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Effectiveness of Talent Management Strategies in Enhancing Employee Performance: A Study of Selected Private Hospitals in Madurai District

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Abstract: Talent management has emerged as an important strategic approach to enhancing employee performance and organisational effectiveness, particularly in the healthcare sector. The present study examines the effectiveness of talent management strategies in enhancing employee performance in selected private hospitals in Madurai District. Specifically, the study investigates four dimensions of talent management: talent attraction, talent retention, training and development, and career planning. A descriptive and quantitative research design was adopted, and primary data were collected from 145 respondents using a structured questionnaire through convenience sampling. The collected data were analysed using percentage analysis and multiple linear regression. The regression results indicate that the four talent management dimensions collectively explain 49.1% of the variation in employee performance ($R^2 = 0.491$), and the overall regression model is statistically significant ($F = 33.698$, $p < 0.001$). Among the individual dimensions, career planning ($\beta = 0.400$), training and development ($\beta = 0.254$), and talent retention ($\beta = 0.239$) have significant positive influences on employee performance. However, talent attraction does not demonstrate a statistically significant individual influence ($p = 0.063$). The study highlights the importance of structured career planning, continuous employee development and effective retention strategies in improving employee performance in private hospitals.

Keywords: Talent Management, Talent Attraction, Talent Retention, Training and Development, Career Planning, Employee Performance, Private Hospitals, Madurai District.

1 Introduction

The healthcare sector is one of the most important service sectors, where the quality and effectiveness of organisational performance largely depend on the knowledge, skills, competencies and commitment of its workforce. Unlike many other industries, healthcare organisations require employees to demonstrate professional expertise, effective communication, teamwork, decision-making abilities and a high degree of responsibility while delivering services to patients. Doctors, nurses, paramedical professionals, laboratory technicians, pharmacists and administrative personnel collectively contribute to the effective functioning of hospitals. Therefore, the effective management and development of human resources have become essential for maintaining healthcare service quality, improving operational efficiency and achieving organisational objectives. In an increasingly competitive healthcare environment, hospitals must adopt systematic human resource strategies to attract qualified professionals, enhance their competencies, motivate employees and retain experienced personnel.

Talent management has emerged as an important strategic human resource management approach that focuses on identifying, attracting, developing, motivating and retaining employees whose competencies contribute to organisational success. It extends beyond conventional recruitment and personnel administration by emphasising the systematic utilisation and development of human capital. Collings and Mellahi (2009) explained strategic talent management in terms of identifying pivotal positions, developing talent pools and establishing differentiated human resource practices to support organisational objectives. Similarly, Shah et al. (2024) highlighted that talent management practices involving talent identification, development, organisational culture and retention contribute

to employee satisfaction and organisational performance. Thus, talent management should be considered an integrated organisational strategy rather than a collection of isolated human resource activities.

In healthcare organisations, talent management assumes particular importance because employees must continuously update their professional knowledge, technical capabilities and interpersonal skills to respond to changing medical practices, technological developments and patient expectations. Effective talent management strategies include talent acquisition and selection, training and development, performance appraisal, career development, compensation and rewards, employee engagement, leadership development and talent retention. These practices help hospitals recruit employees with appropriate professional qualifications, provide opportunities for continuous learning, recognise individual contributions and create favourable working conditions. Pomaranik and Kludacz-Alessandri (2024), in their empirical study of the public healthcare sector in Poland, established that talent management practices comprising talent attraction, talent development and talent evaluation had a positive and statistically significant relationship with employee performance. Their findings emphasise the importance of structured talent management processes in improving the performance and efficiency of healthcare personnel.

Employee performance is a multidimensional concept that reflects the extent to which employees successfully accomplish their assigned duties and responsibilities in accordance with organisational expectations. In the hospital environment, employee performance can be assessed through work efficiency, productivity, professional competence, quality of service, punctuality, teamwork, communication, responsiveness and adherence to organisational procedures. The performance of healthcare employees is particularly significant because their work directly influences patient care, service delivery and the overall effectiveness of hospital operations. Employees who possess appropriate professional competencies and receive adequate organisational support are more likely to demonstrate higher levels of commitment, motivation and work efficiency. Consequently, hospitals need to establish effective performance management systems that identify employee strengths, address competency gaps, provide constructive feedback and encourage continuous professional improvement.

