstract

### Keywords:

Personnel Management, Servant Leadership, Discipline, Islamic Schools.

This study aims to delve into the existing relationship between personnel management, the concept of servant leadership, and the level of personnel discipline in educational institutions. A quantitative research method was chosen as the primary approach to collect and analyze data to obtain a strong understanding of these dynamics. Respondents involved in this study are educational personnel from various backgrounds and educational levels, providing a broader representation of the education population. In the data collection process, validated research instruments with high reliability were used to measure key variables involved, such as leadership styles, personnel management practices, and discipline levels. Careful statistical steps were applied in data analysis, including regression techniques, to identify the strength of the influence of personnel management and servant leadership on the level of personnel discipline in education. From the results of this analysis, it is expected that significant patterns and correlations between the examined variables will be revealed. The findings of this research are expected to provide new insights into the factors underlying discipline levels in educational institutions. The practical implications of this study will be valuable for managers and stakeholders in the field of education, aiding them in designing more effective management strategies to enhance personnel discipline, which in turn can positively impact the overall quality of education. Thus, this study not only fills gaps in the academic literature on educational management and leadership but also makes a significant contribution in practical contexts by offering a framework that can be applied to enhance the quality of education through improvisation personnel discipline.

### Kata kunci:

Manajemen Personalia, kepemimpinan melayani, disiplin, Madrasah

### Abstrak

Penelitian ini bertujuan untuk mendalami hubungan yang ada antara manajemen personalia, konsep kepemimpinan melayani, dan tingkat disiplin personalia di lembaga pendidikan. Metode penelitian kuantitatif dipilih sebagai pendekatan utama dalam mengumpulkan dan menganalisis data untuk memperoleh pemahaman yang kuat tentang dinamika ini. Responden yang digunakan pada riset ini merupakan personalia pendidikan dari beraneka macam latar belakang serta level pendidikan, yang memberikan representasi yang lebih luas terhadap populasi pendidikan. Dalam proses pengumpulan data, instrumen penelitian yang telah divalidasi dan memiliki reliabilitas yang tinggi digunakan untuk mengukur variabel-variabel kunci yang terlibat, seperti gaya kepemimpinan, praktik manajemen personalia, dan tingkat disiplin. Langkah-langkah statistik yang cermat diterapkan dalam analisis data, termasuk teknik regresi, untuk mengidentifikasi seberapa kuat pengaruh manajemen personalia dan kepemimpinan melayani terhadap tingkat disiplin personalia pendidikan. Dari hasil analisis ini, diharapkan akan terungkap pola dan korelasi yang signifikan antara variabel-variabel yang diteliti. Hasil penelitian ini diharapkan dapat memberikan wawasan baru tentang faktor-faktor yang mendasari tingkat disiplin di institusi pendidikan. Implikasi praktis dari penelitian ini akan menjadi

*berharga bagi pengelola dan pemangku kepentingan di bidang pendidikan, membantu mereka dalam merancang strategi manajemen yang lebih efektif untuk meningkatkan kedisiplinan personil, yang pada gilirannya dapat berdampak positif pada kualitas pendidikan secara keseluruhan. Dengan demikian, penelitian ini bukan hanya mengisi celah dalam literatur akademis tentang manajemen pendidikan dan kepemimpinan, tetapi juga memberikan sumbangan penting dalam konteks praktis, dengan menawarkan kerangka kerja yang dapat diterapkan untuk meningkatkan kualitas pendidikan melalui peningkatan disiplin personil.*

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## **INTRODUCTION**

Educational institutions often experience challenges related to low levels of discipline among their personnel (Kartiko et al., 2024a; Nababan et al., 2023). Discipline from teachers is very important and is a major concern considering that teachers are central figures in education because they deal with students at school, who have tendencies or become examples for students or students (Noguera, 2003; Zeichner & Liston, 2011). Lack of discipline can disrupt the teaching and learning process, create a non-conducive work environment, and reduce the overall effectiveness of educational institutions (Hakim & Abidin, 2024; Patmalasari, 2024; Taj et al., 2024). (Danafia, 2024) Reporting via Radar Madura also informed that teachers were fired because they violated discipline. This problem of discipline has occurred for a long time, such as the incident in Lhokseumawe in 2015, because of teachers who were not disciplined, the committee closed the school. (Masriadi, 2015; Rachman et al., 2024; Salim et al., 2024). The most extreme thing happened in 2022, namely when students disciplined teachers who were late for school (M. Huda et al., 2024; Mahfudhoh et al., 2023; May, 2022). Many stakeholders have attempted to address the aforementioned issues with teacher work discipline, but these efforts have not yet been carried out to their full potential. For this reason, this research will investigate and evaluate the variables that affect teacher work discipline to improve it going forward.

