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## A STUDY ON LEADERSHIP STYLES OF SELECTED ENGINEERING UNITS LOCATED IN GIDC, VITTHAL UDYOGNAGAR, GUJARAT

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### ABSTRACT

*The researcher decided to do the research on the leadership styles used by the engineering units who manufactures on their own or do job work of machinery spare part and material handling equipments and accessories of Vitthal Udyog Nagar. The researcher also aims to study on the information about the leadership styles used for various business situations like – Personnel, Technical, Financial, Marketing and Production matters which are the most important for running the business unit smoothly. The sample for this study includes 20 engineering units using convenient sampling. Respondent from each company comprises of owners-managers located mainly in Vitthal Udyog Nagar. The researcher prepared a structured questionnaire for leadership styles.*

### KEYWORDS

Engineering Industry, Leadership Styles.

### INTRODUCTION

Indian engineering industry has witnessed an unprecedented growth in the past few years as a result of increased investment in infrastructure development and industrial production. The engineering sector is the largest sector among the industrial segments in India and provides direct and indirect employment to skilled and unskilled workers.

Through this research work, the researcher tries to determine the leadership styles of owners-managers of the engineering units of Vitthal Udyog Nagar. Leadership is interpersonal relationship between the leader-manager and the followers. The behavior exhibited by a leader during supervision of subordinates is known as leadership style. There are many leadership styles, but the researcher has used five leadership styles for the research study viz., Benevolent Autocrat, Strict Autocrat, Prior Consultation, Democratic Style and Delegation Style.

### OBJECTIVES

To investigate the study on the leadership styles of owners-managers of selected engineering units of Vitthal Udyog Nagar, the specific objectives pursued were to:

1. To study various leadership styles in selected engineering units of Vitthal Udyog Nagar.
2. To identify the leadership style dominantly used in various business situations.
3. To make recommendations for the improvement of selected engineering units on the basis of an analysis of leadership styles.

### METHODOLOGY

#### SAMPLE UNITS

The sample for this study includes 20 engineering units viz., Akshar Engineering, Akvim Industries, BC Instruments India Pvt. Limited, Delta Engineering Works, Ganesh Engineering Company, Gaurang Enterprise, Hi-Speed Turbo Drives Pvt. Limited, Ironbuild Systems Pvt. Limited, Micro Tools, OM Engineering Works, Oswal Machinery Limited, Precision Foundry & Engineering Company, Raj Engineering Works, S & L Engineering Company, Sajan Engineering Works, Sant Engineers, Shakti Crane & Machinery Pvt. Limited, Sony Engineers, Steel Engineering Company and Zenith Engineering Works using convenient sampling.

#### DATA COLLECTION

The present study is based mainly on primary data and supported by secondary data. The questionnaire is one of the most widely used survey data-collection techniques. It refers to all techniques of data collection in which individuals are asked to respond to the same set of questions in a predetermined order. The primary data were collected from the owners- managers of engineering units of Vitthal Udyog Nagar through structured schedule and questionnaire. The secondary data were collected from thesis, dissertation, magazines, periodicals, journals and newspapers and websites related to the engineering industry and subject matter.

#### HYPOTHESES

##### 1. PERSONNEL MATTERS

$H_0$ : There is no significant difference between mean score of leadership styles regarding personnel matters within various situations.

##### 2. MARKETING MATTERS

$H_0$ : There is no significant difference between mean score of leadership styles regarding marketing matters within various situations.

##### 3. FINANCIAL MATTERS

$H_0$ : There is no significant difference between mean score of leadership styles regarding financial matters within various situations.

##### 4. TECHNICAL MATTERS

$H_0$ : There is no significant difference between mean score of leadership styles regarding technical matters within various situations.

##### 5. PRODUCTION MATTERS

$H_0$ : There is no significant difference between mean score of leadership styles regarding production matters within various situations.

The difference between mean score of leadership styles is significant or not is test at 5% level of significance with the help of "F" test.

### ANALYSIS BASED ON LEADERSHIP STYLES

The owner-manager of the industrial unit engaged in the processing, planning, organizing and controlling appears in the leader's position. This research study determines the leadership style of sampled engineering units and to know whether the leadership styles of owners-managers vary with the type of the decision making situations based on different criteria like personnel, financial, marketing, production and technical activities.

