

## **A Framework for the Impact of Leaders' Emotional Intelligence and Employee Motivation on Job Satisfaction: A Study of the UAE Ministry of Interior**

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DOI: 10.46609/IJSSER.2025.v10i09.031 URL: <https://doi.org/10.46609/IJSSER.2025.v10i09.031>

Received: 1 September 2025 / Accepted: 20 September 2025 / Published: 27 September 2025

### **ABSTRACT**

*In today's workplace, leadership style and traits have become important success factors. However, firms in the government sector struggle to sustain high levels of employee satisfaction owing to poor communication between executives and workers. Emotional intelligence has a significant impact on any firm that wants to improve its workers' lives and careers. The purpose of this research is to investigate the links between emotional intelligent leadership, employee motivation, and job satisfaction in the UAE Ministry of Interior. Quantitative methods were used to test the hypotheses and verify the proposed conceptual framework. A questionnaire was utilized to obtain data from a sample of ministry personnel. The survey used a simple random sample approach. SPSS and AMOS software were used to analyze data based on SEM. The findings revealed that emotional intelligent leadership has a considerable impact on ministry workers' job satisfaction, with employee motivation acting as a mediating factor. Furthermore, the findings indicate that mediator1 partly mediates this association. The findings of this research add to the theory of workplace motivation and satisfaction, as well as unique evidence of the significant importance of emotional intelligence leadership in supporting employee well-being. Therefore, government organizations and policymakers in the UAE sector should incorporate the results of this research in formulating strategic future plans for increasing the level of happiness and motivation among the workforce.*

**Keywords:** Leaders' Emotional Intelligence, Employee Motivation, Job Satisfaction.

## **1. Introduction**

One of the key contributors to organizational success today is a leader's ability to inspire their team and drive positive change. Emotional intelligence, particularly when integrated into leadership styles, plays a crucial role in motivating employees (Maitha et al., 2021). Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions as well as those of others. According to Sandi and Nermin (2020), this capability can significantly influence organizational performance. Its importance lies in its focus on three main dimensions: self-awareness, awareness of others, and situational awareness, all of which warrant in-depth analysis and objective evaluation. As organizations strive for success, many are quick to adopt strategies that incorporate emotional intelligence into their operations (Haitham et al., 2021). The ability of leaders to build strong interpersonal relationships is often seen as a hallmark of effective leadership. Demonstrating emotional intelligence in interactions with colleagues can have a powerful impact (Batool, 2013). To cultivate meaningful workplace relationships and enhance emotional engagement, leaders must develop specialized reflective skills (Pradhan & Jena, 2017). Such capabilities allow leaders to positively influence organizational culture and foster cross-departmental collaboration (Batool, 2013). This, in turn, strengthens workplace relationships and contributes to greater customer satisfaction and accountability (Ghazal et al., 2021). Moreover, emotionally intelligent leaders are better equipped to manage conflict, respond to stress, and adapt to change key challenges in today's rapidly evolving business environment. These leaders can recognize early signs of frustration or disengagement within their teams and address issues proactively, reducing turnover and enhancing employee well-being. By modeling empathy and active listening, leaders encourage open communication and trust, both of which are essential for team cohesion and innovation. In addition, organizations that prioritize emotional intelligence in leadership development often see improvements in decision-making and problem-solving, as leaders are able to consider diverse perspectives and anticipate the impact of their choices on team members. This holistic approach not only drives organizational performance but also nurtures a positive work environment where employees feel valued and empowered. As research continues to highlight the tangible benefits of emotional intelligence in leadership, it is increasingly clear that developing these skills is not just an asset, but a necessity for sustainable organizational success.

Emotional intelligence is also strongly linked to job satisfaction. Employees who possess high emotional intelligence tend to view their organizations positively. Similarly, emotionally intelligent leaders are better positioned to boost employee satisfaction, reduce stress, and reinforce organizational commitment. Emotional intelligence in leadership is particularly vital for driving employee engagement and improving job satisfaction—both of which are essential for overall organizational performance. These dynamics are especially pertinent to the UAE's

Ministry of Interior, where the work environment is complex and multifaceted. Emotionally intelligent leaders are more capable of understanding and addressing the concerns of their employees, which in turn enhances motivation and job satisfaction. It is therefore essential to explore the unique challenges associated with implementing emotional intelligence-based leadership within this specific context. By understanding the organizational structure and the diverse nature of the workforce, leaders can tailor their approaches to foster a culture of emotional intelligence and ultimately improve employee well-being and performance. Despite its importance, current research lacks a comprehensive examination of the connection between leaders' emotional intelligence and job satisfaction, particularly through the lens of employee motivation. This gap highlights the need for a unified framework that integrates these concepts. Consequently, this study aims to address this gap by exploring how employee motivation mediates the relationship between leaders' emotional intelligence and job satisfaction within the UAE Ministry of Interior. The goal is to develop a deeper understanding of this relationship and provide actionable insights for enhancing workplace outcomes by proposing a novel framework that links leaders' emotional intelligence and employee motivation with job satisfaction in the ministry of interior of UAE.

