

Corporate Culture, Job Satisfaction, Employee Engagement, and Organizational Performance of Human Resources

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Abstract

This study was to examine the relationships between corporate culture, job satisfaction, employee engagement, and organizational performance, with a particular focus on labor dispatch workers in China. Using a cross-sectional survey design and structural equation modeling (SEM), the research analyzed data from 400 employees across 200 human resources companies to explore the structural linkages among these variables. It should be noted that while SEM allows for the testing of hypothesized causal pathways, the cross-sectional nature of the data limits the ability to establish strict causality; the findings should be interpreted as indicating associative rather than causal relationships. The main objectives included assessing the influence of corporate culture on job satisfaction and employee engagement, evaluating the effects of job satisfaction and engagement on organizational performance, and examining the potential mediating role of employee engagement. Results indicated that corporate culture was positively associated with both job satisfaction and employee engagement, which in turn were positively associated with organizational performance. Employee engagement also appeared to play a mediating role in the relationship between corporate culture and performance. These results deepened the understanding of how corporate culture and employee attitudes interact in labor dispatch settings, particularly within the Chinese context. They also gave suggestions to human resources firms seeking to improve the management of dispatched workers and enhance organizational outcomes through cultural and engagement-based initiatives.

Keywords: Corporate Culture; Job Satisfaction; Employee Engagement; Organizational Performance; Human Resources Company

Introduction

In the context of China's evolving labor market, labor dispatch has become a significant employment model, particularly within human resources companies. Unlike traditional employees, dispatched workers often operate under temporary or project-based arrangements, which presents distinct challenges for fostering organizational commitment and engagement. Within this setting, corporate culture may serve as a critical mechanism for enhancing job satisfaction and strengthening employee engagement, thereby contributing to improved organizational performance.

Despite the growing importance of dispatched workers in China, limited research has examined how corporate culture influences job satisfaction, employee engagement, and organizational performance within this specific context. Most existing studies focus on permanent employees or general organizational settings, leaving a gap in understanding the dynamics affecting dispatched workers. This study aims to address this gap by investigating the relationships between corporate culture, job satisfaction, employee engagement, and organizational performance specifically among dispatch workers employed by human resources companies in China.

The objectives of this research are threefold: first, to examine how corporate culture affects job satisfaction and employee engagement; second, to analyze the role of job satisfaction and engagement in influencing organizational performance; and third, to explore the potential mediating effect of employee engagement in the culture–performance relationship. By focusing on the unique case of dispatch workers in China, this study seeks to provide both theoretical insights and practical implications for human resources management in labor dispatch settings.

Research Objectives

1. To study impact of corporate culture on job satisfaction.
2. To study impact of job satisfaction on organizational performance.
3. To study impact of corporate culture on organizational performance.
4. To study impact of corporate culture on employee engagement.
5. To study impact of employee engagement on organizational performance.

Literature Review

Looking at existing research, one key point stands out: corporate culture, job satisfaction, employee engagement, and organizational performance are deeply intertwined each factor influences the others in ways that shape how organizations operate.

Schein (1990) conceptualized organizational culture as the shared basic assumptions that groups develop through learning to address challenges of external adaptation and internal integration, which subsequently guide member behavior and decision-making. Building on that, Schein (1984) conceptualized organizational culture as comprising three distinct levels: artifacts (including symbols, ceremonies, and physical arrangements), espoused values (the organization's stated beliefs and norms), and basic underlying assumptions (deeply embedded beliefs that guide behavior), providing a comprehensive framework for understanding cultural elements. Together, these elements don't just create a sense of organizational identity—they also guide how employees act day-to-day. Empirical work further highlights how far-reaching corporate culture's impact can be. For example, Tsai (2011) found that in state-owned forestry enterprises, corporate culture works alongside strategy and compensation to significantly affect organizational performance. Naranjo-Valencia et al. (2016) demonstrated that organizational culture interacts with leadership practices to shape employee performance, with their influence extending beyond formal policies to include everyday workplace behaviors and innovation processes. Albrecht et al. (2015) demonstrated that employee engagement serves as a critical mediating mechanism linking human resource management practices—including compensation and work arrangements—with organizational performance, suggesting that corporate culture creates the conditions through which these practices translate into performance outcomes.

