

Analysis of Organizational Change and The Effectiveness of Job Rotation on Employee Performance Through Achievement Motivation as An Intervening Variable

Joko Supomo ¹⁾ & Ken Sudarti ²⁾

¹⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: 74jokomo@gmail.com

²⁾ Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: kensudarti@unissula.ac.id

Abstract. *This study aims to analyze the influence of organizational change and the effectiveness of job rotation on the performance of civil servants (ASN), with achievement motivation as a mediating variable, among DPMPTSP employees in Central Java Province. Using a quantitative approach and data analysis through SmartPLS on 84 respondents, the results of the study indicate that organizational change has a positive and significant effect on achievement motivation, while job rotation does not show a significant effect. Directly, neither organizational change nor job rotation has a significant effect on employee performance. However, achievement motivation has been shown to significantly improve performance and mediate the relationship between organizational change and employee performance. Conversely, job rotation does not significantly affect performance even through achievement motivation. These findings emphasize the importance of the role of internal motivation as a link between organizational dynamics and improved employee performance.*

Keywords: *Achievement Motivation and Employee Performance; Effectiveness of Job Rotation; Organizational Change.*

1. Introduction

Organizational change and employee rotation are two strategies frequently implemented by organizations to improve employee effectiveness and performance. Organizational changes involving restructuring, cultural shifts, or technological innovation can impact the way employees work and their attitudes toward their assigned functions and tasks. Restructuring, cultural change, and technological innovation are key forms of organizational change that are reshaping employee engagement and productivity.(Ploscaru et al. 2023).Meanwhile, employee rotation is considered a tool to develop employee skills, increase flexibility, and maintain balance in work.Employee rotation is recognized for its role in developing diverse

skills, which can increase the overall flexibility of an organization.(Setya and Mardiana 2022).

Organizational transformation and employee job rotation are two crucial elements that have the potential to impact employee performance levels in government institutions.. In contextAccording to the Central Java Province DPMPTSP, organizational change is often a response to external environmental dynamics and the need to improve public service efficiency. Research shows a positive correlation between organizational change and employee performance, as effectively implemented change management can encourage increased motivation and participation, ultimately positively impacting outcomes.(Dzida et.al 2022),(Ningrum et.al 2023).In addition, modifications to the structure and processes within an organization have been shown to increase employee motivation and productivity, which in turn has a positive impact on overall performance achievement.(Utami et.al 2017):(Setya and Mardiana 2022).This is in line with the results of other studies which reveal that restructuring organizational structures and processes can encourage the growth of employee motivation and productivity, which in turn contributes to improving performance.(Utomo and Nugroho 2021);(Sudama 2022).

Employee perceptions of organizational change significantly influence performance outcomes. Positive perceptions of organizational change lead to improved employee performance, as evidenced by research showing that effective communication and engagement during transitions can mitigate negative impacts on performance.(Zakiy et.al 2023). Emotional attachment to an organization plays a crucial role, because individuals who feel this bond tend to demonstrate more optimal work performance when facing the change process.(Zakiy, Kinasih, and As'ad 2023). The role of work participation as a bridge has proven to be important in linking the impact of organizational change to employee performance. A supportive work environment plays a significant role in increasing that level of engagement.(Pradipta and Martdianty 2023). Employee performance in an organization is influenced by their understanding of the goals of the changes being implemented and their feeling of being valued in the work environment. This suggests that employees who understand the goals of organizational change tend to be more dedicated and perform better. These findings align with the notion that a strong organizational culture, supported by management support, can clarify employees' understanding of the organization's direction and goals, which in turn positively impacts their performance.(Istikhola and Gunawan 2023).

HR plays a vital role in an organization because it can have a direct impact on performance, both in the form of improvement and decline.Employees are recognized as vital assets that can enhance or hinder organizational performance. (Nafari and Rezaei 2022)This conformity supports the perspective that has been developed by(Damayanti et.al 2023) Employees are viewed as strategic assets that play a vital role in achieving organizational goals. Their participation is a key element in determining the overall success of the organization, thus requiring the implementation of optimal and sustainable managerial practices.(Li et al. 2024)The rapid pace of change in the external environment forces

organizations to adapt and manage changes that directly impact employee productivity. Consequently, top management participation plays a crucial role in identifying and assessing various factors that influence employee performance. To achieve optimal work results, efficient management must consider factors such as individual abilities and levels of work motivation.(Damayanti et.al 2023).

