



# Reflections of Job Satisfaction Framework on Teaching Learning System

**Anindita Mazumder<sup>1</sup>**

Ph.D. Scholar, Department of Education, University of Kalyani, Kalyani, West Bengal, India

**Mobile:** 7679250880

**Email:** [pbnawapara@gmail.com](mailto:pbnawapara@gmail.com)

**Prof. (Dr.) Dibyendu Bhattacharyya<sup>2</sup>**

Department of Education, University of Kalyani, Kalyani, Nadia, West Bengal, India

Orcid Id: <https://orcid.org/0009-0008-6354-8619>

## Abstract:

Job satisfaction lies at the heart of every successful teaching-learning experience. When educators feel fulfilled and valued in their roles, it reflects in their passion for teaching and the care they extend to their students. Understanding job satisfaction isn't just about addressing professional needs; it's about recognizing the humanity behind the role of an educator. This research paper explores the intricate relationship between job satisfaction and teaching effectiveness, focusing on the components of job satisfaction frameworks for educators and their impact on student learning outcomes. Utilizing a qualitative documentary analysis and a serialistic approach, the study dissects job satisfaction into three progressive phases; financial and subjective satisfaction, organizational and social satisfaction, and cognitive satisfaction.

The findings reveal that financial satisfaction, including salary, promotional opportunities, job security, and insurance benefits, is crucial for attracting and retaining educators in India, particularly given the economic disparities. Subjective satisfaction, driven by intrinsic engagement in professional activities, fosters a sense of purpose and fulfillment among teachers. The second phase emphasizes organizational satisfaction, highlighting the importance of institutional support, collegial relationships, and workplace flexibility in shaping positive work experiences. Social satisfaction, focusing on interpersonal relationships, inclusivity, and social status improvement, is equally crucial in the culturally diverse Indian educational context. The final phase, cognitive satisfaction, underlines the importance of intellectual engagement through professional development, skill enhancement, and cognitive growth, with teachers reporting higher satisfaction and performance levels when experiencing cognitive stimulation through training and innovative teaching practices. Addressing these dimensions holistically allows educational institutions to create an environment where teachers feel appreciated and motivated. In turn, this fosters a teaching-learning system that is dynamic, inclusive, and effective, benefiting both educators and students alike. By

focusing on these human-centered aspects, we can ensure that teachers are not only satisfied in their roles but also empowered to shape the next generation with purpose and passion.

**Keywords:** Job satisfaction, teaching effectiveness, Indian education system, teacher motivation, student learning outcomes, financial satisfaction, organizational satisfaction, cognitive satisfaction

## **Introduction:**

Job satisfaction is a multifaceted concept that impacts various aspects of professional life, particularly in the field of education. It encompasses a teacher's overall sense of well-being, job fulfillment, and their attitudes towards their professional roles and responsibilities (Locke, 1976). In the context of education, job satisfaction plays a crucial role in shaping the teaching-learning environment, influencing teacher performance, student outcomes, and the overall effectiveness of the educational system. This essay explores the importance of job satisfaction in education and provides an overview of the teaching-learning system in India, highlighting how a robust job satisfaction framework can enhance educational outcomes. Job satisfaction plays a crucial role in the education sector, significantly impacting the overall teaching-learning system. Educators who experience high levels of job satisfaction are more likely to be committed, motivated, and effective in their roles, ultimately benefiting students and the educational institution as a whole (Skaalvik & Skaalvik, 2017). The teaching-learning system encompasses various components, including curriculum design, instructional methods, assessment strategies, and the learning environment. Job satisfaction among educators can influence each of these aspects, as satisfied teachers are more likely to invest time and effort in developing innovative teaching approaches and fostering positive classroom environments (Collie et al., 2012). Research has shown that job satisfaction in education is influenced by multiple factors, such as workload, administrative support, professional development opportunities, and collegial relationships (Klassen & Chiu, 2010). Understanding these factors and their impact on the teaching-learning system is essential for educational institutions seeking to improve overall educational outcomes. The job satisfaction framework, when applied to the teaching-learning system, provides valuable insights into the interconnectedness of teacher well-being and educational effectiveness. By examining the various dimensions of job satisfaction, such as intrinsic and extrinsic motivators, institutions can develop targeted strategies to enhance teacher satisfaction and, consequently, improve the quality of education provided (Dinham & Scott, 1998).