## **2. Literature Review**

### **2.1. Emotional Intelligence**

Emotional intelligence of leadership refers to a leader's ability to recognize, understand, manage, and influence emotions—both their own and those of others—in order to lead effectively. It is a critical component of effective leadership, as it enables leaders to navigate interpersonal dynamics, make thoughtful decisions, and inspire and motivate their teams. Emotional intelligence has recently become a focal point of scientific inquiry, particularly within the discipline of psychology (Suleman et al., 2020). It is widely recognized as a vital component of psychological well-being and is closely linked to leading a successful life. Individuals who possess high emotional intelligence are adept at understanding their own emotions and employ rational thinking to manage these feelings, rather than being dominated by them. The relevance of emotional intelligence has expanded significantly in the past few decades, serving as an important indicator of a person's knowledge, competencies, and capabilities across personal, professional, and academic contexts (Grobler et al., 2017). Research suggests that emotional skills are not static; instead, they develop and are refined over time through learning and experience (Levitats et al., 2017). Self-awareness not only enables individuals to recognize their own emotional states but also enhances their capacity to interpret and respond to others' emotions effectively. Recent studies highlight that experiencing positive emotions can lead to higher productivity and better decision-making in various aspects of life, including personal relationships and career pursuits (Manoranjan, 2018).

Utilizing emotional intelligence equips individuals to adapt more efficiently to their surroundings and navigate complex social environments (Mahdi et al., 2021). A person who is emotionally intelligent is capable of identifying, experiencing, valuing, and expressing emotions in a manner that is both healthy and constructive (Dadich & Olson, 2017). Thus, emotional intelligence is increasingly viewed as a foundational attribute for attaining success in both personal and professional domains. Scholars often use emotional intelligence as a framework to explore its role in enhancing job satisfaction (Sunita et al., 2016). Given the critical importance of employee satisfaction to organizational achievement, researchers have delved into various contributing factors—such as motivation, self-regulation, interpersonal skills, and self-awareness—that may foster higher levels of job satisfaction (Baker, 2018), as depicted in Figure-1. Moreover, developing strong emotional intelligence is essential for effective communication and relationship-building, allowing individuals to manage their own behaviors and navigate social networks with greater ease (Dadich & Olson, 2017). Emotional responses are inseparable from human actions in every facet of life, including the workplace (Saud, 2019). Rather than being instructed to suppress or ignore their emotions, emotionally intelligent individuals acknowledge, understand, and harness their feelings for constructive outcomes (Nemah, 2019). In everyday life, most people consistently experience and connect their thoughts and perceptions, using their emotions as a guide to better understand familial dynamics, social behavior, and broader environmental cues (Baker, 2018). Furthermore, the cultivation of emotional intelligence not only benefits individuals but also has significant implications for organizations. Employees with high emotional intelligence often demonstrate enhanced teamwork, resilience under pressure, and stronger leadership qualities. As organizations increasingly recognize the value of emotional intelligence, many have begun integrating training and development programs aimed at improving these skills among their workforce. Ultimately, fostering emotional intelligence within the workplace can contribute to a more positive organizational climate, improved employee well-being, and sustained organizational performance.

## **2.2. Employee Motivation**

Employee motivation is always an essential concern. Motivation is an important factor in the workplace (Jain et al., 2019). Because employee motivation is critical to their performance and productivity, there has been an increase in research on the subject during the last 10 years. Furthermore, experts feel that there are several intrinsic or extrinsic links between motivational factors and job satisfaction (Girdwichai & Sriviboon, 2020). Employee motivation is the most important aspect in maximizing a company's potential, especially in today's world, when globalization affects almost every organization and compels them to maintain their market position. Every company seeks to successfully manage its human resources in order to keep them motivated. To put it another way, motivation is a critical component that drives people to

