

The Influence of Remuneration, Work Stress, and Job Satisfaction on Employee Turnover Intention in Yogyakarta

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Abstrak. Turnover Intention adalah niat atau keinginan untuk meninggalkan pekerjaan seseorang secara sukarela untuk mendapatkan pekerjaan lain di perusahaan lain. Hal ini sering terjadi di perusahaan. Pada Toko Oleh-oleh Bakpia Jogkem menunjukkan bahwa terdapat karyawan yang meninggalkan pekerjaannya karena merasa gaji, bonus, insentif dan lain sebagainya yang mereka dapatkan tidak sesuai dengan apa yang diharapkan atau dibayangkan. Dengan demikian, penelitian ini bertujuan untuk menguji pengaruh remunerasi, stres kerja, dan kepuasan kerja terhadap turnover intention karyawan di Toko Oleh-oleh Bakpia Jogkem Yogyakarta. Populasi dalam penelitian ini adalah 138 karyawan yang terdiri dari empat toko cabang. Dengan demikian, dengan menggunakan rumus Slovin diperoleh 103 karyawan sebagai sampel penelitian. Penelitian ini menggunakan metode kuantitatif dengan data primer dan sekunder. Pengumpulan data dilakukan dengan melakukan wawancara dan penyebaran kuesioner yang disebarkan dengan menggunakan Google Form dan juga kertas (hardfile) kepada karyawan Toko Oleh-oleh Bakpia Jogkem ke empat toko cabang. Hasil penelitian ini menunjukkan bahwa remunerasi berpengaruh positif dan tidak signifikan terhadap turnover intention, stres kerja berpengaruh positif dan tidak signifikan terhadap turnover intention, kepuasan kerja berpengaruh negatif dan signifikan terhadap turnover intention, dan remunerasi, stres kerja, dan kepuasan kerja secara bersama-sama berpengaruh terhadap turnover intention.

Kata kunci: Remunerasi; Stres Kerja; Kepuasan Kerja; Turnover Intention

Abstract. Turnover Intention is the intention or desire to leave one's job voluntarily in order to get another job at a different company. This often happens in companies. At the Bakpia Jogkem Souvenir Shop, it shows that there are employees who leave their jobs because they feel that the salary, bonuses, incentives and so on they get are not in accordance with what is expected or imagined. Thus, this study aims to examine the effect of remuneration, work stress, and job satisfaction on employee turnover intention at the Bakpia Jogkem Souvenir Shop, Yogyakarta. The population in this study was 138 employees consisting of four branch stores. Thus, by using the Slovin formula, 103 employees were obtained as research samples. This study uses a quantitative method with primary and secondary data. Data collection was carried out by conducting interviews and distributing questionnaires distributed using Google Form and also paper (hardfile) to employees of the Bakpia Jogkem Souvenir Shop to four branch stores. The results of this study indicate that remuneration has a positive and insignificant effect on turnover intention, work stress has a positive and insignificant effect on turnover intention, job satisfaction has a negative and significant effect on turnover intention, and remuneration, work stress, and job satisfaction together have an effect on turnover intention.

Keywords: Remuneration; Work Stress; Job Satisfaction; Turnover Intention

Introduction

Human resources are one of the important resources in a company, especially the talent, creativity, and energy needed by the company with employees in it who have a dominant role (Lubis & Onsardi, 2021). A company with good human resources will help achieve the desired goals. Therefore, human resource management must be carried out as well as possible in order to create quality people (Margaretta & Riana, 2020). However, on the other hand, if human resources are not managed properly, the company's effectiveness cannot be achieved. Thus, it requires in-depth knowledge of human behavior and the ability to manage it (Lubis & Onsardi, 2021).

Competition in the increasingly tight business world, companies will be faced with very complex challenges in managing and maintaining their human resources (Supiyanti & Kusnanto, 2023). Because the more a company develops, the more problems it will have,

especially in its human resources (Lubis & Onsardi, 2021). One of the problems that affects the company is the high turnover intention of employees (Supiyanti & Kusnanto, 2023). Intention is something that is thought by someone that drives them to do it, while turnover is the end of the working relationship between an employee and their workplace of their own free will (Ratnaningsih, 2021). So turnover intention is the intention or desire to leave their job voluntarily in order to get another job at a different company (Muslim, 2021). Employees who intend to leave can be detrimental to the company, because the company must find a replacement which also requires a lot of energy, time and money (Fauzi et al., 2022).

