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Role of Big Five Personality Factors of Managers and Entrepreneurial Service Creativity of Hotels in Bayelsa State

***Timinepere Ogele Court[1] & Emmanuel Akpoebi Dennis[2]**

**Department of Business Administration, University of Africa, Toru-Orua, Nigeria[1]*

Department of Educational Psychology, Guidance and Counselling,

Isaac Jasper Boro College of Education, Sagbama, Nigeria[2]

****Correspondence Email:** timi2k2002@gmail.com; timinepere.court@uat.edu.ng*

Abstract

The study explored the big-five personality factors of managers and entrepreneurial service creativity of hotels in Yenagoa metropolis, Bayelsa State. A cross-sectional survey design was applied while a sample 224 managers was selected through a simple random sampling procedure. A structured questionnaire was employed for data collection after the determination of reliability and validity of the measurement model through the application of Cronbach alpha, composite reliability, average variance extracted, construct validity. The data were analyzed through Partial Least Square regression with structural equation modelling (PLS-SEM). The results showed that the big-five personality factors of openness to experience, conscientiousness, neuroticism of managers had a positive and significant effect on entrepreneurial creativity of hotels, extraversion of managers had a positive but no significant effect on entrepreneurial creativity while agreeableness of managers had a negative and no significant effect on entrepreneurial creativity of hotels. From the findings of the study, we concluded that big-five personality factors of managers are crucial to the entrepreneurial creativity of hotels. We recommended that hoteliers should be concerned about the personality of managers appointed to oversee their hospitality firms to ensure entrepreneurial service creativity to attain outstanding patronage from guests and the clientele.

Keywords: Big-five personality, Managers, Entrepreneurship, Service creativity, Hotels.

Introduction

The hotel industry in Bayelsa State, like in other states in Nigeria, is highly competitive (Mejabi & Jimoh, 2021). Hoteliers compete for market share and survival as they provide paid lodging and full guest services which may include cuisines (foreign and local), bar, banquetting and

conferencing services for clients from different works of life. To have a competitive advantage and achieve business goals, entrepreneurs deliberately seek out opportunities to do new things or to do old things in innovative ways (Juliana, Hui, Clement, Solomon & Elvis, 2021). This highlights the need for entrepreneurs and managers in the hotel service industry to demonstrate qualities such as creativity and innovation among others.

Creativity involves the making or bringing into existence something new, whether a new solution to a problem, a new method or a device (Kerr, 2023). It produces something novel, different from what existed before. Creativity plays a role in entrepreneurship (Petrakis & Kafka, 2016). According to Hornsby et al. (2002) as cited in Corte and Gaudio (2017), creativity is the soul of entrepreneurship. The expression 'soul' underscores the importance of creative qualities of entrepreneurs for entrepreneurial success. Creative entrepreneurs or managers in the hospitality industry can achieve economic growth through the provision of services that are not only novel and useful but also tailored towards guest needs.

Entrepreneurial creativity is the ability of entrepreneurs to generate new or novel ideas and solutions to solve problems (of customers or clients) and create value. It is relevant to service industries such as the hospitality industry. Entrepreneurial service creativity has to do with the entrepreneur's ability to solve problems and create value through the provision of unique, new and valuable services to clients. Thus, the product or service offerings, from exquisite destinations to leisure elements of hotels, reflect the level of creativity of each hotel entrepreneur.

Personality theorists have noted that an individual's personality predicts his/her behaviour. In other words, service creativity of entrepreneurs or managers in the hotel industry in Bayelsa State can be influenced by the Big Five personality traits of neuroticism extraversion, conscientiousness, openness to experience, and agreeableness.

Neuroticism describes the tendency to experience negative emotions such as anxiety, depression, and nervousness. Neurotic people get stressed easily and feel insecure (Raypole, 2019). Extraversion constitutes individual differences in social engagement, assertiveness, and energy (Soto, 2018). Extraverted people are at ease among people. Conscientiousness involves being diligent, methodic and achievement-oriented. Openness to experience reflects the tendency towards cognitive exploration (Kaufman et al., 2016). People high in this trait are open to new ideas and strive to explore their environment (Kaspi-Baruch, 2017). Lastly, agreeableness describes tend to be courteous, forgiving, and flexible in dealing with others (Ciavarella, Buchholtz, Riordan, Gatewood & Stokes, 2004). Studies have reported association between creativity and the Big Five personality traits (Batey & Furnham, 2006; Jirásek & Sudzina, 2020). However, the research findings are inconsistent and inconclusive. Besides there are few or no studies on the influence of the Big Five personality traits on entrepreneurial service creativity in the hotel industry in Bayelsa State. Hence, the need for the present study.

