Humanist-Quranic Based Managerial Organizational Culture in Indonesia: Ethnographic Study

Rifqi Muntaqo[1*], Lutfan Muntaqo[2], Robingun Suyud El Syam[3], Wan Noor Hazlina Wan Jusoh[4]

[1]Islamic Education Department, Universitas Sains Al-Qur'an, Wonosobo, Central Java, Indonesia
[2]Islamic Education Department, Universitas Sains Al-Qur'an, Wonosobo, Central Java, Indonesia
[3]Islamic Education Department, Universitas Sains Al-Qur'an, Wonosobo, Central Java, Indonesia
[4]Academy of Contemporary Islamic Studies Deparment, Mara University of Technology, Malaysia
Email : rifqimuntaqo@unsiq.ac.id[1], elfanemqi@unsiq.ac.id[2], robyelsyam@unsiq.ac.id[3], wanno561@uitm.edu.my[4]

Abstract:

This study aims to analyze the managerial and organizational culture in one of the Islamic universities in Indonesia that has humanist and Qur'anic characteristics, as well as the forms of its implementation. This is expected to be a differentiator from the organizational culture patterns in other higher education institutions, especially private ones. This study uses an ethnographic approach with a data collection flow that adopts the Spradley model. This method was chosen to understand in depth how the integration of humanist and Qur'anic values is applied in the managerial culture that is characteristic of the university. Data collection was carried out through participatory observation, unstructured interviews, and closed questionnaires. Qualitative data validation used triangulation techniques of sources, methods, and researchers. Data analysis techniques were carried out qualitatively using the Miles and Huberman model. The results of the study indicate that the managerial culture applied in the Islamic university has unique characteristics, namely integrating the values contained in the Qur'an, which are manifested in real humanistic actions. This can be seen both in terms of regulations and interactions within it involving the leadership, lecturers, and employees. In addition, this study also found how the institution collaborates with external partner institutions.

Keywords: *Humanist-Qur'anic, Managerial, Organizational Culture, Islamic University*

Abstrak:

Penelitian ini bertujuan untuk menganalisis budaya organisasi manajerial di salah satu Universitas Islam di Indonesia yang memiliki ciri khas humanis dan Qur'ani, serta bentuk-bentuk penerapannya. Hal ini diharapkan menjadi pembeda terhadap pola budaya organisasi di lembaga perguruan tinggi lainnya, khususnya yang bersifat swasta. Penelitian ini menggunakan pendekatan etnografi dengan alur pengambilan data yang mengadopsi model Spradley. Metode ini dipilih untuk memahami secara mendalam bagaimana pengintegrasian nilai-nilai humanis dan Qur'ani diterapkan dalam budaya manajerial yang menjadi ciri khas perguruan tinggi tersebut. Pengumpulan data dilakukan melalui observasi partisipatif, wawancara tidak terstruktur, dan kuesioner tertutup. Validasi data kualitatif menggunakan teknik triangulasi sumber, metode, dan peneliti. Teknik analisis data dilakukan secara kualitatif dengan menggunakan model Miles dan Huberman. Hasil penelitian menunjukkan bahwa budaya manajerial yang diterapkan di perguruan tinggi Islam tersebut memiliki karakteristik khas, yaitu

mengintegrasikan nilai-nilai yang terkandung dalam Al-Qur'an, yang diwujudkan dalam tindakan nyata yang humanis. Hal ini terlihat baik dari segi peraturan maupun interaksi di dalamnya, yang melibatkan jajaran pimpinan, dosen, dan pegawai. Selain itu, penelitian ini juga menemukan bagaimana lembaga tersebut bekerja sama dengan lembaga mitra dari luar.

Kata Kunci: *Humanis-Qur'ani, Manajerial, Budaya Organisasi, Universitas Islam*

INTRODUCTION

Embryonic organizational culture does not suddenly appear as part of the organization. However, it is arranged, designed, and built on the basis of goals, beliefs, and values , which are key elements in building organizational culture (Prasetyo & Anwar, 2021). Identification of dimensions of organizational culture reflecting multifaceted traits, the most frequently used are innovation culture, teamwork culture, results-oriented culture, resilience, and usefulness (Tadesse & Debela, 2024). Organizational culture is a critical part of success; leaders agree that organizational culture is a fundamental element, and more than two-thirds place organizational culture as one of the main factors determining the value of a company (Graham et al., 2022). Leaders play a crucial role in determining the direction of a management culture that will be implemented by an organization (Putri et al., 2020), the leader has the natural ability to be a multidimensional leader (Szeluga & Modzelewska, 2020). For employees, organizational culture helps them know what actions to take (Iskamto, 2023).