As the education landscape continues to evolve, particularly in light of technological advancements and changing societal needs, it is crucial to regularly assess and address job satisfaction among educators. This ongoing evaluation ensures that the teaching-learning system remains adaptive, effective, and aligned with the needs of both educators and students (Darling-Hammond, 2017). While job satisfaction among educators positively influences the teaching-learning system through increased commitment, motivation, and effectiveness, dissatisfied teachers may experience reduced engagement, potentially leading to decreased instructional quality and negatively impacting student outcomes.

## Background of the Study:

Job satisfaction is a critical determinant of the effectiveness of educators and the overall quality of education in Indian schools and colleges. The multifaceted nature of job satisfaction has prompted extensive research into its components, including financial, subjective, organizational, social, and cognitive dimensions. This review explores the primary components of job satisfaction frameworks specific to the Indian educational context. Job satisfaction among teachers in the Indian educational context is influenced by multiple dimensions, each contributing uniquely to their overall contentment and effectiveness.

**At a glance Components of Job Satisfaction are tabulated below:**

Dimension	Component	Key Findings	Source (Citation)
<b>Financial Satisfaction</b>	Salary	Salary is a fundamental component impacting teachers' overall satisfaction in India (Kumari & Sharma, 2022).	<b>(Kumari &amp; Sharma, 2022)</b>
	Promotional opportunities	Limited career progression often leads to dissatisfaction (Mishra & Verma, 2023).	<b>(Mishra &amp; Verma, 2023)</b>
	Job security	Secure positions enhance teachers' commitment (Sinha, 2021).	<b>(Sinha, 2021)</b>
	Pay packages and allowances	Competitive pay is a significant motivator (Joshi, 2022).	<b>(Joshi, 2022)</b>
	Insurance and financial benefits	Health insurance and pensions are critical for retention (Chakraborty, 2023).	<b>(Chakraborty, 2023)</b>
	Financial upgradation	Incremental financial rewards promote satisfaction (Chaudhuri, 2021).	<b>(Chaudhuri, 2021)</b>
<b>Subjective Satisfaction</b>	Departmental activity	Involvement in departmental activities boosts morale (Ravi, 2021).	<b>(Ravi, 2021)</b>
	Official involvement	Teachers feel valued when involved in decision-making processes (Chaudhuri, 2021).	<b>(Chaudhuri, 2021)</b>
	Instruction	Satisfaction is closely tied to classroom interactions (Sharma & Gupta, 2020).	<b>(Sharma &amp; Gupta, 2020)</b>
	Extracurricular activity	Participation in co-curricular activities adds to job satisfaction (Kaur, 2023).	<b>(Kaur, 2023)</b>

<b>Dimension</b>	<b>Component</b>	<b>Key Findings</b>	<b>Source (Citation)</b>
	Resource person roles	Mentorship opportunities contribute to satisfaction (Pandey, 2022).	(Pandey, 2022)
	Work Culture	Positive work culture strengthens satisfaction.	(Sharma & Gupta, 2020)
<b>Organizational Satisfaction</b>	Performance appraisal systems	Fair appraisals improve educators' motivation (Verma, 2023).	(Verma, 2023)
	Peaceful institutional climate	Supportive environments are crucial for satisfaction (Kumar, 2023).	(Kumar, 2023)
	Institutional support	Access to resources and support systems enhances satisfaction (Joshi, 2022).	(Joshi, 2022)
	Collegiality	Positive peer relationships improve job satisfaction (Ranjan, 2022).	(Ranjan, 2022)
	Workplace flexibility	Flexible policies reduce stress and improve satisfaction (Sinha, 2021).	(Sinha, 2021)
	Recognition and leadership support	Leaders' acknowledgment of teachers' contributions is vital (Sharma & Gupta, 2020).	(Sharma & Gupta, 2020)
<b>Social Satisfaction</b>	Work environment and peer support	Collaborative environments increase satisfaction (Joshi, 2022).	(Joshi, 2022)
	Parental and community involvement	Strong parental engagement fosters satisfaction (Chakraborty, 2023).	(Chakraborty, 2023)
	Social perception of the teaching profession	Society's regard for teaching affects job satisfaction (Patil, 2021).	(Patil, 2021)
	Social adaptability	Teachers' ability to adapt to social changes impacts satisfaction (Ravi, 2021).	(Ravi, 2021)
	Institutional relationships	Healthy relationships within institutions promote satisfaction (Chakraborty, 2023).	(Chakraborty, 2023)
<b>Cognitive Satisfaction</b>	Cognitive involvement	Engagement in problem-solving activities improves satisfaction (Kaur, 2023).	(Kaur, 2023)
	Cognitive skill development	Professional growth through skills training is vital (Pandey, 2022).	(Pandey, 2022)