The remainder part of the paper is structured as follows: First, is the review of literature for theory and hypothesis development. The second part is the methodology explaining the processes of involved in the study. Thirdly is the data analysis and discussion of results while the fourth part

focuses on the managerial and practical implications and finally, the limitations of the study and the suggestions for further studies.

Theory and Hypothesis Development

The theory of creative destruction is attributed to Austrian economist Joseph Schumpeter, who first coined the term in 1942 (Kopp, 2023). Creative destruction is a phenomenon of economic change or dynamism in which new innovations replace or 'destroy' existing ones, rendering them obsolete over time (Adler, 2019). Technological advances and innovations displace old methods of production, sometimes creating temporary losses of jobs.

Creative destruction recognizes change as a constant in capitalism (Alm & Cox, n.d.). It drives capitalism. In capitalist drive for growth and profit maximisation and to be ahead of competitors, making changes becomes inevitable.

The theory of creative destruction relates to the hospitality industry. Creative entrepreneurs and managers are in a constant struggle to achieve hotel design innovation and creative services that meet new, emerging guest trends. The use of artificial intelligence (AI) which allows hotels to instantly connect and communicate with guests in real time has reduced the number of hotel staff. AI-related innovations in the hospitality industry such as Chatbots have displaced or reduced the use of human resources in attending to guest needs.

Openness of Managers and Service Creativity of hotels in Bayelsa State

Openness to experience describes the extent an individual is open to new ideas and experiences, the degree of being curious, inventive, unconventional, and artistic. According to Soto (2018), openness to experience represents differences in intellectual curiosity, aesthetic sensitivity, and imagination. This trait is characterized by flexible and inclusive cognition (Antinori, Carter & Smillie, 2017) which could engender creativity.

A highly open person is likely to show preference for a variety of activities rather than adhering to a familiar strict routine. Almost all the reviewed studies reported a positive and significant association between openness to experience and creativity (Sung & Choi, 2009; Ivcevic & Mayer, 2009; Hoseinifar et al., 2011; Kaspi-Baruch, 2017; Zare & Flinchbaugh, 2019; Jirásek & Sudzina, 2020). Nevertheless, Esfahani et al. (2012) reported no significant effect of openness to experience on creativity. Based on the review of literature, we hypothesize that:

Openness of Managers relates with Entrepreneurial Service Creativity of hotels in Bayelsa State

Conscientiousness of Managers and Service Creativity of Hotels in Bayelsa State

Conscientiousness describes "socially prescribed impulse control that facilitates task-and goal-directed behaviour, such as thinking before acting, delaying gratification, following norms and rules, and planning, organizing, and prioritizing tasks" (John & Srivastava, 1999, p.30). Soto

(2018) noted that conscientiousness represents differences in organization, productiveness, and responsibility. Conscientious people or managers may display traits which include being persistent, reliable, persevering, thorough, energetic, ambitious (Dennis, 2021), and self-controlled.

Entrepreneurs or managers of hotels who are high in conscientiousness would likely pursue life or business goals with determination. They tend to be efficient, organised, dependable, and self-disciplined. They like order and structure, are persistent in pursuing goals and committed to fulfilling duties and obligations (Soto, 2018). On the other hand, unconscientious people are comfortable with disorder, less motivated to complete task (Soto, 2018), and are impulsive (Sarma & Borooah, 2021).