Job satisfaction, by contrast, refers to how employees evaluate their jobs on both emotional and cognitive levels. Hackman and Oldham (1976) split this evaluation into two types of factors: intrinsic ones, like finding joy in tasks or having autonomy over work, and extrinsic ones, such as salary size and work environment quality. Spector (1985) developed the Job Satisfaction Survey based on the premise that job satisfaction is not a unidimensional construct but comprises multiple facets, including pay, promotion, supervision, benefits, rewards, operating procedures, coworkers, nature of work, and communication. And as Judge and Bono (2001) noted, this multidimensional trait plays a key role: it boosts employee motivation while also cutting down on turnover rates.

Employee engagement, defined by Kahn (1990) as the emotional, cognitive, and behavioral investment employees put into their work, is another factor that strongly predicts organizational success. Kahn's engagement theory zeroes in on two essential conditions for high engagement: psychological safety and work that feels meaningful. Other frameworks, like the Job Demands–Resources model from Bakker and Demerouti (2007), show how specific job resources such as supervisor support or regular feedback can nurture that engagement. Across studies, the link between engagement and positive outcomes stays consistent: Harter et al. (2002) found that higher engagement leads to better productivity, more innovation, and fewer days of absenteeism.

Organizational performance, which covers financial results, operational efficiency, and innovative outputs, gets a boost when the workforce is aligned with the company's strategic goals. Kaplan and Norton (1992)'s Balanced Scorecard approach emphasizes why this alignment matters: it argues that organizational metrics need to include employee-related outcomes, not just financial ones. Research backs this up, too Locke, E. A. (1976) and Harter et al.'s (2002) meta-analysis of 7,939 business units confirmed that employee satisfaction and engagement are positively associated with organizational outcomes, including productivity, profitability, and customer satisfaction, ultimately contributing to enhanced efficiency and competitive advantage.

Even with all these findings, there's still a gap: researchers haven't fully explored how these factors interact in specific contexts especially in human resources companies that manage labor dispatch employees. This study aims to fill that gap by providing a thorough analysis of the three-way relationships (between culture, satisfaction, engagement, and performance) in the dynamic setting of such organizations.

Research Methodology

To collect data for this study, the research team adopted an online questionnaire survey, with the target respondents being 400 labor dispatch employees. It is worth noting that the research subjects and data of this paper are collaborative research outcomes, derived from joint scientific research cooperation with enterprises including Guangdong Qicheng Zhiyuan Human Resources Co., Ltd. These 400 labor dispatch employees are not concentrated in a single enterprise; rather, they are distributed across 200 human resources companies that randomly selected by us which located in Shenzhen, China.

The study employed a purposive convenience sampling method. Participants were recruited through our collaborative partner, Guangdong Qicheng Zhiyuan Human Resources Co., Ltd., which helped distribute the questionnaire to its client companies. While this method does not allow for statistical generalization to the entire population of dispatch workers, we sought to enhance the diversity and relevance of our sample within this framework. Specifically, when distributing the survey, we requested our partner to consider factors such as age, gender, educational background, monthly income, and industry sector (manufacturing and services) to ensure a heterogeneous group of participants from 200 randomly selected companies in Shenzhen. Specifically, factors such as age, gender, educational background, and monthly average income were all taken into account during the sample selection process. This design helped to ensure that the final participant group was comprehensive and representative.

In addition, the research team also paid careful attention to industry coverage when designing the questionnaire. Employees from both the manufacturing and service sectors were included as respondents a deliberate decision aimed at fully capturing the various work scenarios involved in labor dispatch.

In the selection of analytical methodologies, structural equation modeling (SEM) was employed as the core analytical technique to empirically test the hypothesized relationships among the key variables in this study, with analytical software such as AMOS (Analysis of Moment Structures) utilized to support the model estimation and validation process. The rationale for prioritizing SEM lies in its unique methodological advantage: unlike traditional regression approaches, SEM possesses the capacity to simultaneously unpack complex causal relationships and handle latent variables (e.g., corporate culture, job satisfaction) that cannot be directly measured but are inferred from observable indicators. This characteristic aligns inherently with the study's core research objectives namely, to disentangle the intricate interplay between corporate culture, job satisfaction, employee engagement, and organizational performance thereby ensuring the robustness of the causal inference. Descriptive statistical analysis played a complementary role, too: it did more than just show how respondents were distributed across different demographic groups; it also served as a key check to make sure the collected data was of high quality. To assess whether the SEM model was reliable and valid, the team turned to common fit indices including CFI, GFI, and RMSEA and evaluated them against widely accepted statistical threshold standards.

