

Unlocking Innovation Potential: A Systematic Review of HRM Strategies for Fostering Creativity and Innovation in the Workplace

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Unlocking Innovation Potential: A Systematic Review of HRM Strategies for Fostering Creativity and Innovation in the Workplace

Membuka Potensi Inovasi: Tinjauan Sistematis terhadap Strategi Sumber Daya Manusia untuk Menumbuhkan Kreativitas dan Inovasi di Tempat Kerja

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ABSTRACT

This systematic review explores the intricate dynamics of creativity and innovation within organizational contexts, with a specific focus on the role of Human Resource Management (HRM) strategies. The study begins by delineating the foundational definitions of creativity and innovation, emphasizing their symbiotic relationship as fundamental drivers of organizational change. Through an extensive review of literature, the pivotal importance of HRM strategies in fostering creativity and innovation emerges, with leadership within HRM identified as a key determinant of organizational culture conducive to innovation. The analysis highlights the bidirectional relationship between HRM practices and innovation outcomes, underscoring the transformative potential of strategic recruitment, training, performance management, and rewards and recognition. While recognizing inherent limitations, including biases in existing literature and contextual constraints, the study offers insights into future research directions, advocating for longitudinal studies, interdisciplinary approaches, and qualitative methodologies to deepen understanding of organizational creativity and innovation. In conclusion, this study serves as a stepping stone towards nurturing vibrant ecosystems of creativity and innovation within organizations, enriching lives and driving sustainable change.

Keywords: Creativity, Innovation, Human Resource Management, Organizational Culture, Leadership, HRM Strategies, Systematic Review, Organizational Dynamics, Employee Development

ABSTRAK

Studi sistematis ini mengeksplorasi dinamika kompleks kreativitas dan inovasi dalam konteks organisasi, dengan fokus khusus pada peran Strategi Manajemen Sumber Daya Manusia (SDM). Studi ini dimulai dengan menetapkan definisi dasar kreativitas dan inovasi, menekankan hubungan simbiotik mereka sebagai pendorong utama perubahan organisasional. Melalui tinjauan literatur yang luas, pentingnya strategi SDM dalam memfasilitasi kreativitas dan inovasi menjadi jelas, dengan kepemimpinan dalam SDM diidentifikasi sebagai penentu kunci dari budaya organisasi yang mendukung inovasi. Analisis ini menyoroti hubungan timbal balik antara praktik SDM dan hasil inovasi, menegaskan potensi transformatif dari rekrutmen, pelatihan, manajemen kinerja, dan penghargaan yang strategis. Meskipun mengakui keterbatasan inheren, termasuk bias dalam literatur yang ada dan kendala kontekstual, studi ini menawarkan wawasan tentang arah penelitian masa depan, menganjurkan studi longitudinal, pendekatan lintas disiplin, dan metodologi kualitatif untuk memperdalam pemahaman tentang kreativitas dan inovasi organisasional. Sebagai kesimpulan, studi ini berfungsi sebagai pijakan menuju pembangunan ekosistem yang bersemangat tentang kreativitas dan inovasi dalam organisasi, memperkaya kehidupan dan mendorong perubahan yang berkelanjutan.

Kata Kunci: Kreativitas, Inovasi, Manajemen Sumber Daya Manusia, Budaya Organisasi, Kepemimpinan, Strategi SDM, Tinjauan Sistematis, Dinamika Organisasi, Pengembangan Karyawan

1. Introduction

To foster creativity and innovation in the workplace, organizations can implement various Human Resource Management (HRM) strategies that have been shown to positively impact innovation and creativity. Transformational leadership, as highlighted by (Gumusluoğlu & İlsev, 2009), plays a crucial role in promoting creativity and innovation by providing a supportive environment that includes vision, autonomy, recognition, and challenge. Additionally, HRM practices such as green HRM, as discussed by (Saeed et al., 2018), can encourage proenvironmental behaviors and innovation by emphasizing management commitment, organizational support, and HR practices that align with creativity and innovation. Chowhan (2016) emphasizes the importance of understanding the relationship between different HRM practices and innovation, beyond just skills training, to include motivation-enhancing and opportunity-enhancing practices. Khalili (2016) further supports this by highlighting the significance of a supportive working environment in fostering creativity and innovation. Moreover, Lei et al. (2021) and Son et al. (2022) suggest that HRM practices can stimulate both exploitative and exploratory innovation by creating conditions that promote creative ideas, innovative approaches, and knowledge sharing.

