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Assessment of Workplace Ostracism on Job Performance Through the Mediating Role of Work Passion: Emotional Intelligence Works As A Moderator

Ahmed Bilal

PhD Scholar, UIMS, Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi, Pakistan

Email: ahmedbilal_0@yahoo.com

Dr. Temoor Anjum

Assistant Professor, UIMS, Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi, Pakistan

Email: temooranjum@uaar.edu.pk

Dr. Zia ur Rehman

Assistant Professor, UIMS, Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi, Pakistan

Email: zia.rehman@uaar.edu.pk

Prof. Dr. Muhmmad Hanif

Chairman Statistical Department, Pir Mehr Ali Shah Arid Agriculture University, Rawalpindi, Pakistan

Email: hanif@uaar.edu.pk

Abstract

The focus of the enquiry is to inspect the complex association between workplace ostracism and job performance, where work passion plays mediating role and the moderating impression of emotional intelligence on the employees of Water and Power Development Authority of Pakistan. Workplace ostracism, it is described as the action of excluding and neglecting others, has been recognized as a prevalent issue that has significant and wide-ranging aspect. The main goal of this investigation is to scrutinize the underlying processes by which workplace ostracism affects job performance and to inspect the potential mediation function of work passion in this association. Utilizing a broad spectrum of employees, this study adopts an inclusive framework that incorporates social and emotional aspects within the context of the workplace. At the core of inquiry lies the notion of work passion, which is characterized as a motivating factor that invigorates individuals in their occupational capacities. The exploration recommends that work passion plays a role as a mediator in the



connection between workplace ostracism, and job performance. This helps to clarify the emotional and motivational mechanisms via ostracism affects work-related results. Furthermore, the study introduces the concept of emotional intelligence as a moderator, investigating its ability to mitigate the impacts of workplace ostracism on job performance. This study enhances the comprehension of workplace dynamics by adopting sophisticated statistical analyses and utilizing a multi-dimensional framework. It sheds light on the intricate mechanisms through which interpersonal dynamics influence employee performance. The results have in the field of human resources who aim to enhance well-being in the workplace and setting guidelines for improvement of hiring process of WAPDA with develop the understanding about performance improvement of the employees, increase employee engagement, and ultimately boost organizational effectiveness. Water and Power Development Authority is being studied through this research and findings of the study will help in policy makers to device policies for individuals (employees of WAPDA). Furthermore, the research highlights the significance of work passion and emotional intelligence as crucial elements in alleviating the adverse significances of workplace ostracism on employee outcomes. Data was collected through cross sectional having adopted questionnaire from simple random sampling of 500 employees of WAPDA that was coded using statistical techniques i.e. SPSS and PLS-SEM. SPSS used for descriptive analysis and PLS-SEM examined measurement model and structural model. The research is quantitative and deductive in nature. These restrictions underline the necessity of exercising caution when interpreting the data and point to directions for further study to fill the knowledge gaps about the dynamics of job performance.

Keywords: Workplace Ostracism, Emotional Intelligence, Work Passion, Job Performance and Water and Power Development Authority (WAPDA).

Introduction

Workplace ostracism refers that an individual has been neglected or excluded at work (Haldorai et al., 2020). Workplace ostracism are less likely to fulfill their performance duties, displays disengaged behavior, less willing to speak up, get involved in, or alter the state of affairs. Workplace ostracism distorts an employee's ability to self-regulate (CC Kuo & CY Wu, 2022). Passion is an enduring, positive, internalized state of contentment resulting from favorable cognitive and affective work appraisals (Pollack, Ho, O'Boyle, & Kirkman, 2020; R. H. Vallerand, Nathalie & Bourdeau, 2019). Work Passion is an intense feelings that profoundly meaningful to one's identity (Haldorai, Kim, Phetvaroon, & Li, 2020; Lyu & Zhu, 2019; Pollack et al., 2020). Individuals who are emotionally intelligent have the capacity to be aware of, regulate, manage, and utilize their own emotions effectively and also their relationships with

others in terms of retaining a positive mental state, a situation that leads to improved performance (Faeq & Ismael, 2022; Zhang & Shi, 2017; Faeq, Garanti, & Sadq, 2021). Job performance is the capacity of an individual to accomplish the objectives of their job related work, to fulfill the beliefs or expectations of their superiors, to meet standards, and to realize the goals (Dirk De Clercq et al, 2021; Shin & Hur, 2020).