Lack of proper or appropriate remuneration will increase turnover intention (Robbins & Judge, 2017). Remuneration is a reward that is obtained while working in the form of salary, honorarium, fixed allowances, incentives, bonuses for achievements, severance pay, or pension (Rachmawaty & Pandoyo, 2020). The way companies maintain good employees is by providing remuneration, rewards, and some companies understand and implement it in getting the best from their employees (Permatasari et al., 2022). Research conducted by Wibowo et al. (2023) showed that remuneration has a significant influence on turnover intention. In addition, research conducted by Basri & Abdillah (2022) also showed that remuneration is related to turnover intention.

In addition, work stress is also a factor that can cause turnover intention in organizations or companies (Kuncoro & Suprpto, 2022). Work stress is a feeling that arises from within and has an impact on the company which affects performance (Alfarol & Bahwiyanti, 2023). With work that is not comparable to working hours, it will increase pressure on employees, making work not completed on time and piling up work over a long period of time (Supriadi et al., 2021). Research conducted by Margareta & Riana (2020) and Deswarta et al. (2021) showed that work stress has a positive and significant effect on turnover intention. This means that if employees feel high work stress, employee turnover intention will also increase. However, these results are not in line with research conducted by Derrick (2020) which shows that work stress has no effect on turnover intention.

NingTyas et al. (2020) another factor that influences turnover intention is job satisfaction felt by employees. Job satisfaction is an individual trait that has different levels of satisfaction according to the values that apply to each individual (Nurhandayani, 2022). Job satisfaction is important because it is used to see the results of employee performance, whether employees are satisfied or not with their work, which is reflected in performance that continues to increase. Conversely, if employees feel dissatisfied, it will cause dissatisfaction and make them unmotivated to work (Bhastary, 2020). Research conducted by Derrick (2020) and Rostandi & Senen (2021) shows that job satisfaction has a significant positive effect on turnover intention. Different results are shown by research conducted by Fitriantini et al. (2020) and Deswarta et al. (2021) which shows that job satisfaction has a negative but insignificant effect on turnover intention. This means that if the job satisfaction felt by employees is low, then employee turnover intention will increase. The results of observations and interviews conducted by the author with the manager of the Bakpia Jogkem Souvenir Shop, the resource person said that there was turnover intention as evidenced by new employees who only came to work once and the next day did not come to work or quit. This problem occurs because employees feel that the salary they receive is not in accordance with what is expected. In addition to salary, there are also bonuses, incentives, and allowances that employees feel are less than satisfactory. The resource person also said that employee satisfaction varies. There are employees who are already quite satisfied and some who feel less satisfied with the income they get.

Based on the background of the phenomenon and the gap that has been explained, the existence of mismatched expectations and differences in results from previous studies, the author is interested in conducting research on the influence of remuneration, work stress, and

job satisfaction on employee turnover intention at the Bakpia Jogkem Souvenir Shop Yogyakarta.

Literature Review and Hypothesis Development

Human Resource Management is the planning, organizing, coordinating, implementing, and supervising the development, remuneration, maintenance, procurement, and separation of workers in order to achieve goals in an organization (Mangkunegara, 2017). In addition, Human Resource Management is a science that regulates the relationship and role of workers to be effective and efficient in helping to realize the goals of the company, employees, and society (Hasibuan, 2006).

Turnover Intention is a form of employee intention or employee desire to move from their previous job to a new job voluntarily to get a job that feels better according to what they want (Sundari & Meria 2021). Turnover Intention is influenced by several factors, namely: age, length of service, workload, environmental factors, job satisfaction, salary satisfaction, and organizational factors (Iskandar & Rahadi, 2021). In addition, there are three indicators according to Kartono (2017), namely: 1) intention to quit; 2) job search; 3) thinking to quit (thinking to leave).

Remuneration is a reward as a form of reward given by the company to employees because of the achievements given by employees in achieving company goals (Moeheriono, 2020). Remuneration in the company has the following objectives: 1) to encourage quality human resources; 2) to encourage productive human resources; 3) the remuneration system will create positive competition; 4) maximize profits with efficient cost utilization; 5) create good and clean corporate governance; and 6) improve employee welfare (Yuliza & Novialdi 2020). There are three remuneration indicators, namely: a) the remuneration given is appropriate and appropriate; 2) the remuneration given is fair; and 3) the remuneration given is sufficient (Nasution et al., 2019).