The relationship between talent management strategies and employee performance has received considerable attention in contemporary human resource management research. Alsakarneh et al. (2023), in their empirical investigation of service organisations in Jordan, found that recruitment and selection, training and development, and rewards and compensation positively influenced employee performance and retention. Their findings indicate that the integrated implementation of talent management practices can contribute to improved workforce productivity and organisational effectiveness. Similarly, Yaldiz and Özçelikay (2025), in their study of pharmaceutical companies in Türkiye, identified positive relationships between the commitment and retention dimensions of talent management and overall employee performance. Their regression analysis further demonstrated that commitment, retention and training collectively explained 40.8% of the variation in employee performance. These findings establish the importance of developing comprehensive talent management strategies to improve employee performance across service-oriented and healthcare-related industries.

Furthermore, employee motivation, job satisfaction and engagement are important factors that can influence the effectiveness of talent management strategies. When organisations provide appropriate training opportunities, career advancement, fair compensation, recognition and supportive working conditions, employees may develop a stronger sense of belonging and commitment towards their organisations. Shah et al. (2024) identified employee satisfaction as an important mediating factor in the relationship between talent management practices and organisational performance. Similarly, Gautam (n.d.) reported that employee engagement mediates the relationship between talent management practices and employee performance in the Nepalese banking sector. These findings suggest that talent management may influence employee performance not only through the direct development of professional competencies but also through employees' psychological and behavioural responses to organisational practices.

In the Indian context, the private healthcare sector has become increasingly important in meeting the growing demand for medical services. Private hospitals are expected to maintain professional standards, provide timely patient care, adopt modern medical technologies and ensure efficient utilisation of human and organisational resources. These expectations require hospitals to recruit and retain qualified medical and non-medical personnel while continuously improving their professional competencies. However, managing a diverse healthcare workforce involves several human resource challenges, including employee turnover, workload pressures, limited career advancement opportunities, work-related stress, professional skill shortages and employee dissatisfaction. Such challenges may affect employee morale, productivity and service efficiency. Therefore, private hospitals need to implement appropriate talent management strategies that address the professional and organisational requirements of their workforce.

Although previous studies have established positive relationships between talent management practices and employee performance in different industrial and organisational settings, the findings may vary according to the nature of the industry, workforce characteristics and organisational environment. For example, Pomaranik and Kludacz-Alessandri (2024) examined talent management in the public healthcare sector in Poland, while Yaldiz and Özçelikay (2025) focused on pharmaceutical companies in Türkiye. Other empirical investigations have concentrated on banking, educational institutions and general service organisations (Alsakarneh et al., 2023; Sahibzada et al., 2022). These studies provide a valuable foundation for understanding the relationship between talent management and employee performance. Nevertheless, their findings cannot automatically be generalised to private hospitals operating in Madurai District, where workforce requirements and organisational conditions may differ.

2 Review of Literature

The present review of literature examines the relationship between four dimensions of talent management, namely talent attraction, talent retention, training and development, and career planning, and their influence on employee performance. These dimensions are considered independent variables, while employee performance is treated as the dependent variable.

2.2. Talent Attraction and Employee Performance

Talent attraction refers to the organisational strategies and practices adopted to identify, attract and recruit individuals possessing the appropriate qualifications, knowledge, skills and competencies required for specific job positions. It involves employer reputation, recruitment policies, selection procedures, competency-based assessment and the ability to attract suitably qualified candidates. Effective talent attraction ensures that organisations acquire employees whose professional capabilities and personal attributes are aligned with organisational requirements.