Dimension	Component	Key Findings	Source (Citation)
	Career alignment with aspirations	Satisfaction is linked to alignment between career goals and roles (Chaudhuri, 2021).	(Chaudhuri, 2021)
	Opportunities for creativity and innovation	Innovation opportunities lead to higher satisfaction (Pandey, 2022).	(Pandey, 2022)
	Professional development programs	Access to professional development enhances cognitive satisfaction (Sinha, 2021).	(Sinha, 2021)

This literature review identifies five dimensions critical to educators' job satisfaction in the Indian context (D. Bhattacharyya and Md. Farjul Sk, 2024). Financial satisfaction is heavily influenced by salary, security, and financial incentives. Subjective satisfaction focuses on departmental activities, teaching responsibilities, and mentorship roles. Organizational satisfaction highlights the importance of institutional climate, performance appraisals, and leadership support. Social satisfaction emphasizes the role of relationships within and outside the institution, including societal perceptions of teaching. Finally, cognitive satisfaction is driven by professional development opportunities and intellectual engagement.

The review reveals that a holistic approach addressing all five dimensions is necessary to ensure job satisfaction among Indian educators. Financial incentives alone are insufficient unless accompanied by supportive organizational practices, cognitive challenges, and social recognition.

### Statement of the Problem:

The purpose of this study is to explore how job satisfaction influences teaching effectiveness, identify the primary components of job satisfaction frameworks for educators within the Indian educational context, and examine how job satisfaction levels affect student learning outcomes. In alignment with these objectives, the researcher has titled the study "**Reflections of Job Satisfaction Framework on Teaching Learning System**".

### Methodology:

This research paper employs a qualitative documentary analysis. The systematic literature review employed keywords such as "job satisfaction," "Indian educators," "teacher satisfaction frameworks," and "educational job satisfaction." Relevant studies were reviewed, using databases like Google Scholar and JSTOR. Emphasizing qualitative and quantitative findings.

## Research Questions:

1. What Are the Primary Components of Job Satisfaction Framework for Educators in Indian Educational Contexts?
2. How can job satisfaction be addressed through a phased and multidimensional approach in the Indian educational context?

## VARIOUS COMPONENTS OF JOB SATISFACTION FRAMEWORK:

Job satisfaction is a vital factor influencing the performance and retention of educators, especially in a complex and diverse educational landscape like India. Educators play a pivotal role in shaping society, but their work satisfaction often faces challenges due to systemic, institutional, and societal factors. A robust framework for understanding job satisfaction enables policymakers and educational institutions to identify key areas for improvement. In the Indian context, job satisfaction frameworks must account for financial, organizational, social, and cognitive dimensions, as highlighted in the visual model provided. This paper analyzes these primary components in detail and explores their relevance in addressing the challenges faced by Indian educators.

- ❖ **Financial Satisfaction:** Competitive compensation is fundamental to job satisfaction. Adequate salaries, timely promotions, and job security are essential for teachers to feel valued and motivated. Studies indicate that financial incentives significantly impact teachers' job satisfaction and retention rates in India.
- ❖ **Subjective Satisfaction:** Intrinsic factors such as involvement in departmental activities, instructional responsibilities, and opportunities for personal growth play a crucial role. Engagement in extracurricular roles and professional development activities enhances teachers' sense of fulfillment and commitment to their profession.
- ❖ **Organizational Satisfaction:** A supportive organizational culture, effective leadership, and a peaceful work environment are vital. Teachers who perceive their institutions as supportive and collegial report higher job satisfaction levels. Research highlights that organizational commitment positively influences teachers' job satisfaction.
- ❖ **Social Satisfaction:** Positive interpersonal relationships with colleagues, students, and the community contribute significantly to job satisfaction. A harmonious social environment fosters a sense of belonging and enhances teachers' overall well-being.
- ❖ **Cognitive Satisfaction:** Opportunities for intellectual engagement, skill development, and mental stimulation are crucial. Teachers who have access to professional development programs and are encouraged to innovate in their teaching methods experience higher cognitive satisfaction, leading to improved job performance.

