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Influence of Career Development and Organizational Culture on Employee Performance in Nepalese Insurance Companies

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Abstract

The study examines the influence of career development and organizational culture on employee performance in Nepalese insurance companies. Employee performance is selected as the dependent variable. The selected independent variables are management support, mentors, supportive organizational culture, employee training, reward system, and promotion. The study is based on primary data with 106 respondents. To achieve the purpose of the study, structured questionnaire is prepared. The correlation coefficients and regression models are estimated to test the significance and impact of career development and organizational culture on employee performance in Nepalese insurance companies.

The study showed that management support has a positive impact on employee performance. It indicates that higher the management support, higher would be the employee performance. Similarly, support of mentors has a positive impact on employee performance. It indicates that supportive mentors lead to increase in employee performance. Likewise, supportive organizational culture has a positive impact on employee performance. It indicates that supportive organizational culture leads to increase in employee performance. Further, reward system has a positive impact on employee performance. It indicates that fairness in reward system leads to increase in employee performance. In addition, employee training has a positive impact on employee performance. It indicates that increase in employee training leads to increase in level of employee performance. Moreover, promotion has a positive impact on employee performance. It indicates that fair and timely promotion leads to increase in employee performance.

Keywords: management support, mentors, supportive organizational culture, employee training, reward system, promotion

1. Introduction

A culture that values and prioritizes employee development fosters a positive work environment where employees feel valued, supported, and empowered. This positive culture contributes to higher morale, stronger

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teamwork, and ultimately better job performance across the organization. Organizational culture has a profound impact on employee performance. A positive and supportive culture can enhance employee engagement, motivation, and productivity, leading to improved overall performance (Nugroho *et al.*, 2021). A culture that promotes open communication, transparency, and collaboration creates an environment where employees feel comfortable sharing ideas, feedback, and concerns. This fosters teamwork, innovation, and problem-solving, leading to higher performance levels as employees work together towards common objectives. Similarly, career development initiatives enable employees to acquire new skills, knowledge, and competencies relevant to their roles and future career aspirations. As employees enhance their skill sets, they become more proficient and effective in performing their job responsibilities, leading to improved performance outcomes (Ardina *et al.*, 2022).

Organizational culture depends on the views and characteristics of the employees working in the organization. Nasution *et al.* (2018) investigated the influence of career development and organizational culture on employee performance. The study showed that career development and organizational culture have positive and significant impact on employee performance. Similarly, Mohammad (2017) analyzed the impact of organizational culture and working environment on employee performance. The study indicated that significant impacts have occurred on the working environment while the organizational culture doesn't contribute any significant impact on employee performance. In addition, Firman (2021) assessed the impact of career development on employee performance at Aswin Hotel and Spa Makassa. The results of the study indicated that career development has a positive and significant impact on employee performance. Career development programs, such as training workshops, mentorship opportunities, and educational assistance, enable employees to acquire new skills and knowledge. As they develop their skill sets, they become more confident and proficient in their roles, leading to improved job performance. Providing avenues for career development not only enhances job satisfaction but also increases employee loyalty and reduces turnover. Employees are more likely to stay with an organization that invests in their growth and provides opportunities for advancement, leading to a more stable and productive workforce. Likewise, Bartoo *et al.* (2023) assessed the moderating impact of organization culture on the relationship between talent career management and employee performance in insurance companies. The study concluded that talent career management

has a statistically significant positive impact on worker performance in Kenyan insurance companies. The study also concluded that organization culture has a significant moderating impact between talent career management and employee performance in insurance companies.