For this respondents were interviewed with a well structured questionnaire. For this research work, the researcher used five leadership styles like Benevolent Autocrat, Strict Autocrat, Prior Consultation, Democratic style and Delegation style. The respondents were asked to put a tick mark (V) among one of the five styles.

**1. PERSONNEL MATTERS**

Personnel management is the planning, organizing, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goals. It is concerned with promoting and stimulating competent work force to make their fullest contribution to the concern. The problems and grievances of people at work can be solved more effectively through rationale personnel policies.

**LEADERSHIP STYLES OF OWNERS-MANAGERS USED IN PERSONNEL MATTERS**

Situation	Leadership Styles					Total
	Benevolent Autocrat (I)	Strict Autocrat (II)	Prior Consultation (III)	Democratic Style (IV)	Delegation Style (V)	
Style used for taking decision Regarding to pay any compensation to workers	8 (40)	6 (30)	0 (0)	6 (30)	0 (0)	20 (100)
Style used for taking decision Regarding to take disciplinary action against employees	8 (40)	7 (35)	1 (5)	4 (20)	0 (0)	20 (100)
Style used for taking decisions regarding to assign a different job to workers	4 (20)	0 (0)	7 (35)	6 (30)	3 (15)	20 (100)
Style used for taking decision Regarding to promote the workers	8 (40)	2 (10)	3 (15)	6 (30)	1 (5)	20 (100)
Style used for taking decision Regarding to punish the workers	8 (40)	4 (20)	2 (10)	5 (25)	1 (5)	20 (100)
Style used for taking decision Regarding to remove the workers	6 (30)	6 (30)	3 (15)	5 (25)	0 (0)	20 (100)
<b>Average</b>	7 (35)	4 (21)	3 (13)	5 (27)	1 (4)	20 (100)

Source: Data collected from sampled engineering units of Vitthal Udyognagar.

**Note:** Figures in the brackets indicate the percentage to total respondents.

From the above it is observed that in case of taking decision regarding to pay any compensation to workers, 40% of the sample owners-managers have used style – I, 30% have used style – II and remaining 30% respondents adopted style – IV. Looking to the situation of taking decision regarding to take disciplinary action against employees, 40% respondents (owners-managers) have used style – I, 35% have used style – II, 5% have used style – III and remaining 20% have used style – IV. In situation of taking decisions regarding to assign a different job to workers, 20% of the sampled owners-managers were with the opinion of style – I, 35% respondents used style – III, 30% responses were of style – IV and rest 15% have used style – V. For another situation for taking decision regarding to promote the workers, the responses received from sampled owners-managers were 40% for style – I, 10% for style – II, 15% for style – III, 30% for style – IV and 5% for style – V.

**2. MARKETING MATTERS**

Owners-managers face a host of decisions in handling marketing tasks. These range from major decisions such as what product features to design into a new product, how many salespeople to hire, or how much to spend on advertising, to minor decisions such as the wording or color for new packaging. Thus marketing can help immensely in identifying new product or service ideas which can help in sustaining the firm’s operations.

**LEADERSHIP STYLES OF OWNERS-MANAGERS USED IN MARKETING MATTERS**

Situation	Leadership Styles					Total
	Benevolent Autocrat (I)	Strict Autocrat (II)	Prior Consultation (III)	Democratic Style (IV)	Delegation Style (V)	
Style preferred for taking decision relating remuneration to sales personnel	7 (37)	3 (16)	3 (16)	6 (32)	0 (0)	19* (100)
Style used for taking decision relating to volume of sales	4 (21)	7 (37)	2 (11)	5 (26)	1 (5)	19* (100)
Style selected for taking decision relating to mode of selling (cash or credit)	3 (16)	9 (47)	2 (11)	4 (21)	1 (5)	19* (100)
Style used for taking decision relating to method of sales promotion	2 (11)	3 (16)	4 (21)	9 (47)	1 (5)	19* (100)
Style adopted to increase brand image of the company	1 (5)	5 (26)	6 (32)	5 (26)	2 (11)	19* (100)
Style preferred for taking decision to introduce a new product in the market	1 (5)	2 (11)	4 (21)	10 (53)	2 (11)	19* (100)
Style used to increase the customer of the company	5 (26)	2 (11)	3 (16)	6 (32)	3 (16)	19* (100)
Style adopted for taking decision regarding to the competitors of the company	8 (42)	3 (16)	2 (11)	4 (21)	2 (11)	19* (100)
<b>Average</b>	4 (20)	4 (22)	3 (17)	6 (32)	2 (8)	19* (100)

Source: Data collected from sampled engineering units of Vitthal Udyognagar.