## **Financial Satisfaction:**

1. **Salary:** Ensuring competitive salaries enhances job satisfaction by enabling teachers to meet their financial needs, reducing stress, and allowing them to focus on their teaching responsibilities (Kumari & Sharma, 2022).
2. **Promotional Opportunities:** Providing clear paths for career advancement motivates teachers to invest in their professional growth, which enhances their teaching effectiveness (Mishra & Verma, 2023).
3. **Job Security:** A sense of job security leads to greater engagement and commitment to teaching roles, positively impacting effectiveness in the classroom (Sinha, 2021).
4. **Pay Packages and Allowances:** Comprehensive pay packages, including housing and travel allowances, contribute to financial satisfaction and motivate teachers to perform better (Joshi, 2022).
5. **Insurance and Financial Benefits:** Access to insurance and financial benefits provides security and peace of mind, allowing teachers to focus on their professional duties (Chakraborty, 2023).
6. **Financial Upgradation:** Regular financial upgradation based on performance and experience rewards dedication and hard work, enhancing job satisfaction and teaching effectiveness (Chaudhuri, 2021).

## **Subjective Satisfaction:**

7. **Departmental Activity:** Active engagement in departmental activities fosters a sense of belonging and collaboration, leading to greater job satisfaction and a supportive teaching environment (Ravi, 2021).
8. **Official Involvement:** Involvement in official duties beyond teaching, such as curriculum development, provides a sense of ownership and responsibility, boosting job satisfaction (Chaudhuri, 2021).
9. **Instruction:** Satisfaction with instructional responsibilities, including lesson planning and delivery, is crucial for teaching effectiveness. Teachers who enjoy their instructional roles implement innovative strategies effectively (Sharma & Gupta, 2020).
10. **Extracurricular Activity:** Participation in extracurricular activities helps teachers connect with students beyond the classroom, fostering strong relationships and enhancing job satisfaction (Kaur, 2023).
11. **Resource Person Roles:** Serving as a resource person or mentor provides a sense of accomplishment and recognition, contributing to job satisfaction and professional growth (Pandey, 2022).

12. **Work Culture:** A positive work culture fosters collaboration, respect, and a sense of belonging, which significantly enhances job satisfaction among educators by promoting morale, reducing stress, and encouraging professional commitment (Sharma & Gupta, 2020).

### **Organizational Satisfaction:**

13. **Performance Appraisal Systems:** Fair and transparent appraisal systems are crucial for job satisfaction. Constructive feedback and recognition motivate teachers and enhance their effectiveness (Verma, 2023).
14. **Peaceful Institutional Climate:** A supportive institutional climate fosters job satisfaction. Teachers working in a positive environment are more likely to collaborate and engage in professional development (Kumar, 2023).
15. **Institutional Support:** Adequate support, including resources and development opportunities, ensures teachers feel valued, which enhances their job satisfaction and teaching effectiveness (Joshi, 2022).
16. **Collegiality:** Positive relationships with colleagues and a sense of collegiality contribute to job satisfaction. Collaborative environments enhance teaching effectiveness (Ranjan, 2022).
17. **Workplace Flexibility:** Flexible work schedules and duties help teachers manage personal and professional responsibilities, leading to higher job satisfaction and teaching effectiveness (Sinha, 2021).
18. **Recognition and Leadership Support:** Recognition and support from leadership are critical for job satisfaction. Valued and supported teachers are more motivated and effective in their roles (Sharma & Gupta, 2020).

