

Green Opportunity a Mediator of Green Motivation and Green Behaviour? An Empirical Analysis of Chinese Academics

Tingting Deng¹, Roziana Bt Shaari²

¹Department of Human Resource Development School of Human Resource Development and Psychology, Faculty of Social Sciences and Humanities, Universiti Teknologi Malaysia, 81310, UTM, Johor Bahru, Johor, ²Department of Human Resource Development School of Human Resource Development and Psychology, Faculty of Social Sciences and Humanities, Universiti Teknologi Malaysia, 81310, UTM, Johor Bahru, Johor
Email: tingtingdeng1996@graduate.utm.my, rozianas@utm.my

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Abstract

With the increase in destruction of the environment, some issues of environmental pollution become increasingly serious. Governments and non-governmental organizations around the world are working to develop laws and policies that would reduce the negative effects of pollution and destruction. Employees' green behaviour (GB) has been considered as one of the most important factors which directly affect environmental performance. As a result of employee and organizational behaviour, often called "green behaviour," employees and organizations can have some direct effects on the environment. In this study, the intent is to examine whether there is a correlation between sustainability motivation and green behaviour in order to attain sustainable living. To examine influence factors in the relationship between Green Motivation and Green behaviour, this theoretical framework integrates the Ability, Motivation, and Opportunity models (AMO) and The Theory of Planned Behaviours (TPB) to examine factors that are involved in the relationship between Green Motivation and Green behaviour. An idea that is based on the AMO model would also be to promote the idea of Green Opportunity (GO) as a mechanism of support towards GB which is the all-over of organization support for GB. These conditions can influence employee' behaviour toward the organization's goals depending on the balance between job demands and job resources from the organization. Since environmental issues can be directly or indirectly caused by employees' daily behaviour, GO has been shown to be an effect of the organization's overall environmental performance. Throughout the process, data will be collected using a questionnaire, and PLS-SEM, as well as coefficient correlation, will be used to examine and analyze all hypotheses developed. Consequently, the findings of this study are expected to contribute to the theoretical foundations of what motivates people in university settings to adopt green behaviours. In addition, they are expected to improve their environmental practices.

Keywords: Green Behaviour, Green motivation, Green Opportunity, AMO, TPB

Introduction

With the destruction of the environment increases, environmental pollution becomes more serious as the destruction of the environment increases. Organizations like governments and universities are critical part of society to achieve competitive advantage in helping to foster human-environment relationship. As a major component of the environmental achievement of employees throughout various industries, GB has been recognized as a major component that directly affects the environment achievement of employees. In this sense, GB is a requirement for employees to take steps to improve the performance of the environment and the achievement of an environmentally friendly environment as a result of GB. In addition, Green Opportunity (GO) is also highlighted as part of the support mechanism for GB, making it clear that the organization is committed to providing support at all times based on the AMO model. Indeed, opportunity is working conditions, such as organizational strategies, discipline, regulation and organizational culture that will engage employees' behaviour toward the organization's goals depending on the balance between job demands and job resources from the organization. Therefore, GB is defined as a consideration of sustainable environment development and green development in organizations to decrease destruction of natural ecosystems, protect the environment and preserve ecosystem resources that has been widely applied to explain sustainability performance of the environment with some degree of success in predicting sustainability achievement

Literature Review

This study has a theoretical framework that integrates Ability, Motivation, and Opportunity models (AMO) and Theory of Planned Behaviour (TPB) which will contribute to the theoretical framework for academics. Although a substantial portion of literature deals with implementation in the GHRM sector, there are still gaps in the relationship between GM and GB that integrate individual effect and organizational effect in Chinese organizations. Specifically, GB is a critical part of sustainable development and green development research that is receiving widespread attention from experts in Chinese environmental science and management science (Li *et al.*, 2020). Based on an environmentally friendly behavioural perspective, GB refers to activities that employees perform in order to complete their tasks and that directly or indirectly support the organization's strategy and mission (Tian *et al.*, 2020). In a nutshell, GB a critical part of organization when it comes down to reducing harm to the environment and solving environmental problems by means of green initiatives. Therefore, GB is defined as a consideration of sustainable development and green development in organizations to decrease destruction of natural ecosystems, protect the environment and preserve ecosystem resources that has been widely applied to explain sustainability performance of environment with some degree of success in predicting sustainability achievement of environment. Thus, understanding green behaviour is crucial for promoting GB outcomes from both cognitive and affective perspectives (Roscoe *et al.*, 2019; Shafaei *et al.*, 2020).