Many private universities do not have a good managerial culture resulting in the quality of the institution and the implementation of institutional governance running as it should (Adhikari & Shrestha, 2023). There is a need for the development, innovation, and renewal of distinctive and authentic managerial and organizational culture in private universities; the main parameters of the innovation process are universal for specific activities and do not depend on nationality (Mingaleva et al., 2022; Nurhalim, 2022). In principle, the organizational culture of each Institution has different characteristics.

Humanism in an institution is a community of people built by strengthening a sense of belonging, awareness of common goals, relationships between those who form the community and a willingness to work together to achieve common goals (Wahjono et al., 2021). In essence, humanism aims to determine how humans influence and develop by technically connecting all their experiences (Scuotto et al., 2023; Reischer et al., 2021). Meanwhile, institutions with a management concept based on the Qur'an can be grouped into the form of *fi'il mudhari'*, *af'alul khomsah, jama' mudzakkar*, and *isim fa'ail*. The basics of Islamic management contained in the Qur'an are Justice, trust and accountability, and communication. The principles contain the principles of *amar ma'ruf nahi munkar*, the obligation to uphold truth and justice and convey the mandate (Zuhdi, 2021). The Qur'an has also clearly revealed that a figure who is required to be a leader must have a good personality and be fair in terms of being able to put something in its place with the aim of providing comfort and security in an organization.

Leadership is categorized as the most important role in the implementation of an organization and is also called the primary key to the success of the organization (Herwati & Weni, 2021). The results of a review of several journals show that there has been no research related to Qur'anic or humanist values in organizational culture, as in the journal analysis shown in Table 1.

Table 1. List of Research Gap Analysis Journals

Title	Ref
Towards a sustainable organizational culture model	(Assoratgoon & Kantabutra, 2023)
The Influence of Leadership and Organizational Culture Mediated by Organizational Climate on Governance in Senior High Schools in Batam City	(Nabella et al., 2022)
Leadership Style, Motivation, and Organizational Culture on Teacher Job Satisfaction and Performance	(Sirait et al., 2022)
Are organizations really evolving? The important relationship between organizational culture and organizational innovation on organizational effectiveness: The important role of organizational resistance	(Naveed et al., 2022)
Humanistic Preaching in the Disruptive Era Based on Sustainable Development Goals	(Ali et al., 2024)
The Koran and the Transformation of Beliefs	(Zulkarnaini & Masri, 2024)
Al-Quran Leadership: Efforts to Realize Leader Integrity in Preventing Corruption	(Chanifah et al., 2024)

UNSIQ has a vision as a university that implements academicians who are able to transform the values of the Qur'an in life (both academic and non-academic life) as an implementation of the principle of Islam *rahmatan lil'alamin* and, at the same time, His caliph (*Khalifatullah*) who is superior, competitive and dignified. Has a mission to build good university governance to strengthen the autonomous, credible, transparent, and accountable university governance system and which guarantees continuous quality improvement with the slogan Transformative, Humanist and Qur'anic (Ngarifin et al., 2022). The novelty of this research is a deep description of the internalization of Qur'anic and humanist values in the management of organizational culture at the University of Science Al-Qur'an.

The researcher sees the potential that is owned and the resources available, making an interest arise to study and analyze every detail of the organizational culture in more depth. This study aims to examine and analyze in depth how the managerial and organizational culture at the University of Al-Qur'an Science under the auspices of YPIIQ (Yayasan Pendidikan Ilmu-Ilm Al-Qur'an). The original contribution of the findings of this study is to provide an understanding that the characteristics of a managerial organizational culture are essential.

RESEARCH METHOD

This study uses a realist ethnographic approach with the stages of adopting the Spradley model; this approach was chosen because the researcher wanted to gain a deep understanding of the social reality of the group being studied; this model is also more systematic so that researchers can focus more on accurate and comprehensive descriptions. This is based on the purpose of the study, which is to

describe in detail and depth and identify patterns of integration of Humanist and Qur'anic values in building a managerial organizational culture at the Al-Qur'an Science University.