While some of the reviewed studies (Hoseinifar et al., 2011; Zare & Flinchbaugh, 2019) revealed that conscientiousness was a positive and significant predictor of creativity, others reported a negative significant effect of conscientiousness on creativity (Jirásek & Sudzina, 2020). On the contrary, Kaspi-Baruch (2017) found no significant association between conscientiousness and creativity. In tandem with the literature reviewed, we hypothesize that:

Conscientiousness of Managers relates with Entrepreneurial Service Creativity of hotels in Bayelsa State

Extraversion of Managers and Service Creativity of Hotels in Bayelsa State

Extraversion represents the tendency and disposition to be social, excitable, assertive, and full of energy (Dennis, 2021). It also describes the degree to which people are dominant, active, and enthusiastic (Zhao & Seibert, 2006). People or managers who score high in extraversion are action-oriented, fun-loving, friendly, attention-seeking, optimistic, and gregarious. However, those who are low in extraversion show lower energy, and can be described as solitary and reserved. They are shy (Sarma & Borooah, 2021). Extraverted managers tend to have good relationships with others (co-workers and clients) owing to their social skills and outgoing nature. The majority of studies reviewed showed that extraversion had a positive and significant effect on creativity (Sung & Choi, 2009; Hoseinifar et al., 2011; Esfahani et al., 2012; Jirásek & Sudzina, 2020). However, no significant association was found between the two variables (Kaspi-Baruch, 2017). In line with the reviewed literature, we hypothesize that:

Extraversion of Managers relates with Entrepreneurial Service Creativity of hotels in Bayelsa State

Agreeableness of Managers and Service Creativity of Hotels in Bayelsa State

The trait of agreeableness depicts the extent people get along with others. It embodies the tendency to be compassionate, tolerant, trusting, and cooperative. Ciavarella et al. (2004) explain that highly agreeable individuals tend to be courteous, forgiving, and are flexible in dealing with others. An agreeable person or individual is altruistic, and eager to help others (Sarma & Borooah, 2021). Individuals who score low in this trait tend to be competitive, antagonistic, and egocentric or self-centred (Raypole, 2019; Esfahani et al., 2012). While Hoseinifar et al. (2011) found that the trait of agreeableness positively and significantly predicted creativity, other studies found no significant effect of agreeableness on creativity (Esfahani et al., 2012; Kaspi-Baruch, 2017; Zare & Flinchbaugh, 2019; Jirásek & Sudzina, 2020).

Based on the reviewed literature, we hypothesize that:

Agreeableness of Managers relates with Entrepreneurial Service Creativity of hotels in Bayelsa State

Neuroticism of Managers and Service Creativity of hotels in Bayelsa State

Neuroticism implies negative emotionality or emotional instability. It is the tendency to experience depression, anxiety, tension, self-pity, irrational thinking, low self-esteem (Abbasi, 2011) and other negative affect. People who score high in neuroticism are moody, distressed, hypertensive (Sarma & Borooah, 2021), and have a high tendency to exhibit poor judgment and experience anxiety, insecurity, and hostility (Obikoya & Ezems-Amadi, 2014). On the other end of the continuum, we have low scorers who are emotionally stable, well-adjusted, relaxed, resilient, and calm (Soto, 2018; Sarma & Borooah, 2021).

Some researchers have reported association between neuroticism and creativity. On domain-specific creativity, it has been reported that neuroticism is not only a positive predictor of artistic creativity but also a negative predictor of scientific and daily creativity (Batey & Furnham, 2006) The relationship between the two variables seems to be more negative. However, both competence and self-criticism facets from the neuroticism factor positively predict creativity in Spanish-speaking children (Krumm, Lemos & Richaud, 2018). While Hoseinifar et al. (2011), Esfahani et al. (2012), and Zare and Flinchbaugh (2019) reported significant relationship between neuroticism and creativity, Jirásek and Sudzina (2020) found that neuroticism had no significant effect on creativity.

From the reviewed literature, research findings on the influence of the Big Five personality traits on creativity in creative achievement (Kaufman et al., 2016), lifestyle, performing arts/artistic creativity, intellectual creativity (Ivcevic & Mayer, 2009), scientific, daily creativity (Batey & Furnham, 2006), and especially creativity in general (Sung & Choi, 2009; Kaspi-Baruch, 2017; Zare & Flinchbaugh, 2019; Jirásek & Sudzina, 2020; Sarma & Borooah, 2021), are conflicting. Also, the lack of research findings on the influence of the Big Five personality factors on

entrepreneurial service creativity in the hotel industry in Bayelsa State necessitates the present study. Following the reviewed literature, we hypothesize that:

