

# Salovey-Mayer Emotional Intelligence Model for Dealing with Problems in Procurement Management

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## Abstract

Emotional intelligence a psychological construct relates to the dimensions of behaviour associated with competent performance. Numerous earlier studies show that emotional intelligence competencies such as perceiving emotions, understanding emotions, integrating emotions and managing emotions result to positive behaviour. It helps in promoting a climate of integrity, trust and commitment in dealing with complex problems. Institutions of diverse backgrounds often engage in procurement processes to obtain goods and services either for national development or organizational expansion. Therefore, factors for enhancing transparency and accountability are crucial in procurement management. This paper investigates the relationship between emotional intelligence and procurement management. The result indicates that Salovey-Mayer Model of Emotional Intelligence leads to positive behaviour necessary for dealing with problems in procurement management. The paper prescribes suggestion about how future research can help in procurement management by using emotional intelligence. It also recommends that the process of procurement should follow principles of procurement management to reduce corrupt practices.

## Keywords

Huge Procurement Arrangements, National Development, Positive Behavior, Transparency, Accountability, Public Procurement, Project Management, Multinational Company, Public Financial Management

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## 1. Introduction

Some contemporary theorists on emotional intelligence suggest that the origin of the concept belongs to Darwin's early work (1837-1872) on the importance of emotional expression for survival and adaptation which has had tremendous influence on the development of emotional and socially intelligent behaviour in terms of effective and successful adaptation. Subsequently, Peter Salovey and John Mayer first defined the term in 1990, while Daniel Goleman followed up in 1995. In 1997 Reuven Bar-On proposed a model of emotional social intelligence with regard to the potential for performance and success [1]. According to Radha and Shree [2] the concept of emotional can

also be traced again to early 1900s through 1950s because of the academic work of Thorndike and others, like David Wechsler, and Howard Gardner [3]. In these years, psychologists have thought of emotional intelligence in relation to cognitive aspects such as memory and problem-solving [4]. However, with the growing popularity of emotional intelligence in problem-solving, as the result of Daniel Goleman's [5] brilliant thesis on the subject and following further research, Mayer and Salovey [6] redefined emotional intelligence within the confines of the standard criteria for a new intelligence and revised their own earlier definition of emotional intelligence to mean: *The ability to perceive emotions, integrate emotions to facilitate thought, understand emotions, and to regulate emotions to promote*

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*personal growth*. As part of top management activity, procurement management embraces the establishment, and co-ordination of policies and procedures for obtaining products, equipment, machinery, property, and other sundry services for effective national, institutional or organizational operations. For example, a country may need to procure warships, warplanes, among others for the defence of its national integrity. A corporation or a company may require procuring heavy duty equipment and other machinery for its successful operations. In these cases decisions have to be made by a few people who are placed in authority to do so by defining the policies and procedures, including budget estimates involved. By its very nature, the whole idea of embarking on any kind of procurement is to solve one problem or the other. Decision-making in such complex situations requires important factors on intelligent behavior, including multiple intelligences. Multiple intelligences include both interpersonal intelligence, which is the capacity to understand the intentions, motivations and desires of other people, and intrapersonal intelligence, involving the capacity to understand oneself to appreciate one's feelings, fears and motivations. Possession of these attributes is crucial in problem-solving situations like procurement management. For example, Livesey [7] emphasizes that possession of emotional intelligence skills is important in successful project management. In many countries like Nigeria, the average Nigerian will believe that any large project that requires large procurement involving large sums of money must fail because the people believe that the money will be looted at all levels. This is the tragedy of procurement in many places; lack of integrity, transparency, accountability and service orientation. From the evidence of huge corruption in procurement around the world today, it becomes safe to state that one of the major missing parts in the success equation in procurement management is emotional intelligence. Based on many years of academic research, scientists assert that emotional intelligence provides a wide range of abilities that contribute to problem-solving and sound decision-making involving technical situations like engineering, management, construction management, project management, and procurement management. Emotional intelligence can be regarded as an index of effectiveness and efficiency in task performance. The absence of emotional intelligence can breed corruption in procurement management. According to Ware, et al [8] corruption is a worldwide scourge that afflicts both developed and developing nations alike and that requires constant attention by many sectors of society to keep it under check. They confirm that the social *pandemic* or corruption is pervasive in public procurement. It distorts public financial management, impairing the delivery of public services, such as the building of schools, and the provision of quality medical care, ultimately; it retards efforts to reduce poverty. Globally, Transparency International [9-10] estimates that at least \$400 billion a year is lost to bribery and corruption in public

procurement, thereby increasing cost of governance by about 20-25 percent. Public procurement is particularly susceptible to corruption because of the huge level of funds involved and because of the expenditure profile of public procurement projects. In a country where the people and government have less capacity to prevent, detect, control, monitor and enforce laws and regulations the greater the likelihood of corruption and weak procurement management [11].

