

THE EFFECT OF WORK AUTONOMY ON WORK LIFE BALANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATION VARIABLE

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Abstract: *The paradigm of working women brings a consistency of dual roles that will be carried out between responsibilities at home and responsibilities at work in the office. Researchers make working women as subjects in this study, especially female teachers. This is because with high job demands, it will be difficult to commit, which in turn has an impact on the difficulty of achieving a work-family balance. Nevertheless, teachers have high work autonomy so it is possible to achieve work-life balance. The research respondents were female teachers of all Muhammadiyah Vocational Schools in Lumajang Regency, the data obtained was then analyzed using SmartPLS. The result of the research is that work autonomy has a positive and significant effect on work-life balance, organizational commitment has a positive and significant effect on work-life balance and work-life balance has a positive and significant effect. Organizational commitment is able to mediate work autonomy on work-life balance in teachers, which means that organizational commitment succeeds in mediating work autonomy in a positive and significant way on work-life balance in Muhammadiyah school teachers in Lumajang.*

Keywords: *job otonomy, work life balance, commitment*

1. Introduction

The paradigm of working women brings a consistency of dual roles that will be carried out between responsibilities at home and responsibilities at work in the office. This can lead to negative consequences in dealing with life problems in work and family, such as the emergence of demands for additional time and energy, the possibility of conflict between work and family roles, the formation of competitive rivalry between husband and wife. Even if the family has children, it is possible that the lack of attention to children is something that can happen. Some research results show that working women who experience conflict will have an impact on marital satisfaction, satisfaction as people, low job satisfaction, the occurrence of psychosomatic disorders, Kinnunen & Mauno in (Handayani et al 2018)

In relation to the role played, women who work experience more conflict than men, because women have different roles in the family. This condition is as reported by Soeharto (2010). This difference exists because men's work in the family is more flexible, while women's work is more routine, such as responsibility for children, especially for children under 12 years old Afiatin et al (2015). Thus, it will be more difficult for women to relax after doing activities in the office because of this responsibility, Parasuraman et al. in (Handayani et al. 2018). Researchers make working women as subjects in this study, especially female teachers. This is because with high

job demands, it will be difficult to commit, which in turn has an impact on the difficulty of achieving a work-family balance. Nevertheless, teachers have high work autonomy so it is possible to achieve work-life balance. The existence of these two contradictory things makes researchers interested in conducting research on teachers in achieving work-life balance.

One that influences the success of work-life balance is work autonomy and work commitment. This is supported by empirical research evidence according to Handayani et al (2015) it is known that work commitment and work autonomy are individual and organizational factors that affect work and family balance. Putri (2014) argues that work commitment is something related to the meaning of organizational members for their work and how individuals carry out their duties in an organization. Individual commitment to work will be useful for achieving work results and the quality of individual work in the organization. Without work commitment, every individual in the organization will run according to their own wishes regardless of the organization that houses them. This is in accordance with Bielby's opinion in Handayani et al (2018), that research on work and family commitment specifically emphasizes measuring identity by assessing individual involvement in the role played.

Salazar & Diego-Medrano (2021) work-family balance is a situation when individuals feel effective and feel satisfaction in family and work roles that match their life scale priorities. Work life balance or work life balance basically has an important function for every employee, it is intended that employees have a balanced quality of life between work and personal life. Vyas & Shrivastava (2017) define work life balance as a balance between an individual's personal life and work, for example having more time to relax, having good relationships with work colleagues, and helping to work optimally. Work life balance focuses on a balanced state of the two demands of aspects of work and individual personal life Sangarry & Srinivasan (2016). According to Ramadhani (2012) so far efforts that can be made to improve work life balance are giving gifts, facilities at work locations, health insurance for families and easy leave regulatory policies.

Stephen P. Robbins (2009) defines work autonomy as the freedom given to individual workers, substantially, independence and discretion to plan work and determine the procedures used to complete it. This includes the opportunity to organize one's own work, freedom to carry out work, freedom to think and act. With the existence of work autonomy, it actually helps alleviate work and family conflicts. This is because the more autonomous a job is, the easier it will be for employees to manage schedule policies in relation to work and family Mihelic & Tekavcic (2014). Based on the opinions above, it can be concluded that work autonomy is the freedom and flexibility that employees have in managing and carrying out work.