Work stress is a condition regarding feelings of pressure experienced by employees in dealing with their work which is characterized by unstable emotions, feelings of restlessness, liking to be alone, difficulty sleeping, smoking excessively, difficulty relaxing, anxiety, tension, nervousness, increased blood pressure, and experiencing digestive disorders (Mangkunegara, 2017). According to Mangkunegara (2017) there are three ways to overcome work stress, namely 1) Healthy patterns, by managing behavior in acting, 2) Harmonious patterns, by managing activity time so as not to cause obstacles, 3) Pathological patterns, with impacts in the form of physical and socio-psychological disorders. Thalibana (2022) there are five indicators of work stress, namely a) Excessive workload, b) There is pressure or time pressure, c) Poor quality of supervision, d) There is inadequate feedback regarding work implementation, and e) Feeling frustrated.

Job satisfaction is a feeling of support or dissupport in employees related to their work or physical condition (Mangkunegara, 2017). An employee who is satisfied with his job will be marked by his behavior such as arriving on time, not being lazy, having high motivation in working, and not leaving his job to another company (Deswarta et al., 2021). Noor (2013) there are several factors that influence job satisfaction, namely 1) Salary satisfaction, 2) Promotion satisfaction, 3) Supervision satisfaction, 4) Coworker satisfaction, and 5) Satisfaction with the job itself

Hypothesis Development

Remuneration is a reward for services given to employees for their achievements in achieving company goals (Ruktipriangga et al., 2022). The purpose of providing remuneration is to provide motivation and fairness to employees so that they compete healthily and work

optimally in order to achieve more and bring a good image to the company (Efendi & Putri, 2022). Conversely, if remuneration is not given regularly, it will hinder employees in doing their work. Research conducted by Wibowo et al. (2023) and Sutagana et al. (2022) showed that remuneration has a significant effect on turnover intention. So that the second hypothesis in this study can be formulated as follows:

H1: Remuneration has a negative and significant effect on employee turnover intention at the Bakpia Jogkem Yogyakarta Souvenir Shop.

Work stress is a feeling of pressure felt by employees when facing their work. This stress is indicated by unstable emotions, feelings of restlessness, liking to be alone, difficulty sleeping, not being able to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders (Mangkunegara, 2017). And if this work stress is not managed properly, it can lead to depression, frustration, and so on (Bhastary, 2020). Continued work stress will reduce work results which will increase turnover intention (Alfarol & Bahwiyanti, 2023). So if employees experience work stress, it can hinder the performance of these employees in achieving company goals. Research conducted by, Fitriantini et al. (2020), Hidayati & Rizalti (2021), and Muslim (2021) provides evidence that work stress has a positive effect on turnover intention. So the second hypothesis in this study can be formulated as follows:

H2: Work stress has a positive and significant effect on employee turnover intention at Toko Oleh-oleh Bakpia Jogkem Yogyakarta.

Job satisfaction is an employee's attitude that shows whether he likes his job or not. This can be seen from employees who arrive on time, are not lazy, have high motivation while working and do not leave the company (Deswarta et al., 2021). Employees will feel satisfied if the aspects of their work are fulfilled, conversely if these aspects of the work are not fulfilled (Mangkunegara, 2017). Research conducted by Deswarta et al. (2021) and Rizki & Juhaeti (2022) provide evidence that job satisfaction has a significant negative effect on turnover intention. So the third hypothesis in this study can be formulated as follows:

H3: Job satisfaction has a negative and significant effect on employee turnover intention at Toko Oleh-oleh Bakpia Jogkem Yogyakarta.

The Effect of Remuneration, Job Stress, and Job Satisfaction on Turnover Intention of Employees at Bakpia Jogkem Yogyakarta Souvenir Shop. Based on the explanation in the first, second, and third hypotheses, the fourth hypothesis in this study can be formulated as follows:

H4: Remuneration, job stress, and job satisfaction simultaneously have a positive and significant effect on employee turnover intention at Bakpia Jogkem Yogyakarta Souvenir Shop.