### 1.1. Research Problem

There is a loud outcry over lack of transparency, integrity and accountability in procurement management around the world. For example, a country like Nigeria, that is fighting a war against terrorism is also fighting another war against corruption in public procurement. In recent years the country lost huge sums of public funds through systemic bribery and corruption in public procurement facilitated by top brass public officers, of which some of them have been convicted and jailed. In Africa, it is estimated that approximately one quarter of its Gross Domestic Product (GDP) or about \$148 billion is lost to corruption each year. The African Development Bank [12] proves that corruption in public procurement led several countries to pay about 20-100 percent more for goods and services than they would have had to otherwise. Mugazi [13] reports that in Uganda, approximately \$107 million is lost annually to corruption mostly through public procurement. What actually is done in most countries is *pocketful management* and not procurement management. This scenario paints a true picture that most public and private institutions have not embraced emotional intelligence as tool for effective procurement management. As long as emotional intelligence remains lacking in these sectors despite years of reports on its efficacy in successful management, it is doubtful if huge corruption in procurement will reduce. For example, the celebrated collapse of Enron is linked to procurement fraud involving about \$1.3 billion. Enron deceived the California market with impunity, using manipulative corporate strategies that contributed to its demise. Also, in some cases, it was discovered that bidders were involved in paying kickbacks both to buy influence over the procurement decision-making process and to solicit direct and immediate reward in an urban transport project in Africa costing more than US\$100 million, which led to its cancellation by an international financial institution working on it [14]. Another problem in public procurement in developing nations is the relationship between the local agent, government officials and foreign suppliers. There are cases where bribe money is built into the agency agreement between the multinational company and the local agent, which has the effect of providing the agent with a powerful incentive to be as aggressive as possible in helping to win procurement contracts for the foreign bidder. For private

gains, public officers continue to violate procurement rules. In Nigeria, highly placed public officers have been dismissed for violating the principles of the Public Procurement Act (2007) (as amended) [15-16]. There is no doubt that many people have no clear understanding of the procurement processes as stipulated by the procurement law. The issue then is that without efficient procurement management huge money gets into wrong hands and wasted.

**1.2. Research Rationale**

The rationale for this study is the curiosity that in Nigeria where there is no accurate statistics about the huge losses to corruption through public procurement, it could be as high as about 70 percent of the budget, about the same percentage of the number of people living in poverty. This is enough to wake up the spirit of civil society organizations (CSOs) to pursue necessary remedies over this public malady.

**1.3. Research Objective**

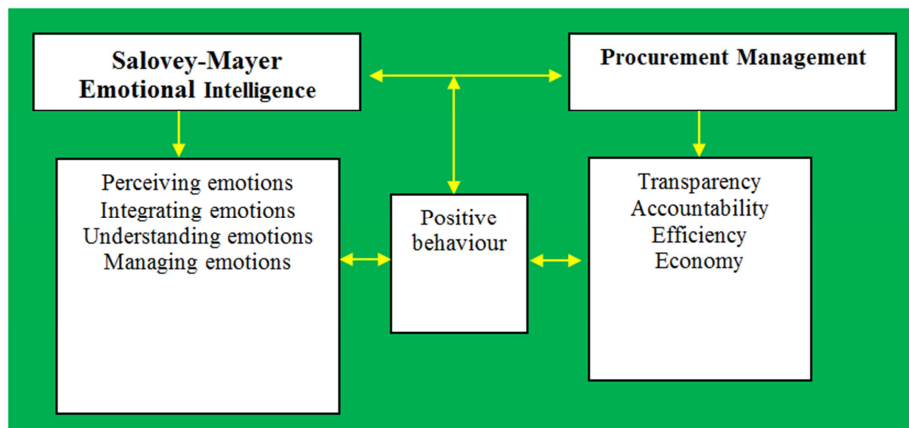
The study was designed to explore the relationship between Salovey-Mayer Emotional Intelligence Model and Procurement Management.