From the viewpoint of the origin of motivation, GM refers to the internal strength of a given individual that is responsible for his or her willingness or unwillingness to do GB. As Abadiyah (2020) pointed out, GM also be considered as psychological phenomena that result in directed actions directed at the environment. Additionally, Graves *et al.*, (2019) stated that

individuals who infer norms based on target goals respond to both internal motivation and social pressure. Furthermore, Tian *et al.* (2020) believed that GM is a physiological mechanism of motivation. Therefore, the cognitive theory of motivation argues that GM has the attribute of intensity (Abdullah *et al.*, 2016). Based on AMO model, GM refers to psychological process that can motivate or initiate employees to perform and can motivate them intrinsically or extrinsically. In a suggestion by Ajzen *et al.* (1991), the TPB proposes that continuous behaviour intensity and orientation can be explained by PBC, attitude, and subjective norms. In light of this, Byerly (2019) argues that GM is the psychological emergent attribute of intensity (Abdullah *et al.*, 2016) that motivates individuals both internally and through social influences. Therefore, motivation consists of beliefs, perceptions, values, interests, and actions that emphasize how cognition can drive individual behaviour (Reiss, 2012) and defined motivation as a change of energy in a person resulting from the appearance of "feeling" and preceded by a response to the existence of goals (Abadiyah *et al.*, 2020).

The GO concept has been described as a means of describing organizational capacity, management systems, and conditions necessary to guide employees' personal values toward GB and the achievement of GB, according to research conducted by Sibian *et al.* (2021). In fact, strong administrative capacity for organizations, management systems of organizations, and convenient conditions will help organizations guide employees to have a deeper understanding of the value and feasibility of particular behaviour by their leaders, policies and procedures and adopt it (Li *et al.*, 2020). Therefore, the opportunity was identified as working conditions including organizational strategies, discipline and regulation, which can promote employees' behaviour toward organizational goals. In behavioural perception, GO refers to the possibility of organization administrative capacity, management systems and supportive policies and organizational procedures on GB that is used to guide employees during them engage particular behaviour that is used to guide and promote employees' GB and to help them achieve employees' work objectives in an environmentally friendly way (Ehrnrooth & Björkman 2012). Cheung, M. F., and To, W. M. (2019) concluded that employees tend to make decisions that conform to the norms of the group with which they belong since employees are more likely to engage in GB if they perceive the organization's regulars and values of GB. Therefore, GO refers to circumstances and conditions beyond a person's control.

Development of Conceptual Framework

Based on the resign of research and the theoretical framework discussion of TPB and AMO theories, a conceptual framework is a diagram that depicts the variables in research and the relationships among constructs have been developed to cover seven main conceptual relationship: (1) Green Motivation(GM) influence on Green Behaviour (GB); (2) Green Motivation (GM) influence on Green behavioural Intention (GBI); (3) Green Opportunity (GO) influence on Green behaviour (GB); (4) Mediating effect of Green Opportunity (GO) on the relationship between Green Motivation (GM) and Green behaviour (GB).