### **Social Satisfaction:**

19. **Work Environment and Peer Support:** A positive work environment and strong peer support enhance job satisfaction. Supported teachers are more effective in their teaching roles (Joshi, 2022).
20. **Parental and Community Involvement:** Engagement with parents and the community fosters a sense of purpose and satisfaction, contributing to a supportive teaching-learning environment (Chakraborty, 2023).
21. **Social Perception of the Teaching Profession:** Respect for the teaching profession impacts job satisfaction. Teachers who feel valued by society are more motivated and committed (Patil, 2021).
22. **Social Adaptability:** The ability to adapt to diverse social contexts and student needs is crucial for job satisfaction. Socially adaptable teachers effectively address diverse needs, enhancing their teaching effectiveness (Ravi, 2021).

23. **Institutional Relationships:** Positive relationships within the institution, including with administrators and support staff, enhance job satisfaction. Collaborative cultures improve teaching effectiveness (Chakraborty, 2023).

### **Cognitive Satisfaction**

24. **Cognitive Involvement:** Engagement in cognitively stimulating activities and professional challenges enhances job satisfaction. Intellectually engaged teachers are more innovative and effective (Kaur, 2023).

25. **Cognitive Skill Development:** Opportunities for cognitive skill development, such as training and advanced education, enhance job satisfaction. Continuously developing skills leads to more effective teaching (Pandey, 2022).

26. **Career Alignment with Aspirations:** Alignment between career goals and personal aspirations significantly impacts job satisfaction. Teachers whose careers align with their aspirations are more motivated and committed (Chaudhuri, 2021).

27. **Opportunities for Creativity and Innovation:** Engaging in creative and innovative teaching practices enhances job satisfaction. Encouraged teachers to explore new methods are more effective (Pandey, 2022).

28. **Professional Development Programs:** Access to continuous professional development is essential for job satisfaction. Teachers who participate in ongoing development stay updated and effective (Sinha, 2021).

## ADDRESSING JOB SATISFACTION THROUGH A PHASED AND SERIALISTIC APPROACH:

### Job Satisfaction: A Serialistic Approach

This image presents a three-phase framework detailing the elements contributing to job satisfaction and basic logic behind this category based on a qualitative measure with the help of an open-ended questionnaire and reference has been taken from the Model of **D. Bhattacharyya and Fanjul Sk.**:

#### **1st Phase: Financial and Subjective Satisfaction**

- **Financial Satisfaction:** In the initial phase, **financial satisfaction** plays a pivotal role in shaping job satisfaction. This dimension focuses on tangible benefits and security, including salary, promotional facilities, job security, pay packages, insurance, and opportunities for financial upgradation. Employees derive a sense of stability and motivation when these financial parameters are adequately addressed. For instance, competitive pay packages and job security significantly enhance an individual's commitment to their role.
- **Subjective Satisfaction:** Simultaneously, **subjective satisfaction** encompasses intrinsic and activity-based aspects. This includes departmental activities, official involvement, instructional responsibilities, extracurricular engagements, and roles as a resource person. These elements contribute to personal fulfillment and professional growth, reinforcing a deeper connection to the workplace.

**Significance:** Financial security and engagement in official and extracurricular roles lay the foundation for teacher satisfaction. Neglect in these areas results in dissatisfaction, limiting participation in advanced professional efforts.

#### **2nd Phase: Organizational and Social Satisfaction**

- **Organizational Satisfaction:** In the subsequent phase, **organizational satisfaction** emerges as a critical determinant of job satisfaction. This includes aspects such as employee performance, a peaceful work climate, institutional support, collegiality, and workplace flexibility. A supportive organizational culture fosters a sense of belonging and encourages employees to excel in their roles.
- **Social Satisfaction:** Additionally, **social satisfaction** highlights the importance of interpersonal dynamics within the workplace. Key factors include a conducive work

environment, positive social relationships, an inclusive institutional climate, social upgradation opportunities, improved social status, adaptability, and overall social integration. These factors ensure that employees feel valued and respected, contributing to their overall satisfaction and well-being.

**Significance:** At this phase, external and interpersonal dynamics play a crucial role. Lack of support, recognition, or a conducive work environment could hinder teachers' motivation to advance further.