**Note:** (1) Figures in the brackets indicate the percentage to total respondents.

(2) \*Marketing matters are not applicable to one of the company.

The above table reported the leadership styles of marketing matters. It is revealed that in case of taking decision relating remuneration to sales personnel, 37% of the sample owners-managers have used style – I, 16% have used style – II and style – III each respectively and remaining 32% respondents adopted style – IV. Taking another situation of decision relating to volume of sales, 21% of the respondents have used style – I, 37% have used style – II, 11% have used style – III,



26% adopt style – IV and remaining only 5% adopts style – V. In situation of taking decisions regarding to mode of selling (cash or credit), 16% of the sampled owners-managers adopted style – I, 47% respondents used style – II, 11% responded to style – III, 21% respondents gave their opinion to style - IV and rest 5% have used style – V. For another situation for taking decision relating to method of sales promotion, the response of the sampled owners-managers were 11% for style – I, 16% for style – II, 21% for style – III, 47% for style – IV and 5% for style – V. In case of situation to increase brand image of the company, 5% respondents responded to style – I, 26% to style – II, 32% to style – III, 26% to style – IV and 11% to style – V. In case of taking decision to introduce a new product in the market, 5% sample owners-managers have adopted style – I, 11% have adopted style – II, 21% of them adopted style – III, 53% adopted style – IV and remaining 11% adopted style - V.

### 3. FINANCIAL MATTERS

Financial management means planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise. Financial decisions are related to the raising of finance from various resources which will depend upon decision on type of source, period of financing, cost of financing and the returns thereby. Owners-managers have to make decisions with regards to cash management. Cash is required for many purposes like payment of wages and salaries, payment of electricity and water bills, payment to creditors, meeting current liabilities, purchase of raw materials and machinery, etc.

#### LEADERSHIP STYLES OF OWNERS-MANAGERS USED IN FINANCIAL MATTERS

Situation	Leadership Styles					Total
	Benevolent Autocrat (I)	Strict Autocrat (II)	Prior Consultation (III)	Democratic Style (IV)	Delegation Style (V)	
Style preferred to get a private loan for the company	10 (53)	1 (5)	4 (21)	3 (16)	1 (5)	19* (100)
Style selected for taking decision regarding to purchase a new machine of the company	5 (26)	2 (11)	8 (42)	3 (16)	1 (5)	19* (100)
Style preferred to give wages to the labour of the company	8 (42)	1 (5)	7 (37)	3 (16)	0 (0)	19* (100)
Style adopted to provide a fair compensation to employees	4 (21)	4 (21)	3 (16)	7 (37)	1 (5)	19* (100)
Style used regarding to provide fringe benefits and services	6 (32)	3 (16)	5 (26)	4 (21)	1 (5)	19* (100)
Style used to take decisions relating to pays for the overtime work	7 (37)	2 (11)	4 (21)	4 (21)	2 (11)	19* (100)
Style used for taking decisions Regarding to any other financial matter	6 (32)	3 (16)	6 (32)	2 (11)	2 (11)	19* (100)
<b>Average</b>	7 (35)	2 (12)	5 (28)	4 (20)	1 (6)	19* (100)

Source: Data collected from sampled engineering units of Vitthal Udyog Nagar.

Note: (1) Figures in the brackets indicate the percentage to total respondents. (2) \*Financial matters are not applicable to one of the company.