Change structure Organizational change as an effort to achieve the right organization, function, and size (rightsizing) can have a significant impact on organizational members. Research shows that individual perceptions of change vary greatly, depending on how they view the benefits of the change. This is in line with the view that changes in management can directly affect employees, and if appropriate changes are adopted, this can improve employee performance.(Ishiqah Ramadhany Putri and Ningrum Fauziah Yusuf 2022). In this context, every change initiative is usually influenced by two forces: those that drive the change process and those that try to resist it.

Besides that, rotation Job rotation significantly improves employee performance by facilitating skill development and a broader understanding of organizational functions. Job rotation allows employees to acquire new competencies, which can lead to increased productivity and improved work quality. Research shows that job rotation practices positively affect employee performance, with intrinsic motivation acting as a mediator in this relationship.(Fernando and Dissanayake 2019).In addition, periodic task transfers can increase employee satisfaction and engagement with the organization, which has implications for improving work performance.(Suleman et al. 2022).The implementation of optimally designed job rotation can increase employee work enthusiasm by providing challenges and diverse career development opportunities, thus having a positive impact on improving their performance.(Setya and Mardiana 2022).Research conducted by Kusno et al. shows that a well-planned job rotation program allows employees to develop new skills, making them more adaptable in meeting varying job demands, and reducing stress caused by monotonous routines. (Kusno et. al 2023). In this context, job rotation serves as an effective managerial strategy to stimulate employee motivation and encourage them to be more involved in their work.. Other studies have shown that job rotation encourages employee development and proficiency in various tasks, increasing productivity and organizational performance.(Mlekus and Maier 2021).This statement is in line with the resource-based view theory, this statement reinforces the view that the capacity and quality of individuals in an organization are the main determinants of overall performance success.

These two variables, change Organizational change and job rotation are interrelated and can contribute to improved employee performance. When an organization undergoes significant change, employees involved in job rotation will have the opportunity to develop new skills relevant to those changes. Therefore, the synergy between these two aspects has the potential to create a more adaptive and productive work environment, ultimately driving improved employee performance.

A strong desire to achieve excellence or the best results is one of the determining factors of a person's success. Achievement motivation plays a strategic role in facilitating goal

achievement while encouraging personal growth and development. Achievement motivation is a combination of internal drive (motivation) and the desire to achieve the best results (achievement), which together create a holistic understanding. Individuals with high achievement motivation typically complete tasks with the utmost effort to achieve results that exceed predetermined criteria. Someone with a strong achievement drive generally has a clear goal orientation and demonstrates a strong commitment to achieving success through optimal effort.

Various academic perspectives have explained the concept of achievement motivation, with definitions based on their analysis and theories. The influence of achievement motivation on employee performance has been explored using various methodological approaches. Sumarmi (2023) focused on the influence of competence and achievement motivation on employee performance at TVRI, applying a quantitative approach through regression analysis to test the direct influence of motivation variables on performance. The study's findings emphasize that the spirit of achievement significantly contributes to improving individual performance within the organization, emphasizing that increased competence coupled with a drive for achievement plays a crucial role in achieving optimal performance.(Sumarmi 2023).

In addition, Winahyu and Reskiputri (2023) argued that the perception of gender equality and the spirit of achievement play a significant role in the career planning process, which indirectly boosts employee performance. The associative quantitative approach applied in this study shows that the achievement motivation dimension not only directly influences performance but also mediates the relationship between other factors such as career planning and work target achievement.(Winahyu and Reskiputri 2023). This finding strengthens the argument that the drive to achieve high targets immediately contributes directly to improving work performance.

From the synthesis of the three studies, it can be concluded that achievement motivation is a key element contributing to improved employee performance. Another study by Mulia and Saputra (2021) entitled "The Influence of Competence, Work Environment, and Achievement Motivation on the Performance of Civil Servants at the Padang City Regional Secretariat" tested the hypothesis that competence, work environment, and achievement motivation significantly influence employee performance. The results of this study indicate that of the three variables studied, achievement motivation plays the most significant role in driving improved employee performance. This finding provides a strategic contribution to strengthening human resource management systems, particularly in government institutions that emphasize the importance of achieving superior performance. This finding aligns with the objective of measuring employee performance through internal parameters, where achievement motivation is one of the main drivers of optimal performance.(Mulia and Saputra 2021).