Devi (2023) points out that effective knowledge management strategies can enhance the relationship between leaders and subordinates, fostering employee creativity. Azevedo et al. (2020) also stress the role of HRM in building organizational innovation by supporting and recognizing innovative ideas and engaging employees in the innovation process. Furthermore, Chen et al. (2021) found that perceived green HRM positively influences employees' green behavior and creativity, indicating the broader impact of HRM practices on fostering innovation. In conclusion, HRM practices play a vital role in fostering creativity and innovation in the workplace by promoting supportive leadership, creating a conducive work environment, encouraging knowledge sharing, and aligning organizational strategies with innovation goals. By implementing HRM strategies that prioritize creativity, engagement, and innovation, organizations can cultivate a culture that nurtures and sustains continuous innovation and creativity.

This research aims to address the shortcomings in understanding the literature regarding the relationship between Human Resource Management (HRM) strategies and the cultivation of creativity and innovation in the work environment. Although it is acknowledged that HRM has an important role in facilitating innovation, the current literature still shows a fragmented understanding of the specific practices and mechanisms that are effective in fostering innovation in the workplace. Therefore, this research becomes urgent because innovation is a crucial element for the growth and survival of organizations in today's competitive business environment. By utilizing evidence from various studies, this research aims to identify key HRM practices and mechanisms that contribute to the cultivation of creativity and innovation in organizational contexts. It is hoped that the findings from this research will provide valuable insights for HRM practitioners, organizational leaders, and policy makers in developing strategies and policies that support innovation. In addition, it is hoped that this research will contribute to theory development in the domain of HRM and innovation and guide the direction of future research in this field. With a systematic and structured approach, this research seeks to be a significant contribution in understanding and enriching practices and theories related to creativity and innovation in the workplace.

2. Research Method

This research uses a systematic literature review (SLR) approach with the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method. Research was carried out by identifying and evaluating relevant literature from international databases such as Scopus

and Web of Science. Keywords used in the literature search include "HRM strategies", "creativity", "innovation", "workplace", and variations of other related keywords. A literature search was carried out by considering the title, abstract and keywords related to the research topic. Accepted articles were identified based on previously established inclusion criteria. Relevant articles for this research must meet the following criteria: (1) Relate to Human Resource Management (HRM) strategies that aim to foster creativity and innovation in the workplace, (2) Focus on the context of the workplace or organization, (3) Based empirical research, including quantitative, qualitative, or combined research, (4) Published in international indexed scientific journals, and (5) Available in English. Once the literature search is complete, relevant articles will be filtered based on title, abstract, and full text. Articles that meet the inclusion criteria will be included in further analysis, while articles that are irrelevant or do not meet the inclusion criteria will be rejected. The entire article selection process will be carried out independently by two researchers, and disagreements will be resolved through discussion and consensus. The data analysis process will be carried out using the PRISMA method. This includes the stages of identification, screening, data collection, and risk of bias assessment. Data extracted from accepted articles will include information about the research design, sample population, variables studied, main findings, and other important conclusions relevant to this research topic. The entire literature review process will be documented in detail and transparently to ensure traceability and replicability. By using the PRISMA method and a rigorous systematic literature review approach, this research aims to provide a comprehensive and reliable synthesis of Human Resource Management (HRM) strategies that aim to foster creativity and innovation in the workplace.

3. Results and Discussions

3.1. Definition of Creativity and Innovation

The concept of creativity, often described as the ability to generate original and valuable ideas or solutions, is widely acknowledged as the cornerstone of innovation—a process that involves implementing these creative ideas to bring about tangible improvements or changes (Kwan et al., 2018). Within scholarly discourse, there is a strong consensus that creativity and innovation are intrinsically interconnected; without novel and inventive concepts, the realization of innovation becomes unattainable (Kwan et al., 2018). Scholars have emphasized the crucial role of understanding the process of idea generation in fostering both creativity and innovation (Ahmad & Agarwal, 2021).