From the above table, it is observed that the most commonly style used by the owners-managers is style – I (benevolent autocrat). In case of getting a private loan for the company, 53% of the sample owners-managers have used style – I, 5% have used style – II, 21% used style – III, 16% have used style – IV and remaining 5% respondents adopted style – V. Looking to the situation of taking decision regarding to purchase a new machine of the company, 26% respondents (owners-managers) have used style – I, 11% have used style – II, 42% have used style – III, 16% have used style – IV and remaining 5% have used style – V. In situation of taking decisions to give wages to the labour of the company, 42% of the sampled owners-managers were with the opinion of style – I, 5% respondents used style – II, 37% responses were of style – III and rest 16% have used style – IV. For another situation to provide a fair compensation to employees, the responses received from sampled owners-managers were 21% for style – I, 21% for style – II, 16% for style – III, 37% for style – IV and 5% for style – V. In case of situation regarding to provide fringe benefits and services, 32% respondents responded to style – I, 16% to style – II, 26% to style – III, 21% to style – IV and 5% to style – V. In case of taking decision relating to pays for the overtime work, 37% sample owners-managers have adopted style – I, 11% have adopted style – II, 21% of them adopted style – III, 21% adopted style – IV and rest 11% have used style - V. Lastly the leadership styles used by the sample owners-managers for taking decisions regarding to any other financial matter are 32% for style – I, 16% for style – II, 32% for style – III and 11% for style – IV and style – V each respectively.

### 4. TECHNICAL MATTERS

Owners-managers need access to machinery and equipment in the workplace (either continually or occasionally) for tasks such as operation, maintenance, repair, installation, service or cleaning. Owners-managers must provide employees with safe access that is suitable for the work they perform in, on and around machinery and equipment. Care should be taken for stable work platform suited to the nature of the work that allows for good posture relative to the work performed, sure footing, safe environment which is a basic requirement.

LEADERSHIP STYLES OF OWNERS-MANAGERS USED IN TECHNICAL MATTERS

Situation	Leadership Styles					Total
	Benevolent Autocrat (I)	Strict Autocrat (II)	Prior Consultation (III)	Democratic Style (IV)	Delegation Style (V)	
Style used for taking decision relating to employ new subordinates to operate the machine of the company	8 (40)	4 (20)	4 (20)	4 (20)	0 (0)	20 (100)
Style used for taking decision relating to the change of operating procedures	5 (25)	11 (55)	6 (30)	7 (35)	1 (5)	20 (100)
Style preferred for taking decision regarding to purchase new equipment	9 (45)	2 (10)	6 (30)	3 (15)	0 (0)	20 (100)
Style preferred for taking decision relating to purchase any new machinery for the production of the company	9 (45)	0 (0)	9 (45)	1 (5)	1 (5)	20 (100)
Style selected to hire a machine	6 (30)	1 (5)	3 (15)	8 (40)	2 (10)	20 (100)
Style used to improve the operating procedures	3 (15)	3 (15)	7 (35)	6 (30)	1 (5)	20 (100)
<b>Average</b>	7 (33)	2 (9)	6 (28)	5 (25)	1 (4)	20 (100)

Source: Data collected from sampled engineering units of Vitthal Udyogagar.

Note: (1) Figures in the brackets indicate the percentage to total respondents.

The above table disclosed the leadership styles of technical matters of the selected engineering units. It is revealed that in case of taking decision relating to employ new subordinates to operate the machine of the company, 40% of the sample owners-managers have used style – I, 20% have used style – II, style – III and style – IV each respectively. Taking another situation of decision relating to the change of operating procedures, 25% of the respondents have used style – I, 5% have used style – II, 30% have used style – III, 35% adopt style – IV and remaining only 5% adopts style – V. In situation of taking decisions regarding to purchase new equipment, 45% of the sampled owners-managers adopted style – I, 10% respondents used style – II, 30% responded to style – III and remaining 15% respondents gave their opinion to style – IV. For another situation for taking decision relating to purchase of any new machinery for the production of the company, the response of the sampled owners-managers were 45% for style – I, 45% for style – III, 5% for style – IV and 5% for style – V. In case of situation to hire a machine, 30% respondents responded to style – I, 5% to style – II, 15% to style – III, 40% to style – IV and 10% to style – V. In case of taking decision to improve the operating procedures, 15% sample owners-managers have adopted style – I, 15% have adopted style – II, 35% of them adopted style – III, 30% adopted style – IV and remaining 5% adopted style – V.