Besides that,Munthe (2022) conducted an in-depth study of the relationship between work culture, job satisfaction, and achievement motivation on employee performance. The study's results confirmed that among these three variables, achievement motivation plays

a significant role in driving performance. Even when other variables such as culture and job satisfaction contribute, achievement motivation still demonstrates a significant and independent influence coefficient.(Syamsuri et al. 2021)Another relevant study by Irawadi (2022) examined the influence of work climate and achievement motivation on employee affective commitment. The results showed that a positive work climate can increase achievement motivation, which in turn contributes to employee commitment to the organization. This suggests that increased achievement motivation can lead to better performance in the context of employee relationships.(Irawadi 2022)Equally important, research by Herlina and Sutrisno (2022) also emphasized the importance of achievement motivation in supporting work productivity. This study indicates that the higher the motivation to achieve, the higher the level of productivity demonstrated by employees. This means that the higher an individual's drive for achievement, the greater their tendency to demonstrate optimal productivity. Conversely, low achievement motivation tends to impact work productivity.(E. Herlina and Sutrisno 2022).

2. Research Methods

This study employed a quantitative approach, employing an associative explanatory research method, enabling the researcher to systematically identify and explain the relationships between variables (Sugiyono, 2012). The primary objective of this study was to test previously formulated hypotheses in order to gain support or reinforcement for these hypotheses. Therefore, the results of the testing are expected to strengthen the theoretical foundations applied. In this context, the study specifically evaluated the impact of Organizational Change and the Effectiveness of Job Rotation on Employee Performance, with Achievement Motivation as an intervening variable that functions as a mediator in the relationship between these variables.

3. Results and Discussion

3.1. Discussion of Research Results

The research results show that organizational change has a significant impact on employee achievement motivation and performance. This means that the better the change process is implemented, the higher the employee's motivation to perform optimally. This demonstrates that the changes implemented can create a work climate that supports increased employee motivation and performance.

Meanwhile, the effectiveness of job rotation did not significantly impact achievement motivation. This finding indicates that moving employees from one position to another, while potentially adding new experience and knowledge, has not been able to encourage increased goal-orientedness, courage to take responsibility, or initiative in their work. This may be because the rotation is not fully aligned with the employee's interests, capacities, or readiness, thus not fostering a strong internal drive to achieve after the rotation.

Achievement motivation has been shown to act as a significant mediating variable in the relationship between organizational change and performance. However, motivation has not

been able to effectively bridge the impact of job rotation on employee performance. This suggests that increasing motivation alone is insufficient if job rotation is not implemented appropriately and planned.

3.1.1. The Influence of Organizational Change on Achievement Motivation

Based on the analysis, organizational change has a positive and significant impact on employee achievement motivation. In other words, any transformation undertaken by an organization, whether involving structure, technology implementation, physical work environment design, or human resource management, can encourage employees to be more motivated to achieve optimal performance. This finding indicates that well-targeted change not only improves work systems but also inspires individual enthusiasm for development and achievement.

Organizational change is a strategic policy designed by the government to encourage improvements in bureaucratic governance. One implementation is job equalization, as stipulated in Minister of Administrative and Bureaucratic Reform Regulation Number 17 of 2021, which shifts structural positions to functional positions across the board. This policy not only aims to improve organizational efficiency and effectiveness but has also been proven to positively influence employee achievement motivation. Although its implementation faced several challenges, this transformation has also contributed to improving the competence and professionalism of civil servants. Thus, job equalization is a strategic step in addressing the public's need for better public services.

When employees perceive increased support and opportunities from their work environment, their internal motivation tends to increase. This is in line with research findings.(Utami et.al 2017):(Setya and Mardiana 2022), that changes in organizational structure and processes have been shown to increase employee motivation and productivity, which ultimately benefits overall performance. This is in line with other findings that suggest that changes in organizational structure and processes can increase employee motivation and productivity, which in turn contributes to improved performance. (Utomo and Nugroho 2021);(Sudama 2022).