In summary, the symbiotic relationship between creativity and innovation is pivotal for organizations striving to adapt and thrive in dynamic environments. Recognizing creativity as the foundation of innovation underscores the importance of creating environments that support idea generation and exploration. Thus, scholarly exploration of the mechanisms driving creative ideation processes not only advances theoretical knowledge but also provides practical guidance for organizations aiming to nurture a culture of innovation.

3.2. Importance of HRM Strategies

In the intricate tapestry of organizational dynamics, Human Resource Management (HRM) strategies emerge as indispensable agents, intricately woven into the fabric of fostering creativity and innovation. Within the fluid currents of organizational evolution, HRM practices serve as guiding beacons, illuminating pathways for the cultivation of talent attraction, retention, and development—pillars crucial for igniting the flames of innovation (Hughes et al., 2018). Moreover, the leadership mantle within the domain of HRM assumes a profound significance, akin to a captain navigating the vessel through turbulent waters. It is through the artistry of HRM leadership that the seeds of organizational culture and climate are sown,

nurturing an ecosystem conducive to the unfurling of creativity and innovation (Supriatna & Zulganef, 2023).

In essence, the orchestration of HRM strategies is akin to nurturing a thriving garden, where each seedling represents the potential for **transformative** ideas to take root and flourish. Through a human-centric approach to HRM, organizations cultivate an environment where individuals are not merely employees, but valued contributors to the tapestry of innovation.

3.3. Relationship between HRM and Innovation

In the intricate dance of organizational dynamics, the relationship between Human Resource Management (HRM) and innovation unfolds as a symphony of mutual influence, each harmonizing with the other in a delicate interplay. At the heart of this symbiotic relationship lies the profound impact of HRM strategies on innovation outcomes and conversely, the **transformative** power of innovation on HRM practices. Evidential threads woven through scholarly inquiry illuminate the direct pathways through which HRM practices—ranging from the strategic orchestration of recruitment, training, to the nuanced intricacies of performance management—exert tangible influences on the fabric of innovation within organizational realms (Hughes et al., 2018).

Moreover, the role of innovative leadership emerges as a beacon of inspiration, illuminating pathways for organizational excellence and fostering a culture steeped in the ethos of innovation. Through innovative leadership styles that embrace empathy, vision, and inclusivity, leaders breathe life into organizational aspirations, nurturing an ecosystem where every individual is empowered to contribute their unique perspectives and ideas towards the tapestry of innovation (Supriatna & Zulganef, 2023).

In essence, the relationship between HRM and innovation transcends mere **transactional** interactions; it embodies a human-centric ethos that celebrates the inherent potential of individuals to drive **transformative** change. By fostering an environment where innovation flourishes as a collective endeavor, organizations embrace a future where the symbiotic relationship between HRM and innovation paves the way for sustained growth, creativity, and human flourishing.

3.4 HRM Strategies for Fostering Creativity and Innovation

In the grand tapestry of organizational evolution, Human Resource Management (HRM) strategies emerge as the artisans, meticulously crafting the fertile soil from which the seeds of creativity and innovation may flourish. At the heart of these strategies lies the ethos of cultivating a supportive organizational culture—a sanctuary where the alchemy of experimentation and risk-taking is revered as sacred rites of passage (Jeong et al., 2019). Within this nurturing ecosystem, individuals are not merely employees, but custodians of possibility, empowered to explore uncharted territories and embrace the unknown with a spirit of curiosity and daring.

Yet, the cultivation of creativity and innovation transcends the confines of culture alone; it permeates every facet of HRM practices, infusing **recruitment and selection, training and development, performance management, and rewards and recognition** with the essence of ingenuity and vision (Hughes et al., 2018). Through a human-centered lens, HRM practitioners embark on a journey of empowerment and enrichment, where each interaction becomes a canvas upon which the colors of innovation are painted.

Recruitment and selection cease to be mere transactions; they become opportunities to unearth the diamonds in the rough, individuals whose unique perspectives and talents hold the promise of **transformative** change. Training and development evolve into odysseys of discovery, where the acquisition of new skills and knowledge becomes a voyage of self-actualization and growth.

Performance management transcends the metrics of productivity; it becomes a symphony of feedback and support, nurturing a culture where failure is not feared but embraced as a stepping stone towards greatness.