perform at their peak and assists their company in meeting its objectives. While negative inspiration reduces employee enthusiasm and commitment in their jobs, powerful positive inspiration empowers people (Jain et al., 2019). According to Mikkelsen et al. (2017), motivation is associated with both internal variables that drive human activity and external cues that may serve as incentives to carry out certain actions. In addition, they claimed that motivation influences three actions: direction, force, and duration. Organizations may therefore better explain and forecast individual emotions, as well as the cognitive and behavioral patterns demonstrated by various individuals, by knowing their diverse workforce's motivational styles (Hsiung & Tsai, 2017). Kanfer et al. (2017) define motivation as usual concerns such as aims, needs, rewards, ambitions, and wants. Cameron and Green (2019) describe motivation as the inner drive that provides people with the energy, they need to achieve both personal and organizational objectives. Intrinsic motivation, or the degree of motivational state in which people are pulled to and inspired by the action itself, is fundamental to the role of motivation in achieving workplace success (Beal 2017). Work motivation is therefore defined as the process of initiating and maintaining goal-directed performance. Cameron and Green (2019) argue that people's motivation can impact their competence and skill acquisition. According to Jacoby (2018), the nature of employment itself may motivate employees to raise their production. However, motivation is usually linked to the ego rather than the task (Durodolu, 2016).

Breaugh et al. (2018) believe that there are two types of employee motivation: intrinsic and extrinsic. Individuals with extrinsic motivation are not driven to execute unusual tasks; rather, they prepare in order to receive additional incentives, such as salary hikes or promotions, as well as acknowledgment from their superiors (Larsson et al., 2018). Individuals with intrinsic motivation, on the other hand, are self-motivated or internally driven and do not require additional prizes, remuneration, or other benefits to perform well. In conclusion, examining employee motivation at the Ministry of the Interior is crucial for a variety of reasons. For starters, the Ministry of Interior is critical to sustaining national law and order. The success and efficiency of its operations are greatly dependent on the motivation and devotion of its personnel. Understanding what drives and inspires these people can help discover areas for development and boost overall performance. Furthermore, motivated personnel are more likely to go above and beyond their allocated tasks, resulting in higher productivity and positive outcomes for the ministry and the community it serves. By investigating the elements that drive employee motivation, such as leadership style, the ministry may put in place tactics like recognition and incentives programs, professional development opportunities, and a supportive work environment. These programs may create a good and stimulating environment, enabling employees to attain their maximum potential and offer their all to the ministry's aims. Finally, by consistently measuring and resolving employee motivation, the ministry can develop a culture of

continuous improvement, assuring long-term success and fulfillment for both the company and its devoted staff.

Moreover, motivated employees tend to demonstrate greater engagement, lower absenteeism, and higher levels of commitment to organizational values and goals. This is particularly vital in public sector organizations like the Ministry of the Interior, where the quality of service and responsiveness to citizens' needs are paramount. When employees feel valued and recognized for their contributions, they are more likely to exhibit loyalty and exhibit discretionary effort, which enhances the overall effectiveness of the ministry. Additionally, high levels of motivation can foster innovation, as employees feel empowered to propose new ideas and solutions to complex problems. It is also important to recognize that motivation is a dynamic and multifaceted concept, influenced by various personal and organizational factors. Regular employee feedback mechanisms, opportunities for career advancement, and effective communication channels are all strategies that can sustain high motivation levels. By adopting a holistic approach to motivation, which addresses both psychological needs and external incentives, the Ministry of the Interior can create an environment where employees are encouraged to grow, take initiative, and collaborate effectively. Ultimately, prioritizing employee motivation is not only beneficial for individual workers but also for the ministry as a whole. It leads to a more resilient and adaptable workforce capable of handling the challenges of modern public administration. By fostering an organizational culture that values motivation, engagement, and professional growth, the Ministry of the Interior can ensure that its employees are well-equipped to serve the public efficiently and uphold the standards required for national security and public safety.

### **2.3. Job Satisfaction**

Job satisfaction refers to the level of contentment, fulfilment, or happiness that an individual experiences with their job. It is a positive emotional state resulting from the appraisal of one's work or work experiences. Factors contributing to job satisfaction often include the nature of the work, compensation, opportunities for growth, recognition, work-life balance, relationships with colleagues and supervisors, and organizational culture. According to Boamah (2018), job satisfaction is a person's assessment of their feelings regarding their employment and whether they find it enjoyable or not. Others contend that the concept of job satisfaction is more nuanced and encompasses a variety of complex psychological responses to one's employment (Hulin et al., 2003). People's perceptions of their work and their feelings about them vary (Thompson, 2013; Castaneda & Scanlan, 2014). Similarly, the concept of job happiness has no universally accepted meaning. As a result, different academics define job satisfaction differently. A positive or pleasant mental state resulting from people enjoying their own work or experiences is an example of "job satisfaction" (Erida, 2018). Job happiness is often described by a company's