Collings and Mellahi (2009) emphasised the strategic importance of identifying key organisational positions and developing talent pools to ensure that organisations possess the necessary human capabilities to achieve their objectives. Talent attraction therefore represents an important initial component of strategic talent management because the quality of recruitment and selection influences the availability of competent employees within an organisation. In healthcare institutions, talent attraction is particularly important because hospitals require employees with specialised medical qualifications, technical expertise, professional experience and interpersonal capabilities. Appropriate recruitment and selection practices enable hospitals to appoint suitable doctors, nurses, technicians and administrative personnel according to their respective job requirements. Selecting employees with relevant professional competencies may reduce skill mismatches, improve coordination and enhance the efficiency of hospital operations. Natsagdorj et al. (2026) examined the influence of talent attraction on employee performance among employees of the State Bank of Mongolia. Their findings revealed a positive and statistically significant relationship between talent attraction and employee performance ($\beta = 0.337$, $p = 0.000$). Similarly,

Pomaranik and Kludacz-Alessandri (2024) established that talent attraction was one of the important dimensions of talent management associated with the performance of medical personnel in the Polish public healthcare sector. Alsakarneh et al. (2023) also found that recruitment and selection positively influenced employee performance in Jordanian service organisations.

2.3. Talent Retention and Employee Performance

Talent retention refers to the organisational strategies implemented to encourage competent and experienced employees to continue working within an organisation. It involves providing competitive compensation, recognition, career advancement opportunities, supportive working conditions, employee welfare programmes, job security and a positive organisational environment. Effective talent retention practices help organisations preserve institutional knowledge, maintain workforce stability and reduce the costs associated with employee turnover. Employee retention is particularly important in the healthcare sector because experienced healthcare professionals possess specialised knowledge, clinical expertise and practical experience that are essential for maintaining service continuity. Frequent employee turnover may create additional recruitment and training expenses, increase the workload of existing employees and affect coordination among hospital departments. Consequently, private hospitals need to implement appropriate retention strategies to maintain a stable and competent workforce. From the perspective of the Resource-Based View, valuable human resources can serve as a source of sustained organisational competitive advantage when their knowledge, experience and competencies are difficult to replace (Barney, 1991). Retaining experienced employees enables organisations to preserve valuable organisational knowledge and utilise accumulated professional expertise to achieve better performance. Natsagdorj et al. (2026) identified talent retention as the strongest predictor of employee performance among the four talent management dimensions examined in their study. Their findings revealed a significant positive relationship between talent retention and employee performance . Similarly, Yaldiz and Özçelikay (2025) reported a statistically significant positive relationship between the retention dimension of talent management and employee performance in pharmaceutical companies in Türkiye . Their findings also indicated that employee commitment and retention were positively associated with overall performance. Alsakarneh et al. (2023) further established that rewards and compensation positively influenced employee retention and performance in Jordanian service organisations. These findings highlight the importance of implementing appropriate retention strategies to maintain employee motivation, organisational commitment and workforce stability.

2.4. Training and Development and Employee Performance

Training and development refer to the systematic activities undertaken by organisations to improve employees' knowledge, professional skills, technical competencies and work-related abilities. Training generally focuses on enhancing the knowledge and skills required to perform existing job responsibilities, whereas development emphasises long-term professional growth, future responsibilities and career advancement. Both activities are essential for improving workforce capabilities and ensuring that employees remain competent in their respective roles.

In the healthcare sector, training and development are particularly important because medical practices, diagnostic technologies, treatment procedures and healthcare delivery systems continuously evolve. Healthcare professionals must regularly update their knowledge and skills to maintain professional standards and respond effectively to changing patient requirements. Training programmes may include clinical skill development, technological training, patient safety, infection prevention, emergency management, communication skills and administrative procedures.

According to the Human Capital Theory, investments in employees' education, knowledge and skills can improve their productive capabilities and contribute to organisational performance (Becker, 1964). Similarly, the Ability–Motivation–Opportunity (AMO) framework proposed by Appelbaum et al. (2000) explains that employee

performance is influenced by employees' abilities, motivation and opportunities to contribute. Training and development primarily strengthen the ability component by improving employees' professional knowledge and competencies. Empirical evidence also supports the relationship between training and employee performance. Natsagdorj et al. (2026) found that training and development had a significant positive influence on employee performance among employees in the Mongolian banking sector. Pomaranik and Kludacz-Alessandri (2024) similarly established that talent development positively influenced medical staff performance in the Polish healthcare sector. Their findings emphasised the importance of continuous competency development and structured training programmes in healthcare institutions. Furthermore, Alsakarneh et al. (2023) reported that training and development had a significant positive influence on employee performance in Jordanian service organisations. Kamau and Juma (2023) also identified a positive and significant relationship between training and development and employee performance in their study of De La Rue Company in Kenya.