The stages are: 1) Selection of Ethnographic Projects, 2) Submission of Questions, 3) Data Collection, 4) Data Recording, 5) Data Analysis, 6) Report Writing (Miller et al., 2023). Data collection was carried out for two semesters in 2022 to 2023 to obtain an overview of the form of organizational culture applied. The research matrix table, data coding and data collection techniques can be seen in Table 2.

Table 2. Research Matrix, Coding and Research Data Collection Techniques

Variables	Indicator	Data Collection	Measuring	Code Category
Organizational culture	Vision Mission, Leadership Style Communication, Decision Making, Rewards and Sanctions, Innovation, Work Ethics, Employee Orientation (Reader & Gillespie, 2023)	Participant Observation, Unstructured Interviews	Field notes, Interview transcripts	Reflecting humanism and the Qur'an, Does not reflect humanism and the Qur'an
Organizational Values and Leadership Behavior (Managerial System)	Characteristics of the institution, Involvement of organizational lecturers, Discipline of lecturers, Implementation of managerial systems according to the Statutes, Credibility, Transparency, and Accountability of managers, Leadership patterns according to the Statutes, Interpersonal communication.	Participant observation, closed questionnaire	Field notes, Questionnaire	High, Medium, Low

The primary informant sources are the results of observations, the chairman of the foundation's central management, the rector, the head of the university senate, the vice-rector, and lecturers (McLeod et al., 2023). The secondary data are the foundation's Statutes, academic guidebooks, and employee regulations, as well as other documents.

Instrument validation uses content validity carried out by three expert validators, including a governance expert, a language expert, and a senior governance practitioner; qualitative data validation using triangulation techniques of sources, methods and researchers, Data analysis techniques were carried out qualitatively using the Miles and Huberman model with the following steps: Data reduction, data presentation and Concluding (Phillips et al., 2024), There is data processing carried out quantitatively which aims to facilitate the description of the results of filling out online questionnaires related to the institutional managerial system by lecturers and employees. Researchers maintain the confidentiality of informants by not mentioning their names in this study.

RESULT AND DISCUSSION
Result
Identity Formation and Organizational Culture Managerial

Based on the results of participation observation, data was obtained from universities under the auspices of YPIIQ (Yayasan Pendidikan Ilmu-Ilmu Al-Qur'an), whose management consists of central management, supervisory board, and daily management where they have duties and responsibilities in their respective fields. The administrators come from various elements of society and are competent in their respective fields. The specifications and competencies of the administrators can be seen in Table 3.

Table 3. Specifications and Competencies of the Foundation's Management

Aspect	Position	Competencies
Central Management	General Manager	Academics and Politicians
	Manager 1	Women and Social Activists
	Member 1	Academics and Politicians
	Member 2	Academic expert
	Manager 2	Politicians and Businessmen
	Member 1	Academics and Kyai
	Member 2	Academics and Kyai
Central Supervisory Board	Manager	Academics and Kyai
	Vice Manager	Businessman and Politician
	Secretary	Academics, Politicians, and Entrepreneurs
	Member 1	Academic Experts and Kyai
	Member 2	Academic Experts and Kyai
Daily Management Board	General Manager	Politisi dan pengusaha
	Manager 1	Politicians and Businessmen
	Manager 2	Politicians and Kyai
	Manager 3	Financial experts and bureaucrats
	General Treasurer	Financial Experts and Bureaucrats
	Treasurer 1	Financial expert and women activist
	Treasurer 2	Financial expert and women activist
	Secretary General	Academics
	Secretary 1	Academics and Bureaucrats
	Secretary 2	Academics and Bureaucrats

The university statutes state all basic rules for implementing the managerial system, and organizational culture applied both administratively and operationally, prioritizing deliberation and referring to existing laws and regulations as well as the Qur'an and Hadith. Changes to the statutes are made based on the need to develop the implementation of education, and when the new statutes are ratified, the old statutes are no longer valid. Based on the results of participant observation, findings of statute implementation data were obtained, as shown in Table 4.

The values of academic culture and Qur'anic culture implemented in the organizational culture as the vision of the Institution make the University have a Humanist and Qur'anic vision. Academic culture is closely related to the organizational culture based on the Qur'an, and humanism cannot be separated. Every employee's step always bases itself on humanistic behaviour in accordance with the nature of the Qur'an.