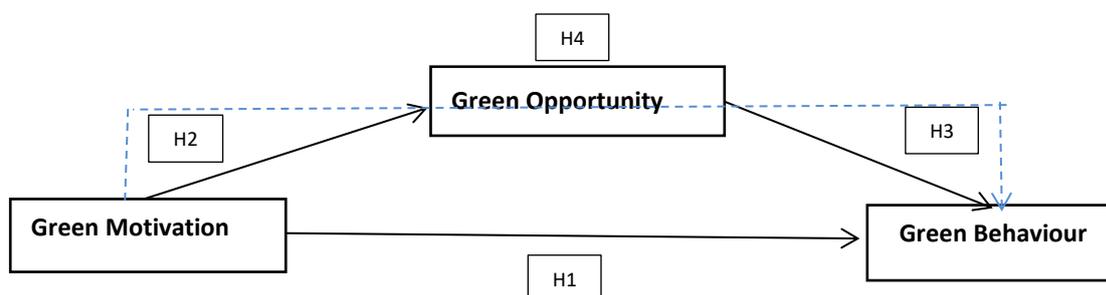
Indeed, GM is the main independent variable while GB is the dependent variable and the conceptual model examined the role of GO as a mediator variable in the relationship between GM and GB. Based on previous studies, behavioural opportunity was regarded as an outcome variable that predicts individual behaviour (Ajzen, 1991) and could strengthen motivation-behaviour relationships. GB is the dependent variable that is considered an issue by top-managers and decision-makers in various industries in addition to environmental destruction. Indeed, GB was demonstrated as an effective predictor of organization-wide environmental

performance since environmental issues are directly or indirectly caused by employees' daily behaviour. For this reason, GB should be considered as a trusted resource in preventing and preserving the destruction of natural ecosystems.

In this study, motivation refers to a mental construct that explains why a person acts, desires, and needs. Indeed, motivation is what leads an individual to perform in a certain way and even repeat it, or at least develop an intention for a specific behaviour (Geng *et al.*, 2017). According to environmental management theory, GM is defined as a mental construct that promotes individuals to reduce or resist other non-essential desires to do GB, such as behaviour toward the environment, SN toward the environment, and PBC toward the environment. Consequently, employees with an elevated level of GM will be more likely to adopt eco-friendly behaviour and maintain the sustainability of such behaviour (Perrault *et al.*, 2018). According to the origin of motivation, GM refers to the internal strength that describes individuals willing or not willing to do GB. As Abadiyah (2020) views GM as a psychological process that leads to direct environmental action. Similarly, Gao, L.*et al.*, (2017) assert that GM is an individual-driven mechanism of physiological motivation. In this regard, the cognitive theory of motivation argues that GM has the attribute of intensity (Abdullah *et al.*, 2016) that leads to individuals infer norms from targets to be motivated both internally and by social environment.

GO shape a significant contributor in organizations to enhancing employees' GB. Arising from these points, GO should be considered as a mediator role in the relationship between GM and GB and will be investigated in an attempt to lead organizations to increase GB. Therefore, GO was tested as a mediator based on TPB and AMO theory to explain the mechanism of the relationship between GM and GB. Thus, the mediator role of GO in the relationship between GM and GB will be investigated in this study.

There are two research questions surrounding the conceptual framework for this study: (1) Green Motivations (attitude, subjective norm, perceived behavioural control) significantly influence employees' green behaviour? (2) Green Opportunity mediates the relationship between green motivation and green behaviour? As such, a conceptual framework linking the relationships between GM, GO and GB was developed. This model is grounded within TPB theories and the AMO model to explain the relationship between GM, GO in enhancing GB underpinned by TPB theories and the AMO model to explain the relationships between GM and GB.



The Figure 2.1: Conceptual Framework

Hypothesis

The concept of GM describes the psychological process through which employees decide what activity they want to undertake, and how long they are willing to sustain the activity, as well as how hard they will pursue GB (De Leeuw,*et al.*, 2015). In fact, GM depends on values, perceptions, and interests of the individual. It refers to feelings of pleasure and

satisfaction that occur internally. In an organization, GM of employees is defined as the overall processes that give rise to employees initiating, sustaining, and regulating goal-directed behaviour. Therefore, GM refers to the values, perceptions, and interests of each individual within the GB (De Leeuw, *et al.*, 2015). Based on TPB theory, GM refers to motivation that is the psychological process that can influence employees' attitude, perception and concept of a particular behaviour. Motivation is a basic psychological consideration based on research by Baron, R. M., & Kenny, D. A. (1986) who defines motivation as the drives, wishes, urges, or desires which start the sequence of particular action as behaviour. Therefore, GM recognizes the considerations and contributions that are valued and rewarded by process of psychology, which increases their willingness to adapt them GB (Kautish, P., & Sharma, R. 2019).