Research Methods

The research was conducted at the Bakpia Jogkem Yogyakarta Souvenir Shop. Located in four branch stores, namely, 1) Bakpia Jogkem Ireda, 2) Bakpia Jogkem Gedongkuning, 3) Bakpia Jogkem Alkid, and 4) Bakpia Jogkem Mangkuyudan. Population is a group of people, events, or things that interest researchers, so they want to make an opinion (Sekaran & Bougie, 2017). The population in this study were employees of the Bakpia Jogkem Souvenir Shop, approximately 138 people. The sample is part of the population (Sekaran & Bougie, 2017). So that the sample obtained in this study amounted to 103 respondents using the Slovin formula. The data in this study are primary data and secondary data. Primary data was obtained from

interviews and distributing questionnaires. Secondary data was obtained from written sources in the form of previous research, articles, books and so on. The instrument testing technique in this study used validity and reliability tests, which were then analyzed using multiple regression analysis.

Table 1. Validity Test Results

Variables	Correlations			
	Statement Items	Sig.	Test Conditions	Result
Remuneration (X1)	10	0,000	< 0,05	Valid
Work Stress (X2)	5	0,000	< 0,05	Valid
Job Satisfaction (X3)	10	0,000	< 0,05	Valid
<i>Turnover Intention</i> (Y)	8	0,000	< 0,05	Valid

Source: Data Processing Results (2024)

Based on the results of the validity test above on all statement items on the remuneration variables (X1), work stress (X2), job satisfaction (X3), and turnover intention (Y) shows that the significance value is <0.05. So that the statement items of all variables in this study are declared valid.

Table 2. Reliability Test Result

Variables	Reliability Statistics		
	Cronbach's Alpha	Test Condition	Result
Remuneration (X1)	0,835	> 0,70	Reliabel
Work Stress (X2)	0,768	> 0,70	Reliabel
Job Satisfaction (X3)	0,887	> 0,70	Reliabel
<i>Turnover Intention</i> (Y)	0,853	> 0,70	Reliabel

Source: Data Processing Results (2024)

Based on the results of the reliability test above, it shows that the Cronbach's Alpha value for the remuneration variables (X1), work stress (X2), job satisfaction (X3), and turnover intention (Y) shows a value of > 0.70, so that the statement items for all research variables are proven to be reliable.

Table 3.1 Distribution of Respondents' Answers to Remuneration

No.	Statement Items	Scale					Mean	Result
		SD	D	QD	A	VA		
1.	The merit system that I receive is in accordance with the workload that I do	2	12	54	29	6	3,24	QD
2.	The merit system that I receive is in accordance with my performance	3	8	51	34	7	3,33	QD
3	My workload is in accordance with the salary that I receive	9	20	43	24	7	3,00	QD
4.	My work skills are in accordance with the salary that I receive	6	14	50	28	5	3,12	QD
5.	The salary that I receive is sufficient for my living needs	10	36	38	15	4	2,68	QD
6.	The salary that I receive improves my quality of life	7	29	45	19	3	2,83	QD
7.	The salary is equivalent to a private employee	11	25	41	21	5	2,84	QD
8.	I work loyally for the company	1	5	34	46	17	3,71	A
9.	I do not receive any other benefits besides my salary	22	43	20	13	5	2,38	D
10	I am aware of the performance benefit process that is given to employees	3	23	43	30	4	3,09	QD
Total							2,713	QD

Source: Data Processing Results (2024)

Based on the results of processing table 3.1 with a measurement scale of 1 to 5 with the criteria (1) strongly disagree, (2) disagree, (3) quite agree, (4) agree, and (5) very agree, the

results obtained indicate that employees gave a response of "quite agree" to the items of the remuneration variable statement which is indicated by a value of 2.713. This means that employees who work at the Bakpia Jogkem Souvenir Shop feel that the remuneration given is sufficient.