Arifin *et al.* (2022) analyzed the role of job satisfaction in relationship to organization culture and organization commitment on employee performance. The study revealed that organizational culture has a positive and significant impact on job satisfaction and employee performance. Ongoing training and development opportunities enable employees to stay updated on industry trends, acquire new skills, and enhance their job performance. Investing in employee training demonstrates a commitment to their growth and development, which can boost morale and productivity. Clear pathways for career advancement give employees a sense of direction and purpose. When employees see that their hard work and dedication can lead to opportunities for growth and advancement within the organization, they are more likely to remain motivated and engaged. Katharina and Dewi (2020) investigated the impact of career development on employee performance. The results showed that career development has a positive and significant impact on job satisfaction. Similarly, Febrianti *et al.* (2020) analyzed the impact of career development and motivation on employee performance through job satisfaction in Pt Jabar Jaya Perkasa. The results showed that there is a positive relationship between career development and motivation. A well-designed reward system that recognizes and rewards employees for their contributions can motivate them to perform at their best. Whether through monetary incentives, bonuses, or non-monetary rewards like recognition and praise, rewards reinforce desired behaviors and encourage continued excellence. When employees feel supported by their managers, they are more likely to feel valued and motivated. Managers who provide guidance, resources, and constructive feedback create an environment where employees feel empowered to excel. A positive and supportive organizational culture fosters trust, collaboration, and innovation. When employees feel connected to their colleagues and aligned with the company's values, they are more likely to be engaged and committed to their work. By integrating these elements into the workplace, organizations can create an environment that nurtures employee performance, satisfaction, and overall success. Further, Arjana and Dewi (2016) investigated the role of work motivation as mediating variable on the relationship between career development and employee performance in 5-star hotel in Bali, Indonesia. The study showed that career development has a positive and significant

impact on employee performance and work motivation.

According to Khan *et al.* (2016), right career development program can help employees to improve their performance. Employee job satisfaction depends on career development opportunities in the organization, by practicing all career development activities to increase employee job satisfaction which ultimately leads to higher work efficiency and productivity. Efforts by management to enhance employee satisfaction and attract existing employees while also focusing on career development are crucial for fostering a positive work environment and retaining talent. (Umar, 2015). Jusuf *et al.* (2016) stated that more the employees are allowed to develop their career, higher would be the employee satisfaction, which in turn have a better job performance. According to Trivellasa *et al.* (2015), an employee who is talent will reflect his values, vision, knowledge, competencies, interests, and style while career success and job demands are shaped by the roles of responsibilities and assigned tasks. So that a career development program can help employees to hone their talents and can improve employee competence at work and can achieve career success in the company. In addition, Sudiarditha *et al.* (2019) showed that career development has a positive and significant influence on performance through job satisfaction. By prioritizing these efforts, management can create a supportive and rewarding work environment that not only attracts top talent but also retains and nurtures existing employees, leading to improved employee satisfaction and long-term success for the organization.

In the context of Nepal, Pradhan (2022) examined the impact of reward systems on employee performance of service-oriented institutions of Nepal. The study concluded that reward systems have positive impact on employee performance of service sector institutions of Nepal. Shrestha and Parajuli (2020) showed that there is a substantial relationship between pay level satisfactions, benefits satisfaction, raise satisfaction, and salary administration satisfaction, and work performance of employees in Nepalese banking sector. Moreover, Gautam (2016) examined the determinants of job satisfaction and its effect on organizational performance in Nepalese banking sectors. The study revealed that salary and remuneration, nature of work, training and development opportunities, promotion opportunities, working condition, and performance appraisal have positive effect on the level of satisfaction. Similarly, Acharya and Padmavathy (2018) showed that career growth opportunities and organizational initiatives are important to enhance the job satisfaction of employees. Furthermore, Shetty (2018) examined

the impact of employee's job satisfaction on organizational performance in Nepalese commercial banks. The study found that training and development and motivation have positive relationship with organizational performance of Nepalese commercial banks. It implies that better the training and development and motivation, higher would be the organizational performance.

The above discussion shows that empirical evidences vary greatly across the studies concerning the influence of career development and organizational culture on employee performance. Though there are above mentioned empirical evidences in the context of other countries and in Nepal, no such findings using more recent data exist in the context of Nepal. Therefore, in order to support one view or the other, this study has been conducted.

The major objective of the study is to examine the influence of career development and organizational culture on employee performance in Nepalese insurance companies. Specifically, it examines the relationship of management support, mentors, supportive organizational culture, employee training, reward system, and promotion with employee performance in Nepalese insurance companies.