5. PRODUCTION MATTERS

Owners-managers responsible for the arrangement of all the factors of production, such as raw materials, laborers, machines, money and management required for production. The owners-managers has to undertake efficient designs, productive efficiency and reduction of the cost by simplification and standardization, compare actual results of production with the targeted production and ascertain how far the target has been attained, provide the best possible working conditions to the employees and organize a system of periodic meeting of executives and workers so as to bring about greater coordination and create a spirit of fullest cooperation among all.

LEADERSHIP STYLES OF OWNERS-MANAGERS USED IN PRODUCTION MATTERS

Situation	Leadership Styles					Total
	Benevolent Autocrat (I)	Strict Autocrat (II)	Prior Consultation (III)	Democratic Style (IV)	Delegation Style (V)	
Style selected the method of wage payment to the labour of the company	9 (45)	2 (10)	3 (15)	5 (25)	1 (5)	20 (100)
Style used for taking decision relating to volume of output	5 (25)	4 (20)	2 (10)	8 (40)	1 (5)	20 (100)
Style adopted for taking decision regarding to purchase practices and amount of inventory of the company	8 (40)	6 (30)	4 (20)	2 (10)	0 (0)	20 (100)
Style preferred for taking decision relating to location of plant	10 (50)	3 (15)	2 (10)	2 (10)	3 (15)	20 (100)
Style selected for taking decision relating to method of production	7 (35)	4 (20)	3 (15)	3 (15)	3 (15)	20 (100)
Style used for taking decision for relating to acquire raw material for production of the company	8 (40)	3 (15)	5 (25)	2 (10)	2 (10)	20 (100)
<b>Average</b>	8 (39)	4 (18)	3 (16)	4 (18)	2 (8)	20 (100)

Source: Data collected from sampled engineering units of Vitthal Udyogagar.

Note: (1) Figures in the brackets indicate the percentage to total respondents.

From the above table, it is observed that the most dominant style used by the owners-managers is style – I (benevolent autocrat). In case of the style selected for the method of wage payment to the labors of the company, 45% of the sample owners-managers have used style – I, 10% have used style – II, 15% used style – III, 25% have used style – IV and remaining 5% respondents adopted style – V. Looking to the situation of taking decision relating to volume of output, 25% of the respondents (owners-managers) have used style – I, 20% have used style – II, 10% have used style – III, 40% have used style – IV and remaining 5% have used style – V. In situation of taking decisions regarding to purchase practices and amount of inventory of the company, 40% of the sampled owners-managers were with the opinion of style – I, 30% respondents used style – II, 20% responses were of style – III and rest 10% have used style – IV. For another situation of taking decision relating to location of plant, the responses received from sampled owners-managers were 50% for style – I, 15% for style – II, 10% for style – III, 10% for style – IV and 15% for style – V.

**TESTING OF HYPOTHESES****ANALYSES OF VARIANCE ACCORDING TO OWNERS-MANAGERS VIEWS ON VARIOUS SITUATIONS**

PARTICULARS/SITUATION	TABLE VALUE	CALCULATED VALUE (F)
Personnel Matters	2.76	9.386531
Marketing Matters	2.64	5.273529
Financial Matters	2.69	14.67635
Technical Matters	2.76	9.385179
Production Matters	2.76	11.66872

**1. PERSONNEL MATTERS**

The above table expresses the statistical analysis of respondents' views regarding the situations of personnel matters. The calculated value of F is 9.38 and the tabulated value is 2.76. Thus, the calculated value of F is higher than the table value. Therefore null hypothesis is rejected and alternate hypothesis is accepted. Hence there is a significant difference between mean score of leadership styles regarding personnel matters within various situations and the results are not as per the expectations.

**2. MARKETING MATTERS**

The above table expresses the statistical analysis of owners-managers views regarding marketing matters. The calculated value of F is 5.27 and the tabulated value is 2.64. Thus, the calculated value of F is higher than the table value. Therefore null hypothesis is rejected and alternate hypothesis is accepted. Hence there is a significant difference between mean score of leadership styles regarding marketing matters within various situations.

**3. FINANCIAL MATTERS**

The above table expresses the statistical analysis of owners-managers views regarding financial matters. The calculated value of F is 14.67 and the tabulated value is 2.69. Thus, the calculated value of F is higher than the table value. Therefore null hypothesis is rejected and alternate hypothesis is accepted. Hence there is a significant difference between mean score of leadership styles regarding financial matters within various situations.