overall work review. Similarly, job satisfaction can be viewed as a motivator that changes the company culture, increasing employee productivity and service quality. Despite being a crucial element, it is never fully satisfied at any one time and is extremely difficult to determine (Dorothea, 2015). Job satisfaction is influenced by a variety of elements, such as monetary remuneration, career advancement, recognition, team dynamics and supervision, and benefits (Rai, 2019). Organizations usually monitor things that are easy to measure and measurable, such as financial performance and productivity (Thiagaraj, 2017). One important but difficult-to-measure factor in service companies is job satisfaction (Uysal, 2017). However, other academics believe that contented workers should be contented workers. These employees provide better customer service and are more thoughtful at work (Paul, 2013). Zhu (2013) asserts that a satisfied individual is invariably a satisfied worker. As a result, work satisfaction has been measured by the level of employee satisfaction (Boamah, 2018).

In this regard, Gopinath and Kalpana (2020) proposed a new concept of occupational satisfaction. They asserted that there are three components to job satisfaction: behavioral, emotive, and cognitive (or intellectual). The extent to which work satisfaction surveys examine emotional responses or cognitive appraisals of the job varies from person to person (Qasimov & İsrayılova, 2017). The subjective idea of affective work satisfaction reflects how employees feel about their employer (Castaneda & Scanlan, 2014; Spector, 2022; Thompson, 2012). As a result, affective job satisfaction measures an individual's general level of happiness or pleasure with their profession. Nonetheless, cognitive job satisfaction is a more logical and individualized measure of job satisfaction (Kalleberg, 2013). Cognitive job satisfaction cannot be multidimensional or dimensional when two or more parts of a job are examined at the same time (Lam & Cheung, 2024). Rather than measuring how much happiness or fulfilment an employee gets from a particular aspect of their work, cognitive job satisfaction measures how much an employee feels their workplace benefits them and can help them achieve their own goals. The two concepts are related because they are both impacted by people's thoughts, even though they are not the same and do not necessarily have the same causes and effects. An employee may benefit from cognitive work satisfaction in order to get affective job satisfaction (Castaneda & Scanlan, 2014; Kumari, 2014). The impact that an employee's work experience or quality of work life has on them can also be considered when evaluating job satisfaction (Uysal, 2017). By better understanding job satisfaction, managers and leaders may take into account other important factors, like employees' opinions of their organization (da Cruz Carvalho et al., 2020).

Furthermore, researchers have emphasized the importance of understanding the multidimensionality of job satisfaction, recognizing that it is influenced by both intrinsic and extrinsic factors. Intrinsic factors relate to the inherent nature of the job itself, such as challenging tasks, opportunities for personal growth, and a sense of achievement, while extrinsic

factors include pay, job security, work conditions, and company policies (Herzberg, 1966; Locke, 1976). The interplay between these dimensions means that employees may be satisfied with certain aspects of their job while dissatisfied with others, leading to a complex overall assessment of their job satisfaction (Spector, 2022). Moreover, the implications of job satisfaction extend beyond individual well-being and can significantly impact organizational outcomes. High levels of job satisfaction are linked to increased organizational commitment, lower turnover rates, improved performance, and greater employee engagement (Judge et al., 2001; Meyer & Allen, 1997). Conversely, low job satisfaction is associated with absenteeism, higher turnover, and decreased productivity, which can adversely affect the organization's success (Mobley, 1977; Harter et al., 2002). Given its significance, organizations are encouraged to foster a positive work environment that addresses both the emotional and rational aspects of job satisfaction. This can be achieved through supportive leadership, fair compensation, opportunities for professional development, and the promotion of work-life balance. Regular assessment of employee satisfaction through surveys and feedback mechanisms can also help organizations identify areas for improvement and implement strategies to enhance overall job satisfaction (Warr & Inceoglu, 2012). In conclusion, job satisfaction is a multifaceted concept that encompasses a range of emotional and cognitive responses to one's work and is shaped by a variety of personal and organizational factors. A comprehensive understanding of job satisfaction is essential for both employees seeking fulfilment in their roles and organizations aiming to maximize performance and retain talent.