Yusuf & Syarif (2017) say that work commitment in an organization is employee loyalty or a degree in which an employee identifies with the organization and wants to continue to participate actively in the organization. Muhammad Busro (2018) explains that work commitment is an individual's strong acceptance of organizational goals and values, which includes elements of loyalty, work involvement and identification of values, organizational goals and will try and work and have a desire to stay in the organization the. Meanwhile, Kusumaputri (2015) in Lolong (2021) states that work commitment is an attachment to an organization characterized by the will to survive, identification with organizational values and goals and a willingness to put more effort into their behavior.

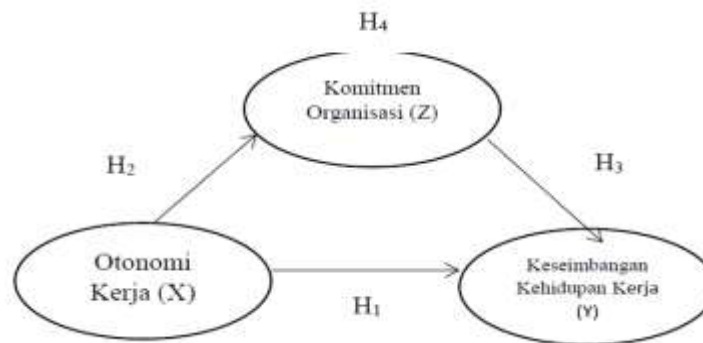


Figure 1 : research framework

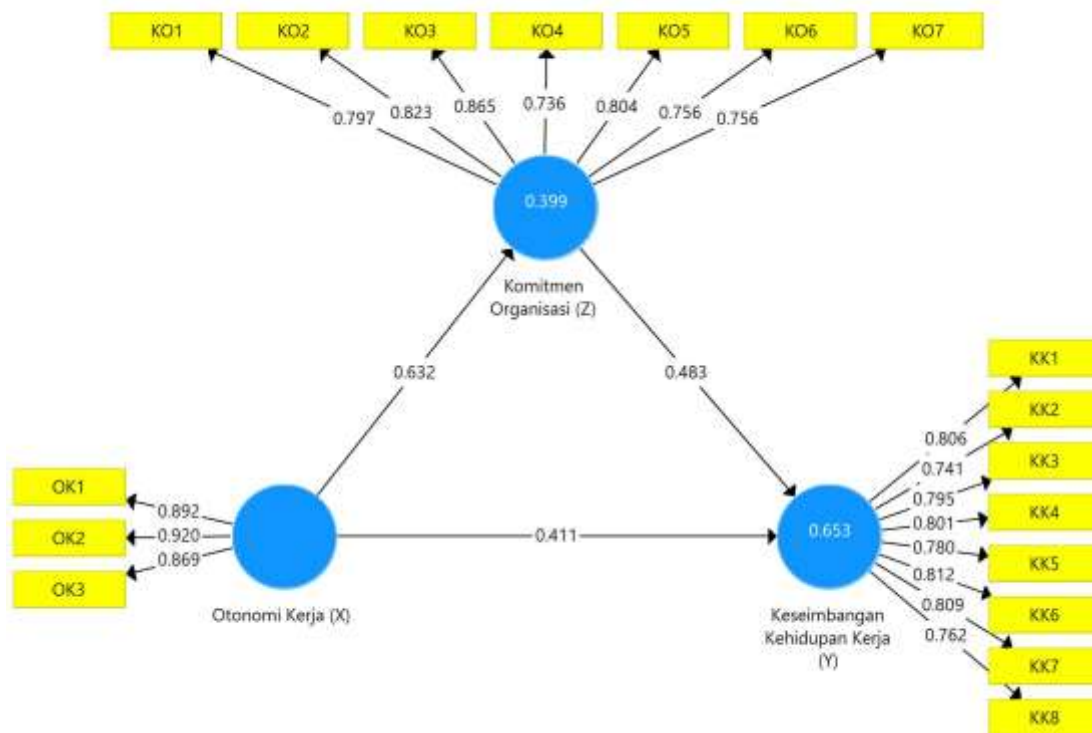
2. Research Method

This research carried out using a quantitative research method which can be interpreted as a research method used to examine a particular population or sample. The population according to Azuar Juliandi, Irvan, p. 51 (2019) is the totality of all elements in a research area. The population in this study is the total human resources of the Muhammadiyah School teachers in Lumajang, totaling 40 people. Path analysis in this research uses Smart PLS. The PLS method is a method that combines the properties of the principal components and multiple linear regression. The aim of the PLS method is to estimate and analyze the dependent and independent variables. In this case PLS reduces the dimensions of the independent variables by forming new variables which are linear combinations of the independent variables with smaller dimensions (Abdi, 2010).

3. Results and Discussion

3.1. Results

In this study, the effect of work autonomy on work life balance with organizational commitment as a mediating variable will be analyzed using the Partial Least Square (PLS) analysis technique with the help of the smartPLS version 3.0 program. In this study each variable is measured using a reflective first order, namely the latent construct reflected by its indicators.



Picture 1
Output Algoritma PLS (Path coefficient)

1) Evaluation of the Measurement Model (Outer Model)