The remainder of this study is organized as follows: Section two describes the sample, data and methodology. Section three presents the empirical results and the final section draws the conclusion.

2. Methodological aspects

The study is based on the primary data. The data was gathered from 106 respondents through questionnaire. The respondents' views were collected on management support, mentors, supportive organizational culture, employee training, reward system, promotion and level of performance in Nepalese insurance companies. The study is based on descriptive and causal comparative research design.

The model

The model used in this study assumes that the employee performance depends upon career development and organizational culture. The dependent variable selected for the study is employee performance. Similarly, the selected independent variables are management support, mentors, supportive organizational culture, employee training, reward system and promotion. Therefore, the models take the following form.

$$EP = \beta_0 + \beta_1 MS + \beta_2 MEN + \beta_3 SOC + \beta_4 ET + \beta_5 RS + \beta_6 PROM + e$$

Where,

EP = Employee performance

MS = Management support

MEN = Mentors

SOC = Supportive organizational culture

ET = Employee training

RS = Reward system

PROM = Promotion

Management support was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Employees perceive management support as a factor influencing their performance”, “The employees within the insurance companies are offered independence in decision making by the leadership team” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.857$).

Mentors was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Impactive mentorship within the organizational culture is crucial for employees aspiring to elevate their performance in Nepalese insurance firms”, “Employees benefit from the mentorships guidance, which empowers them with the independence to make knowledgeable decisions” and so on. The reliability of the items was measured by computing the Cronbach’s alpha ($\alpha = 0.821$).

Supportive organizational culture was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include “Supportive organizational culture supports the employee’s performance in the Nepalese insurance companies”, “The insurance companies allow employees to be innovative and try out new ways in the execution of their tasks”, and so on. The reliability of the items was measured

by computing the Cronbach's alpha ($\alpha = 0.869$).

Employee training was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "The insurance company routinely conducts training programs to foster the skills of the workforce", "The insurance company has developed a clear training policy to ensure the right technical skills are reinforced within the workforce" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.838$).

Reward system was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees view the reward system as a factor influencing their performance", "Employees are provided with a well-defined reward system that recognizes and appreciates their contributions" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.894$).

Promotion was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees consider support for promotion as a key factor influencing their performance and strive for higher roles within the organization", "The leadership team has established clear responsibilities and a chain of authority to enhance the fulfillment of tasks related to the promotion process" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.851$).

Employee performance was measured using a 5-point Likert scale where the respondents were asked to indicate the responses using 1 for strongly disagree and 5 for strongly agree. There are 5 items and sample items include "Employees are aware of the available growth opportunities related to their performance within the insurance companies", "The organizational culture in the Nepalese insurance sector supports and encourages employees to aspire to and enhance their performance for higher roles" and so on. The reliability of the items was measured by computing the Cronbach's alpha ($\alpha = 0.786$).

The following section describes the independent variables used in this study along with the hypothesis formulation:

Management support

Management support is the extent to which management is involved in activities and the importance of information systems. Dukhan *et al.* (2017) investigated analyzing the impact of the senior management's support on the relationship between factors affecting and employees' performance in the Al-Zawiya University of Libya. The study found that management support has a positive impact on employees' performance. Likewise, Kumaladewi *et al.* (2024) analyzed the mediating role of job satisfaction in relationship between top management supports on employee performance. The study revealed that management support has a positive impact on employee performance. Further, Tj *et al.* (2021) analyzed the influence of organizational support and management of employee performance. The study found that managerial support has a positive relationship with employee performance. Furthermore, Jibrin-Bida *et al.* (2017) assessed the role of management support as a mediating variable that connects between the practices of human resources on the performance of employees. The study found that the management support has a positive impact on employee performance. Based on it, this study develops the following hypothesis:

H₁: There is a positive relationship between management support and employee performance.