2.5. Career Planning and Employee Performance

Career planning refers to the systematic process through which employees identify their professional goals, assess their capabilities and determine the steps required to achieve their desired career development. It involves career progression opportunities, promotion policies, professional development pathways, mentoring, succession planning and organisational support for employees' long-term career aspirations. Effective career planning enables employees to understand their future opportunities within an organisation and motivates them to improve their professional knowledge, skills and performance.

Career planning is particularly relevant in healthcare organisations because employees from different professional backgrounds require continuous learning and clearly defined opportunities for professional advancement. Doctors, nurses, paramedical personnel and administrative employees may have different career aspirations and development requirements. Therefore, hospitals need to establish transparent career progression systems, professional development opportunities and appropriate promotion policies to support employees' career objectives. Natsagdorj et al. (2026) examined the influence of career planning on employee performance and reported a statistically significant positive relationship ($\beta = 0.517$, $p = 0.001$). Their findings demonstrated that employees who receive appropriate career planning opportunities are more likely to improve their performance and contribute towards organisational objectives. Similarly, Kamau and Juma (2023) identified a positive and significant relationship between career development and employee performance in De La Rue Company in Kenya. Their findings emphasised that promotion opportunities and career development initiatives could improve employee satisfaction, morale, involvement and productivity. Also, Pomaranik and Kludacz-Alessandri (2024) highlighted career development opportunities and professional advancement as important motivational factors that may encourage employees to improve their work performance. Their study also emphasised the importance of developing employees' competencies through formal talent management processes.

Based on the reviews and the findings of previous empirical studies, the following hypotheses are formulated:

H1: Talent attraction has a significant positive influence on employee performance in selected private hospitals in Madurai District.

H2: Talent retention has a significant positive influence on employee performance in selected private hospitals in Madurai District.

H3: Training and development have a significant positive influence on employee performance in selected private hospitals in Madurai District.

H4: Career planning has a significant positive influence on employee performance in selected private hospitals in Madurai District.

3 Research Methodology

The present study adopts a descriptive and quantitative research design to examine the effectiveness of talent management strategies in enhancing employee performance in selected private hospitals in Madurai District. The descriptive research design is used to understand the existing talent management practices followed by private hospitals and to assess employees' perceptions regarding these practices. The quantitative approach enables the researcher to collect measurable data through a structured questionnaire and statistically examine the relationships between the selected independent and dependent variables.

The study focuses on four dimensions of talent management, namely talent attraction, talent retention, training and development, and career planning, as independent variables. Employee performance is considered the dependent variable. The research design facilitates the examination of both individual and combined influences of these four dimensions on employee performance. The population of the study comprises employees working in selected private hospitals in Madurai District. It includes employees from different functional and professional categories, such as doctors, nurses, paramedical professionals, laboratory technicians, pharmacists and administrative personnel.

A total of 145 respondents have been selected for the present study from employees working in selected private hospitals in Madurai District. The sample comprises employees from different departments and professional categories to obtain varied perspectives regarding the implementation and effectiveness of talent management strategies.

The study employs a convenience sampling technique, which is a non-probability sampling method. Under this technique, respondents are selected based on their accessibility, availability and willingness to participate in the research. This technique has been adopted considering the practical difficulties involved in accessing employees working in different departments of private hospitals and obtaining their responses within the available research period. Employees who are accessible and willing to provide the required information are included in the study.

The study uses both primary and secondary sources of data. Primary data are collected directly from employees working in selected private hospitals in Madurai District through a structured questionnaire. The questionnaire is designed to obtain information regarding employees' perceptions of talent attraction, talent retention, training and development, career planning and employee performance. Secondary data are collected from published research articles, academic journals, books, research reports and other relevant scholarly publications relating to talent management and employee performance.

A structured questionnaire is used as the primary instrument for collecting data from the respondents. The questionnaire is developed by adapting the measurement scales used by Natsagdorj et al. (2026), who examined the relationship between talent management practices and employee performance in the Mongolian banking sector.