Therefore, GM produces a favorable or unfavorable intention that shows how hard employees are willing to try and how much effort they are planning to exert to perform behaviour (Ajzen *et al.*, 1991; Wan, C., & Shen, G. Q. 2015). Besides that, behavioural intentions have been used to stand for an individual employee's future commitments toward a specific target (Judge and Piccolo, 2004; Montano *et al.*, 2017; Naz, 2020). It is pertinent to achieve goals by drawing on values and inspiring individual initiation (Egri & Herman, 2000). Therefore, GO was highlighted as organizations' commitment to GB that can help employees to decide what is organization would like their employees willing to do GB and how long they will sustain. In green practice, GM is identified as an underpinning for employees to drive and sustain GO that presents how much effort organizations are planning to exert. Indeed, GO as a latent proxy to empirically demonstrate the motivation-behaviour linkage in organizations. Brammer, S (2007) believed that a committed relationship on GM and GO through different forms of psychology, such as LS, GHRM and P&P (Nimon & Zigarmi 2015) since GO represents the attitude of organization for employees behaviour to indicate the process of motivation. Therefore, employees will be prone to follow this pattern of organization if they show positive GM for GB.

In a social research, mediator is the mechanism through between a predictor influence and outcome variable (Frazier *et al.*, 2004). Baron and Kenny (1986) explained that a variable is considered a mediator when it is positioned either as an independent or dependent variable. To select the potential role of GBI as a mediator variable, previous studies (Ajzen, 1991; Weerakoon & Moremomg, 2019) determined that GBI is a significant outcome variable of GM (Lange & Dewitte, 2019) and a significant predictor of behaviour (Shafiei & Maleksaeidi, 2020). Therefore, GBI is proposed to be a mediator in the relationship between GM and GB.

Opportunity refers to the provision for an organization's employees to put their perception, value, and support to use during the course of their work. Moreover, opportunities are linked to organizational goals and supported by the organization in order to promote, reduce, and sustain employee behaviour. In practice, GO is a contribution from an organization to enhance employees' GB through management systems, administrative capacity, and convenient conditions, such as leadership support, GHRM and policy and procedures. Therefore, GO is the proper environment for employees to achieve environmental goals. It consists of policies and procedures, leadership support and GHRM.

Indeed, GO serves as a contribution from an organization to enhance employees' GB by management systems, administrative capacity, and convenient conditions is an indication of environmental issues, take climate change for example, which requires the organization to support favorable opportunities for employees to do GB. Therefore, GM is regarded as an initiative (Stumpp. *et al.*, 2009) for developing opportunities in an organization to achieve

environmental goals. Besides that, GM also is a significant influence on GO, which is dependent on economic benefits and the effect of social pressure and employees' perceptions. In psychology, GM also is identified as a series of influences on employees' perceptions, values and beliefs which can promote organizations to develop and sustain GO. Specifically, GM is a requirement for organizations to drive and sustain GO for protecting the environment, such as GHRM, leadership support, policies, and procedures. If organizations show a positive attitude and a tendency for behaviour, employees will be prone to follow this pattern of goals. Therefore, the GO of the organization indicates whether or not it supports GB (Rayner & Morgan, 2018). Thus, GM is an effective predictor and should be taken into account in the examination of GO Shao (2017).

H1: Green Motivation has a significant positive relationship with green behaviour.

H2: Green Motivation has a significant positive relationship with green opportunity.

H3: Green opportunity has a significant positive relationship with green behaviour.

H4: Green opportunity mediates the relationship between green motivation and green behaviour.