Table 3. 2 Distribution of Respondents' Answers to Work Stress

No.	Statement Items	Scale					Mean	Result
		SD	D	QD	A	VA		
1.	I avoid work stress because I do not have conflict with my superiors	4	11	29	40	19	3,57	A
2.	I avoid work stress because I do not have conflict with my fellow co-workers	6	18	33	25	21	3,36	QD
3	I have good communication with my superiors	0	2	43	34	24	3,78	A
4.	I have good communication with my fellow co-workers	1	3	38	33	28	3,82	A
5.	Time to complete work according to the salary given	4	16	43	31	9	3,24	QD
6.	My leader does not provide enough direction for improvement when employees make mistakes	30	31	24	14	4	2,33	D
7.	The workload given is too heavy so it is difficult to achieve targets	21	48	27	7	0	2,19	D
Total							3,184	QD

Source: Data Processing Results (2024)

Based on the results of processing table 3.2 with a measurement scale of 1 to 5 with the criteria (1) strongly disagree, (2) disagree, (3) quite agree, (4) agree, and (5) very agree, the results obtained indicate that employees gave a response of "quite agree" to the items of the work stress variable statement indicated by a value of 3.184. This means that employees who work at the Bakpia Jogkem Souvenir Shop feel that employees feel quite stressed about their work.

Table 3. 3 Distribution of Respondents' Answers to Job Satisfaction

No.	Statement Items	Scale					Mean	Result
		SD	D	QD	A	VA		
1.	I am happy with this job because it meets my expectations	1	4	53	34	11	3,49	A
2.	I am happy with this job because it meets my abilities	0	6	45	38	14	3,58	A
3	I receive a salary that matches my job responsibilities	3	13	47	32	8	3,28	QD
4.	I receive a salary that meets my expectations	9	23	42	23	6	2,94	QD
5.	I am happy with the assessment for promotion based on employee performance and work results	0	7	50	35	11	3,49	A
6.	I am happy because there are opportunities to be promoted	1	10	48	33	11	3,42	A
7.	I am happy with superiors who support their employees	0	5	27	41	30	3,93	A
8.	I am happy with superiors who motivate their employees	0	5	24	40	34	4,00	A
9.	I am happy to work with colleagues who support me	2	3	29	33	36	3,95	A
10	I am happy to work with colleagues who help each other complete the work	3	3	25	33	39	3,99	A
Total							3,607	A

Source: Data Processing Results (2024)

Based on the results of processing table 3.3 with a measurement scale of 1 to 5 with the criteria (1) strongly disagree, (2) disagree, (3) quite agree, (4) agree, and (5) strongly agree, the results obtained indicate that employees gave a response of "agree" to the items of the job satisfaction variable statement indicated by a value of 3.607. This means that employees who work at the Bakpia Jogkem Souvenir Shop are satisfied with what they get from their work.

Table 3. 3 Distribution of Respondents' Answers to Turnover Intention

No.	Statement Items	Scale					Mean	Result
		SD	D	QD	A	VA		
1.	I am thinking about leaving my job	36	41	20	5	1	1,97	D
2.	I am looking for alternative jobs	32	43	21	4	3	2,06	D
3	I am thinking about leaving my job	41	43	16	2	1	1,83	D
4.	My absenteeism is increasing	60	32	5	3	3	1,61	SD
5.	I am bored with my job	32	44	24	2	1	1,99	D
6.	I often make mistakes	43	44	12	2	2	1,80	D
7.	I complain to my boss	43	40	17	3	0	1,81	D
8.	I get different behavior	37	43	17	5	1	1,93	D
Total							1,875	D

Source: Data Processing Results (2024)

Based on the results of processing table 3.4 with a measurement scale of 1 to 5 with the criteria (1) strongly disagree, (2) disagree, (3) quite agree, (4) agree, and (5) strongly agree, the results obtained indicate that giving a response of "disagree" to the turnover intention variable statement items is indicated by a value of 1.875. This means that employees who work at the Bakpia Jogkem Souvenir Shop do not want or intend to leave or move to another workplace.