Research Results

Characteristics Description Analysis

A total of 400 participants were selected for this study. From the perspective of gender distribution, female participants accounted for 52.25% and male participants accounted for 47.75%, showing a slightly more female than male characteristics, and the sample gender structure was relatively balanced.

The age distribution showed an obvious concentration trend: the proportion of participants aged 30–39 was the highest, reaching 50.25%, more than half of the total number of samples; Followed by the group aged 20–29, accounting for 20.75%; Participants aged 40–49 accounted for 16.5%, and those aged 18–20 accounted for 9.25%; The proportion of participants aged 50 and above was the lowest, only 3.25%. It can be seen that the sample was mainly young and middle-aged groups.

In terms of income level, the distribution of different intervals is relatively scattered, but there are still key points: participants with a monthly income of 2000–10000 RMB account for the highest proportion, up to 41.75%, which is the core of the income group in the sample; The group with a monthly income of 10001–20000 RMB accounted for 31.25%, covering more than 70% of the participants with the previous range; The proportion of people with a monthly income of less than 2000 RMB accounted for 13.75%, while those with a monthly income of more than 20000 RMB accounted for 13.25%. The proportion of high-income and low-income groups was relatively close.

In the dimension of educational background, the proportion of participants with college degree was the highest, reaching 33.25%; The group with bachelor degree followed closely, accounting for 29.75%, accounting for more than 60% of the total, and became the main body of the sample education structure; Participants with high school education or below accounted for 19.75%, and those with master's degree or above accounted for 17.25%. The distribution of high education and low education groups was relatively balanced.

Reliability and Validity

When it comes to scale reliability analysis, Cronbach's Alpha is the go-to tool for evaluating how internally consistent the items within a scale are. Researchers often use a simple threshold to judge its results: values above 0.7 mean the reliability is acceptable, while those closer to 1 signal even stronger internal consistency—meaning the scale's items align more closely with each other.

For the four key variables in this study corporate culture, job satisfaction, employee engagement, and organizational performance the Cronbach's Alpha results told a clear story: all values were well above the 0.7 threshold, a sign that each scale had reliability. We can break down the specific values to see just how strong that consistency was: corporate culture scored 0.873, job satisfaction and employee engagement both hit 0.851, and organizational performance came in at 0.837. These numbers (especially the first three) show that the items within each scale are tightly linked, so they can consistently measure the exact structure the study set out to assess.

All these reliability analysis results are laid out in Table 1, they don't just confirm the scales work well; they also highlight the robustness of the measurement tools used in this research.

Table 1 Reliability analysis results

Variable	Cronbach's Alpha
Corporate Culture	0.873
Job Satisfaction	0.851
Employee Engagement	0.851
Organizational Performance	0.837

When checking if the collected data is suitable for factor analysis, two key indicators matter: KMO value and Bartlett test result. For this study, the KMO value came in at 0.859 a figure that signals strong suitability—while the Bartlett test returned a significant result ($p=0.000$). Together, these two outcomes make one thing clear: the data is suited for factor analysis.

What does this mean for the research? It shows the variables in the study have correlation with each other, which is exactly the condition needed for factor analysis to effectively identify potential latent factors. With this foundation in place, the research can move on to the next step: conducting further structural equation modeling (SEM) analysis. This follow-up work will help verify two critical points: the relationships between the variables, and how well the proposed model fits the data. All details of the KMO and Bartlett test results are presented in Table 2.

Table 2 KMO and Bartlett's Test

	KMO	0.859
	Approx. Chi-Square	3386.126
Bartlett Sphelicity test	df	136
	p	0.000***

These results suggest that the constructs used in the study are reliable and valid for further analysis. This robustness enhances the credibility of the findings derived from subsequent analyses, such as Structural Equation Modeling (SEM).