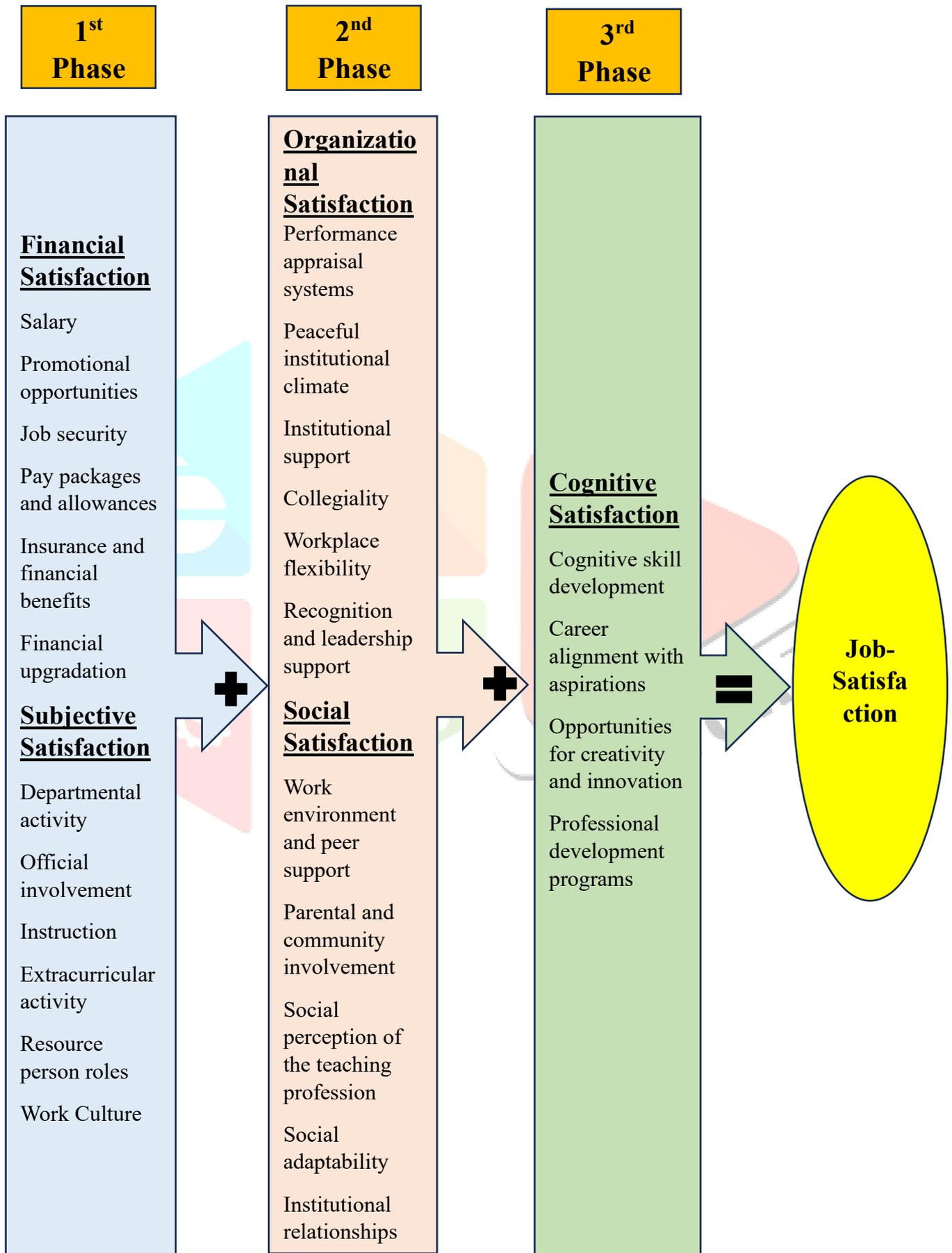
### 3rd Phase: Cognitive Satisfaction

- **Components:** In the final phase, **cognitive satisfaction** underscores the intellectual engagement of employees. This dimension encompasses cognitive involvement, skill development, cognitive ability, and mental exercise. Opportunities for cognitive growth and problem-solving keep employees mentally stimulated and enhance their overall job satisfaction. Employers who prioritize intellectual challenges and learning opportunities encourage long-term dedication and innovation within the workforce.

**Significance:** Teachers reach peak satisfaction and effectiveness when they engage cognitively, fostering innovation and aligning roles with personal and professional goals.