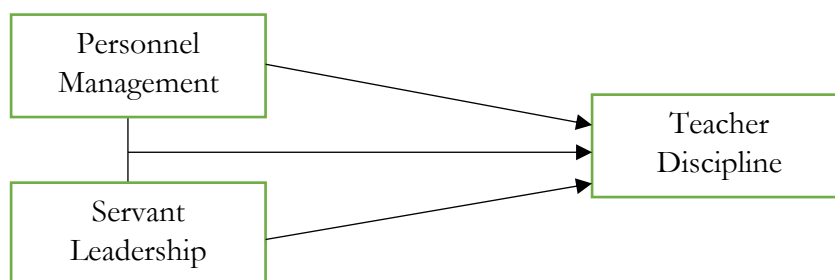
A personnel management system is a collection of techniques, methods, and technologies used to organize work activities involving personnel (Amadea et al., 2023; Bestri et al., 2022; Rosmika et al., 2022). Personnel management has an important role in teacher discipline (Azainil et al., 2021; Mukhtar, 2017). Personnel management has goals that include social goals, organizational goals, functional goals, and individual goals (Badriyah, 2017). To ensure optimal employee performance, work discipline is very important. This is following the statement made by Siagian (2012) that one of the components that influences teacher performance is the importance of work discipline. Research conducted by Sanjaya (2015) discovered that employee performance is positively impacted by work discipline.. In addition, servant leadership, which focuses on service to subordinates, support, and empathy, has a major impact on educational staff discipline as well. Based on a survey of 200 educational staff, 75% of respondents indicated that they were more motivated and disciplined when led by leaders who demonstrated servant leadership traits.

Institutions led by leaders with a servant leadership style also reported increased compliance with institutional rules and procedures by 20%. Greenleaf (Prasetyono & Ramdayana, 2020) expressed his opinion about servant leadership, namely someone who provides service first, starting from the feeling of wanting to serve, must first serve. In addition, servant leadership, which focuses on service to subordinates, support, and empathy (Amir & Sallatu, 2022; Barbuto & Wheeler, 2006; Jit et al., 2017; Zuhri & Huda, 2024). Several previous studies reveal (Purwoko, 2018; Rifa'i, 2018; Supardi, 2014) Leadership has a positive influence on teacher discipline. However, their research did not measure and analyze personnel management in their research. Another research that reveals how leadership has an important influence on teacher discipline was

revealed by (Ferine et al., 2021; Fitriani et al., 2024; Fitriyana et al., 2023; Mahfudhoh et al., 2023; Taylor et al., 2011) Leadership can change organizational culture, which includes teacher discipline.

This research will quantitatively examine the influence of personnel management and servant leadership on the discipline of educational staff. By using survey methods and statistical analysis, this research aims to identify the relationship and magnitude of the influence of these two variables on work discipline. It is hoped that the data obtained can provide deeper insight and become a basis for educational institution managers in designing effective strategies to improve the discipline of educational staff. This research is very important to conduct because based on previous studies, no one has jointly examined the variables of personnel management and servant leadership on work discipline.

The hypotheses proposed in this research which will be tested for truth are: firstly, effective personnel management has a favorable and noteworthy impact on educational staff discipline; secondly, servant leadership has a favorable and noteworthy impact on educational staff discipline; and thirdly, both personnel management and servant leadership have a positive and noteworthy impact on educational staff discipline simultaneously. towards the discipline of educational staff, so that a framework of thinking can be developed in this research as in Figure 1 below:



**Figure 1** Framework of Thinking

## RESEARCH METHODS

This research will use a quantitative approach with survey methods (Sari et al., 2023). The research population is educational staff at several educational institutions, and samples will be taken randomly to ensure representativeness. Data will be analyzed using statistical techniques such as linear regression to determine the magnitude of the influence of each independent variable on the dependent variable, namely the discipline of educational staff. Data analysis calculates the mean, median, standard deviation, and frequency distribution for the variables personnel management, servant leadership, and discipline education personnel. Correlation test using Pearson.