Table 4. Application of statutes to institutions

Regulation	Findings
General requirements	All elements of the institution understand the terms existing in the institution
Vision, Mission and Goals	It has been implemented in reality
Identity	Many elements of the institution do not understand the history of the institution, and many non-permanent lecturers do not know the university's march and anthem by heart.
Implementation of the Tridharma of Higher Education	Some lecturers are less productive in research, community service, and writing journal articles, and some lecturers still use old-fashioned learning models.
Academic freedom, academic platform and scientific autonomy	It has been done well, and the institution fully supports it.
Academic degrees, graduate designations, awards and academic ceremonies	Has been done in accordance with the existing STATUTES
Governance of Higher Education	Has been done in accordance with the existing STATUTES
Lecturers and educational staff	It has been carried out in accordance with the existing STATUTES of the recruitment system, the process has not become permanent
Students and alumni	Has been done in accordance with the existing STATUTES
Cooperation	Has been done in accordance with the existing STATUTES
Facilities and infrastructure	There are several units that are still lacking in providing facilities and infrastructure for the smooth running of academic activities.
Finance and wealth	Has been done in accordance with the existing STATUTES
Internal Quality Assurance System	Has been done in accordance with the existing STATUTES
Code of Ethics	Has been done in accordance with the existing STATUTES
Form and procedure for establishing regulations	Has been done in accordance with the existing STATUTES
Transitional Provisions	It has been carried out in accordance with the existing STATUTES, such as changes to the vision and mission, the form from an institute to a university, changes to the field of work of the vice chancellor, changes to the authority of the registrar and foundation.

The Institution provides written guidelines for lecturers and staff sourced from the University STATUTES, namely the Basic Book of Personnel. These guidelines regulate various matters related to HR management, including recruitment planning, selection, placement, career development, awards, and witnesses. The chart of rules at the Institution can be seen in Figure 1.
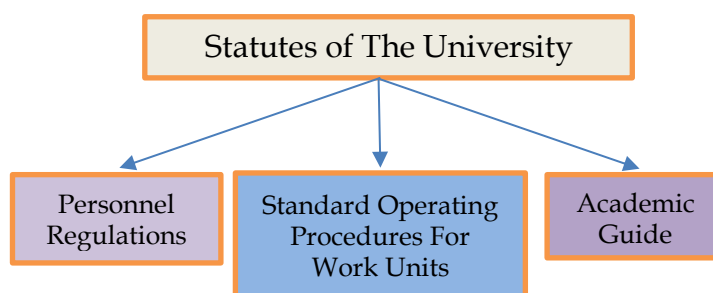

Figure 1. Organizational Guidelines Chart of the Institution

The problem that is often faced when forming the identity of an institution is when accepting new students or employees and lecturers. Basically, the institution accepts students, employees, and lecturers who come from all circles and want to learn and serve together. However, in their acceptance, many of them come from environments that do not have a Quranic culture, such as from circles with secular and hedonistic views that do not apply Quranic or Islamic traditions and values. The solution to this problem is for the institution to accustom several Quranic cultures that are traditions in developing Quranic values, including Friday morning study, midday study, Friday night mujahadah, supporting IPQOS activities that specifically carry out Quranic activities, student boarding schools that are mandatory for new students for 1 year, and building cooperation with several Islamic boarding schools. Strengthening academic culture so that it is able to withstand the development of external cultures that are destructive to the culture of academic organizations, including capacity building, management governance, networking, and process sustainability.

Organizational Culture Orientation on Action

Both leaders and employees are equipped with a strong Qur'anic tradition. Naturally, the academic organizational culture will grow from the Qur'anic culture, such as 1) the assembly every Monday, which aims to direct and motivate work enthusiasm, 2) supporting activities that are personal or group needs of employees where leaders always remind about the regulations and work culture based on the Qur'anic humanism, or they remind each other if they violate the code of ethics or applicable rules, 3) through employee regulations that are made like pocketbooks or attached to the walls of rooms and classes. The Qur'anic life is undoubtedly built from oneself, for example, when work begins with the intention of Allah.

The concrete form of action in carrying out the mandate of the University statute is that the leaders provide academic freedom in the form of formal or material support for the development of lecturers and employees towards their knowledge, such as providing facilities for cooperation with other lecturers from universities both domestically and abroad, or developing other potentials. The leaders also provide prizes as a form of appreciation for employees or lecturers who excel; this has an impact on their work spirit. The institution shows that organizational culture can be understood as all forms of accumulation of ways of thinking, working, feeling, and habits learned by members of the organization. The results of three studies show the importance of establishing cooperation for organizational goals; the results can be seen in Table 5.