**1.4. Research Questions**

- i. Can emotional perception lead to proper procurement management?
- ii. Can using emotions result to work commitment?
- iii. Does managing emotions enhance executive performance?
- iv. Do you think understanding emotions can reduce corruption in procurement management?
- v. Is procurement management crucial in economic management?

**1.5. Conceptual Framework**

A conceptual framework is the structure of the study and reflects its major variables in relation to the problem of the study. It is often expressed as a or model. A model is a reflection of reality and it leads to theory building. The conceptual framework for this study is shown in figure 1.



**Figure 1.** Salovey-Mayer Emotional Intelligence and Procurement Management Model.

Emotional intelligence as a dispositional variable where developed, understood and properly utilized can result to positive behaviour and performance [17]. Emotional intelligence embraces psychological well-being and emotional health necessary for healthy understanding and behavior. It thrives on the ability to identify emotions and to use them constructively. Understanding emotional intelligence enforces self-control. This manifests in the ability to sustain discipline and self-contentment. It is a measure of trustworthiness which is also an attribute of dependability. Trustworthiness provides the opportunity for people to repose confidence in others, and to believe that they can perform creditably in certain positions. Perceiving emotions is important in trying to distinguish trust from lies. Emotion experts state that through facial movements one can

detect discrepancies between the mask of a person’s faked emotions and leakage of what they actually are. The act of fake emotions and lying can be high among individuals in a procurement process, just to outdo each other and to gain personal advantage. According to Goleman [18] the act of lying demands conscious, intentional activity. Liars, pay most attention to their choice of words, censoring what they say, and less to their choice of facial expression. In this context, the ability to detect and decipher emotions in faces, is essential in a procurement management process. Procurement management usually involves negotiations between the manufacturer and the buyer or the supplier and the retailer. For effective negotiations the ability to perceive emotions, use emotions, understand emotions and manage emotions within the context of the four branch model of emotional

intelligence is in-escapable. Goleman [19] acknowledges negotiation as a major problem-solving technique and asserts that the ability to read the feelings of the opposition during a negotiation is crucial to success. Procurement is an entrepreneurial management activity, which requires negotiation skill to achieve *desirable* benefits. Through emotional understanding and management, the best negotiators can sense which points require change or adjustment and diplomatically and gracefully concede there, while pressing for concessions in other important areas that are not contentious [20]. A failure in negotiation is a failure in the procurement process. This is so because procurement is carried out through negotiated contract. A negotiated contract shall be when competitive tenders are obtained and followed up with negotiation between the vendor/contractor and the procurement committee to achieve price reduction in the contract, design and build initiatives.

## 2. Literature Review

The emotional intelligence skill in negotiations helps to ensure a *win-lose* situation in the process, through problem-solving. Skilful negotiations promote a magnanimous spirit, a co-operative strategy, in complex transactions like a multimillion Naira procurement arrangement like design and build imperatives. These types of transactions require timely notification of tendering opportunities to contractors/vendors for necessary competitive tendering. Usually, for projects which include procurement on the basis of competitive tendering, the procurement committee will arrange for its publication in the relevant media, where necessary, and maintain a list of responses to the notice. This procedure starts relationship building to prequalify potential vendors. Relationship building or management is an important component of emotional intelligence that helps in positive outcomes. Emotional intelligence involves five domains which include: knowing your emotions, managing your own emotions, motivating yourself, recognizing and understanding other people's emotions and managing relationships or managing the emotions of others. This characterization paves the way for an institution to accurately assess its needs, the individuals handling projects with care, maximizing and, encouraging participation, linking goals and personal values, adjusting individual's expectations, and assessing readiness for change, and motivation to enhance effective performance. Its intervention helps to focus attention on performance of a project. Basic concepts in performance management focus attention on organizational performance, group performance and ability and capacity for quality and goal attainment [21]. The present measure of Mayer and Salovey's model of emotional intelligence, also known as the *Mayer-Salovey-Caruso Emotional Intelligence*

*Test (MSCEIT)* is based on a series of emotion-based problem-solving items. Consistent with the model's claims of emotional intelligence as a type of intelligence, the test is used to measure ability and success [22-25]. Curbing corruption in public procurement requires behaviour modification to save huge amounts of public money going into private pockets. Governments and many private sector organizations (PSOs) regularly spend huge sums of money on procuring a variety of goods, including equipment for capital projects and other inventories which are often done without obtaining proper specifications or competitive bidding. It is obvious that a combination of emotional darkness and incompetence provide opportunities for abuse in the procurement process. Sometimes negotiations for huge contracts are held in secret, and minutes are not taken and kept at all or are very sketchy, and without regard to procurement principles.