Mentors

A mentor is a person who commands a certain degree of respect, either by virtue of holding a higher-level position, or because of age, expertise or experience doing the job. Cherono *et al.* (2016) examined the influence of mentorship practices on employee performance. The study revealed that there is a positive relationship between mentor and employee performance. Likewise, James *et al.* (2022) analyzed the impact of training on employee performance in Turkana County Government, Kenya. The study found that mentor has a positive and significant impact on employee performance. Similarly, Hindarto *et al.* (2021) investigated the impact of assessment and mentoring on improving the performance of Nasrul Ummah Islamic Hospital employees. The study concluded that mentor has a positive impact on employee performance. Furthermore, Chatterjee *et al.* (2021) examined the impact of mentoring on job performance among Indian millennial: A quantitative study. The study found that mentor has a positive influence on employee performance. In addition, Malik and Nawaz (2021) investigated

the relationship between mentoring functions and employee performance. The study revealed that there is a positive relationship between mentor and employee performance. Based on it, this study develops the following hypothesis:

H₂: There is a positive relationship between mentor and employee performance.

Supportive organizational culture

Organizational culture is referred to as the collection of beliefs, norms, values, and the identification of organizational members with core claims, which includes the organization's goals, missions, practices, and policies. Nwakoby *et al.* (2019) examined the impact of organizational culture on employee performance. The study found that supportive organizational culture has a positive impact on employee performance. Similarly, Nugroho *et al.* (2021) examined the impacts of leadership, competence, and organizational culture on employee performance mediated by employee satisfaction. The study revealed that supportive organizational culture has a positive and significant impact on employee performance. Likewise, Makawi *et al.* (2020) investigated the role of leadership style and organizational culture on employee performance. The study concluded that supportive organizational culture has a positive impact on employee performance. Furthermore, Diana *et al.* (2021) assessed the factor influencing employee performance and the role of organizational culture. The study found that organizational culture has a positive and significant impact on employee performance. In addition, Tianingrum (2022) examined the impact of leadership and organizational culture on employee performance. The study revealed that organizational culture has a positive and significant influence on employee performance. Based on it, this study develops the following hypothesis:

H₃: There is a positive relationship between supportive organizational culture and employee performance.

Reward system

Reward is defined as anything that extrinsically or intrinsically reinforced, which employee receives in a corporation for the service offered or as a result of the work done. Reward system is vital for attracting and retaining employees competently, knowledge and skills so as to realize organization's strategic goals and make a supportive culture. Likewise, Francis *et al.* (2020) assessed the reward system as a strategy to enhance employee performance

in an organization. The study revealed that reward system has a positive impact on employee's performance. Similarly, Taba (2018) investigated mediating impact of work performance and organizational commitment in the relationship between reward system and employee work satisfaction. The study concluded that reward system has a positive and significant impact on employee performance. Furthermore, Bukar *et al.* (2023) assessed the impact of non-financial reward system on employee's performance. The study revealed that reward system has a positive impact on employee performance. In addition, Pahotan and Widhianto (2023) revealed that reward system has a positive and significant impact on employee performance. Based on it, this study develops the following hypothesis:

H₄: There is a positive relationship between reward systems and employee performance.

Employee training

Training is an aspect of capacity building in any organization that is carried out to improve staff performance and to enable an organization meet her objectives. Training is a type of activity, which is planned, systematic and its results enhance the level of skills and knowledge that are necessary to perform work. Okumu *et al.* (2018) examined the impact of employee training on employee performance in the judiciary of Kenya. The study found that there is a positive and significant impact of employee training on employee performance. Likewise, Sendawula *et al.* (2018) investigated the training, employee engagement and employee performance in Uganda's health sector. The study revealed that there is a significant and positive relationship between employee training and employee performance. Similarly, Afroz (2018) analyzed the impact of training on employee performance in the banking sector of Tangail Bangladesh. The study concluded that employee training has a positive impact on employee performance. Furthermore, Eljali *et al.* (2020) assessed the mediating impact of resources available on the relationship between training and employee performance. The study found that there is a significant and positive impact of training on employee performance. In addition, Ardina *et al.* (2022) examined the impact of training and work motivation on the employee performance in Kampar regency inspectorate. The study concluded that employee training has a positive impact on employee performance. Based on it, this study develops the following hypothesis:

H₅: There is a positive relationship between employees training and employee performance.