Neuroticism of Managers relates with Entrepreneurial Service Creativity of hotels in Bayelsa State

Methodology

Design, Sample and Sampling technique

The study is conducted in Yenagoa metropolis in Bayelsa State of Nigeria and as one of the new states created in 1996, it has become a city with the establishment and exponential growth of hotels. Hitherto, the hospitality industry in the state is faced with intense competitiveness. The study applied a quantitative methodology with a cross-sectional survey design to investigate the nexus between big five personality factors of managers and the entrepreneurial service creativity of hotels in Bayelsa State. A sample of 224 managers of hotels was selected through the application of simple random sampling procedure.

The instrument for data collection was a structured questionnaire designed on a 5-ponts Likert scale of very accurate to very inaccurate and strongly agree to strongly disagree. The data collection instrument was adapted form prior scholars for the independent and dependent variables of big-five personality factors and entrepreneurial service creativity.

Variables of the study and Administration of Instrument

The big five personality is the independent variable of the study. The study adapted the already established measurement scales with psychometric characteristics from previous scholars (Antonic et al, 2015). The instrument has a total of 40 items, consisting of 8 items each for openness, conscientiousness, extraversion, agreeableness and neuroticism. The instrument requires the respondents to indicate the trueness of the various adjectives applied to describe the personality factors of managers in hotels in Bayelsa State. The measurement items of entrepreneurial creativity were adapted from the scientific literature and the existing scales of prior scholars. The measuring instrument had 7 items which measure entrepreneurial service creativity of hotels in Bayelsa State.

The questionnaire was administered to managers, owner-managers and chief executive officers of hotels. Five research assistants were involved in the distribution and retrieval of the questionnaires. A total of 245 questionnaires were distributed while 242 of the questionnaires were collected. However, 18 of the questionnaires were riddled with errors and not properly filled out. These were discarded, and 224 questionnaires were utilized for the data analysis. To avoid social desirability and other issues in connection with Common Method Bias (CMB) as indicated by Podsakoff, MacKenzie and Podsakoff, (2003), preliminary measures were applied. Accordingly, respondents were duly informed of anonymity, confidentiality and they were encouraged to be forthright with

their responses to the items measuring the entrepreneurial service creativity and their personality factors as management staff of hotels.

Method of data Analysis

The data analysis is conducted by applying Partial Least Square regression with structural equation modelling, using Smart PLS version 3.2. The first instance was to determine the measurement model and after which the structural model was ascertained to assess the nexus between the big five personality factors of managers and entrepreneurial service creativity of hotels. Accordingly, various associated test statistics were applied such as validity and reliability test were utilized to assess the measurement model while path analysis was applied and t-tests to determine whether the hypotheses postulated were supported or otherwise.

Measurement Model Assessment

With the application of Partial Least Square (PLS) algorithm, the factor loadings of the indicators, validity and reliability of measurement model were determined. For factor loading, cut-off marks of 0.60, and 0.70 have been recommended by scholars as the minimum benchmark for retention of items in measurement models (Sarea et al, 2021, Hair et al, 2019). In this study, measurement items with factor loadings below 0.7 of different constructs were discarded at the initial screening and the subsequent analysis was conducted. Accordingly, for openness to experience items of OP1, OP2, OP7 and OP8 were dropped; items of CS9, CS10, CS13, and CS16 were eliminated for conscientiousness, items of EN21, 22, 23, and EN24 for extraversion were eliminated while items AN25, AN26, AN27, AN28 for agreeableness were dropped, items NS33 and NS34 for neuroticism were excluded and finally item EC1 entrepreneurial orientation was eliminated because the factor indicator loaded below 0.70 as the cut-off mark. Although we considered item 40NS with a factor loading of 0.674 which is quite close to 0.70 and the AVE value was above 0.5.