### 2.1. Procurement Management Principles

Gulati and Rao [26] summarize that procurement management should be characterized by some basic principles: (i) It must be based on roles. This means that nations should have a clear and adequate legal and regulatory framework in place to guide public procurement. (ii) Procurement management should encourage competition in bidding for government contracts. (iii) Transparency is key in public procurement. Therefore, the public procurement process should imbue the public with confidence that the government is providing legitimate services for citizens rather than increasing private wealth of public or government officials and other sundry narrow interests. (iv) For the purposes of accountability the principle of procurement management recognizes that public officers should be held responsible for the proper implementation of rules and regulations in respect of public procurement. It requires due process which entails the adoption of adequate internal controls and audit procedures to enhance decision-making and the authority to impose corrective measures and remedies. (v) The procurement process must be efficient, effective, and economical. (vi) The system must be efficient to encourage the quick completion of the procurement process, within a reasonable length of time, as well as the timely delivery of the goods, services, and works so procured. It is emphasized that the ability to manage the procurement process based on these six key principles is fundamental towards successful procurement management and a reflection of an emotionally intelligent workplace [27-28].

### 2.2. Procurement Management and Prequalification of Tenders

Even though purchasing and procurement are related they are not exactly the same. However, procurement management, like in purchasing and supplier management



is based on mutual trust, long-term relationship and shared information. It often follows a typical supply chain management approach in terms of quality and time of delivery [29]. Purchasing is frequently used interchangeably with procurement, and generally speaking, the latter is the connecting link between an organization and its suppliers. In this capacity, it exchanges information with suppliers, and functional areas. Many organizations usually determine prices in huge special purchasing situations-when specifications are required, and when one or a few customized products or services are involved. Several myths concerning negotiated procurement which should be recognized are; that negotiation is a win-lose confrontation, the main goal is to obtain the lowest possible price, and that each negotiated procurement transaction is an isolated transaction. In a typical negotiated procurement, no party wants to be taken advantage of. Furthermore, contractors and suppliers need a reasonable profit margin to survive. Therefore, a *take-it-or-leave-it* approach or one that capitalizes on the weaknesses of the other party will serve no useful purpose and may have detrimental effects that surface later. According to Stevenson [30] the most reasonable approach is one of *give and take*, with each side *giving and receiving* some concessions. In the circumstance therefore, prequalification is necessary for large or complex works, requiring specialized services, and contracts to be done under design and build, or management contracting. This also ensures that invitations to tender are extended to those who have the capacity required for such projects, and prequalification may also be used to determine eligibility for short-listing of suppliers. Prequalification shall be based entirely upon the capacity and resources of prospective suppliers to perform the particular contract satisfactorily, taking into cognizance their experience and past performance on similar contracts; capabilities with respect to human resource availability, equipment, and construction or manufacturing facilities and financial position. Also, the invitation to prequalify for tendering on specific contracts or goods of similar contracts shall be advertised and notified in a proper manner. It is expected that the scope of the contract and a clear statement of the requirements for qualification shall be made available to those who respond to the invitation. As a tradition, it is emphasized that as soon as prequalification is completed; the tender papers shall be made available to the qualified prospective contractors for further necessary actions [31].

### 2.3. Purpose of Procurement Management

Business organizations and governments all over the world engage in ways to solve their problems and to achieve quality at the best minimum costs. For example, during the banking sector distress in Nigeria, the

management of almost all the existing banks then ran to many countries like India, China, USA, UK among others, in search of the appropriate technology to help in improving their service delivery system at minimum costs. Many of them adopted service blue-printing as a step towards deciding on a procurement process that would best meet their requirements. An aim of procurement management under any platform is to obtain products or materials of the highest quality at minimum costs for improved services and the benefit of humanity. In general commerce, technological innovations have had a tremendous widespread impact on business and the implication for survival are improved quality, increased productivity, reduced costs, reduced service turnaround time, as well as increased customer satisfaction. Coming to terms with these realities requires emotional intelligence factors like integrity and relationship management. A key consequence of the increased use of technology in business is its impact on cost structures in organizations and its procurement must proceed cautiously with management decisions, carefully weighing the benefits and risks before making such long-term commitments. In times of national or global emergencies, governments have been known to spend huge sums of money to procure important materials to solve the problem of the moment. This they do because of sensitivity to the welfare of the people. In such instances, governments despite the templates of capitalism shift attention to more modern civilization, to build capacity for boosting and the development of human infrastructure, and survival, by engaging in huge emergency procurement of various materials and services. However, a country's public procurement system must provide the required inputs to the delivery of public services-typically, goods, civil works and services-at low cost and with appropriate levels of quality. To achieve this objective, most public procurement management systems attempt to emulate the operation of the market, primarily by requiring competitive tender procedures for major acquisitions, even though competitive bidding is not always required in the case of emergency procurement. Witting [32] explains that transparency in this context refers to the ability of an interested participant to know and understand the actual means and processes by which contracts are awarded and managed. Public bidding in the procurement management process is expected to enforce accountability and the proper implementation of rules and regulations governing procurement decisions. Accountability implies the existence of credible sanctions for violation of the rules related to procurement decisions and management. The system of procurement must be economic to reflect the key elements of social contract between the government