**4. TECHNICAL MATTERS**

The above table expresses the statistical analysis of respondents' views regarding technical matters. The calculated value of F is 9.38 and the tabulated value is 2.76. Thus, the calculated value of F is higher than the table value. Therefore null hypothesis is rejected and alternate hypothesis is accepted. Hence there is a significant difference between mean score of leadership styles regarding technical matters within various situations.

**5. PRODUCTION MATTERS**

The above table expresses the statistical analysis of respondents' views regarding production matters. The calculated value of F is 11.66 and the tabulated value is 2.76. Thus, the calculated value of F is higher than the table value. Therefore null hypothesis is rejected and alternate hypothesis is accepted. Hence there is a significant difference between mean score of leadership styles regarding production matters within various situations.

**FINDINGS**

Through this research work, the researcher tries to determine the leadership styles of owners-managers of the Engineering Units of Vitthal Udyog Nagar. Leadership is interpersonal relationship between the leader-manager and the followers. The behavior exhibited by a leader during supervision of subordinates is known as leadership style. There are many leadership styles, but the researcher has used five leadership styles for the research study viz., Benevolent Autocrat, Strict Autocrat, Prior Consultation, Democratic Style and Delegation Style.

It has also been found that the owners-managers of the selected engineering of Vitthal Udyog Nagar adopt different styles depending on the situations. It is also noticed that the popular leadership style is style I, i.e. benevolent autocrat style.

In personnel matters, about 35% of the owners-managers have adopted style I. Thus, maximum numbers of the sample size have adopted the autocratic style. The calculated and tabulated values of ANOVA are 9.38 and 2.76 which shows the acceptance of alternative hypothesis. It means that there is a significant difference between mean score of leadership styles regarding personnel matters within various situations.

In marketing matters, about 32% of the sample size has used style IV. Thus, maximum numbers of owners-managers are adopting the democratic style. The calculated and tabulated values of ANOVA are 5.27 and 2.64 which shows the rejection of null hypothesis. It means that there is a significant difference between mean score of leadership styles regarding marketing matters within various situations.

In financial matters about 35% of the sample size has adopted style I. Thus, maximum numbers of the owners-managers are adopting benevolent autocratic style. The calculated and tabulated values of ANOVA are 14.67 and 2.69 which shows the rejection of null hypothesis. It means that there is a significant difference between mean score of leadership styles regarding financial matters within various situations.

In technical matters, 33% of the sample size has adopted style I. Thus, maximum numbers of owners-managers are adopting the benevolent autocratic style. The calculated and tabulated values of ANOVA are 9.38 and 2.76 which shows the rejection of null hypothesis and acceptance of alternative hypothesis. It means that there is a significant difference between mean score of leadership styles regarding technical matters within various situations.

In production matters, on an average about 39% of the sample owners-managers have adopted style I. Thus, maximum owners-managers are adopting the benevolent autocratic style. The calculated and tabulated values of ANOVA are 11.66 and 2.76 which shows the rejection of null hypothesis. It means that there is a significant difference between mean score of leadership styles regarding production issues within various situations.

Style I (Benevolent Autocrat) is used for more number of times in personnel, financial, technical and production matters among all the business matters. It shows that the owners-managers have followed the autocratic approach while taking decisions.

**SUGGESTIONS**

1. The owners-managers should adopt the appropriate leadership style which best suits the situation related to personnel, financial, marketing, technical and production.
2. The owners-managers should know where and how to respond through the way they go about their core business, in a way that benefits their business.
3. Based on the findings of the study, it is imperative to establish a sound system of benefits, promotion, and development in order to increase employees' organizational commitment. This suggestion also meets reasonable pay, a good benefits system, and systematic promotion are the necessary ways to maintain human resources.
4. Owners-managers should develop co-worker skills and self-confidence, creating self-managed teams, providing direct access to sensitive information, eliminating unnecessary controls, and building a strong culture to support empowerment.
5. Leaders should consult with subordinates if they lack essential information or if the subordinates may not share the leader's goals or accept an autocratic decision.
6. Owners-leaders should be aware of the nature and strength of the employees to define and design ways of satisfying them and to administer so as to get the desired responses.

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