Thus, it can be concluded that the success of implementing organizational change depends heavily on the extent to which the transformation addresses the psychological aspects of employees, particularly achievement motivation. Therefore, it is crucial for organizations to focus not only on technical aspects but also on their impact on individual morale, engagement, and drive to achieve peak performance.

3.1.2. Effective InfluenceThe Effect of Job Rotation on Achievement Motivation

Based on the analysis, the effectiveness of job rotation shows a positive but insignificant effect on increasing employee achievement motivation. This means that although the organization has implemented rotation efforts in the hope of invigorating work enthusiasm, broadening horizons, and developing employee adaptability, the results obtained do not reflect a strong motivational drive to achieve higher performance. This indicates that changing tasks or positions within the organization does not necessarily increase employees'

intrinsic drive to achieve more optimal work performance. Job rotation requires a study of workload analysis according to competencies, continuity to provide motivation through adequate training, and support from superiors, to anticipate uncertainty or discomfort, which can have an impact on decreasing work enthusiasm.

This finding is inconsistent with previous studies, such as those by Setiawan (2017) and Hormati (2016), which showed that job rotation significantly increased work motivation. Furthermore, research by Juita (2023) and Anadiyah & Hidayati (2023) also demonstrated that job rotation has the potential to boost motivation and performance effectiveness, albeit using different approaches to variables.

In implementing a job rotation policy, several important aspects still need to be considered, including individual readiness, career development direction, competency-based placement, and workload suitability. Rotation procedures require an evaluation process, an adequate job needs analysis, and optimal employee potential mapping. Another obstacle to rotation is the number of employees and the inconsistency of existing employee competencies with the workload analysis. This condition results in the minimal contribution of job rotation to increasing employee motivation and has the potential to cause disorientation and resistance among employees. Therefore, the effectiveness of job rotation implementation depends heavily on the organization's ability to design a planned rotation mechanism that aligns with a sustainable employee career development strategy.

Thus, it can be concluded that the effectiveness of successful implementation of job rotation does not only depend on the frequency or pattern of position rotation, but also on individual readiness, career development direction, and workload analysis as well as ongoing management support.

3.1.3. The Impact of Organizational Change on Employee Performance

The results of the analysis show that organizational change has a positive and insignificant influence on employee performance. This suggests that structural and technical transformations are insufficient to boost performance without accompanying changes at the individual level, particularly in employee attitudes, understanding, and mental readiness. However, these findings contradict research by Jansen et al. (2019) and Poluakan (in Tambuwun et al., 2018), which demonstrated that organizational change had a positive and significant impact on improving employee performance. Furthermore, research by Sholihatin et al. (2023) also found that organizational change components simultaneously impacted employee performance, with organizational structure being the only component with a significant partial impact. This discrepancy suggests that the effectiveness of organizational change in improving performance is highly dependent on the implementation context and the readiness of individuals and organizations to respond to the changes.

Regarding the above results, it can be explained from the research results by (Ishiqah Ramadhany Putri and Ningrum Fauziah Yusuf 2022) Individual perceptions of change vary widely, depending on how they perceive the benefits of the change. Changes in management can directly impact employees, and if appropriately implemented, can

improve employee performance. In this context, it's important to understand that any proposed change typically faces two forces: those that promote change and those that resist change.

Thus, the lack of a significant relationship between organizational change and employee performance confirms that change is not simply about new policies or systems, but also about individual readiness to accept and adapt to them. Communication, competency development through training, and a participatory approach should be considered to ensure that any change truly supports optimal employee performance.

3.2. Effective InfluenceThe Impact of Job Rotation on Employee Performance

Based on the analysis, it was found that the effectiveness of job rotation had a negative and insignificant impact on employee performance. This means that even though job rotation has been implemented in organizations, it has not been able to provide a tangible impact on directly improving the quality or results of employee work. However, this finding is inconsistent with several previous studies, such as Onsardi and Arianto (2020), Hetdina Stiffany (2017), and Rosnaini and Yulianawati (2022), which found that job rotation had a significant effect on improving employee performance. These studies emphasized that well-planned job rotation can increase motivation, capacity, and productivity through task variety and reduced boredom. This difference in results may be due to differences in the context of rotation implementation, employee readiness to accept new tasks, and differing employee perceptions.