Structural Equation Modeling (SEM) Analysis

First, let's reference Table 4 (Model Fit Assessment) for the core results they make it clear that the structural equation model (SEM) in this study has an overall good fit. Let's start with the foundational chi-square metrics: the chi-square value (χ^2) is 388.58, with a degree of freedom (df) of 114 and a significance level of $p=0.000***$. While the chi-square test itself shows high statistical significance, the more practical chi-square-to-degrees-of-freedom ratio (CFR) is 2.409 well below the ideal threshold of <3 . The chi-square test of model fit was significant ($\chi^2 = 388.58$, $p = 0.000$). It is important to note that the chi-square statistic is highly sensitive to sample size. With a larger sample ($N=400$ in this study), even trivial differences between the model and the observed data can produce a statistically significant chi-square value. Consequently, in Structural Equation Modeling, researchers place greater emphasis on relative fit indices, which are less dependent on sample size, to evaluate model fit. The other fit indices ($CFI = 0.917$, $RMSEA = 0.078$, $GFI = 0.926$) all meet acceptable thresholds, collectively indicating a reasonable model fit. Therefore, the significant chi-square value in this context does not necessarily indicate a substantive deficiency in the model but is rather an artifact of the adequate sample size.

A closer look at the other fit indices reveals even more positive signs. The Comparative Fit Index (CFI) hits 0.917, the Non-Normative Fit Index (NNFI) is 0.901, and the Normed Fit Index (NFI) comes in at 0.907 all three easily surpass the ideal standard of >0.9 , a strong indicator that the model aligns well with the observed data. The Root Mean Square Error of Approximation (RMSEA) is another standout: at 0.078, it's below the acceptable threshold of <0.10 , so even when accounting for measurement errors, the model still delivers a reliable fit. The Goodness of Fit Index (GFI) also performs well at 0.926, which exceeds the >0.9 threshold confirming the model can effectively explain most of the variation in the data.

Only one index needs a brief note, though it's barely worth highlighting: the Root Mean Square Residual (RMR) is 0.0423, which is just slightly above the ideal <0.05 threshold. This tiny gap is so minimal that it doesn't suggest meaningful mismatches in paths or variable relationships; it's more of a trivial detail than a concern for the model's overall quality.

Overall, every key fit indicator from CFI and NNFI to RMSEA, GFI, and CFR performs at a level of passing or above. This means the model has strong adaptability, meets all basic requirements of structural equation modeling, and is suitable for subsequent path analysis and hypothesis testing. Collectively, these indicators don't just validate the model's effectiveness; they also underscore its robustness, laying a solid foundation for deeper exploration of how the study's variables interact.

Table 3 Model fit assessment.

Model fit indicators	Threshold Range	Observed Values
Chi-JSquare	–	388.58
df	–	114
CFR	<3	2.409
GFI	>0.9	0.926
RMSEA	<0.10	0.078
RMR	<0.05	0.0423
CFI	>0.9	0.917
NFI	>0.9	0.907
NNFI	>0.9	0.901