This research was conducted at one of the madrasahs in the city of Surabaya, this location was chosen because the growth of the madrasah has experienced very rapid development in the last few years. Apart from the rapid development of madrasahs, researchers also took into account the relatively large number of teachers who had heterogeneous backgrounds, this was known when conducting observations. The sample for this research was 47 teachers who were selected based on the random sampling method (Pace, 2021). Primary data that was collected straight from respondents is what was used (Miles et al., 2013).

The research instrument uses a 1-5 Likert scale (Albaum, 1997), to measure the relationship between personnel management and educational personnel discipline, as well as between servant leadership and educational personnel discipline and multiple linear regression

tests. Testing the simultaneous influence of personnel management and servant leadership on personnel discipline education. Regression model used:  $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$ . Meanwhile, the t-test and F-test are used to test the significance of the regression coefficient and the model as a whole (Fotheringham, 1997; Prof. Dr. Sugiyono, 2010).

## Result and Discussion

### Result

The validity test results of each variable are presented in Table 1.1,

**Table 1 Validity Test X1 Personnel Management**

Statement	R <sub>count</sub>	r <sub>table</sub>	Information
X1.1	,6113	,3710	Valid
X1.2	,3794	,3710	Valid
X1.3	,3945	,3710	Valid
X1.4	,4640	,3710	Valid
X1.5	,5589	,3710	Valid
X1.6	,5275	,3710	Valid
X1.7	,5592	,3710	Valid
X1.8	,5154	,3710	Valid
X1.9	,4778	,3710	Valid
X1.10	,4047	,3710	Valid
X1.11	,4056	,3710	Valid
X1.12	,6005	,3710	Valid

(Sumber: Hasil Pengolahan kuesioner menggunakan SPSS 25)

Considering the validity test's findings, all items in variable X1 Personnel Management were declared valid. This means that each item in this variable is significantly correlated with the total scale, making it reliable for measuring the desired aspects of personnel management.

**Table 2 Validity Test X1 Servant Leadership**

Statement	R <sub>count</sub>	r <sub>table</sub>	Information
X2.1	,6442	,3710	Valid
X2.2	,6363	,3710	Valid
X2.3	,4584	,3710	Valid
X2.4	,5875	,3710	Valid
X2.5	,6472	,3710	Valid
X2.6	,4481	,3710	Valid
X2.7	,5598	,3710	Valid
X2.8	,5989	,3710	Valid
X2.9	,6496	,3710	Valid
X2.10	,6845	,3710	Valid
X2.11	,4784	,3710	Valid
X2.12	,6023	,3710	Valid
X2.13	,6107	,3710	Valid
X2.14	,6968	,3710	Valid
X2.15	,6049	,3710	Valid
X2.16	,5060	,3710	Valid

X2.17	,5724	,3710	Valid
X2.18	,7213	,3710	Valid
X2.19	,6963	,3710	Valid
X2.20	,8362	,3710	Valid
X2.21	,5871	,3710	Valid

Considering the validity test's findings, all items in the Servant Leadership X2 variable were declared valid. This means that each item in this variable is significantly correlated with the total scale, making it reliable for measuring desired aspects of servant leadership.

**Table 3 Work Discipline Validity Test Results**

Statement	R <sub>count</sub>	r <sub>table</sub>	Information
Y1.1	,4321	,3710	Valid
Y1.2	,8721	,3710	Valid
Y1.3	,9052	,3710	Valid
Y1.4	,7241	,3710	Valid
Y1.5	,6872	,3710	Valid
Y1.6	,7181	,3710	Valid
Y1.7	,6012	,3710	Valid
Y1.8	,6143	,3710	Valid
Y1.9	,7914	,3710	Valid
Y1.10	,8135	,3710	Valid
Y1.11	,8426	,3710	Valid
Y1.12	,6767	,3710	Valid
Y1.13	,6336	,3710	Valid
Y1.14	,8134	,3710	Valid
Y1.15	,7183	,3710	Valid
Y1.16	,4232	,3710	Valid
Y1.17	,5982	,3710	Valid
Y1.18	,4261	,3710	Valid