and the governed. This theory implicates that the government will spend taxes prudently and effectively. This is necessary because as Ware and Noone [33] state: In public procurement, corruption schemes are often similar in form, shape, nature and anatomical in structure worldwide. Around the world, most procurement deals wobble due to corrupt practices [34-39].

### 3. Research Methodology

This study adopted the qualitative technique of the survey design. This method is appropriate for the study because it offers the different variables the opportunity to be properly observed and measured with the aid of a structured questionnaire. A researcher-designed 5-point Likert-type

questionnaire adapted from the Schutte, et al [40] emotional intelligence scale was used to collect primary data. As a qualitative approach, the study relied only on primary data generated through questionnaire administration from the target population. The target population for the study composed of public/civil servants in Abia State, Nigeria. The purposive sampling method was used to select the sample for the study, while the sample ratio technique was employed to determine the sample size, which is 180. Data obtained from the administered questionnaire were analyzed by descriptive statistical method using figures, tables, frequencies, simple percentages, and mean for easy understanding. The cut-off mean for accepting or rejecting responses to the research statements was set at 3.00 points.

### 4. Presentation of Result

Table 1. Profile of Respondents (n = 180).

S/N	Description	Category	Total	Percentage
i	Gender	a) Female	70	38.89
		b) Male	110	61.11
ii	Education	a) Diplomas	50	27.78
		b) Degrees	90	50.00
		c) Others	40	22.22
iii	Chronological age	a) 18-30	85	47.22
		b) 31-65	60	33.34
		c) 66 -75 years	35	19.44
iv	Industrial work experience	a) below10 years	45	25.00
		b) 11years-25 years	70	38.89
		c) 26 years -35 years	65	36.11
v	Economic status	a) Low	55	30.56
		b) Middle	75	41.66
		c) High	50	27.78

Table 2. Analysis of Frequencies, Percentages, Mean, Decision Mean and Grand Mean.

S/N	Variables	Respondents	Scores										Total Resps	Total Row Scores	Mean	Grand Mean
			5		4		3		2		1					
			SA	A	N	DA	SDA	No	%	No	%	No				
i	Emotional intelligence can lead to proper procurement management	1) Female	40	57.14	10	14.29	2	2.56	5	7.14	13	18.27	70	722	4.01	
		2) Male	60	54.54	30	27.27	3	2.73	7	6.36	10	9.09	110			
		3) Total	100	55.55	40	22.22	5	2.78	12	6.67	23	12.78	180			
		4) Scores	500		160		15		24		23		180			
ii	Controlling emotion does not lead to work commitment	1) Female	15	21.43	20	28.57	5	7.14	10	14.29	20	28.57	70	490	2.27	
		2) Male	10	9.09	30	27.27	10	9.09	20	18.18	40	36.37	110			
		3) Total	25	13.89	50	27.28	15	8.33	30	16.67	60	33.33	180			
		4) Scores	125		200		45		60		60		180			
iii	Managing emotional perception can result to executive performance	1) Female	20	28.57	30	42.85	-	-	5	7.14	15	21.42	70	640	3.56	3.23
		2) Male	50	45.45	20	18.18	5	4.55	15	13.64	20	18.18	110			
		3) Total	70	38.89	50	16.67	5	2.78	20	11.11	35	19.44	180			
		4) Scores	350		200		15		40		35		180			
iv	Understanding emotions cannot lead to reducing corruption	1) Female	10	14.29	20	28.57	2	2.86	8	11.43	30	42.85	70	437	2.43	
		2) Male	20	18.18	10	9.09	5	4.55	25	22.73	50	45.45	110			
		3) Total	30	16.67	30	16.67	7	3.89	33	18.33	80	44.44	180			
		4) Scores	150		120		21		66		80		180			
v	Procurement management is crucial in economic management	1) Female	40	57.14	10	14.29	4	5.71	6	8.57	10	14.29	70	699	3.88	
		2) Male	60	54.54	20	18.18	5	4.55	5	4.55	20	18.18	110			
		3) Total	100	55.55	30	16.67	9	5.00	11	6.11	30	16.67	180			
		4) Scores	500		120		27		22		30		180			