Literature Review

Ostracism dates back to ancient Greece, is a detrimental phenomenon which impacts individuals in a very harmful manner blaming them for having done something wrong. Ostracism, confusing, results in reduces social interaction in the absence of positive behavior, mindfulness, knowledge sharing, negative attitude and conduct (Chung & Kim, 2017; Kwan, Zhang, Liu, & Lee, 2018).

According to O'Reilly et al. (2015), working exclusion is a mutual phenomenon that varies employees' understanding of the workplace. Some of these include workplace harassment (Bedi, 2021), bullying at work (Cortina, Magley, Williams, & Langhout, 2001), mobbing at work (Sun et al., 2017), and ostracism at work (Ferris, Brown, Berry, & Lian, 2008). Workplace bullying might also be shown through powerful speech (Taimur, 2017). Ostracism is the administration's willful rejection of a person (Andresen et al., 2018). If someone finds himself in an extreme situation (O'reilly & Robinson, 2009) where they are cut off from their colleagues, they may want to flee workplace (Bedi, 2021).

According to (Chen et al., 2020) job passion is the sensation that one has a strong identification with their job; and the feeling that one is inspired to participate in work. Employees who are enthusiastic about their job enjoy what they do, regard it as an important part of their life, and devote much time and effort to their work (Bilginoğlu & Yozgat, 2021). According to studies (Ho & Astakhova, 2020) passion is unique from typical workplace views like job satisfaction and dedication. Furthermore, passion has significant predictive value for forecasting worker behaviors and mind-sets, including intentions to leave the company, work performance, and engagement practices (Astakhova & Porter, 2015b; Burke et al., 2015; Pollack et al., 2020). According to (De Clercq, Belausteguigoitia, et al., 2019) employees who have a high level of love for their profession are also inclined to appreciate demanding conditions. As a result, these workers are more likely to maintain their motivation to engage in innovative behavior despite excessive workloads.

Emotional intelligence is the capacity to affect other people's perceptions and behavior in light of their own and other people's feelings (Faeq & Ismael, 2022). Emotional intelligence has a favorable relationship having (Anwar, 2017) the capacity to comprehend others' psychological states (Faeq, Garanti, & Sadq, 2021) (Terry & Lonto, 2021). (Sadq, Khorsheed, Mohammed, Othman, & Technology, 2020) numerous significant work outcomes and personality qualities, have been indicated emotional intelligence (Y. Yang et al., 2022).

The performance of workers is a highly condemnatory problem (H.J. Wang, Lu, & Siu, 2015).

It is possible to characterize a set of behaviors that demonstrate what and how workers do their duties (Saw, Lim, Mok, Chin, & Tey, 2017). According to research conducted by (Yang & Hwang, 2014), job performance is essential in determining or accomplishes its goals. Job performance is symbolic of perceptions, aspirations, and the vision of work (Peck & Levashina, 2017).

The Conservation of Resource theory contends that employees' energy depletion in the face of challenging work circumstances, such as being shunned, may become so distracting that it impairs their capacity to perform job-related duties (Abbas, Raja, Darr, & Bouckenoghe, 2014; Hobfoll, 2001; Ng & Feldman, 2012). If workers feel their co-workers are encouraging and involve them in everyday activities, they are more likely to be motivated and effective (Quinn, Spreitzer, & Lam, 2012; Williams, 2007). Employees who feel neglected or left out by others are less likely to have this belief than those who do not (Wu et al., 2012). Employees under stress at work are more prone to focus on negative behaviors like worrying and agonizing than on productive actions that can help them complete their jobs successfully (Ismail et al., 2009; McCarthy, Trougakos, & Cheng, 2016; Bedi, 2021).

H1: Workplace ostracism has a significant and negative in relation to job performance.