The initial test on the measurement model is by looking results of convergent validity and composite reliability. Convergent validity is seen from 3 aspects, namely factor loading, construct reliability (Cronbach's alpha & composite reliability) and AVE (average variance extracted).

a) Convergent Validity

Loading factor, the indicator can be said to be valid if the value of the loading factor is above 0.5 and vice versa.

Table 1
Output Outer Loading

	Work life balance (Y)	Organizational commitment (Z)	Job otonomy (X)	Description
KK1	0.806			Valid
KK2	0.741			Valid
KK3	0.795			Valid
KK4	0.801			Valid
KK5	0.780			Valid
KK6	0.812			Valid
KK7	0.809			Valid

KK8	0.762			Valid
KO1		0.797		Valid
KO2		0.823		Valid
KO3		0.865		Valid
KO4		0.736		Valid
KO5		0.804		Valid
KO6		0.756		Valid
KO7		0.756		Valid
OK1			0.892	Valid
OK2			0.920	Valid
OK3			0.869	Valid

Source : appendice, 2022.

Based on the explanation in table 4.10 above, it can be seen that all research indicators are declared valid, because all loading factor values for each indicator are greater than 0.5. This can be interpreted that all statements or indicators submitted by researchers in the research instrument have been able to express or measure something that will be measured by the questionnaire related to work autonomy (X), work-life balance (Y), and organizational commitment (Z).

Construct reliability (cronbach's alpha & composite reliability), indicators can be said to be reliable if Cronbach's alpha and composite reliability values are above 0.7. For testing AVE (Average variance extracted) if it is above 0.5 then the convergent validity of the construct can be declared good and vice versa.

Table 2
Output Construct Validity and Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work life balance (Y)	0.913	0.916	0.929	0.622
Organizational commitment (Z)	0.901	0.904	0.922	0.628
Job otonomy (X)	0.874	0.875	0.923	0.799

Source : appendice, 2022.

Based on the explanation in table 3.2 above, it can be seen that all research indicators are stated to be reliable or consistent in measurement because the Cronbach's alpha value and the composite reliability value for all variables are greater than 0.7. This can be interpreted that all statements or indicators proposed for work autonomy (X), work-life balance (Y), and organizational commitment (Z) are reliable, reliable and consistent. Which means that the

respondent will give the same answer as the current research if similar research is carried out but at a different time.