Table 5. Findings of the Study of Collaborative Relations

Case	Method	Informant	Findings
1	In-depth Interview	Head of Institution (Rector, Senate and Vice Rector)	The institution collaborates with the Wonosobo district government, in the field of institutional development cooperation with other universities, both state and private, both domestically and abroad, such as Malaysia, Thailand, Yemen and Saudi Arabia.

2	Participant Observation of two Researchers	Lecturer	Cooperation between lecturers, both fellow lecturers within the university and outside the university, both domestically and abroad, in the field of research and community service, as well as forming groups or organizations of lecturers aimed at developing science.
3	Document Analysis	Employee Regulation Guide and Memorandum of Understanding	Agreement for mutual progress, especially for the UNSIQ institution, which includes clauses that do not conflict with the YPIIQ Statutes and employee regulations.

Image Enhancer and Managerial Innovation and Accountability

The results of direct observation show the form of innovation that is implemented, such as 1) attendance and going home and leaving the office based on fingerprints and selfies, 2) assessment, suggestions and criticism for institutions, lecturers and employees based online, 3) the transfer of responsibility for assets and finances of the institution which the institution previously regulated is now entirely the responsibility of the foundation, 4) the appointment of employees and the issuance of decrees for lecturers and employees which was previously by the institution is now carried out by the foundation. Giving rewards to employees and lecturers is part of the implementation of a managerial system in a humanistic organizational culture; awards can be in the form of incentives, salary increases, further studies or job promotions.

The assessment is based on two audit results, namely AMI (Internal Quality Audit) and EDOMA (Lecturer Evaluation by Students); from this data, it is obtained that lecturers or employees deserve rewards or punishments. Like a lecturer who gets good evaluation results, such as in his teaching or scientific work produced, he gets an additional incentive increase. He is promoted to a position that suits his expertise even though he is still relatively young among the other lecturers. This can encourage him to improve his performance further, both personally and in his interpersonal relationships (Santosa, 2022). The proper steps to provide incentives can improve an organizational culture that is oriented towards innovation management (Pedraza et al., 2023). Humanistic and Qur'anic characteristics have been embedded in every employee, and this cannot be separated from the role of leaders in internalizing humanistic and Qur'anic characteristics in every academic activity and strengthening employee.

The responsibility of managers in forming, implementing, and maintaining a healthy and productive organizational culture is a form of Accountability. Organizational culture is not only formed naturally but is also greatly influenced by the attitudes, values, and actions of the leaders within it. Therefore, managers have an important role in ensuring that the values upheld in the organization are aligned with the company's goals and support work ethics, openness, and collaboration. Accountability means that managers must be ready to be evaluated for the decisions and actions they take in influencing organizational culture and be willing to accept the consequences if the culture created actually hinders productivity or causes discomfort for employees. The results of the questionnaires filled out by lecturers online through the internal quality assurance system by the quality assurance institution produced results that can be seen in Table 6.

Table 6. Results of Lecturer Questionnaires Regarding Institutional Assessments

Assessment Standards	Lecturer Response
Institutions have characteristic specifications and are published	The humanist and Qur'anic characteristics are very good and visible
The institution has a curriculum structure and is socialized through website media, faculty education guidebooks	The curriculum structure is very easy to obtain because the socialization from the institution is very massive
Involvement of stakeholders (lecturers, alumni, students, and users) in curriculum development	The institution includes users, alumni and students as well as expert lecturers in its preparation very well
Percentage of implementation of learning methods that use the student centered learning approach from all study programs	Overall it is good, this is because there are some lecturers, especially old lecturers, who still use teacher-centered learning.
One course taught by several lecturers in parallel, which is coordinated and uses the same Semester Learning Plan and handouts.	The implementation of team teaching has gone very well, where the semester learning plan was prepared by the team
Percentage of accuracy of lecturers in submitting/entering semester assessment results	Lecturers submit student assessment results very well and on time, there are factors that influence this, one of which is the existence of incentives
Implementing the managerial system as written in formal documents consistently	The government administrators carry out management as written in the existing rule book very well
Have best practices in implementing credible, transparent, accountable, responsible and fair governance	The governance carried out by the leaders is very transparent, credible and accountable and can be accounted for
Have operational, organizational, and go-public leadership characteristics	The leaders inherited a very good humanist and Qur'anic attitude both in their operations, in managing their organization, and in the impression they built on society
Providing supporting facilities in carrying out the three pillars of higher education	The institution supports and provides facilities, training and workshops to lecturers and staff on a regular basis and is carried out very well and professionally