The measurement instrument covers four independent variables and one dependent variable. The talent management dimensions include talent attraction, talent retention, training and development, and career planning, while employee performance represents the dependent variable. The data collected through the structured questionnaire are proposed to be analysed using appropriate statistical techniques with the support of SPSS software.

4 Analysis and Interpretation

The present section focuses on the analysis and interpretation of data collected from 145 respondents working in selected private hospitals in Madurai District. The collected data are analysed using percentage analysis and multiple linear regression analysis. Percentage analysis is employed to describe the work-related profile of the respondents, while multiple regression analysis is used to examine the influence of four talent management

dimensions, namely talent attraction, talent retention, training and development, and career planning, on employee performance. The analysis aims to identify the relative contribution of each talent management strategy to employee performance and test the proposed research hypotheses.

Work-related Profile of the Respondents

The frequency distribution indicates that nurses constitute the largest designation group (28.97%), followed by paramedical staff (19.31%). With regard to departmental distribution, nursing accounts for the highest proportion of respondents (24.14%). Regarding total work experience, the majority of respondents belong to the 1–5 years category (37.93%). In terms of employment nature, most respondents are permanent employees (63.45%). With respect to monthly salary, the largest group earns between ₹15,001 and ₹25,000 (26.21%).

Table1 Work-related Profile of the Respondents

Work-related variables	Categories	Frequency	Percentage (%)
1. Designation	Doctor	22	15.17
	Nurse	42	28.97
	Paramedical Staff	28	19.31
	Laboratory Technician	16	11.03
	Pharmacist	10	6.90
	Administrative Staff	18	12.41
	Others	9	6.21
2. Department	General Medicine	28	19.31
	Surgery	20	13.79
	Nursing	35	24.14
	Emergency	15	10.34
	Laboratory	14	9.66
	Pharmacy	10	6.90
	Administration	15	10.34
	Others	8	5.52
3. Total Work Experience	Below 1 year	18	12.41
	1–5 years	55	37.93
	6–10 years	38	26.21
	11–15 years	21	14.48
	Above 15 years	13	8.97
5. Nature of Employment	Permanent	92	63.45
	Contractual	38	26.21

	Temporary	9	6.21
	Probationary	6	4.14
9. Monthly Salary	Below ₹15,000	20	13.79
	₹15,001–₹25,000	38	26.21
	₹25,001–₹35,000	35	24.14
	₹35,001–₹50,000	29	20.00
	Above ₹50,000	23	15.86

Impact of Talent Management Practices on Employee Performance

Multiple linear regression analysis was employed to examine the influence of talent management strategies, namely talent attraction, talent retention, training and development, and career planning, on employee performance among employees of selected private hospitals in Madurai District.

4.2.1. Model Summary

Table 2 presents the model summary of the multiple regression analysis examining the influence of talent management strategies on employee performance. The results indicate a multiple correlation coefficient (R) of 0.700, suggesting a strong overall relationship between the combined independent variables and employee performance. The coefficient of determination (R^2) is 0.491, indicating that 49.1% of the variation in employee performance is explained by talent attraction, talent retention, training and development, and career planning. The adjusted R^2 value of 0.476 indicates that the model explains 47.6% of the variation in employee performance after adjusting for the number of predictors included in the analysis. The remaining 50.9% of the variation is attributable to other factors not explained by the model and unexplained variation. The standard error of the estimate is 0.32463, reflecting the average magnitude of prediction errors in the units of the dependent variable. Overall, the findings indicate that the selected talent management strategies collectively account for a substantial proportion of the variation in employee performance.

4.2.2. ANOVA Summary

Table 3 presents the ANOVA results used to examine the overall statistical significance of the multiple regression model. The findings reveal that the regression model is statistically significant, with an F-value of 33.698 ($F(4, 140) = 33.698$, $p < 0.001$). Since the significance value is below the conventional threshold of 0.05, the overall regression model is statistically significant. This indicates that the four talent management dimensions collectively provide a significant explanation of the variation in employee performance. Thus, the findings establish that the regression model is suitable for examining the relationships between talent management strategies and employee performance among employees of selected private hospitals in Madurai District.