These findings indicate that job rotation is not yet a determining factor in shaping employee performance. Although job rotation programs are considered to provide several benefits, such as reducing boredom, providing new experiences, and broadening job horizons, these benefits are not yet strong enough to drive measurable improvements in work performance. The implementation of rotation has not fully addressed the problems existing in the organization. This is necessary to ensure the effective implementation of job rotation. Several factors that pose obstacles include ability, age, number of employees, and employee competency.

In practice, employees are transferred to units or fields that don't align with their expertise, resulting in a relatively long adjustment process, requiring learning and individual capacity building. Some employees feel unprepared and don't fully understand the new functions they're being assigned, which ultimately impacts performance.

Thus, the lack of a significant relationship between the effectiveness of job rotation and employee performance indicates that rotation alone is insufficient to drive performance improvement. Therefore, organizations need to ensure that job rotation is implemented in a structured, competency-based, sustainable manner, and aligned with employee career development goals. Without the right approach, job rotation will be ineffective, ultimately having little impact on improving individual and organizational performance.

3.2.1. The Influence of Achievement Motivation on Employee Performance

Based on the analysis, employee achievement motivation has a positive and significant impact on employee performance. In other words, the greater an individual's drive to achieve work performance, the better the performance results they can demonstrate in carrying out their duties and responsibilities. This aligns with research findings.(Nurasia 2022);(Widiana and Heryanda 2023);(Prayetno and Darmilisani 2024);(Miladi, Maryam, and Satarudin 2023);(Tamuntuan et al. 2021);(Daffa Priandi Poetra and Rohmatul Fajriyah 2024);(Suprpto, M. Rizky Mahaputra, and M. Ridho Mahaputra 2023);(Sudama 2022);(Nurasia 2022);(Daffa Priandi Poetra and Rohmatul Fajriyah 2024);(Rahman and Solikhah 2016)which states that motivation variables have a significant influence on employee performance.

These findings reinforce the fact that achievement motivation not only influences general work attitudes but also directly impacts actual performance. Employees who have a desire to develop and perform at their best are better able to respond to work demands and contribute to the achievement of organizational goals.

This phenomenon can also be observed at the Central Java Provincial DPMPSTP office. Employees with high levels of achievement motivation are able to demonstrate superior performance as public servants, which is reflected in their responsive, friendly, and solution-oriented attitudes in providing services to the public. They not only complete administrative tasks in a timely and accurate manner, but also demonstrate concern for the needs of service applicants by providing clear information, proactively assisting with the licensing process, and creating an efficient and satisfying service experience. The achievement motivation possessed by employees has been proven to have a direct impact on improving performance, both in terms of quantity and quality of work results.

Thus, it can be concluded that achievement motivation is a significant factor that plays a crucial role in improving employee performance. Therefore, organizations need to create human resource development strategies that can foster and encourage a spirit of achievement, such as through reward systems, self-development opportunities, and a work environment that supports performance improvement.

3.2.2. The Influence of Achievement Motivation in Mediating the Relationship between Organizational Change and PerformanceEmployee

Based on the analysis, it was found that achievement motivation has a positive and significant influence as a mediating variable in the relationship between organizational change and employee performance. This means that in this study, achievement motivation was proven to be able to bridge and strengthen the influence of organizational change on improving employee performance. This is in line with research conducted by(Darmanto and Widayati 2025)as well as(Apriyanti and Yuwono 2023), which states that in certain contexts, achievement motivation significantly contributes to strengthening the influence of organizational change on employee performance. Employees who are driven to achieve tend to be more responsive to change and show improvements in performance.

Achievement motivation is considered a key factor in supporting organizational change. When organizations make changes in structure, technology use, or human resource management, this can stimulate a renewed work ethic. Employees with achievement motivation are more motivated to adapt, accept challenges, and perform at their best. They tend to work more diligently, have a strong sense of responsibility, and are committed to achieving organizational goals.

This is also reflected in the context of the Central Java Province DPMPSTP, where organizational changes, particularly those resulting from the implementation of job equalization into functional positions, have brought new challenges for employees. Employees with high achievement motivation demonstrate better adaptability to these changes. They tend to more quickly understand new roles, adjust to changing work structures, and maintain consistent, even improved, performance. This phenomenon confirms that achievement motivation is not merely a supporting factor but a key component that determines the extent to which individuals are able to face and overcome the dynamics of organizational change. Employees who are driven to achieve tend to be more resilient, proactive, and results-oriented, thus playing a significant role in employee performance.