Table 6 shows that the governance system in the fully implemented managerial and organizational culture has been carried out very well. The leaders have thoroughly implemented the University Statute. Every employee and lecturer obtains their rights and obligations according to their respective types. The performance of the leaders is also fully supervised by the Quality Assurance Institution, which coordinates with the foundation as a managerial evaluation material. This is a good line of coordination in creating a sound supervision system to ensure institutional quality. The integration of the humanities of the Qur'an has a distinctive impact on the institutional system of the university through an organizational culture that upholds the values of the Qur'an in activities within the institution or outside the institution, which is manifested in humanistic social communication relationships by employees and lecturers, both leaders, lecturers and other educational staff.

Discussion

Al-Quran Science University has an organizational culture that originates from the source of the characteristics and direction of the institution's development; this plays an important role from the employee level to the

leadership ranks (Manuela & Manke, 2020) because the organizational culture is formed influences the contribution of employee commitment to the institution (Kayani, 2023). The actualization of Qur'anic values in the institution as a unity within the academic community with the universe as guided by the Qur'an becomes a characteristic of the institution (Rahmadi & Hamdan, 2023; Khotimah et al., 2024). The process of improvement may take a long time, but the improvements and innovations desired in any organization are essential for their long-term survival (Bendak et al., 2020).

Institutions with strong cultures have stable and committed employees who perform exceptionally; organizational culture shows that institutions with strong organizational cultures have loyal employees who perform well, which can increase their competitiveness in the external environment (Ghumiem et al., 2023). There is a positive influence of person-organization fit on institutional commitment, and this has a positive influence on the performance of the citizens within it (Basuki et al., 2024). The influence of transformational leadership directly affects employee performance, emphasizing the positive impact of leadership, which will encourage change and motivation (Soelistya, 2024). Therefore, organizational culture grows from the understanding of the verses of the Qur'an and is manifested in the act of devotion to the organization based on a sense of sincerity and humility, as well as in lecture activities. The implications of the orientation of the organizational culture that is built create the work behaviour of all employees who are dedicated and loyal to the institution; this is because it is embedded in the minds of employees who are working sincerely and earnestly. Allah will give them blessings.

Organizational culture should emphasize commitment to change by controlling the internal environment and identifying the organization's strengths and weaknesses (Abdullah & Nento, 2024). An organization's creativity, especially its use of high technology, provides the key to understanding its effectiveness, growth, and survival (Lam et al., 2021). Therefore, the organization will achieve performance targets that are greatly influenced by organizational culture and can be evaluated using several criteria.

Relations between institutions have a significant influence on the continuity of the organizational culture management that is being run; in fact, relations are also one of the basic needs of the organization (Green et al., 2022; Najiburahman et al., 2024). The beneficial results of positive interpersonal relations in an organization can increase the work productivity of the members of the organization (Peng et al., 2021), maintaining a conducive organizational environment and effective work discipline practices to improve employee performance (Iis et al., 2024). This is because organizational culture and leadership influence employee performance (Hasibuan, 2022).

An organizational culture based on the values of the Qur'an not only shapes individual behaviour in the organization but also strengthens employee commitment, loyalty, and overall performance. This research's contribution lies in the in-depth understanding of how the actualization of Qur'anic values in organizational culture can be the primary foundation for building a harmonious, productive, and sustainable work environment. By integrating religious values

into organizational culture management, institutions can create unique competitiveness while providing a positive impact on the spiritual and professional well-being of the entire academic community.

CONCLUSION

Integrating humanism and the Qur'an within an institution's organizational culture goes beyond incorporating Qur'anic verses into regulations and academic tools. It involves embedding Qur'anic values into the character of the entire scholarly community, guiding their words, actions, and behaviours. Humanism in this context is informed by these Qur'anic values, fostering a harmonious organizational climate based on worship and blessings. This creates healthy interpersonal relationships, even amidst competition for positions. The institution's distinctive characteristics, shaped by this humanistic and Qur'anic approach, enable it to build effective collaborations. However, the study is limited by a lack of diverse informants, including non-permanent lecturers, partner institutions, and alums, and the findings cannot be generalized to other institutions. Further research, particularly with more focused data, is recommended for improvement.

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