Based on the explanation in table 3.2 above, it can be seen that all indicators show good convergent validity for constructs, because all AVE values in each indicator are greater than 0.5. This can be interpreted that all statements or indicators on each variable as a whole submitted by researchers in research instruments are good or valid for constructs related to work autonomy variables (X), work-life balance (Y), and organizational commitment (Z).

a) Discriminant Validity

Cross loading, the cross loading value of all indicators must have a higher correlation with their respective variables compared to the indicator values from other variable blocks

Tabel 3
Output Cross Loading

	Work balance (Y)	Organizational commitment (Z)	Job otonomy (X)
KK1	0.806	0.600	0.522
KK2	0.741	0.533	0.467
KK3	0.795	0.546	0.555
KK4	0.801	0.657	0.649
KK5	0.780	0.564	0.484
KK6	0.812	0.636	0.613
KK7	0.809	0.529	0.582
KK8	0.762	0.598	0.613
KO1	0.475	0.797	0.466
KO2	0.532	0.823	0.550
KO3	0.655	0.865	0.582
KO4	0.661	0.736	0.453
KO5	0.518	0.804	0.413
KO6	0.571	0.756	0.471
KO7	0.658	0.756	0.535
OK1	0.566	0.595	0.892
OK2	0.621	0.577	0.920
OK3	0.725	0.524	0.869

Source : appendice, 2022.

Based on the explanation in table 3.3 above, it can be seen that all research indicators have a higher correlation in their respective constructs compared to the indicator values in other constructs, so that it can be stated that this research construct meets the requirements of discriminant validity. This can be interpreted that all the indicators proposed in the research instrument are free from ambiguity or can examine each variable in focus.

- AVE root, other discriminant validity is fulfilled if the AVE root value is greater than the correlation between variables.

Table 4
Discriminant Validity Output

	Work life balance (Y)	Organizational commitment (Z)	Job otonomy (X)
Work life balance (Y)	0.789		
Organizational commitment (Z)	0.743	0.792	
Job otonomy (X)	0.716	0.632	0.894

Source: Appendix, 2022.

Based on the explanation in table 3.4 above, it can be seen that all variables have a larger AVE root than the other variables, so that it can be stated that this research model has met the other discriminant validity requirements, because all statements or indicators for each variable as a whole were proposed by researchers in the research instrument is free from ambiguity or can examine each variable in focus.

1) Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model was carried out by researchers by looking at the path coefficient values to determine the significance of the relationship between variables. The relationship between variables can be said to be significant if the path coefficient value with pValue < 0.05. The following are the results of the evaluation of the structural model which can be seen in this table:

Table 5
Path Coefficient Output

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job otonomy (X) -> WLB (Y)	0.411	0.404	0.093	4.431	0.000
Job otonomy (X) -> organizational commitment (Z)	0.632	0.646	0.092	6.850	0.000
Organizational commitment (Z) -> WLB (Y)	0.483	0.496	0.096	5.027	0.000
Mediation Effect (X*Z) - > WLB (Y)	0.305	0.320	0.078	3.900	0.000

Source: Appendix, 2022.

Based on the explanation in table 3.5 above, it shows that the effect of Work Autonomy (X) on Work-Life Balance (Y) is significant with a T-statistic of 4.431 and a p-value < 0.05, which is 0.000. The original sample estimate value is positive, which is equal to 0.411 which indicates that the direction of the influence of Work Autonomy (X) on Work-Life Balance is positive. Work Autonomy (X) has a significant effect on Work-Life Balance (Y). This means that the stronger the Autonomy of Work (X), the higher the level of Work Life Balance (Y).

Based on the explanation in table 3.5 above, it shows that the effect of Work Autonomy (X) on Organizational Commitment (Z) is significant with a T-statistic of 6.850 and a p-value <0.05, which is 0.000. The original sample estimate value is positive, which is equal to 0.632 which indicates that the direction of the influence of Work Autonomy (X) on Work-Life Balance is positive. Work Autonomy (X) has a significant effect on Organizational Commitment (Z). This means that the stronger the Autonomy of Work (X), the better the level of Organizational Commitment (Z).

Based on the explanation in table 3.5 above, it shows that the effect of Organizational Commitment (Z) on Work-Life Balance (Y) is significant with a T-statistic of 5.027 and a p-value <0.05, which is 0.000. The original sample estimate value is positive, which is equal to 0.483 which indicates that the direction of influence of Organizational Commitment (Z) on Work-Life Balance is positive. Organizational Commitment (Z) has a significant effect on Work-Life Balance (Y). This means that the better the Organizational Commitment (Z), the higher the level of Work-Life Balance (Y).