**Table 3.** Summary of Scores by Percentage.

S/N	Variables	SA (%)	A (%)	N (%)	DA (%)	D (%)	Total Agreed (%)	Total Disagreed (%)	Total Abstained (%)
		5	4	3	2	1			
i	Emotional intelligence can lead to proper procurement management	55.5	22.2	2.8	6.7	12.7	77.7	19.4	2.8
ii	Controlling emotions does not lead to work commitment	13.9	27.8	8.3	16.6	33.3	41.7	50.0	8.3
iii	Managing emotional perception can result to executive performance	38.8	27.8	2.8	11.1	19.4	66.7	30.5	2.8
iv	Understanding emotions cannot lead to reducing corruption	16.6	16.6	3.9	18.3	44.4	33.2	62.7	3.9
v	Procurement management is crucial in economic management	55.5	16.7	5.0	6.1	16.7	72.2	22.8	5.0

**4.1. Discussion**

The conceptual model in figure 1 was used to emphasize that emotional perception, emotional understanding, among others, as components of emotional intelligence enhance positive behaviour necessary for transparency and economic efficiency in procurement management. Public procurement in many countries involves huge financial commitment and the ability to appreciate the need behind such services or goods in the public interest is important. Public procurement is often a high profile activity involving Presidents or top cabinet members. As in table 1 therefore, the respondents were selected from knowledgeable people to improve the potency of the academic investigation. Table 2 explained the frequencies, percentage scores, mean, and grand mean of the responses to the research questions, while table 3 was used to summarize the scores in percentages. From this table, about 78 percent of the respondents agreed that emotional intelligence leads to proper procurement management, about 19 percent disagreed, while about 3 percent abstained. Also, it was found that about 42 percent of the respondents agreed, 50 percent disagreed, and 8 percent abstained in the view that controlling emotions does not lead to work commitment. In this summary of scores, it was observed that about 67 percent of the respondents agreed that managing emotional perception is required for executive performance, 31 percent disagreed, while 3 percent could not decide at all. With regard to understanding emotions, about 33 percent of the sample agreed that it cannot lead to reducing corruption, 63 percent disagreed, and 4 percent abstained from making any contribution on this point. With regard to economic management, about 72 percent of the respondents agreed that procurement is a crucial factor, 23 percent disagreed, while 5 percent did not offer any view. With a grand mean score of 3.23 over a decision mean of 3.00 it was found that Salovey-Mayer Model of Emotional Intelligence is potent in dealing with problems in procurement management. This is the objective of the study.

**4.2. Scope for Further Study**

Public procurement processes around the world are infested

with high level corrupt practices. Further study should focus attention on applying emotional intelligence in reducing corruption in government business.

**4.3. Recommendations**

- i. Public procurement issues should be properly advertised to enable the public appreciate the need for such goods and services.
- ii. The process of procurement should strictly follow the conventional principles of procurement management to reduce corrupt practices.
- iii. Government should make rules or laws to prevent organizations found to have abused the procurement process at any time from further engagements.
- iv. The procurement process should not only be the prerogative of government officials in times of national or global emergencies, like the coronavirus pandemic, because it makes room for sharp corrupt practices at the detriment of the people and the country.
- v. Competent procurement committees should be functional within top management in business organizations to ensure that a dominant chief executive officer (CEO) does not use only his or her cronies, in every procurement arrangement, at the detriment of the organization.

**5. Conclusion**

Emotional intelligence as an ability to validly reason with emotions, perceive emotions, and to use emotions to influence and enhance thought and performance is applicable across a variety of both private and public organizational functions including procurement management. The study was conceptualized on the assumption that managing, understanding and utilizing emotions can enhance positive behavior leading to responsible procurement management. 180 respondents provided data for the study conducted through the qualitative survey research design; and the result showed positive relationship between Salovey-Mayer Emotional

Intelligence Model and Procurement Management.

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