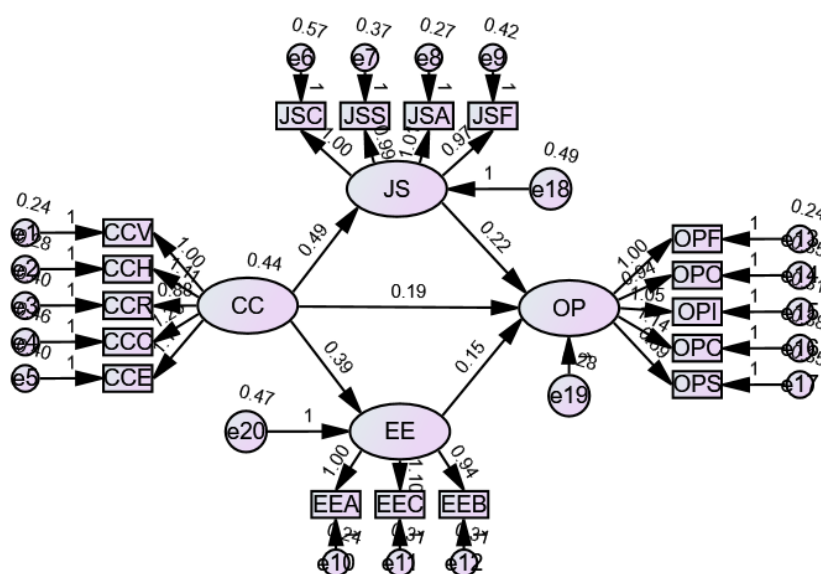


Figure 1 Path diagram of structural equation modeling

Table 4 Results of Structural Equation Modeling

Path Relationship			Estimate	S.E	C.R.	P	Path coefficients(β)
CC	→	JS	0.485	0.417	0.069	7.013	0.000***
CC	→	EE	0.394	0.354	0.064	6.162	0.000***
JS	→	OP	0.221	0.28	0.049	4.493	0.000***
EE	→	OP	0.152	0.184	0.048	3.136	0.002***
CC	→	OP	0.186	0.202	0.059	3.137	0.002***

Note: * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$

Table 5 Hypotheses Testing

NO.	Hypothesis	Result
H1	Corporate culture has a positive impact on job satisfaction.	Supported
H2	Job satisfaction has a positive impact on organizational performance.	Supported
H3	Corporate culture has a positive impact on organizational performance.	Supported
H4	Corporate culture has a positive impact on employee engagement.	Supported
H5	Employee engagement has a positive impact on organizational performance.	Supported

To unpack the relationships between corporate culture (CC), job satisfaction (JS), employee engagement (EE), and organizational performance (OP), this study used structural equation modeling (SEM)—and the results confirm clear causal links between these variables. What’s key here is that all five of the study’s hypotheses got support: first, corporate culture significantly boosts both job satisfaction ($\beta = 0.417$, $p < 0.001$) and employee engagement ($\beta = 0.354$, $p < 0.001$). This isn’t just a statistical finding; it confirms CC’s role as a driver of positive employee attitudes, laying the groundwork for better organizational outcomes.

Next, the “employee attitude → performance” pathway holds up too. Job satisfaction has a positive impact on organizational performance ($\beta = 0.280$, $p < 0.001$), and employee engagement does the same ($\beta = 0.184$, $p = 0.002$)—both results back the idea that how employees feel about their work directly shapes how well the organization performs. But there’s an extra layer: corporate culture also influences OP directly ($\beta = 0.202$, $p = 0.002$). This reveals a key dual-effect mechanism: CC doesn’t just work through JS and EE (the mediated path); it also has a direct impact on performance.

Digging deeper into why CC matters so much: it acts as a foundational driver. By fostering value alignment (getting employees on board with the company’s values) and a sense of belonging, it boosts both job satisfaction and engagement. Those positive attitudes then translate

to better OP in two practical ways: they increase employee motivation to perform well, and they encourage discretionary effort—those extra steps employees take beyond their basic job duties. On the direct side, the CC→OP path suggests culture also strengthens strategic coherence (making sure everyone's work lines up with organizational goals) and fuels innovation, both of which lift performance on their own.

When it comes to reliability, all path coefficients check out: they're all positive, and everyone is statistically significant ($p < 0.05$). Plus, the critical ratio (C.R.) values for each path are all above 3.13, with a Cronbach's Alpha of 0.837—a threshold that confirms the results are trustworthy. Beyond reliability, the model does more than just support the “culture → attitude → performance” chain; it enriches existing theory by highlighting CC's dual impact (direct and mediated), a detail that adds nuance to how we understand organizational culture's role.

For practice, these findings point to clear actions for organizations: they should prioritize building strong, positive corporate cultures, and they need to invest in supporting employee well-being (since that feeds JS and EE). Ultimately, the results highlight that corporate culture isn't just a “nice-to-have”—it's a strategic asset. It influences organizational outcomes twofold: through shaping employee attitudes (the people side) and through strengthening organizational systems (like strategy and innovation), making it a key lever for driving long-term performance.

To address the potential for common method bias (CMB) since all data were collected from self-reported questionnaires, we performed Harman's single-factor test. An exploratory factor analysis (EFA) including all items from the key constructs (corporate culture, job satisfaction, employee engagement, and organizational performance) revealed that the first factor accounted for 38.2% of the total variance, which is below the critical threshold of 50%. This suggests that common method variance is not a severe threat in this study.