Promotion

Promotion is basically a change from a lower level to a higher level followed by an increase in duties, powers, and responsibilities. Nguyen *et al.* (2015) found that promotion has a positive impact on employee performance. Similarly, Yuliza *et al.* (2021) examined the impact of work movements, job promotion, and compensation towards employee performance. The study concluded that promotion has a positive and significant impact on employee promotion. Likewise, Haryono *et al.* (2020) investigated the impact of training and job promotion on work motivation and its implications on job performance in Indonesia. The study revealed that promotion has a positive impact on employee performance. Furthermore, Kathina and Bula (2021) analyzed the impact of recognition and job promotion on employee performance of commercial banks in Kenya. The study found that promotion has a positive and significant impact on employee performance. In addition, Tasman *et al.* (2021) revealed that promotion has a positive and significant impact on employee performance. Based on it, this study develops the following hypothesis:

H₆: There is a positive relationship between promotions and employee performance.

3. Results and discussion

Correlation analysis

On analysis of data, correlation analysis has been undertaken first and for this purpose, Kendall's Tau correlation coefficients along with means and standard deviations have been computed, and the results are presented in Table 1.

Table 1

Kendall's Tau correlation coefficients matrix

This table presents Kendal's Tau correlation coefficients between dependent variable and independent variables. The correlation coefficients are based on 106 observations. The dependent variable is EP (Employee performance). The independent variables are MS (Management support), MEN (Mentors), SOC (Supportive organizational culture), ET (Employee training), RS (Reward system) and PROM (Promotion).

Variables	Mean	S.D.	EP	MS	MEN	SOC	RS	ET	PROM
EP	4.284	0.430	1						
MS	4.162	0.584	0.367**	1					
MEN	4.292	0.395	0.377**	0.383**	1				
SOC	4.073	0.650	0.286**	0.444**	0.332**	1			
RS	3.818	0.732	0.146	0.275**	0.143	0.513**	1		
ET	4.169	0.514	0.358**	0.393**	0.374**	0.383**	0.377**	1	
PROM	3.886	0.652	0.208*	0.239*	0.177	0.395**	0.688**	0.466**	1

Notes: The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.

Table 1 shows Kendall's Tau correlation coefficients between the variables. The study shows that management support is positively correlated to employee performance. It indicates that higher the management support, higher would be the employee performance. Similarly, support of mentors is positively correlated to employee performance. It indicates that supportive mentors lead to increase in employee performance. Likewise, supportive organizational culture is positively correlated to employee performance. It indicates that supportive organizational culture leads to increase in employee performance. Further, reward system is positively correlated to employee performance. It indicates that fairness in reward system leads to increase in employee performance. In addition, employee training is positively correlated to employee performance. It indicates that increase in employee training leads to increase in level of employee performance. Moreover, promotion is positively correlated to employee performance. It indicates that fair and timely promotion leads to increase in employee performance.

Regression analysis

Having indicated the Kendall's Tau correlation coefficients, the regression analysis has been carried out and the results are presented in Table 2. More specifically, Table 2 shows the regression results of management support, mentors, supportive organizational culture, employee training, reward system and promotion on employee performance in Nepalese insurance companies.

Table 2

Estimated regression results of management support, mentors, supportive organizational culture, employee training, reward system and promotion on employee performance in the Nepalese insurance companies

The results are based on 106 observations using linear regression model. The model is $EP = \beta_0 + \beta_1 MS + \beta_2 MEN + \beta_3 SOC + \beta_4 ET + \beta_5 RS + \beta_6 PROM + e$, where the dependent variable is EP (Employee performance). The independent variables are MS (Management support), MEN (Mentors), SOC (Supportive organizational culture), ET (Employee training), RS (Reward system) and PROM (Promotion).