Based on the explanation in table 3.5 above, it shows that the mediation of Organizational Commitment (Z) on the effect of Work Autonomy (X) on Work-Life Balance (Y) is significant with a T-statistic of 3.900 and a p-value <0.05, which is 0.000. The original sample estimate value is positive, which is equal to 0.305 which indicates that the direction of mediating Organizational Commitment (Z) on the influence of Work Autonomy (X) on Work-Life Balance is positive. There is an effect of Work Autonomy (X) on Work-Life Balance (Y) with Organizational Commitment (Z) as a mediating variable.

a. R-Square

Table 6

	R Square	R Square Adjusted
Work life balance (Y)	0.653	0.634
Organizational commitment (Z)	0.399	0.383

Source : appendice, 2022.

In this study, the variable Work-Life Balance is influenced by Work Autonomy (X) and Organizational Commitment (Z). The table above shows the R-square value for the variable obtained at 0.653. These results indicate that 65.3% of the Work-Life Balance variable can be influenced by the variables of Work Autonomy (X) and Organizational Commitment (Z). The remaining 34.7% is influenced by other variables not examined. The R-square value indicates that the model is moderate because the value is around 0.5.

Organizational Commitment Variable (Z) is influenced by Work Autonomy (X). The table above shows the R-square value for the variable obtained at 0.399. These results indicate that 39.9% of the Organizational Commitment variable (Z) can be influenced by the Work Autonomy variable (X). The remaining 60.1% is influenced by other variables not examined. The R-square value indicates that the model is weak because the value is around 0.25.

a. F-square

Table 7
F-Square value

	Work life balance (Y)	Organ commitment(Z)	Job otonomy (X)
Work life balance (Y)			
Organizational commitment (Z)	0.404		
Job otonomy (X)	0.293	0.664	

Source: Appendix, 2022.

The f-square value of the effect of Work Autonomy (X) on Work-Life Balance (Y) is 0.293 indicating a moderate effect. The f-square value of the effect of Work Autonomy (X) on Organizational Commitment (Z) is 0.664 indicating a moderate effect. The f-square value of the effect of Organizational Commitment (Z) on Work-Life Balance (Y) is 0.404 indicating a strong influence.

4. Hypothesis Testing Results

After conducting the PLS analysis test, the next step is to test the hypothesis of the causality relationship between the variables being studied by bootstrapping in the SmartPLS 3.0 program. This hypothesis testing is done by looking at the path coefficient value, the relationship between variables can be said to be significant if the path coefficient value is > 0.7 . The following are the results of hypothesis testing which can be seen in the following table:

Table 8
Test the Direct Effect Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job otonomy (X) -> WLB (Y)	0.411	0.404	0.093	4.431	0.000
Job otonomy (X) -> commitment (Z)	0.632	0.646	0.092	6.850	0.000
commitment (Z) -> WLB (Y)	0.483	0.496	0.096	5.027	0.000

Source: Appendix, 2022.

a. Hypothesis 1:

Hypothesis 1 in this study, the P value of the effect of Work Autonomy (X) on Work-Life Balance (Y) is 0.000 with a t-statistic of 4.431 and a positive path coefficient of 0.411. Because the p-value < 0.05 , T statistic > 2.0 and the path coefficient is positive, it can be concluded that Work Autonomy (X) has a positive and significant effect on Work-Life Balance (Y). This shows that the better the Work Autonomy (X) is given, the higher the Work Life Balance (Y) at Muhammadiyah Lumajang School. Thus it proves that in this study Hypothesis 1 is accepted.

b. Hypothesis 2:

Hypothesis 2 in this study, the P value of the influence of Work Autonomy (X) on Organizational Commitment (Z) is 0.000 with a t-statistic of 6.850 and a positive path coefficient of 0.632. Because the p value < 0.05 , T statistic > 2.0 and the path coefficient is positive, it can be concluded that Work Autonomy (X) has a positive and significant effect on Organizational