Research Design

To answer this study's research questions, a quantitative method approach (Torgler, B., & Garcia-Valiñas, M. A. 2005) was utilized. This method involves collecting, analyzing, and quantifying quantitative data at some stage of the research process, within a single study (Creswell & Clark, 2011). The rationale for quantitative analysis is sufficient to identify the effects of GM on GB in China. Quantitative is described as a type of quantitative approach that provides specific guidance for procedures for collecting and analyzing data. Additionally, quantitative research is a common measure used by researchers to test hypotheses and findings. Indeed, quantitative research designs approaches to inquiry in survey research. In addition, this study investigated the mediation effect of GBI and GO on the relationship between GM and GB in China. The data for this study were collected from a high-level educational institution (NMU) in China. Specifically, 5-point Likert scales were used for all study variables, ranging from 1=strongly disagreed to 5=strongly agreed. Descriptive statistics, reliability measures and correlations were analyzed with SPSS. To test the study hypotheses, the author used partial least squares-structural equation modeling (PLS-SEM) (Hair *et al.*, 2018). PLS-SEM was used as it has been widely utilized in different scientific disciplines like human resource management (Roscoe, S. *et al.*, 2019). The PLS-SEM technique calculates the path coefficients through ordinary least squares. Moreover, PLS-SEM deals with correlated measurement errors (Rademaker *et al.*, 2019) and ordinal measures.

Result

Path Coefficient of Direct Relationship

In this section, three research objectives have been examined the direct relationships and indirect relationships. It includes (1) to determine the effect of green motivation (GM) on green behaviour (GB), (2) to determine the effect of green motivation (GM) on green behavioural intention (GBI), (3) to determine the effect of green motivation (GM) on green opportunity (GO), (4) to determine effects of green behavioural intention (GBI) on green

behaviour (GB), (5) to determine mediating effects of green opportunity (GM) on green behaviour (GB), (6) to determine mediating effects of green behavioural intention (GBI) between green motivation (GM) and green behaviour (GB) and (7) to determine mediating effects of green opportunity (GO) between green motivation (GM) and green behaviour (GB). Between the constructs, five direct hypotheses and two mediating hypotheses are developed. Therefore, the Smart PLS version 3.0 is conducted using a bootstrapping procedure with a resample of 145 (Hair *et al.*, 2017) is conducted to test the significance level, t-statistics for all paths.

This study revealed that the relationship between GM and GB has a t-value >1.645 and is significant at 0.05 level, indicating that there is a positive relationship between GM and GB. Specifically, the direct effect, t-value, LL and UL is 0.728, 14.632 0.629 and 0.825. The relationship between GM and GO ($\beta=0.751$ $t=22.153$ $LL=0.673$ $UL=0.808$) is positive. The relationship between GO and GB ($\beta=0.131$ $t=2.302$ $LL=0.016$ $UL=0.247$) is also positive, indicating that the prominent level of GO increased the prominent level of GB. There are therefore four hypotheses that are supported by the data. The below table summarizes the hypothesis testing for a direct relationship.

Table 4.1
Path Coefficient Assessments

Interval Estimate							
Hypothesis	Relationship	Direct effect	Std.error	T-value	LL	UL	Decision
H1	GM → GB	0.732	0.050	14.632	0.629	0.825	Support
H2	GM → GO	0.751	0.034	22.153	0.673	0.808	Support
H3	GO → GB	0.131	0.057	2.302	0.016	0.247	Support

Coefficient of Determination (R^2)

After the Path Coefficient was determined, the coefficient of determination (R^2) is another critical criteria value that should be examined (Hair *et al.*, 2014) and reported to evaluate whether the omitted extraneous construct has a substantive impact on the endogenous construct (Ramayah *et al.*, 2016). The following table shows the assessment of coefficient of determination (R^2) and all the R^2 values of the constructs are assessed. In this study, the exogenous variables, namely GM, explain 78.2 percent of variance in GB. The coefficient of determination (R^2) of GM on GB is 0.782, which signifies that the exogenous variables in this study explain 78.2 percent of variance. Finally, the value of the coefficient of determination (R^2) of GM on GO is 0.564 which explains 56.4 percent of variance in GO.