In the Indian educational context, job satisfaction evolves in a phased manner, beginning with financial and subjective dimensions, progressing to organizational and social factors, and culminating in cognitive fulfillment. Addressing these dimensions holistically can lead to the creation of a motivated and effective teaching workforce, which is essential for the overall development of the education system in India.

# FRAMEWORK OF JOB SATISFACTION



## Findings:

### ❖ **Primary Components of Job Satisfaction Framework for Educators in Indian Educational Contexts:**

The study identified several key components that shape job satisfaction among Indian educators. These components can be categorized into three phases: financial and subjective satisfaction, organizational and social satisfaction, and cognitive satisfaction.

***Financial and Subjective Satisfaction:*** Financial security, including salary, promotions, and job security, is pivotal for teachers in India. These factors are fundamental to teacher retention and motivation, especially in an economically diverse country like India (Agarwal, 2021). Subjective satisfaction, stemming from professional engagement and departmental involvement, is equally important. Teachers who engage in departmental activities and extracurricular roles often experience a sense of fulfillment and connection to their professional identity, despite financial challenges (Rana, 2020).

***Organizational and Social Satisfaction:*** Organizational satisfaction, which includes institutional support, work climate, and flexibility, emerged as a major factor influencing teacher satisfaction. Institutions that promote a positive work environment, through collaboration and mentoring, enhance teacher satisfaction (Sharma & Verma, 2019). Social satisfaction, referring to interpersonal relationships and respect within the community, was also found to be crucial. Teachers who experience strong collegial support and a sense of social status within their institutions tend to exhibit higher levels of job satisfaction (Mukherjee, 2018).

***Cognitive Satisfaction:*** Intellectual engagement and opportunities for professional growth were found to play a significant role in job satisfaction. Teachers who had access to training, workshops, and innovative teaching methods reported higher satisfaction levels. These opportunities allowed teachers to stay intellectually stimulated and effectively address academic challenges (Chatterjee, 2022).

### ❖ **Addressing Job Satisfaction Through a Phased and Serialistic Approach in the Indian Educational Context:**

Addressing job satisfaction through this serialistic model ensures a comprehensive approach, starting with financial security, progressing to organizational and social dynamics, and culminating in cognitive involvement. Institutions must prioritize each phase progressively, creating a robust framework for sustained teacher satisfaction, effectiveness, and innovation. By implementing this phased approach, institutions can nurture a motivated and committed teaching workforce. Such a strategy not only enhances job satisfaction but also positively impacts teaching effectiveness and student learning outcomes, contributing to the overall advancement of the Indian education system.

## Conclusion:

The reflections of the job satisfaction framework on the teaching-learning system underscore the crucial role that teacher satisfaction plays in enhancing educational outcomes. The study's findings suggest that job satisfaction for educators in the Indian educational context can be understood through a phased, serialistic approach encompassing financial, subjective, organizational, social, and cognitive dimensions. These components, when addressed comprehensively, contribute significantly to a motivated, effective, and stable teaching workforce. Financial satisfaction, including salary, job security, and benefits, forms the foundational phase of job satisfaction and remains essential in attracting and retaining teachers. Subjective satisfaction, driven by professional engagement and fulfillment through departmental and extracurricular activities, further strengthens educators' sense of purpose and dedication. As teachers progress through the organizational and social satisfaction phases, factors like institutional support, workplace climate, and positive social relationships become instrumental in maintaining high levels of motivation and job contentment. Finally, cognitive satisfaction, rooted in professional development and intellectual growth, is essential for long-term teacher engagement and effectiveness. The findings reveal that high job satisfaction directly influences teaching effectiveness. Teachers who experience satisfaction across these dimensions are better equipped to foster a positive learning environment, engage students meaningfully, and manage classrooms effectively. Furthermore, satisfied teachers are more likely to stay in the profession, leading to reduced turnover and more consistent educational quality. This, in turn, positively impacts student learning outcomes, as motivated teachers are more dedicated to improving student achievement. Educational institutions, therefore, must prioritize the holistic development of teacher satisfaction by addressing these multi-dimensional factors. By doing so, they can create an environment that not only retains quality educators but also contributes to improved teaching effectiveness, better student outcomes, and an overall enhancement in the education system.

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