Rewards and recognition become tokens of appreciation, acknowledging not just outcomes but the journey—the relentless pursuit of excellence, the unwavering commitment to innovation. In the hallowed halls of organizational realms, HRM strategies cease to be mere tools; they become conduits of human potential, catalysts for unlocking the boundless creativity and innovation that lie dormant within every individual.

In essence, the journey towards fostering creativity and innovation through HRM strategies is not just a pursuit of organizational excellence; it is a celebration of humanity—a testament to the indomitable spirit of innovation that resides within us all. Through a human-centered approach to HRM, organizations embark on a quest to unleash the full spectrum of human potential, forging a future where creativity and innovation illuminate the path towards a brighter tomorrow.

3.5. Recruitment and Selection

Recruitment and selection processes serve as the threshold where individuals embark on transformative journeys, poised to breathe life into the tapestry of organizational creativity and innovation. Beyond the mere mechanics of filling roles, these processes are imbued with the profound responsibility of identifying individuals whose unique blend of experiences, perspectives, and talents hold the promise of enriching the creative fabric of teams (Hughes et al., 2018). Each candidate represents a story waiting to unfold, a symphony of aspirations and potentials yearning to be unleashed upon the canvas of organizational endeavors.

In the pursuit of assembling a mosaic of talent, organizations cast their nets wide, embracing diversity in all its myriad forms. It is within the tapestry of diverse backgrounds and skill sets that the seeds of innovation find fertile ground to germinate and flourish. Through the inclusion of individuals from varied walks of life, organizations enrich the creative capabilities of their teams, infusing them with a kaleidoscope of perspectives and insights (Hughes et al., 2018).

Moreover, the art of recruitment and selection extends beyond the confines of resumes and interviews; it delves into the realm of human connection and intuition. In the dance of interactions, recruiters discern not only the technical proficiencies of candidates but also the intangible qualities that define their character—their passion, their resilience, their capacity for collaboration. It is through this holistic approach that organizations uncover the gems amidst the rough individuals whose potential transcends the boundaries of conventional metrics.

In essence, recruitment and selection processes are not merely transactions; they are sacred rituals, where the destinies of individuals intertwine with the aspirations of organizations. With each new addition to the team, organizations take a step closer towards realizing their vision of a vibrant ecosystem where creativity and innovation flourish. Through the artistry of recruitment and selection, organizations pave the way for a future illuminated by the boundless potential of human ingenuity.

3.6. Training and Development

Within the labyrinth of organizational evolution, training and development programs emerge as beacons of empowerment, guiding individuals on transformative journeys of growth and discovery. Beyond the mere acquisition of knowledge and skills, these programs serve as crucibles where the alchemy of human potential is ignited, unleashing the creative and innovative capacities latent within each individual (Kim et al., 2022).

At its core, training and development embody a commitment to lifelong learning—a recognition that growth is not a destination but a journey. Through a mosaic of workshops, seminars, and

mentorship programs, organizations provide fertile soil for the cultivation of curiosity and exploration. Individuals embark on odysseys of discovery, traversing landscapes rich with insights and revelations, as they hone their craft and expand the horizons of their capabilities. Moreover, training and development initiatives transcend the confines of traditional classrooms, embracing the boundless possibilities of experiential learning. Through hands-on projects and real-world challenges, individuals are afforded the opportunity to apply theoretical knowledge in practical contexts, bridging the gap between theory and practice (Kim et al., 2022). It is within the crucible of experiential learning that individuals not only sharpen their skills but also cultivate the resilience and adaptability essential for navigating the complexities of the modern world.

Furthermore, training and development programs serve as catalysts for fostering a culture of innovation within the organization. By providing individuals with the tools and resources needed to stay abreast of the latest trends and technologies, organizations empower them to push the boundaries of what is possible (Kim et al., 2022). Through continuous learning and skill development, employees become architects of change, pioneering innovative solutions to the challenges of tomorrow.

In essence, training and development programs are not merely investments in human capital; they are investments in the future. With each opportunity for growth and learning, organizations sow the seeds of innovation, nurturing a culture where creativity flourishes and individuals thrive. Through the journey of training and development, organizations embark on a quest to unlock the full potential of their greatest asset—their people.