Table 4.2

Coefficient of Determination (R²)

Endogenous Constructs	Coefficient of Determination (R ²)	Predictive Accuracy Level
GB	0.782	Substantial
GO	0.564	Medium

Besides coefficient of determination, the effect size is another critical criteria value in a quantitative study to determine whether the relationship between the variables is significant. To summarize, the f^2 assesses the contribution of each exogenous variable in determining R² values of the endogenous variable. According to Cohen (1988) guideline, f^2 is used where the values of 0.02, 0.15 and 0.35 represent small, medium, and substantial effects respectively (Ramayah *et al.*, 2016). From the below Table, it can be observed that GO ($f^2=0.036$; $f^2=0.034$) have small effect in producing the R² for GB; the result indicated that GM ($f^2=1.291$) has a medium effect in producing the R² for GB and GO. The results indicate that GM has a profound influence on the R² in GB, and GO.

Table 4.3

Effect Size (f²)

The Relationship	The Value of f ²	Effect Size
GM→GB	1.003	Substantial
GM→GO	1.291	Substantial
GO→GB	0.034	Small

Testing the Mediating Effect

The aim of the mediating effect in this research is to investigate the mediating role of GBI and GO in the relationship between GM and GB as hypothesis 6 and 7 was developed on testing the mediating effect. Indeed, the assessment of the mediation effect for SEM-PLS was using the bootstrapping sampling distribution of the indirect effect (Ramayah *et al.*, 2018). Specifically, the mediating effect is significant when both the t-values exceed the critical value of 1.96 and no '0' value is found in the confidence interval (Memon *et al.*, 2018). The below figure indicates the positive relationship between GM and GB supporting H1. Likewise, the positive relationship between GM and GO, therefore H2 is supported; the positive relationship between GO and GB, therefore H3 is valid. According to the suggestion from Hair *et al.* stated that total or direct effects are of less importance while examining mediating models, the GO mediation results of bootstrapping analysis $\beta = 0.098$ with a significant t-value ($t = 2.412$, $p < 0.05$), 95% Boot CI: [LL = 0.027, UL = 0.0180], do straddle a 0 in between indicating there is mediation (Preacher and Hayes, 2008). However, the GO mediation results can be concluded that the mediation effects are statistically significant. Therefore, the relationship relationship between GM and GB operating via GO supports H4.

Table 4.4
Mediating Effect

Interval Estimate							
Hypothesis	Relationship	Path Coefficient	SE	T-value	LL	UL	Decision
H7	GM → GO → GB	0.098	0.041	2.412	0.027	0.180	Support

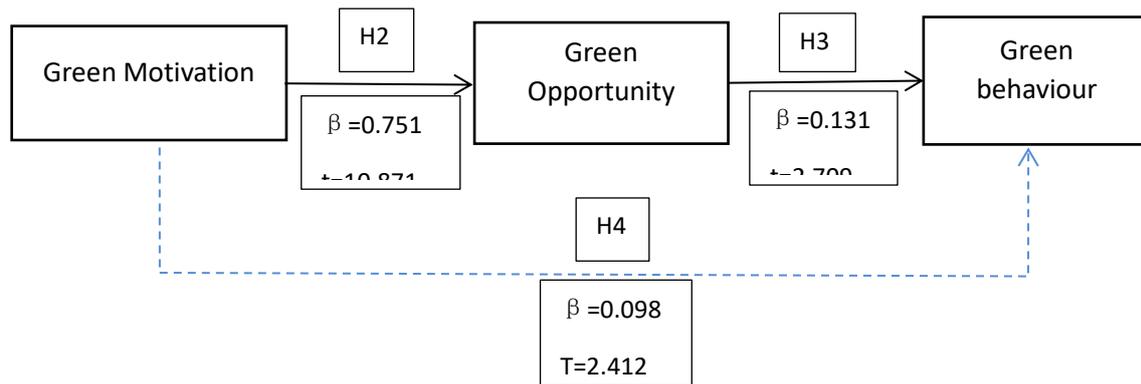


Figure 4.1 The Mediating Effect of GBI and GO on GM and GB

Discussion and Conclusion

As result stated above, GM relates to psychological processes such as attitude, subjective norm, and PBC used to influence GB, which is considered psychological GB (Perrault *et al.*, 2018). It is as a result of this research that the committed relationship between GB and GM has been verified. The other one research objective is to examine the impact of GO on the relationship between GM and GB. This study corroborates the findings of a great deal of work in this field. In this subject, GM and GO and GO and GB were empirically found to have a strong relationship. Furthermore, GO also had be suggest.