Considering the validity test's findings t, all items in the Y Work Discipline variable were declared valid. This means that each item in this variable is significantly correlated with the total scale, so it can be relied upon to measure the desired aspects of work discipline. The results of the reliability test can be seen in table 4 below

**Table 4 Reliable Test Results**

No	Variable	Cronbach's Alpha	Information
1	Personnel Management (X1)	,7310	Reliable
2	Servant Leadership (X2)	,8640	Reliable
3	Work Discipline (Y1)	,9140	Reliable

Reliability tests are used to determine the internal consistency of items in a measurement instrument. In this context, the table displays the results of reliability tests for three variables: Personnel Management (X1), Servant Leadership (X2), and Work Discipline (Y1). Based on the results of the reliability test, the three variables (Personnel Management, Servant Leadership, and Work Discipline) show a high level of reliability. This means that the instruments used to measure these variables have good internal consistency, so they can be relied on for further research.

Testing the classical assumption through the normality test, the normalcy test utilizing the Kolmogorov-Smirnov method yielded a significant value of 0.200, which was higher than the significance level of 0.05 ( $0.200 > 0.05$ ), allowing the researcher to conclude that the test was normal. According to this analysis, the data had a normal distribution.

Partial hypothesis testing is presented in Table 5

**Table 5 Hasil Uji T**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	50.412	4.408		11.437	.000
	X1	.044	.019	.230	2.354	.021
	X2	.257	.047	.528	5.413	.000

(Sumber: Hasil Pengolahan kuesioner menggunakan SPSS 25)

The impact of human management on rules and regulations. Table 5 of the results of the SPSS 25 calculation shows that the t-count is 2,354. Use a sample size of 71 and a significance level of 0.05. The t-table value is  $t(\alpha/2; n-k-1) = t(0.05/2; 71-2-1) = (0.025; 68) = 1.995$ . According to the calculation's results, which showed a figure at t-count of  $2,354 > t$ -table of 1.995 and a significant value of  $0.021 < 0.05$ , there is a significant relationship between personnel management and teacher discipline, with a magnitude of 0.044, or 44%, between the two.

The F Test indicates that, when combined, servant leadership and personnel management significantly and favorably impact the behavior of school employees :

**Table 6 F Test Results**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	57.758	2	28.879	19.656	.000 <sup>b</sup>
	Residual	99.904	68	1.469		
	Total	157.662	70			

A significance level of 0.05 is the outcome of the study calculation's degree of significance. It is clear from the computation results above that personnel management and service leadership have a major impact on teacher discipline, with the significance number being  $0.000 < 0.05$ .

## DISCUSSION

**The discipline of educational staff is positively and significantly impacted by effective personnel management.**

Any issue related to people working for an organization is referred to as personnel management (Lailiyah, 2017). Educational organizations have staff, teachers, student representatives, and alumni, as well as educational managers (Darim, 2020). In this educational institution, it was found that in carrying out personnel management, selection and recruitment were carried out. This process could involve recruitment from outside the institution or internal

promotion. This institution also has teacher development by offering programs and training including training in teaching, classroom management, educational technology, and other professional development. There are also regular performance evaluations to evaluate staff performance and provide feedback on their achievements. The results of this performance evaluation can be used to provide rewards, further development, or improve performance if necessary. Personnel management has an important role in this research because personnel contribute to conflict resolution as mediation facilitators, or conflict training to resolve problems and ensure a harmonious work environment.

Personnel management is responsible for managing payroll processes, providing benefits, and other financial administration related to employees. This institution applies the concept of servant leadership in which personnel managers and other leaders view themselves as servants to staff and strive to support and facilitate their success. Personnel management is also responsible for developing and implementing HR policies and procedures relating to recruitment, training, performance evaluation, promotion, and dismissal. Apart from these things, educational institutions are increasingly realizing the importance of employee welfare and mental health. Therefore, personnel management can provide wellbeing and support programs to support the mental health and happiness of staff, as well as provide support and guidance to staff in their career development, whether through project assignments, advanced training, or personal development plans and Personnel management as well responsible for ensuring that all HR activities comply with applicable laws and regulations and good business ethics.