4.2.3. Regression Coefficients

Table 4 presents the regression coefficients indicating the individual contribution of each talent management dimension to employee performance. The results reveal that talent attraction has a positive but statistically insignificant influence on employee performance ($\beta = 0.149$, $t = 1.876$, $p = 0.063$). Since the significance value exceeds 0.05, hypothesis H1 is not supported. This suggests that talent attraction does not make a statistically significant unique contribution to employee performance after controlling for the other talent management dimensions.

Talent retention exhibits a positive and statistically significant influence on employee performance (β = 0.239, t = 3.343, p = 0.001), indicating that effective talent retention practices are associated with improved employee performance. Therefore, hypothesis H2 is supported. Similarly, training and development demonstrate a positive and statistically significant influence on employee performance (β = 0.254, t = 4.197, p < 0.001), confirming that opportunities for skill enhancement and professional development are positively associated with employee performance. Hence, hypothesis H3 is supported.

Furthermore, career planning emerges as the strongest predictor of employee performance among the four dimensions, with the highest standardised regression coefficient (β = 0.400, t = 5.176, p < 0.001). This finding indicates that career progression opportunities, professional advancement and structured career planning are particularly important factors associated with employee performance in the selected private hospitals. Consequently, hypothesis H4 is supported.

Overall, the regression findings reveal that talent retention, training and development, and career planning have statistically significant positive relationships with employee performance, whereas talent attraction does not demonstrate a statistically significant individual relationship at the 5% significance level. Based on the standardised regression coefficients, career planning is the most influential predictor, followed by training and development and talent retention.

Table2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.700[a]	.491	.476	.32463

a. Predictors: (Constant), talent attraction, talent retention, training and development, and career planning

Table 3 ANOVA Summary

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.205	4	3.551	33.698	.000[b]
	Residual	14.754	140	.105		
	Total	28.960	144			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), talent attraction, talent retention, training and development, and career planning

Table 4 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.836	.304		2.749	.007
	Talent attraction	.121	.065	.149	1.876	.063
	Talent retention	.185	.055	.239	3.343	.001
	Training and development	.174	.041	.254	4.197	.000
	Career planning	.338	.065	.400	5.176	.000
a. Dependent Variable: Employee Performance						

Table 5 Hypothesis Testing Summary

Hypothesis	Relationship	Standardised β	p-value	Decision
H1	Talent Attraction → Employee Performance	0.149	0.063	Not Supported
H2	Talent Retention → Employee Performance	0.239	0.001	Supported
H3	Training and Development → Employee Performance	0.254	< 0.001	Supported
H4	Career Planning → Employee Performance	0.400	< 0.001	Supported

5 Conclusion

The present study examined the effectiveness of talent management strategies in enhancing employee performance in selected private hospitals in Madurai District. The study focused on four major dimensions of talent management, namely talent attraction, talent retention, training and development, and career planning. The findings of the multiple regression analysis demonstrate that these four dimensions collectively have a statistically significant relationship with employee performance, explaining 49.1% of its variation. This establishes the relevance of talent management strategies in understanding employee performance within the selected private hospitals.

The individual regression results reveal that career planning is the strongest predictor of employee performance, followed by training and development and talent retention. Career planning demonstrates the highest standardised regression coefficient (β = 0.400), indicating the importance of career advancement opportunities, professional growth and structured career development in enhancing employee performance. Training and development (β = 0.254) also contribute significantly, highlighting the need for continuous learning, professional training and competency enhancement among hospital employees. Similarly, talent retention (β = 0.239) has a significant positive influence, emphasising the importance of employee welfare, recognition, supportive working conditions and workforce stability.

However, talent attraction, despite exhibiting a positive coefficient (β = 0.149), does not have a statistically significant individual influence on employee performance at the 5% significance level. This suggests that recruitment and selection practices alone may not be sufficient to improve employee performance unless they are supported by effective retention, development and career advancement initiatives.

Based on these findings, private hospital management should strengthen career planning systems, provide continuous professional development opportunities and implement appropriate employee retention strategies. Transparent promotion policies, skill enhancement programmes, mentoring and employee recognition initiatives may further support workforce performance. Overall, the study concludes that an integrated approach to talent management, with particular emphasis on career planning, training and development, and talent retention, is important for improving employee performance and organisational effectiveness in selected private hospitals in Madurai District.

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