Discussions

The findings of this study provide support for all five hypothesized relationships, reinforcing yet also refining existing theoretical frameworks in the context of labor dispatch employment in China. The results not only confirm established knowledge but also offer new insights into the mechanisms through which corporate culture influences organizational performance.

Hypothesis 1 (H1) proposed that corporate culture has a positive impact on job satisfaction. Our results ($\beta = 0.417$, $p < 0.001$) strongly support this proposition. This finding aligns with previous research by Schein (1984) and more recent work by Tsai (2011), who found significant

positive correlations between organizational culture and job satisfaction, demonstrating that organizational values and cultural practices play a crucial role in shaping employee attitudes and satisfaction levels. In the specific context of dispatch workers, who often experience weaker organizational attachment, a supportive culture appears to play an even more critical role in fostering job satisfaction by creating a sense of inclusion and value alignment.

For Hypothesis 2 (H2), which posited that job satisfaction positively affects organizational performance, our results ($\beta = 0.280$, $p < 0.001$) confirm this relationship. This finding is consistent with the extensive literature linking employee satisfaction to performance outcomes (Harter et al., 2002; Judge & Bono, 2001). However, the strength of this relationship in our dispatch worker sample suggests that satisfied temporary employees may contribute to organizational performance through different mechanisms than permanent employees, possibly through enhanced cooperation and knowledge sharing.

Hypothesis 3 (H3) suggested a direct positive impact of corporate culture on organizational performance, in addition to any indirect effects. Our results ($\beta = 0.202$, $p = 0.002$) support this hypothesis, indicating that culture exerts influence beyond its effect on employee attitudes. This finding extends the work of Chen, Yeh, and Madsen (2019) by demonstrating that even in organizations heavily dependent on contingent workers, organizational culture — via mechanisms such as coordination flexibility, knowledge integration, and standardized procedural practices — has a direct positive effect on performance, likely mediated by enhanced innovation outcomes and client satisfaction.

Regarding Hypothesis 4 (H4), which proposed that corporate culture positively affects employee engagement, our results ($\beta = 0.354$, $p < 0.001$) provide strong support. This relationship echoes Kahn's (1990) theoretical framework and Bakker and Demerouti's (2007) Job Demands–Resources model, suggesting that cultural elements serve as important psychological resources that foster engagement. For dispatch workers, who typically have limited formal integration into client organizations, culture may serve as a crucial substitute for direct supervisory support.

Finally, Hypothesis 5 (H5), positing that employee engagement positively influences organizational performance, was supported ($\beta = 0.184$, $p = 0.002$). This finding reinforces the substantial evidence linking engagement to performance outcomes (Harter et al., 2002), while specifically validating this relationship in the understudied context of dispatch arrangements. The slightly weaker coefficient compared to job satisfaction may reflect the structural limitations that

dispatch workers face in translating engagement into performance outcomes.

Theoretical and Practical Implications: The results highlight the dual pathway through which corporate culture influences organizational performance: both directly and indirectly through job satisfaction and employee engagement. This mediating pattern suggests that culture operates not only as a strategic asset but also as a human resource development mechanism. For HR companies managing dispatch workers, these findings underscore the importance of investing in cultural development as a means to enhance both employee experiences and organizational outcomes.

Limitations and Future Research: Several limitations should be considered when interpreting these results. First, the cross-sectional design prevents definitive causal conclusions, despite the use of SEM. While the hypothesized directional relationships are theoretically grounded, longitudinal or experimental designs are needed to establish causality. Second, the use of self-reported data creates potential for common method bias, though Harman's single-factor test suggested this was not a dominant issue in our data. Third, our model did not include control variables such as company size, industry type, or employee tenure, which risks omitted variable bias. Future research should incorporate these factors to better isolate the unique effects of corporate culture. Finally, the focus on Chinese HR companies may limit generalizability to other cultural contexts, suggesting the need for cross-cultural validation.