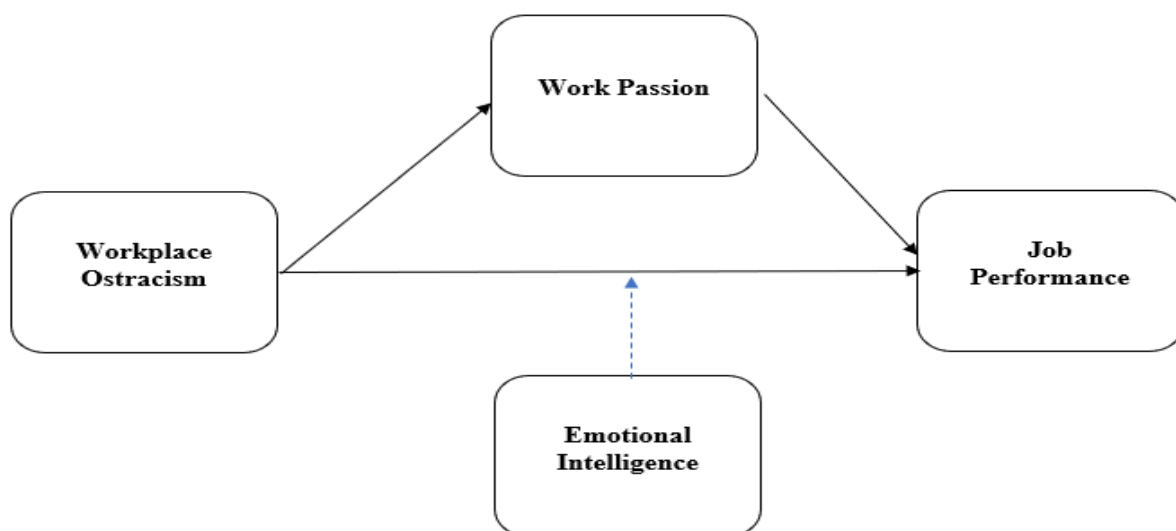
H2: Workplace ostracism has a significant impact on work passion.

H3: Work passion has a significant and positive relation to job performance.

H4: Emotional intelligence significantly moderates the influence of workplace ostracism on job performance.

H5: Work passion significantly mediates the impact of workplace ostracism on job performance.

Structural Framework



Research Methodology

The researcher collected data through structured questionnaire. The research approach is deductive, and the research type is explanatory. The method of the research design converts the research question (Al-Ababneh, 2020) (Massaro, Dumay, & Bagnoli, 2019); quantified by a questionnaire coded through statistical technique and leads to generalization. The goal of this investigation is to test an experimental hypothesis regarding the relationship between variables in a theoretical model. The study is limited to the cross-sectional design, and a longitudinal study will be helpful for in-depth understanding of the variables (Bureshaid, 2021).

The allocated time and financial resources for the completion of this study place restrictions on the purpose, goal, and research topic. Therefore, a cross-sectional survey was thought to be more appropriate for this kind of study (Bryman & Bell, 2015).

Population and sampling

A population is referred to the universe of the study (Sekaran & Bougie, 2016). The population of the study included all technical and non-technical employees of WAPDA, i.e., 18,497, who were appointed at WAPDA House, Lahore (initially, it was also known as the main office of WAPDA, but in some cases, the general public still called it the main office). The information is served as the sampling frame for our study as it describes characteristics of the target population. For simple random sampling, a sample of 500 respondents from WAPDA, Wapda House Lahore has been selected to conduct the present study; they are expected more diverse ethnic and cultural backgrounds.

Individuals will be the unit of analysis related to the said organization. Findings of the study will help policymakers to devise policies for individuals (employees of WAPDA).

Instrument development

The current study was carried out with the objective to explain the impact of workplace ostracism on job performance in the presence of work passion, and emotional intelligence. The questionnaire was sent through email to the respondents (employees of WAPDA). This process of data collection took almost six months, starting from May 2024 to October 2024. The filled questionnaires were challenging activities of the whole data collection process.

Responses will be measured through five points Likert scale ranging from 1 “Strongly Disagree” to 5 “Strongly Agree”. Data will be collected irrespective of any discrimination i.e. gender, race, marital status, educational qualification or any other. For anonymity, the respondents’ name, employment number or any information through which they can be traced will not be asked.

The first section of the questionnaire was related to information about the demographics of individuals, including age, gender, and education. The second section measured workplace ostracism of the employees; it consisted of ten (10) items (Deng et al., 2021). The third section will be related to the measure of job performance; it consists of five (05) questions (A. Williams, Stella 1991); fourth section will be measuring work passion it consists of ten (10)

questions (P. Chen et al., 2020); fifth section will be related to the emotional intelligence it consists of fourteen (14) questions (Palmer, Stough, Harmer, & Gignac, 2009).