Thus, the results of this study indicate that achievement motivation is not only conceptually important but also empirically proven to be a mediating variable that strengthens the influence of organizational change on employee performance. Therefore, organizations need to continue encouraging the growth of achievement motivation among employees so that the change process can be effective and have a positive impact on performance improvement.

3.2.3. The Influence of Achievement Motivation in Mediating the Effective Relationship between Job Rotation and Employee Performance

Based on the analysis, achievement motivation was not a significant mediating variable between the effectiveness of job rotation and employee performance. The statistical value obtained showed a positive and insignificant effect, so this mediation pathway was not statistically proven. This result is inconsistent with research by Senen (2021), Sularwan and Santoso (2020), and Farid and Clarissa (2023), which showed that job rotation and motivation play a role in improving performance, both directly and as mediators. However, in the context of this study, job rotation does not directly encourage increased achievement motivation, which impacts performance. Although rotation provides variety and new experiences, it is not enough to foster achievement drive without other support such as rewards, continuous competency development, and recognition for work results. This difference in findings demonstrates the important role of supporting factors in optimizing the impact of job rotation on employee motivation and performance.

This situation is also reflected in the implementation of job rotation at the Central Java Province DPMPSTP, which is hampered by limited staff and competency. These factors result in employees not being fully equipped to carry out new tasks and resulting in suboptimal performance. Although rotation is implemented as a form of human resource

management, the process has not been able to foster the achievement motivation needed to directly drive performance improvement. A process of adaptation and adjustment of tasks is needed to improve individual employee competencies. The mismatch between employee placement and potential is one factor that weakens the mediating function of achievement motivation in the context of job rotation. A review of the design and objectives of the organization's job rotation program is needed to provide added value for employees, both in the form of learning, self-development, and an increased sense of responsibility in new roles.

Organizations need to ensure that each form of rotation fosters self-confidence, a drive to achieve, and a desire to contribute more to the achievement of shared goals. With this approach, the effectiveness of future job rotation is expected to significantly contribute to improving employee motivation and overall performance.

4. Conclusion

Based on the results of the analysis that has been carried out, the following conclusions were obtained: 1) Organizational change has a positive and significant influence on achievement motivation. So it can be concluded that the better the implementation of organizational changes (in terms of structure, technology, physical arrangement, and human resources), the more it will increase employee achievement motivation and have the drive to achieve targets, responsibility for work results, courage to take risks, and consistency in carrying out tasks in the DPMPTSP environment of Central Java Province. 2) The effectiveness of job rotation has a positive and insignificant influence on achievement motivation. In other words, the implementation of job rotation (periodic position changes, varied tasks, skill development, and cross-functional learning) is not strong enough to directly increase achievement motivation. This means that while employees feel refreshed in their tasks, this does not fully encourage a desire to achieve higher levels of performance. 3) Organizational change has a positive and insignificant impact on employee performance. This indicates that the organizational changes that have occurred have not been able to directly drive improvements in employee performance (work quality, efficiency, timeliness, and target achievement). One possible cause is new tasks and functions that require new understanding, the need to learn new things, not yet understanding roles (requiring an adaptation process), and ensuring the continuity of competency development for affected employees. On the other hand, changes tend to focus on structural aspects and are not accompanied by strengthening the behavioral and psychological dimensions of employees, so that culture and work morale have not experienced the desired transformation. 4) The effectiveness of job rotation has a negative and insignificant influence on employee performance. Therefore, it can be concluded that the implementation of job rotation has not had a significant impact on improving employee performance. Job rotation that is not aligned with employee competencies, interests, and readiness can lead to role confusion and decreased productivity. Furthermore, the limited number of employees requires a comprehensive review of the implementation of rotation. 5) Achievement

motivation has a positive and significant influence on employee performance. This means that the higher an employee's achievement motivation (drive to achieve, responsibility for tasks, and openness to evaluation) will improve their overall performance at the DPMPTSP of Central Java Province. Employees with achievement motivation tend to demonstrate a proactive, responsible attitude, and a willingness to work beyond standard expectations.

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