Model	Intercept	Regression coefficients of						Adj. R_bar ²	SEE	F-value
		MS	MEN	SOC	RS	ET	PROM			
1	3.159 (11.193)**	0.271 (4.029)**						0.127	0.402	16.235
2	2.525 (5.927)**		0.411 (4.147)**					0.134	0.401	17.196
3	3.513 (13.706)**			0.189 (3.049)**				0.073	0.414	9.298
4	3.597 (17.841)**				0.086 (1.507)			0.012	0.427	12.271
5	3.036 (9.429)**					0.301 (3.909)**		0.121	0.403	15.282
6	3.751 (15.041)**						0.138 (2.173)*	0.034	0.422	4.722
7	2.192 (5.087)**	0.193 (2.742)**	0.301 (2.899)**					0.185	0.388	12.897
8	2.124 (4.871)**	0.165 (2.185)*	0.821 (2.645)**	0.067 (1.014)				0.185	0.388	8.943
9	2.129 (4.749)**	0.165 (2.173)*	0.281 (2.626)**	0.069 (0.925)	0.003 (0.057)			0.177	0.391	6.643
10	1.936 (4.253)**	1.137 (1.796)	0.231 (2.129)*	0.057 (0.711)	0.031 (0.496)	0.161 (1.845)		0.196	0.385	6.122
11	1.904 (4.146)**	1.139 (1.811)	0.231 (2.115)*	0.057 (0.766)	0.059 (0.075)	0.144 (1.579)	0.054 (0.639)	0.191	0.386	5.139

Notes:

- i. Figures in parenthesis are t-values
- ii. The asterisk signs (**) and (*) indicate that the results are significant at one percent and five percent level respectively.
- iii. Employee performance is the dependent variable.

Table 2 shows that the beta coefficients for management support are positive with employee performance. It indicates that management support has a positive impact on employee performance. This finding is similar to the findings of Kumaladewi *et al.* (2024). Similarly, the beta coefficients for support of mentors are positive with employee performance. It indicates that support of mentors has a positive impact on employee performance. This finding is consistent with the findings of Cherono *et al.* (2016). Likewise, the beta coefficients for supportive organizational culture are positive with employee performance. It indicates that supportive organizational culture has a positive impact on employee performance. This finding is similar to the findings of Nwakoby *et al.* (2019). Further, the beta coefficients for reward system are positive with employee performance. It indicates that reward system has a positive impact on employee performance. This finding is consistent with the findings of Taba (2018). In addition, the beta coefficients for employee training are positive with employee performance. It indicates

that employee training has a positive impact on employee performance. This finding is similar to the findings of Okumu *et al.* (2018). Moreover, the beta coefficients for promotion are positive with employee performance. It indicates that promotion has a positive impact on employee performance. This finding is consistent with the findings of Yuliza *et al.* (2021).

4. Summary and conclusion

Employees are the primary force behind and control how smoothly business operations go. When a company's human resources have achieved the standards or benchmarks established by the business, the performance of an employee can be observed. Strong and efficient employees are required to beat a competitor in the business world. Improving the efficiency and quality of human resources is one of the strategies put in place by the organization to improve the quality, performance, and expertise of human resources.

This study attempts to examine the influence of career development and organizational culture on employee performance in Nepalese insurance companies. The study is based on primary data with 106 observations.

The major conclusion of this study is that management support, mentors, supportive organizational culture, employee training, reward system and promotion have a positive impact on employee performance. Mentorship programs allow employees to learn from experienced colleagues, develop new skills, and navigate their career paths more effectively, which can enhance employee performance and confidence. A positive and supportive organizational culture fosters trust, collaboration, and innovation. When employees feel connected to their colleagues and aligned with the company's values, they are more likely to be engaged and committed to their work. Well-designed reward system that recognizes and rewards employees for their contributions can motivate them to perform at their best. Whether through monetary incentives, bonuses, or non-monetary rewards like recognition and praise, rewards reinforce desired behaviors and encourage continued excellence. Likewise, the study also concluded that mentors followed by employee training is the most influencing factor that explains the changes in the employee performance in the context of Nepalese insurance companies.

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