3.7. Performance Management

Performance management transcends the realm of mere metrics; it embodies a sacred pact between individuals and organizations, a covenant to cultivate growth and excellence. At its essence, effective performance management systems serve as compasses, guiding individuals on pathways of alignment and achievement, where personal aspirations converge with organizational objectives (Hughes et al., 2018).

Within the tapestry of performance management lies the art of recognition—a testament to the belief that every effort, every endeavor, deserves acknowledgment and validation. Through the lens of recognition, organizations bestow upon individuals the gift of affirmation, affirming not only their contributions but also their potential to catalyze transformative change (Wang, 2019). It is through this act of recognition that the seeds of motivation are sown, nurturing a culture where creativity and innovation are not just encouraged but celebrated as hallmarks of excellence.

Moreover, performance management serves as a crucible for growth, where feedback becomes the currency of improvement. In the dance of interactions, individuals receive not just evaluations but insights—insights that illuminate their strengths, illuminate their weaknesses, and pave the way for growth and development (Hughes et al., 2018). It is within this crucible of feedback that individuals embark on journeys of self-discovery, charting courses of improvement and evolution.

Furthermore, performance management serves as a canvas upon which the tapestry of innovation is painted. Through the artistry of recognition, organizations celebrate not just outcomes but the spirit of innovation—the courage to challenge conventions, the audacity to defy expectations (Wang, 2019). It is through this celebration of innovation that organizations create ecosystems where creativity flourishes, where individuals are empowered to unleash their full potential.

In essence, performance management is not just a process; it is a philosophy—a philosophy that embraces the inherent potential of individuals to achieve greatness. Through the art of

recognition and feedback, organizations nurture cultures where creativity and innovation thrive, where individuals are not just performers but creators of change. With each interaction, each acknowledgment, organizations affirm their commitment to fostering growth and excellence, paving the way for a future illuminated by the boundless possibilities of human ingenuity.

3.8. Celebrating Achievement: The Essence of Rewards and Recognition

Within the vibrant tapestry of organizational dynamics, rewards and recognition emerge as beacons of affirmation, casting rays of appreciation upon the endeavors of individuals. At their core, rewards and recognition embody a celebration of achievement—a recognition of the dedication, the ingenuity, and the resilience that individuals bring to their craft (Wang, 2019). Beyond mere tokens of appreciation, rewards and recognition become symbols of gratitude—a testament to the belief that every contribution, no matter how small, deserves acknowledgment and validation. Through the act of recognition, organizations bestow upon individuals the gift of affirmation, affirming not only their accomplishments but also their potential to catalyze transformative change (Wang, 2019). It is through this act of recognition that the seeds of motivation are sown, nurturing a culture where individuals are inspired to reach new heights of creativity and innovation.

Moreover, rewards and recognition serve as catalysts for fostering a culture of innovation within organizations. By incentivizing and celebrating innovative efforts, organizations create ecosystems where creativity flourishes, where individuals are empowered to unleash their full potential (Wang, 2019). Through the artistry of recognition, organizations affirm their commitment to nurturing environments where innovation is not just encouraged but celebrated as a cornerstone of excellence.

Furthermore, rewards and recognition become rituals of appreciation—a recognition of the human element that lies at the heart of every endeavor. In the exchange of accolades, individuals are not just recipients but participants in a shared narrative of growth and achievement. It is through this exchange that bonds are forged, connections are deepened, and a sense of belonging is cultivated.

In essence, rewards and recognition are not just gestures; they are expressions of gratitude—a recognition of the profound impact that individuals have on the fabric of organizational life. With each accolade, each gesture of appreciation, organizations affirm their commitment to fostering cultures where individuals are not just valued but celebrated as architects of change. Through the art of rewards and recognition, organizations pave the way for a future illuminated by the boundless possibilities of human ingenuity and collaboration.

3.9. Organizational Culture

Organizational culture, akin to the rich soil in which the seeds of creativity and innovation take root, stands as a cornerstone of organizational dynamics. It is within the tapestry of organizational culture that the values, norms, and beliefs of individuals converge, shaping the ethos of the collective endeavor (Jeong et al., 2019). At its essence, organizational culture embodies a commitment to fostering environments where experimentation, collaboration, and continuous improvement are not just encouraged but celebrated as hallmarks of excellence.