Indeed, this research has extended the body of behaviour by presenting an integrated TPB and AMO by introducing potential influence variables among respondents. Researchers can use this model in future research to investigate GM toward GB with a separate sample. Additionally, this study contributes to GB by providing more information about GM, GO practiced in the organization, and the role of GBI in influencing GB to fulfill environmental goals. Hence, these can serve as guidelines for organizations in promoting employees' GB to solve some environment issues in the process of work. Furthermore, contribution to the relevant literature was made by investigating the link between GM and GB, GO as a form of mediator in a high-level educational institution in China. In this study, GM, GB, GBI and GO were tested and proven valid to be a part of the construct through structural analysis. Specifically, this research extended the body of knowledge regarding GM by emphasizing its three essential elements, namely attitude, SN and PBC. These elements contribute to GM and shape the GM. An attitude is one that improves behaviour and responses to environmental goals, thus leading to GB making a profit.

Furthermore, a further empirical study can be conducted to assess the theoretical framework developed in this study. This will be conducted by using organizations that have failed to achieve environmental performance through better decision making, methods, and

practices, like the government promising to achieve carbon neutrality in all countries by 2060. In practice, this research suggested selecting the study's respondents from more than one target group in order to reduce the common method bias. Specifically, this study was based on data collected from a high-level educational institution in China. Specifically, the current findings are not generalized to other developing countries. Therefore, it is suggested that future research should apply the current research framework in a different context to extend its generalization. Furthermore, it is recommended to study the relationship between GM and GB at varied levels of growth (start-ups versus beyond-start-ups) as different outcomes could be obtained.

GO has been proven to be a crucial factor in this study. Indeed, this study suggests that GO is crucial to understand the main characteristics or antecedents that are most useful in the behavioural process of an employee's behaviour. With the line of the research findings, future studies were suggested to attempt to empirically investigate a wider perspective and dimension of GO, which may include quality antecedents from the perspective of management, leadership, and practice in the context of an organization. Thus, by examining the important characteristics or antecedents of GO in organizations, they will be able to constructively focus on GO to ensure managerial perspective in organization and effective operation of their daily behaviour hence contributing towards better performance of environment. An extension of this research using the same variables will examine the relationship between GB and GM based on the findings of this study. Indeed, this study will be valuable to management practice by investigating the comparisons between GB and GM in terms of their contribution to improving GB. Therefore, results emerging from future comparative researches that empirically study the mediation effect of GO in different contexts will enhance and sustain improved employees' GB. An effective GO was implemented in an organization to enhance the relationship between GM and GB, enriching both academic and practical knowledge. Therefore, the current research was continued and extended within the GB along this line of inquiry. Another contribution is towards AMO theory, which posits that ability, motivation and opportunity play the most significant role for employees willing to do GB and environmental goals.

For academicians, the current study has presented empirical evidence of the applicability of extended theory integration in the development of GM and GB in China. Taking into account the findings, this research provides suggestions and directions for building a green organization that is eco-friendly, by implementing practices and managerial strategies. For policy makers, the findings of this result have given suggestions and directions to be applied to initiate efforts in building the positive value, perception and awareness of green to promote employees' GB. Next, this study also demonstrated that GM has a substantial effect on promoting, sustaining, and improving GB. As such, these findings serve as a testimony to the development of GM. It is also a reminder, whereby to foster GM, it is fundamental for important effects such as the government and policy makers to collaboratively play their part in facilitating the development of GM among positive value, perception, and awareness of green and enhancing their intention of green in the future.

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