Data Analyses

The present study uses SPSS for preliminary descriptive analysis and Smart PLS (Hair *et al.*, 2017) for hypotheses testing. First, descriptive statistics and correlation analysis were performed in SPSS to explore the associations. Second, measurement model was used the association and direction among the key variables and the hypothesized model was examined via structural equation modeling (SEM) (Hair *et al.*, 2016). So, validity, reliability, path coefficient, and goodness-of-fit were investigated.

The research model of the present study is complex. This research endeavor explores novel and causal relationships among workplace ostracism, job performance, work passion, and emotional intelligence.

Demographic Profile

Response rate of the final received questionnaire would be 80%. For this study demographic factors are gender, age, qualification and marital status. However, female respondents are 26% and 74% male members. Education level for respondents is categorized into bachelors, masters, M. Phil/MS and Doctoral. 25.8% respondents were belonged to bachelor degree, 44.2% respondents had a master degree, 12.7% respondents had M. Phil/MS degree and 17.3% had a Doctoral degree. Age are respondents is categorized as 5.3% respondents are below 20 years old, 24.5% are 20-30 years old, and 28% are 30-40 years old, 23.3% are 40-50 years old, 15% are 50-60 years old, and 4% are more than 60 years old. The marital status of respondents are mostly married as 73.8%, unmarried are 22.8%, widow as 1.5%, and separated as 2%. Details of respondents are;

Table 1: Demographic Detail

Demographics category	(n = 500)	
	Frequency	Percentage%
Gender		
Male	296	74%
Female	104	26%
Age		
Below 20 years	21	5.3%
20-30 years	98	24.5%
30-40 years	112	28%
40-50 years	93	23.3%
50-60 years	60	15%
Above 60 years	16	4%
Qualification		

Bachelor degree	103	25.8%
Master degree	177	44.2%
M. Phil / MS	51	12.7%
Doctoral	69	17.3%
Marital Status		
Married	295	73.8%
Unmarried	91	22.8%
Widow	6	1.5%
Separated	8	2%

Evaluation of Measurement Model

The measurement model is an essential part of the analysis in partial least squares structural equation modelling (PLS-SEM).

Composite reliability (CR)

Outer loading values are assessed for composite reliability measurement in order to improve the consistency of each variable's results. Composite reliability (CR) and convergent validity can be evaluated with the result of PLS-SEM utilizing Smart PLS. To demonstrate the reliability and convergent validity of your measurement model, make sure that each latent construct's CR and AVE values are above 0.70 and 0.50, respectively. (Huffman et al., 2021).

Table 2: Construct's reliability and validity

Variables	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Emotional Intelligence	0.892	0.902	0.648
Job Performance	0.881	0.905	0.656
Work Passion	0.869	0.910	0.627
Workplace Ostracism	0.864	0.915	0.607

Convergent Validity

In PLS-SEM, outer loadings are essential for evaluating the measurement model's quality and making sure that the observed variables accurately reflect the relevant latent components (Gye-Soo, 2016). They help researchers decide which indicators to use and how to improve their models.

Table 31: Measurement Model Loadings

Variables	Items	Factor loadings
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Emotional Intelligence (EI)	EI1	0.779
	EI2	0.736
	EI3	0.864
	EI4	0.847
	EI5	0.792
Job Performance (JP)	JP1	0.800
	JP2	0.802
	JP3	0.822
	JP4	0.828
	JP5	0.798
Workplace Ostracism (WO)	WO1	0.747
	WO2	0.863
	WO3	0.770
	WO4	0.796
	WO5	0.727
	WO6	0.766
	WO7	0.778
Work Passion (WP)	WP1	0.808
	WP2	0.802
	WP3	0.803
	WP4	0.741
	WP5	0.825
	WP6	0.768

Discriminant Validity

Indicators measuring distinct constructs are guaranteed to have lower correlations than indicators measuring the same construct because to discriminant validity. Numerous techniques, such the heterotrait-monotrait (HTMT) ratio of correlations and the Fornell-Larcker criterion, can be used to evaluate this (Yalabik et al., 2013) (Henseler et al., 2015).

Nonetheless, each construct's self-loading value must be higher than the values of the others in order to evaluate discriminant validity.