Commitment (Z). This shows that the better the Work Autonomy (X) is given, the higher the Organizational Commitment (Z) in Lumajang Muhammadiyah School. Thus it proves that in this study Hypothesis 2 is accepted.

c. Hypothesis 3

Hypothesis 3 in this study, the P value of the effect of Organizational Commitment (Z) on Work-Life Balance (Y) is 0.000 with a t-statistic of 5.027 and a positive path coefficient of 0.483. Because the p value <0.05, T statistic > 2.0 and the path coefficient is positive, it can be concluded that Organizational Commitment (Z) has a positive and significant effect on Work-Life Balance (Y). This shows that the better the Organizational Commitment (Z) given, the higher the Work-Life Balance (Y) at Lumajang Muhammadiyah School. Thus it proves that in this study Hypothesis 3 is accepted.

Table 9
Indirect effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Mediation Effect (X*Z) -> WLB (Y)	0.305	0.320	0.078	3.900	0.000

Source: Appendix, 2022.

a. Hypothesis 4

The table above shows that the mediation of Organizational Commitment (Z) on the influence of Work Autonomy (X) on Work-Life Balance (Y) is significant with a T-statistic of 3.900 and a p-value <0.05, which is 0.000. The original sample estimate value is positive, which is equal to 0.305 which indicates that the direction of mediating Organizational Commitment (Z) on the influence of Work Autonomy (X) on Work-Life Balance is positive and significant (strengthening). Thus it can be concluded that in this study Hypothesis 4 was accepted.

4. Discussion of Research Results

This research was carried out by distributing 40 questionnaires directly via a link to 40 respondents. Respondents were asked to answer each point on the questionnaire page objectively and then analyzed in order to get results that could finally answer the hypotheses that were proposed. The following are the results of hypothesis testing obtained in this study:

1. Work Autonomy, Organizational Commitment, and Work Life Balance for Teachers at Lumajang Muhammadiyah School

Work autonomy as a whole belongs to the very strong group. This can be interpreted that a teacher in his work method has a very strong freedom to determine the procedures to be used in carrying out his work. The teacher has a very strong work schedule on the policy of controlling time and completing assignments in his work. Teachers have very strong job opportunity criteria to think and act independently in the process of setting goals for their work. Thus it can be said that the teacher has a very strong work autonomy.

Overall work-life balance is high. This can be interpreted that the teacher shows that high work distraction makes the teacher feel dissatisfied and causes the free time they have to decrease due to work. Teachers indicated that high work distractions made it difficult for teachers to attend activities/gather with family/friends because of work

matters. High life disturbances make the teacher's concentration at work disturbed because they always think about family / personal problems. High personal life disturbances make teachers always come late to work because they have to take care of family/personal interests. Improving personal life from work makes my family/partner (teacher) have a very high positive impact on job success. The improvement in my personal life from work means that my family/partner (teacher) have a very high understanding of what it takes to do their job. The increase in work from personal life means that the teacher's work has a very high positive impact on his personal or family life. The increase in work from personal life makes expertise in the work of a teacher have very high benefits for family life. Thus it can be said that the teacher has a high balance of life.

Overall organizational commitment is in the good category. This can be interpreted that all members of the organization are very good. This can be seen from the majority of respondents feel proud to be part of the organization. All members of the organization are very good, this can be seen from the majority of respondents finding compatibility between the values held by the values of this organization. All members of the organization are good, this can be seen from the majority of respondents wanting to stay afloat/not leave because of the need for income. All members of the organization are good, this can be seen from the majority of respondents who feel that many things in their lives will be disrupted if the teacher decides to leave the current organization. All members of the organization are very good, this can be seen from the majority of respondents who are aware that commitment is something that must be done. All members of the organization are good, this can be seen from the majority of respondents feeling that there is still a responsibility if the teacher wants to leave. All members of the organization are good, this can be seen from the majority of respondents who are willing to make extra efforts besides the work that has been determined to help the success of the organization. Thus it can be said that teachers have good organizational commitment.