From the output presented in Table 2, the reliability of the measurement model was determined using Cronbach alpha, composite reliability values are displayed as 0.820 and 0.934 respectively. The values are above the minimum threshold of 0.70 recommended (Hair et al, 2019). This implies that the measurement instruments attained internal consistency. To determine the convergent validity of the measurement scales, the values of the average variance extracted (AVE) are above the minimum cut-off rate of 0.50 as proposed by scholars (Hair et al, 2019). The results suggest that the measurement scale attained convergent validity. In view of the discriminant validity, it is attained when the latent variable is differentiated from other latent constructs in same measurement model. The Fornell-Lacker criterion was applied where the square root of the AVE values was compared with the correlation coefficients of the other latent constructs, the values in the bold font are greater than the other values. As recommended by prior scholars (Fornell & Larcker, 1981), discriminant validity of the constructs is satisfied.

Table 2: ***Reliability and Validity of Measurement Instruments/Model***

Constructs /Latent Variables	Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)			
Openness		*0.820*	*0.934*	*0.653*			
OP3	0.905						
OP4	0.833						
OP5	0.762						
OP6	0.720						
Conscientiousness		*0.732*	*0.830*	*0.551*			
CS11	0.716						
CS12	0.777						
CS14	0.760						
CS15	0.788						
Extraversion		0.712	0.803	0.514			
EN17	0.646						
EN18	0.932						
EN19	0.561						
EN20	0.553						
Agreeableness		0.906	0.934	0.781			
AN29	0.847						
AN30	0.932						
AN31	0.921						

AN32	0.830						
Neuroticism		0.850	0.884	0.561			
NS35	0.746						
NS36	0.837						
NS37	0.753						
NS38	0.741						
NS39	0.734						
NS40	0.674						
Entrepreneurial Service Creativity		0.899	0.923	0.668			
EC2	0.816						
EC3	0.905						
EC4	0.685						
EC5	0.853						
EC6	0.827						
EC7	0.800						
Discriminant Validity		Agreeableness	Conscientiousness	Entrepreneurial creativity	Extraversion	Neuroticism	Openness
Agreeableness		**0.884**					
Conscientiousness		0.556	**0.742**				
Entrepreneurial Service Creativity		0.474	0.673	**0.817**			
Extraversion		0.406	0.462	0.399	**0.717**		
Neuroticism		0.685	0.379	0.489	0.466	**0.749**	

Openness		0.427	0.672	0.661	0.268	0.293	**0.808**

Data Analysis Results for the Structural Model

Table 3 demonstrates the results of the structural model and the path analysis. The statistics indicated that openness to experience, conscientiousness and neuroticism of managers as big-five personality factors have positive and significant effect on entrepreneurial service creativity respectively of hotels in Bayelsa State ($\beta = 0.372$, $t = 3.803$, $p < 0.05$; $\beta = 0.310$, $t = 3.632$, $p < 0.05$; $\beta = 0.314$; $t = 3.282$, $p < 0.05$). Conversely, extraversion as a dimension of the big-five personality factors had a positive but no significant effect on entrepreneurial creativity while agreeableness of the big-five personality factor of managers had a negative but no significant effect on entrepreneurial creativity of hotels in Bayelsa State ($\beta = 0.122$, $t = 0.356$, $p > 0.05$; $\beta = -0.108$, $t = 1.006$, $p > 0.05$).

Table 3: Structural Model and Path Analysis of Big-five Personality and Creativity of Hotels

Relationships	**Path Coeff.**	**t-test**	**P-Values**	**Decision**
*Openness →Entrepreneurial Service Creativity(**H_1**)*	*0.372*	*3.803*	*0.000*	***Sup***
*Conscientiousness→Entrepreneurial Creativity(**H_2**)*	*0.310*	*3.632*	*0.000*	***Sup***
*Extraversion→ Entrepreneurial Service Creativity(**H_3**)*	*0.122*	*0.356*	*0.722*	***Rej***
*Agreeableness→Entrepreneurial Service Creativity(**H_4**)*	*-0.108*	*1.006*	*0.315*	***Rej***
*Neuroticism→ Entrepreneurial Service Creativity(**H_5**)*	*0.314*	*3.282*	*0.001*	***Sup***
R-Square = 0.599, R square Adj = 0578				