Table 4: Discriminant Validity

Variables	EI	JP	WO	WP
Emotional Intelligence	0.805	0.556	0.130	0.600
Job Performance	0.494	0.810	0.145	0.813
Workplace Ostracism	0.108	0.133	0.779	0.181
Work Passion	0.533	0.717	0.164	0.782

Fornell-Larcker criterion appears below the diagonal while HTMT positioned above it.

Evaluation of Structural Model

Path Analysis (Hypotheses Testing)

A crucial part of the SEM methodology, a statistical tool for examining the connections between variables in a structural model, is PLS-SEM (Hair et al., 2014). Researchers can better comprehend and measure the connections between various constructs in their work by using structural path models in PLS-SEM. Bootstrapping is frequently used to evaluate the dependability of your results and test the importance of your route coefficients. Include the path coefficients, and their significance levels (Tang et al., 2022). Results are analyzing in light of your hypothesis. Depending on the outcomes, you might need to change your theoretical framework, add or remove routes, or alter measurement methods in order to improve your model.

The structural route model is used to evaluate hypotheses and determine whether they are accepted or rejected. It is employed to measure the path coefficient, beta value, t-value, and p-value (Hair et al., 2020). However, a link between variables is deemed negligible if values exceed 0.05. The acceptable threshold range for t^2 is 1.96, however it should be higher (Hair et al., 2017).

Table 5 shows that the relation of workplace ostracism has significant and negative effect on job performance as ($\beta = -0.248$, $t = 3.647$, and $p < 0.05$). However, the result shows that Workplace ostracism has significant and negative effect on work passion as ($\beta = -0.264$, $t = 3.666$, and $p < 0.05$). Work passion has significant and positive effect on job performance as ($\beta = 0.420$, $t = 6.722$, and $p < 0.05$). Emotional intelligence has significant and positive effect on job performance as ($\beta = 0.405$, $t = 6.543$, and $p < 0.05$).

For mediation analysis, Workplace ostracism positively mediates the relationship among work passion and job performance ($\beta = 0.244$, $t = 2.567$, and $p < 0.05$).

For moderation analysis, emotional intelligence significantly moderates the relationship among workplace ostracism and job performance ($\beta = 0.415$, $t = 5.516$, and $p < 0.05$).

Table 5: Hypotheses Testing

Variables	β –values	SD	t-values	p-values	Results
Direct results					
WO -> JP	-0.248	0.068	3.647	0.000	Accepted
WO -> WP	-0.264	0.072	3.666	0.001	Accepted
WP -> JP	0.420	0.062	6.722	0.000	Accepted
Meditation results					
WO -> WP -> JP	0.244	0.095	3.567	0.011	Accepted
Moderation results					
EI*WO -> JP	0.415	0.075	5.516	0.000	Accepted

Note: WO = Workplace ostracism, WP = Work passion, EI = Emotional intelligence, JS = Job performance