According to the findings of the personnel management hypothesis on teacher discipline, appropriate recruitment has an impact on how much personnel management influences teacher discipline. Organizations can choose people with values consistent with their company culture and a dedication to order and discipline by using a thorough recruitment process. Personnel management can play a role in building an organizational culture that respects and encourages discipline, by establishing clear norms and communicating expectations regarding work behavior and ethics. Training programs that focus on developing managerial and leadership skills for personnel managers can help them understand the importance of discipline and ways to strengthen it among staff. Personnel management is responsible for enforcing a fair and consistent system of rewards and punishments, which can provide incentives for discipline and provide consequences for rule violations.

Open and effective communication between personnel management and teaching staff can help clarify expectations and clarify the consequences of undisciplined behavior. An ongoing performance evaluation process allows personnel management to provide feedback regarding the level of discipline of teaching staff and provide additional support or guidance as needed. Providing clear career paths and development opportunities for disciplined teaching staff can be an additional incentive to comply with organizational rules and standards. Personnel management that is able to manage conflicts between teaching staff wisely and fairly can help maintain a high level of discipline in the work environment. *Servant Leadership Development: Personnel managers who practice servant leadership can serve as role models for teaching staff in practicing the values of discipline and integrity. Consistency in implementing organizational policies and procedures regarding discipline helps create a fair and reliable work environment.*

## **Servant leadership has a positive and significant effect on the discipline of educational staff**

Max Depree in his book *The Art of Leadership* says that servant leadership is "Respect for others". This begins with understanding that every human being has different abilities (Panggabean, 2024). (Page & Wong, 2000) concluded that there are at least nine characteristics of servant leadership that are most dominant, listening, accepting others (empathy), ability to predict, building persuasive power, conceptualization, ability to heal, ability to serve, commitment to human growth, building community and wisdom.

The magnitude of the effect (25.7%) shows how much variation in teacher discipline can be explained by the Servant Leadership variable. These results indicate that Servant Leadership has a significant influence on Teacher Discipline. Creating a Positive Work Culture: Servant Leadership focuses on building a positive work culture where values such as trust, support, and collaboration are emphasized. A positive work culture tends to increase teacher discipline because they feel valued and involved in a supportive work environment.

Leaders who apply servant leadership principles tend to be role models for teaching staff in terms of discipline. When leaders demonstrate commitment to values such as integrity, responsibility, and a high work ethic, teaching staff are more likely to follow that example. Servant Leadership places attention on the needs and development of the teaching staff (A. M. Huda & Rokhman, 2021; Kartiko et al., 2024b). By providing necessary support, guidance, and resources, leaders help teaching staff to overcome challenges and meet expectations, which can increase their motivation and discipline. Leaders who apply servant leadership principles tend to involve teaching staff in the decision-making and action-planning process. Through this participation, teaching staff feel responsible for organizational decisions and goals, which can increase their involvement and discipline.

Servant Leadership promotes collaboration in problem-solving and addressing challenges faced by teaching staff. By encouraging open communication and teamwork, leaders help teaching staff to overcome obstacles and maintain focus on shared goals, which can improve discipline. Leaders who implement servant leadership tend to provide recognition and rewards to teaching staff who perform well. This recognition not only increases the motivation and job satisfaction of teaching staff but can also strengthen disciplinary norms among them. Servant Leadership prioritizes a fair and empathetic approach to managing teaching staff. By understanding and respecting individual needs and perspectives, leaders can help create an inclusive and supportive work environment, which in turn can improve discipline. Leaders who practice servant leadership tend to promote open and honest communication among teaching staff. Effective communication allows leaders to convey expectations and expectations regarding discipline, as well as provide constructive feedback to help teaching staff improve their behavior.

The results of this research are in line with research conducted by (Yanti et al., 2023) revealed that the school principal's leadership style was able to dominantly influence the work discipline of its members. Apart from that, the results of the same research were revealed by (Dalati, 2016) that in Syria servant-oriented leadership will increase discipline and sustainability as well as research (Subhan et al., 2022) Servant leadership prioritizes communication to improve employee discipline.