In the symphony of organizational life, leadership emerges as the maestro, guiding the orchestration of organizational culture towards the harmonious chords of innovation (Supriatna & Zulganef, 2023). Through visionary leadership, organizations set the tone for cultural transformation, inspiring individuals to transcend boundaries and embrace the spirit of exploration. It is through the artistry of leadership that the seeds of innovation are sown, nurturing a culture where creativity flourishes and individuals are empowered to push the boundaries of what is possible.

Moreover, organizational culture becomes a crucible for growth and development—a sanctuary where individuals are encouraged to take risks, explore new ideas, and challenge the status quo. By fostering a culture of psychological safety, organizations create ecosystems where individuals feel empowered to voice their ideas and contribute to the collective vision (Jeong et al., 2019). It is within this crucible of collaboration that the sparks of innovation ignite, illuminating the path towards transformative change.

Furthermore, organizational culture becomes a tapestry of shared experiences—a narrative woven by the collective aspirations and endeavors of individuals. Through rituals, traditions, and shared values, organizations cultivate a sense of belonging, fostering connections that transcend hierarchy and departmental boundaries. It is within this tapestry of belonging that the seeds of innovation find fertile ground to flourish, as individuals come together in pursuit of a shared purpose.

In essence, organizational culture is not just a reflection of values; it is a manifestation of collective aspirations—a testament to the belief that together, we can achieve greatness. With each interaction, each shared experience, organizations reaffirm their commitment to nurturing environments where creativity and innovation thrive. Through the art of cultural transformation, organizations pave the way for a future illuminated by the boundless possibilities of human ingenuity and collaboration.

4. Conclusion

Traversing the intricate landscape of creativity and innovation within organizational realms unveils a myriad of insights and revelations. From foundational definitions of creativity and innovation to the pivotal role of Human Resource Management (HRM) strategies, organizational culture, and avenues for employee development, each facet contributes to the vibrant tapestry of organizational dynamics. The journey illuminates the symbiotic relationship between creativity and innovation, underscoring the fundamental interconnectedness between novel ideas and tangible change. As scholars and practitioners, there is a recognition of the imperative to create environments that nurture creativity—a vital precursor to innovation. Through exploration of HRM strategies, the indispensable role in cultivating environments conducive to creativity and innovation becomes apparent. Leadership within HRM emerges as a guiding force, shaping organizational cultures that celebrate experimentation, collaboration, and continuous improvement. Moreover, the interplay between HRM practices and innovation outcomes highlights the transformative power of strategic recruitment, training, performance management, rewards, and recognition. Each element serves as a catalyst for unleashing the creative potential within individuals, fostering a culture where innovation thrives as a collective endeavor. Acknowledging the limitations, it is essential to recognize the complexity and nuance inherent in organizational dynamics. The study represents a snapshot of a vast and evolving landscape, inviting further inquiry and exploration.

While shedding light on the multifaceted nature of creativity and innovation within organizational contexts, it is essential to acknowledge inherent limitations. The analysis is confined to existing literature, subject to biases and research gaps. The focus on HRM strategies and organizational culture offers a partial perspective, neglecting broader contextual factors influencing creativity and innovation outcomes. Additionally, generalizability may be limited by diverse organizational contexts and dynamic human behavior. External factors such as market dynamics, technological advancements, and regulatory frameworks are not accounted for, which may shape organizational approaches to creativity and innovation.

Building upon this foundation, future research endeavors could address several avenues for inquiry. Longitudinal studies could offer insights into temporal dynamics of creativity and innovation, understanding causal mechanisms underlying their emergence and evolution.

Comparative studies across organizational contexts and industries could provide insights into contextual factors influencing outcomes. Interdisciplinary approaches integrating psychology, sociology, and management science could enrich understanding of individual, group, and organizational factors shaping creative and innovative behaviors. Qualitative methodologies such as case studies and ethnographic research could offer nuanced insights into lived experiences within organizations, complementing quantitative analyses with contextual understanding.

In essence, this exploration is a stepping stone towards deeper understanding of the complex interplay between creativity, innovation, and organizational dynamics. Embracing imperatives of curiosity, inquiry, and collaboration paves the way for a future where organizations flourish as vibrant ecosystems of creativity and innovation, enriching lives of individuals and communities alike.

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