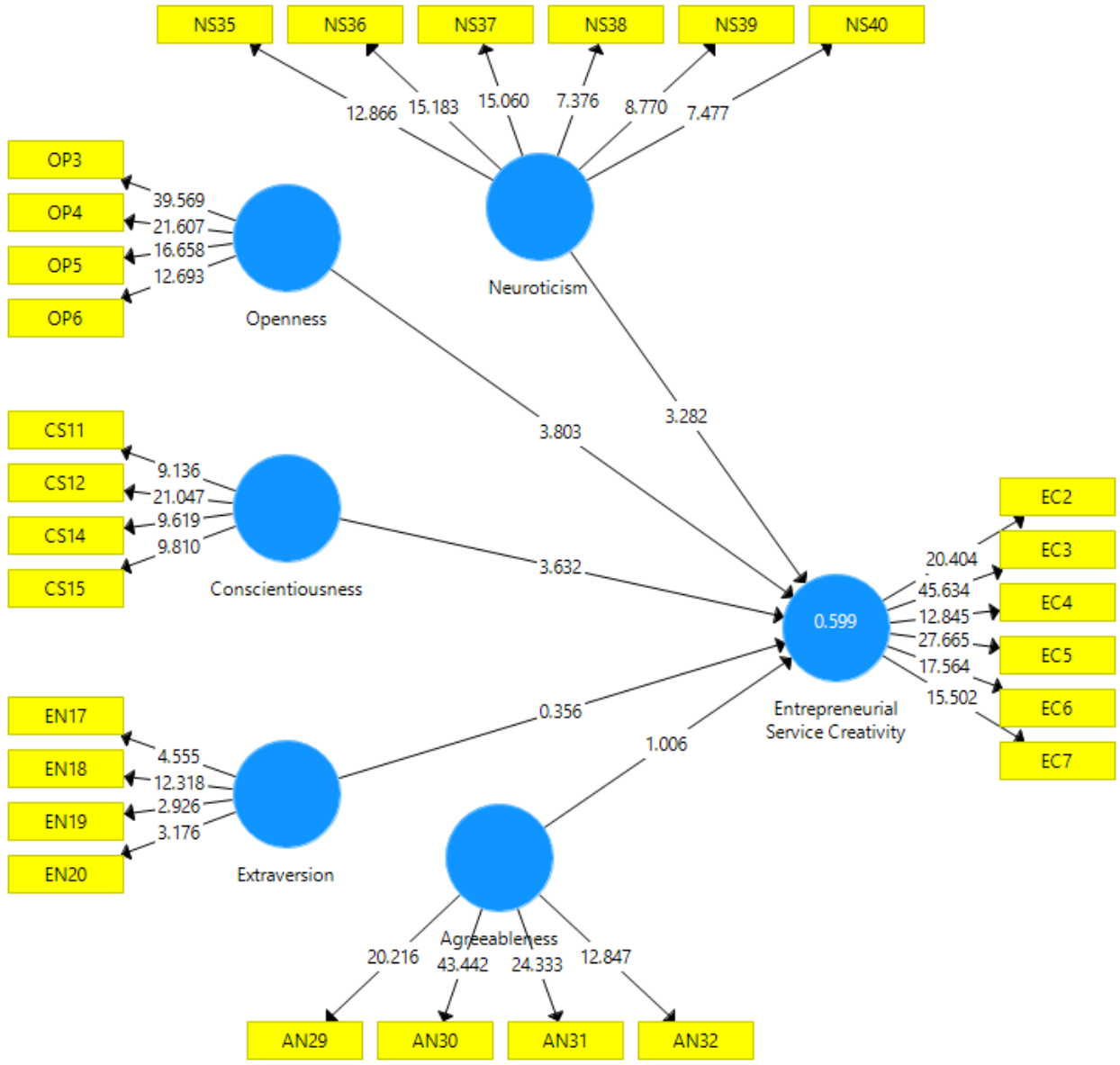

Fig 1

Structural Equation Modelling and Path Analysis of Big Five Personality Factors and Entrepreneurial Service Creativity.

Discussion of Results

The paper explores the nexus between the big-five personality factors of managers and entrepreneurial service creativity of hotels in Bayelsa State. The findings of the study indicated that openness to experience, conscientiousness and neuroticism of managers as big-five

personality factors have positive and significant effect on entrepreneurial service creativity respectively of hotels in Bayelsa State.