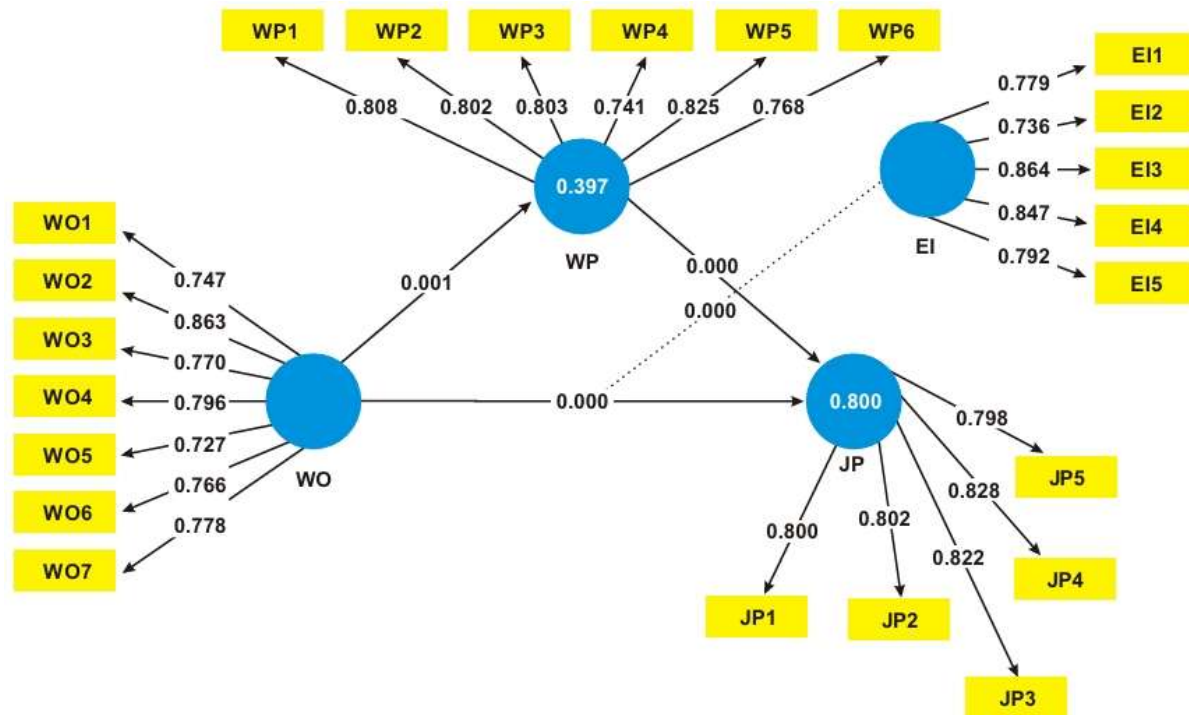


Figure 1: Structural model (PLS-SEM bootstrapping analysis)

Discussion

The aim of this study is to analyze and validate the impact of workplace ostracism on job performance mediating work passion and moderating the role of emotional intelligence. Organization can improve their performance by hiring people who will bring any significant contribution in the form of new knowledge or the need to change their daily routine.

This research provides empirical evidence to support the theoretical link between workplace ostracism and job performance. These findings have several important theoretical and managerial implications.

First, this study finds that workplace ostracism negatively predicts job performance in the employees of the Water and Power Development Authority. The study supports for hypothesis 1 that workplace ostracism has a negative and significant relationship with job performance. Workplace ostracism as a type of interpersonal interaction has found that ostracized employees are influenced by negative reciprocity beliefs and adopt knowledge-hiding behaviors in reaction to workplace ostracism (Zhao et al., 2016). The current study is based on conservation of resources theory and uses an individual resource gain/loss perspective to explore the motivations behind the reduction of ostracized employees in performing the job. It not only complements the study by Zhao et al. (2016) at a rational level and demonstrates that there are emotional and sensible distinctions among the driving mechanisms behind job performance, but

it also provides an appropriate theoretical framework to further elucidate the relationship between workplace ostracism and job performance in the organization.

Second, this study proves that work passion act as mediators in the linkage between workplace ostracism and job performance, i.e., that workplace ostracism has the significant and positive effect on job performance via work passion; thus, hypothesis 4 is verified. The research has proven that workplace ostracism can negatively affect job performance (Takhsha et al., 2020), hypothesis 2 is verified. There is less discussion of work passion as mediating the relationship between workplace ostracism and job performance in the employees of public sector organizations. Based on conservation of resources theory, this study confirms that workplace ostracism depletes employees of significant amounts of valuable resources, thus triggering work passion. Al-Kurdi et al. (2020) found that academics are particularly passionate about job performance because they believe they have the resources and time to engage. Employees with high work passion are part of a resource-rich group that is well protected from the adverse effects of resource loss spirals, hypothesis 3 is verified. They have the abundant resources from which to draw energy to engage in job performance amidst the situational pressures of further relative gratification, resource mobilization, and resource acquisition.

Third, surprisingly, while the data indicate that emotional intelligence predicts job performance. Emotional intelligence moderates the relationship between workplace ostracism and job performance. Workplace ostracism influence job performance significantly and positive in relation in the presence of moderator emotional intelligence that is consistent with Hypothesis 5, which supports and verified (Eisenberger et al., 2003). Possible explanation is that certain variables may affect the link between workplace ostracism and emotional intelligence. Although workplace ostracism is considered a resource drain, an additional study found that social networking sites can assist ostracized individuals in communicating work-related information, as indirect communication channels can promote positive feelings toward work, alleviate the discomfort associated with direct social interactions, and encourage interpersonal interactions (Zhang and Leung, 2015). Chung and Kim (2017) further pointed out that even if ostracized employees cannot interact and communicate directly with others, they could not mitigate the positive effects of workplace ostracism on job performance through emotional intelligence. As a pathway for employment fulfillment, job responsibility, work performance, and employee behavior, emotional intelligence can meet the needs of employees for resources, information, and social interaction, thus reducing the negative impact of workplace ostracism on their performance.