2. The Influence of Work Autonomy on Work-Life Balance in Lumajang Muhammadiyah School

Based on the results of the PLS analysis, it is known that work autonomy has a positive and significant influence on work-life balance. Rahmawati (2016) argues that work-life balance is defined as a balanced proportion of time, emotions and attitudes towards work (organizational) demands and one's life outside of work, such as family life, social life, spiritual life, hobbies, health, recreation and self-development. Work-life balance basically has an important function for every teacher, this aims to have a balanced quality of life between work and personal life.

Work autonomy is one that influences the success of work-life balance. Where the higher the work autonomy which includes efforts to improve the Lumajang Muhammadiyah School, will have an impact on increasing work-life balance. The results of this study support and prove empirically the research conducted by. Handayani et al (2015); (Janti, 2019) stated that work autonomy has a significant influence on work-life balance.

The indicators of work autonomy in this study have a positive and significant influence on work-life balance. It can be interpreted that the influence of work autonomy will make the quality and quantity of work achieved by teachers better which will have a good effect on work-life balance.

3. The Effect of Organizational Commitment on Teacher Work-Life Balance in Lumajang Muhammadiyah Schools

Based on the results of the PLS analysis, it is known that organizational commitment has a positive and significant effect on work-life balance. When an individual does not maintain balance and works too much in organizational settings this can cause psychological (mind, soul) and behavioral consequences and productivity, as a result commitment to the organization will also be low. So the higher the organizational commitment built at Muhammadiyah Lumajang School will have a real impact on improving the work-life balance there. The findings of this study are in line with previous research conducted by (Wijaya & Dewi, 2017); (Riffay, 2019) which states that organizational commitment has a significant influence on work-life balance.

Sukarman Purba et al (2020). states that work commitment is another term for organizational commitment, which is a behavior that can be used to assess or measure employee tendencies. Work commitment is a condition of an employee who sided with a particular organization, as well as his goals and desire to maintain his membership in the organization. Organizational commitment is an attitude that is always supportive and employee loyalty behavior or a degree in which an employee identifies himself with the organization and wants to continue to participate actively in the organization.

Based on the results of this study, it can be explained that organizational commitment is an important factor in efforts to achieve work-life balance in the factor of balancing work with other commitments such as family, hobbies, art, studies and not just focusing on work.

4. The Influence of Work Autonomy on Organizational Commitment in Lumajang Muhammadiyah School

Based on the results of the PLS analysis, it is known that work autonomy has a positive and significant effect on organizational commitment. Work autonomy is a factor that results in a higher level of commitment to work that can enable teachers to achieve goals, thereby increasing job satisfaction. So high work autonomy at Muhammadiyah Lumajang School will have a real impact on increasing its organizational commitment. The findings of this study are in line with previous research conducted by (Sugiyarti & Meiliana, 2018); (Wijayanti & Nugrohoseno, 2014) which states that work autonomy has a significant influence on organizational commitment.

Khairani et al (2021) define work autonomy as the extent to which workers can exercise control and influence over their work activities and work organization. This refers to the scope of freedom to make decisions about the content, methods, scheduling and performance of work tasks. So teachers at Lumajang Muhammadiyah School have a level of freedom, independence, and discretion in planning a job and determining what method to use to carry out the work.

Based on the results of this study, it can be explained that the presence of work autonomy actually helps alleviate work and family conflicts. This is because the more autonomous a job, the easier it will be for teachers to manage schedule policies in relation to work and family and make organizational commitment stronger.

5. The Effect of Work Autonomy on Work Life Balance with Organizational Commitment as a Mediating Variable

Based on the results of the PLS analysis, it is known that organizational commitment succeeds in mediating work autonomy in a positive and significant way towards work-

life balance. The existence of organizational commitment further strengthens work autonomy in its role in improving work-life balance at Muhammadiyah Lumajang School. The findings of this study are in line with previous research conducted by Handayani (2018) stating that work autonomy has a significant effect on work-life balance and organizational commitment mediates a significant effect between work autonomy on work-life balance.

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