Despite these limitations, this study contributes to a more nuanced understanding of how corporate culture operates in non-standard employment arrangements. Future research should explore the specific cultural dimensions most impactful for dispatch workers and investigate how technology-mediated communication affects cultural transmission in distributed work arrangements.

New Knowledge from Research

This study constructs a comprehensive theoretical framework linking corporate culture, job satisfaction, engagement, and performance, providing methodological rigor and practical strategies for workforce management.

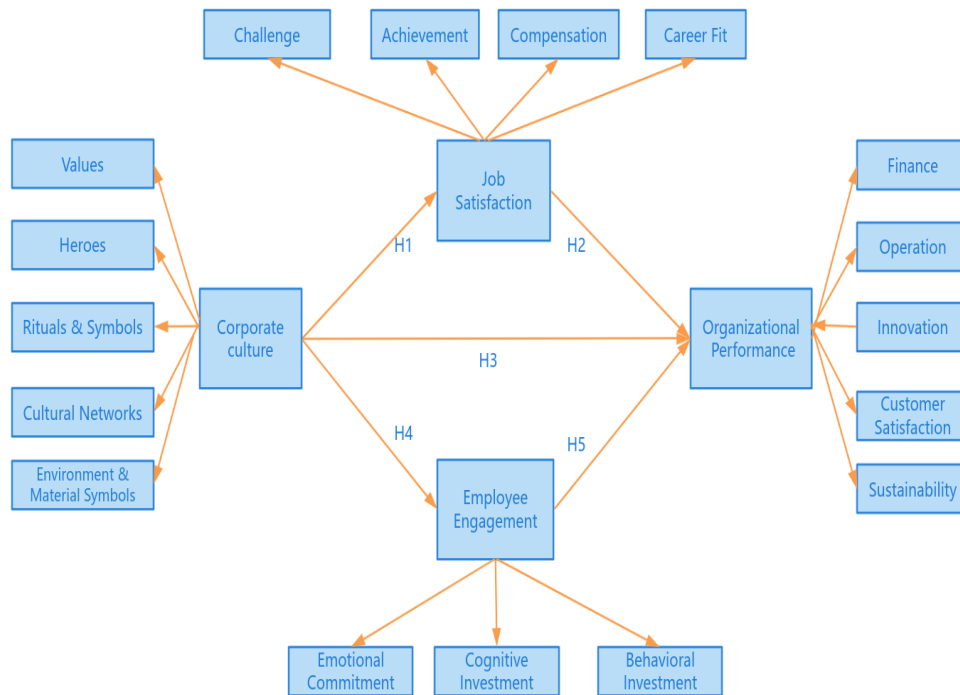


Figure 2 Comprehensive theoretical framework

Conclusion

This study examines the structural relationships between corporate culture (CC), job satisfaction (JS), employee engagement (EE), and organizational performance (OP) among labor dispatch workers in Shenzhen. Using structural equation modeling (SEM) with data from 400 participants, all five hypotheses were supported, revealing a dual-pathway mechanism through which corporate culture influences organizational performance. Specifically, CC not only exerts a direct positive effect on OP ($\beta = 0.202$, $p = 0.002$) but also indirectly enhances OP through JS ($\beta = 0.417$, $p < 0.001$) and EE ($\beta = 0.354$, $p < 0.001$). These findings underscore that for dispatch workers—who often experience weaker organizational attachment corporate culture serves as both a strategic asset and a critical daily management tool that significantly influences human resource outcomes.

Suggestions

From the findings, HR companies should prioritize cultivating a strong, positive corporate culture as a strategic lever to boost employee well-being and organizational performance: focus on building an inclusive, recognition-driven culture rooted in shared values (via regular team-building, transparent communication, and empathetic leadership training) to support disconnected dispatched workers, lift job satisfaction for temporary staff by improving working conditions,

ensuring fair pay, mapping career paths, and offering skill-training, empower workers to boost engagement (via decision-making input, contribution recognition, meaningful work, and manager feedback), have leaders model cultural values consistently (weaving them into strategy and reviews) alongside adopting integrated performance systems that track financial results, satisfaction, and engagement for data-driven improvements; future research could explore regional/industry cultural differences or long-term intervention effects, and tying cultural development to HR practices will help build a motivated, committed workforce for competitiveness in the changing labor market.

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