Therefore, the decision-makers and selection committee of WAPDA can improve the quality of their services by hiring individuals who will be helpful in understanding the demand and needs of the customers. They can deliver in a better way, which will lead to a higher level of satisfaction in the minds of the general public. Hence, deploying those employees in a dynamic and challenging situation can improve the image of the WAPDA.

Practical Implications

The research on workplace ostracism, work passion, emotional intelligence, and job performance in WAPDA Pakistan has many practical implications for organizational policies and practices. **First**, WAPDA Pakistan should priorities workplace ostracism detection and reduction. Employee training and awareness efforts may foster inclusion, respect, and open communication. Encourage workers to report ostracism without retribution and develop clear avenues for timely and effective resolution. **Second**, knowing that work passion improves work performance, WAPDA Pakistan should motivate staff to share their expertise and experiences. Facilitate work passion using collaborative digital platforms and frequent workshops. **Third**, invest in emotional intelligence training for all personnel. These programs should improve self-awareness, self-regulation, empathy, and social skills. Encourage emotional intelligence-focused leadership because it sets a good example for teams. **Fourth**, Train managers and leaders to identify and resolve workplace ostracism. Leaders must learn to create an inclusive atmosphere. Monitor and evaluate leadership practices to ensure managers promote emotional intelligence and information sharing in their teams. **Fifth**, change performance appraisals to include work passion and inclusive workplace advancement. Employees with emotional intelligence may mitigate the effects of ostracism on work performance, therefore reward them. **Sixth**, create a feedback loop where workers may share their thoughts on workplace characteristics including ostracism, work passion, and emotional intelligence. Feedback should be used to improve organizational policies and practices to create a supportive and high-performing workplace. **Seventh**, measure workplace ostracism, knowledge sharing, and emotional intelligence are using frequent questionnaires.

Conclusion

In this study, authors draw workplace ostracism hurts job performance. Exclusion, loneliness, and social rejection may lower employee engagement, motivation, and performance. Workplace ostracism also hinders passionate workers. When employees feel shunned, they share less information with coworkers. This hinders the flow of vital information and new ideas, reducing employees' agility and effectiveness. Positively, our research shows that workplace dedicated workers improves job performance. A culture of information sharing boosts individual performance and resilience (Chen & Wang, 2017) (Jiang, Chai, Li, & Feng, 2018). Work passion and emotional intelligence might lessen the detrimental effects of workplace ostracism in an individual with excellent traits. This study then acts as a springboard for more research into how organizations might reduce the possibility that social isolation within their ranks would worsen performance results. In the light of on-going study the substantial variance of workplace ostracism and its impact on job performance in the mediating role of work passion, where emotional intelligence used as a moderator with special reference to WAPDA, Pakistan.

Recommendations

This study focuses on critical areas such as employee fulfillment, employee capacity, employee turnover, and social responsibility behavior towards job performance through work passion, and emotional intelligence. It also emphasizes building trust and security for the employees and tailoring strategies for different levels. Regulatory and policy recommendations are also outlined to support a conducive environment for growth. This study explores detailing the impact on shareholders, customers, policymakers, and academics, highlighting the strategic human resources resulting from these recommendations. Further investigation proposes to deepen understanding and address on-going challenges. In addition, an essential contribution is the creation of a conceptual model tailored to the Pakistani context, which provides a framework for forecasting and elucidating the factors influencing the performance of employees in the ostracized workplace.

Limitation of the Study

First, in the present study, the sample size was kept at the threshold level in order to avoid high time and monetary costs involved. The study was measured through unidimensional constructs and in the context of Wapda, Pakistan unique culture that shapes the behavior and attitudes of the people. Future researchers are suggested to use longitudinal surveys for more deepened results. Lastly, future researchers are recommended to explore the role of demographic characteristics (age, gender, father's occupation, family background, and cultural diversity) of the employees on their job performance.

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