Table 4. Multiple Linear Analysis Results

Variables Independen	B	Sig.	Result
Constant	29,808		
Remuneration (X1)	0,036	0,704	Tidak Signifikan
Work Stress (X2)	0,046	0,665	Tidak Signifikan
Job Satisfaction (X3)	-0,469	0,000	Signifikan
ANOVA			
F			13,604
Sig.			0,000
Model Summary			
R Square			0,540
Adjusted R Square			0,270
Variabel Dependen: Y (Turnover Intention)			

Source: Data Processing Results (2024)

Results and Discussion

The test results regarding the effect of remuneration on turnover intention show that remuneration has a positive and insignificant impact on turnover intention, thus indicating that H1 is rejected. If remuneration is high, employee turnover intention will be low. Thus, this shows that remuneration is not the main factor influencing employee turnover intention at Toko Oleh-oleh Bakpia Jogkem because its influence is insignificant. Employees do not feel that the remuneration given by the manager is lacking because they feel satisfied and sufficient with what they receive according to their performance results. This is also evidenced by the results of the interview, the informant said that employees feel sufficient and insufficient from the salary they get, it varies. Thus, with the provision of high remuneration, it does not influence or make employees intend or think about moving or leaving their jobs. However, these results show that this study is not in line with the research conducted by Sutagana et al. (2022) and Wibowo et al. (2023) which resulted in remuneration having a significant effect on turnover intention.

The test results regarding the effect of work stress on turnover intention show that work stress has a positive and insignificant effect on turnover intention and indicate that H2 of this study is rejected. This means that the results show that high work stress means low employee turnover intention. Thus, these results indicate that work stress is not the main factor influencing employee turnover intention at Toko Oleh-oleh Bakpia Jogkem because its influence is not significant. Employees with high work stress can be influenced by other factors outside their work, such as family factors and requiring them to continue working to meet their living needs. Thus, even though employees at Toko Oleh-oleh Bakpia Jogkem experience high work stress, it does not make them intend to leave or move jobs to another place. Thus, these results are not in line with Robbins' theory which states that if the work stress that occurs is high, then the turnover intention of employees will also be high (Robbins, 2002). These results are in line with research conducted by Derrick (2020) which shows that work stress has no effect on turnover intention. However, this study is not in line with research conducted by Fitriantini et al. (2020), Hidayati & Rizalti (2021), and Muslim (2021) who said that work stress influences turnover intention.

The test results regarding the effect of job satisfaction on turnover intention show that job satisfaction has a negative and significant effect on turnover intention, thus indicating that H3 is accepted. This shows that the lower the job satisfaction, the higher the turnover intention and vice versa (Fitriantini et al. 2020). Thus, it shows that the lack of job satisfaction felt by employees can increase employee turnover intention at the Bakpia Jogkem Souvenir Shop. This is in accordance with the results of the researcher's interview with the manager that employee job satisfaction at the Bakpia Jogkem Souvenir Shop varies, there are employees who are satisfied with the salary given and there are employees who feel that the salary received is not satisfactory or sufficient. This is evidenced by the results showing that the job satisfaction felt is still low. Thus, it makes employees intend to leave or move from their jobs high. These results are in line with research by Fitriantini et al. (2020) and Deswarta et al. (2021) which show that job satisfaction has a negative and significant effect on turnover intention. However, this study is not in line with the study conducted by Rostandi & Senen (2021) which stated that job satisfaction has a positive and significant effect on turnover intention. In addition, these results are also not in line with the study conducted by (Egarini & Prastiwi, 2022) which showed that job satisfaction has a negative and insignificant effect on turnover intention.

The test results on the effect of remuneration, work stress, and job satisfaction on turnover intention show a *t*-table value of 13.604 with a significance value of 0.000 less than 0.05. Thus, it can be concluded that the variables of remuneration, work stress, and job satisfaction together have a positive effect on employee turnover intention at Toko Oleh-oleh Bakpia Jogkem Yogyakarta and indicate that H4 is accepted.

Conclusion

Based on the results of the analysis and discussion, it can be concluded in this study that remuneration does not affect employee turnover intention at the Bakpia Jogkem Yogyakarta Souvenir Shop. Work stress does not affect employee turnover intention at the Bakpia Jogkem Yogyakarta Souvenir Shop. Job satisfaction has a significant negative effect on employee turnover intention at the Bakpia Jogkem Yogyakarta Souvenir Shop. And remuneration, work stress, and job satisfaction together (simultaneously) affect employee turnover intention at the Bakpia Jogkem Yogyakarta Souvenir Shop.

Research Suggestions and Limitations

This study only focuses on three independent variables, namely remuneration, work stress, and job satisfaction. It is expected that further researchers can add and expand the variables that examine turnover intention. Because there is still very little research on the

variable of remuneration on turnover intention. So that it will add research on remuneration on turnover intention as an additional scientific source.

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