### **M Personnel management and service leadership simultaneously have a positive and significant effect on the discipline of educational staff**

Based on the hypothesis results, Personnel Management (X1) and Servant Leadership (X2) simultaneously have a positive and significant effect on the Discipline of Education Personnel (Y). This means that changes in Personnel Management and Servant Leadership together can explain most of the variability in Educational Personnel Discipline. Effective personnel management and good servant leadership mutually reinforce each other. When personnel management establishes clear policies and procedures, and servant leadership supports and empowers employees in following those policies, the result is better work discipline. The combination of strategic personnel management and supportive servant leadership creates a positive and supportive work environment, where educational staff feel valued and motivated to work with discipline (Fawzi & Dodi, 2022; Mainuddin et al., 2023).

The implications that can be applied in this school are HR Policy Development, Organizations need to develop and implement HR policies and procedures that support work discipline, including routine training, fair performance appraisals, and appropriate reward systems, secondly Leadership Training, Organizations must invest in leadership training to ensure that leaders at all levels apply the principles of effective servant leadership and thirdly Monitoring and Evaluation: There needs to be a continuous monitoring and evaluation system to ensure that HR policies and servant leadership practices are truly implemented and effective in improving work discipline (Badawi, 2024; Satriawati et al., 2023).

By optimizing personnel management and servant leadership, organizations can create a disciplined, productive, and harmonious work culture, which will ultimately improve the overall performance and success of the organization. In the future, researchers will offer 10 options for improving discipline that combines personnel management and servant leadership.

**Table 7 Development of Personnel Management and Servant Leadership**

<b>No</b>	<b>Activity</b>	<b>Description</b>
1	Leadership Development Program for Educational Staff:	Provide specialized training and development programs for educational staff, focusing on developing leadership skills, effective communication, time management, and improving the quality of teaching.
2	Use of Technology in Personnel Management	Implement a technology-based HR management system that enables employee data management, scheduling, performance evaluation, and reporting more efficiently.
3	Continuous Performance Assessment	Conduct ongoing performance assessments for teaching staff, which include regular evaluations, constructive feedback, and career development planning
4	Development of a Work Flexibility Policy	Create a work flexibility policy that allows teaching staff to adjust their work schedules to suit teaching, research, and personal life needs.
5	Commitment to Mental and Emotional Well-Being	Provide mental and emotional well-being programs for educational staff, including access to counseling, psychological support, and mental health programs

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6	Partnership with Continuous Education	Establish partnerships with continuing education institutions or training providers to provide additional professional development opportunities for teaching staff.
7	Promotion of Collaborative Culture and Team Support	Develop a work culture that promotes collaboration, team support, and knowledge sharing among teaching staff, thereby creating an inclusive and supportive work environment.
8	Open Feedback Mechanism	Provide an open and transparent feedback mechanism between management and educational staff, allowing for the exchange of ideas, process improvements, and problem-solving.
9	Servant Leadership from Educational Leaders	Encourage servant leadership from educational leaders, which involves listening to, understanding, and meeting the needs of educational staff, as well as providing the support necessary for their success.
10	Collaboration with the Education Community	Build collaborations with the educational community, academic institutions, and industry to provide additional professional development opportunities, knowledge exchange, and additional resources for educational staff

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Educational institutions can strengthen personnel management and servant leadership by implementing these ideas. This will enable an inclusive, growth-oriented learning environment and provide the necessary support for the professional development of educational employees.

## **CONCLUSION**

Servant leadership has a dominant influence when compared to personnel management in this research, where there are 10 main important points to improve teacher discipline, namely the Leadership Development Program for Teaching Staff, the use of Technology in Personnel Management, Continuous Performance Assessment, Development of Work Flexibility Policies, Commitment to Mental and Emotional Well-Being, Partnership with Continuing Education, Promotion of a Collaborative Culture and Team Support, Open Feedback Mechanisms, Servant Leadership from Educational Leaders and Collaboration with the Educational Community. Theoretically, this research is a reference for research on the theme of human resources, especially on the variables of personnel management and servant leadership on teacher work discipline, while practically the application of good personnel management and servant leadership will be able to improve organizational culture, especially teacher work discipline. These results can be applied to all educational institutions.

This research has limitations in the scope of madrasa education, and can still be developed further in the future. Another limitation of this research is that it has not been able to explore it comprehensively considering the number of variables is relatively small compared to the many other variables that can influence teacher work discipline, so in the future, the researcher suggests adding variables to be studied.

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