The big-Five personality factor of openness to experience of managers contributed to the entrepreneurial service creativity specifically in the context of hotels in the hospitality industry in Bayelsa State. The finding is corroborated by the empirical evidence of prior studies of Mhlanga (2019) who demonstrated that openness to experience of managers culminated in the entrepreneurial performance of hotels in tourism subsector in South Africa. In the context of Malaysian hotel industry, Shahreki, Ganesan, Nguyen (2021) in their investigation show that openness to experience of managers had a positive and significant effect on personal job performance of managers. To further buttress the finding of the current study, the outcome of the prior study implies that openness to experience influences the entrepreneurial creativity of hotels as a performance index in the tourism sector in Nigeria.

Focusing on the empirical evidence of conscientiousness and entrepreneurial creativity, the findings indicated that there was a positive and significant relationship between conscientiousness and entrepreneurial creativity of hotels. In view of prior studies, Kaspi-Baruch (2019) found that there was a positive but no significant link between the big-five personality of conscientiousness and creativity of employees but the relationship was reported to be significant when moderated by learning goal orientation. However, the study by Mhlanga (2019) found that conscientiousness of managers positively and significantly influenced the entrepreneurial performance of hotels in the tourism subsector in South Africa. Accordingly, our finding that there was a positive significant association between conscientiousness of managers and entrepreneurial creativity is supported by the existing empirical scholarship.

Assessing the extraversion of managers and entrepreneurial service creativity of hotels, prior research findings partly supported the current study that extraversion had a positive but no significant effect on entrepreneurial service creativity of hotels (Antoncic, et al., 2015) who found that extraversion as a personality factor influenced entrepreneurial attitude of managers. This implies that managers with extraversion would be creative with hotel services provided for clients. Furthermore, Shane and Nicolaou (2013) stated that extraversion of managers was a determinant of entrepreneurial performance. In a recent study by Yang and Qian (2023), their findings indicated that extroversion diversity positively affected the group service innovation of employees in Chinese and Australian hospitality firms. This study, to some extent, affirmed the findings of the current study that managers with extraversion traits engaged in entrepreneurial service creativity which is a precursor to service innovation.

Considering agreeableness trait of hotel managers and entrepreneurial service creativity, our study demonstrated a negative and no significant effect on entrepreneurial service creativity. This finding concurs with Antoncic, et al., (2015) whose finding demonstrated a negative relationship between agreeableness and entrepreneurship. Managers with agreeableness characteristics tend to be warm, sympathetic, kind and cooperative. This implies that such managers would not be entrepreneurs as they would not be ready to do something new and different to challenge the existing status quo.

Accordingly, managers with agreeableness traits lack the capacity to go into entrepreneurial service creativity of hotels in a competitive business ecosystem.

For the nexus between neuroticism and entrepreneurial creativity of hotels in Nigeria, the outcome of the current study demonstrated that there was a positive and significant relationship between neuroticism of managers and entrepreneurial creativity of hotels. The empirical evidence of previous studies of Kaspi-Baruch (2019) underpinned the finding of our current study. Although, the study examined individual creativity as opposed to entrepreneurial creativity of tourism firms. Nonetheless, the prior finding is, to some extent, akin to and consistent with empirical evidence of the current study and that individual employee creativity has a pervasive influence on business entities. The managerial implication is that the personality of hotel managers should be considered important when appointing employees into managerial positions in hotels.

Practical and Managerial Implications

The study has made significant contributions to the field of entrepreneurship, management and psychology, and stating that personality factors of managers are critical determinants of service creativity of hospitality firms in Nigeria. The practical and managerial implication is that hoteliers and managers of hospitality firms and entrepreneurial policy makers should consider appropriate personality factors of managers to stimulate entrepreneurial service creativity of hotels.

Limitations and Direction for further Studies

No doubt, the study has important findings for entrepreneurial scholarship and practice. However, it is not without limitations as the design was a cross-sectional survey which collected data at a single point in time. Further studies should apply longitudinal design that is more appropriate for the determination of influence of personality factors and entrepreneurial service creativity as well as covering more states in Nigeria to strengthen external validity of the study.

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Declaration of Potential Conflict

We declare that there is no potential conflict to the publication of this paper and that the authors make equal contributions to the study.

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