### **3. Framework Development**

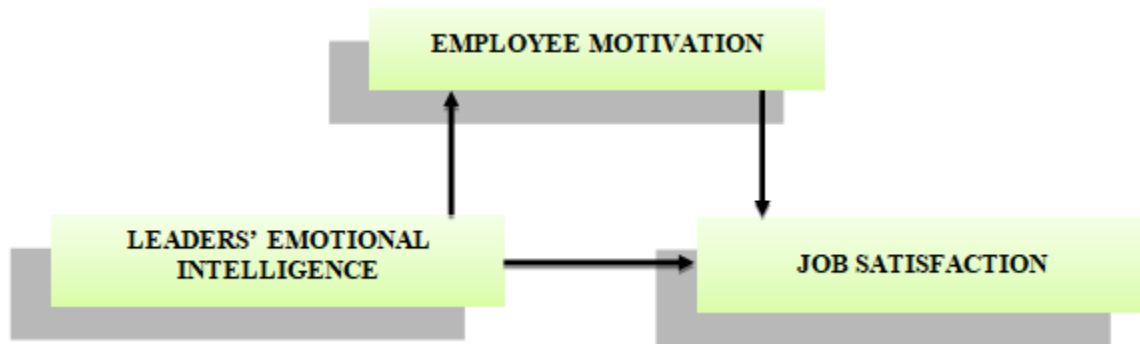
A review of the literature found robust links between leaders' emotional intelligence, employee motivation, and job satisfaction. As a consequence, creating a framework based on these three structures in accordance with a number of theories. This research employs the Mental Ability Theory and Herzberg's two-factor theory to illustrate how leaders' emotional intelligence inspires employees in the Ministry of Interior and promotes job satisfaction. Furthermore, these are two fundamental hypotheses that have been utilized to better understand how workplace leaders affect human resources psychologically. Herzberg theory discusses how extrinsic and intrinsic motivators influence job satisfaction (Abdulrahman & Hui, 2018). This theory fits the purpose of this study because employees are motivated by hygiene characteristics as defined by Herzberg; these characteristics are required to understand how emotional intelligence among leaders fosters job satisfaction among employees via motivational factors (intrinsic and extrinsic). In other words, motivators are the factors that influence job satisfaction at work. However, the framework proposed in this study will provide new evidence that emotional intelligence is connected to leaders' overall intelligence, as indicated in Mayer and Salovey's Mental Ability Model (1990). In another sense, the four aspects of emotional intelligence,

namely emotional perception, emotional management, emotional understanding, and emotional integration (Mayer & Salovey, 1990, 1997, 2008; Dadich & Olson, 2017), should influence employee needs as proposed by Maslow's hierarchy model. Maslow's theory proposes that people's job satisfaction be measured in terms of certain requirements. Maslow contended that basic requirements were structured in a hierarchy of needs pyramid.

In the same vein, The Mental Ability Model offers a framework for comprehending how emotional intelligence manifests in leaders. According to this concept, emotional intelligence is inextricably tied to an individual's cognitive talents and mental processes. It implies that leaders with high levels of mental ability are more likely to have significant emotional intelligence, since they are more able to comprehend and manage their own emotions, as well as recognize and respond to the emotions of others. Mayer and Salovey (1990) established this paradigm, which has four domains: (1) emotional perception, (2) emotional management, (3) emotional understanding, and (4) emotional integration. The Mental Ability Model offers a comprehensive framework for analyzing leaders' emotional intelligence. First and foremost, emotional perception relates to a leader's capacity to effectively perceive and understand their own feelings as well as those of others. Second, emotional management entails the appropriate regulation and control of emotions in order to retain composure and make sound judgments. Third, emotional understanding comprises the leader's ability to empathize with people and grasp the underlying emotions that motivate their actions. Finally, emotional integration refers to a leader's capacity to incorporate emotional intelligence into their entire leadership style, resulting in a good and emotionally intelligent workplace culture (Dadich & Olson, 2017).

The above arguments and evidence demonstrate that leaders' Emotional Intelligence, employee motivation, and job satisfaction are inextricably intertwined, resulting in a dynamic interaction inside businesses. Effective leaders with strong emotional intelligence may cultivate a good work atmosphere that encourages employee motivation. This incentive, in turn, improves employee job satisfaction, resulting in higher productivity and overall organizational performance. Understanding and empathizing with their employees' emotions allows emotional intelligence leaders to effectively handle their needs and problems, thus increasing motivation levels. This, in turn, leads to increased job satisfaction since people feel appreciated and supported in their responsibilities. As a result, when people are happy with their occupations, they are more inclined to give their all, which leads to increased productivity and overall organizational success. In this way, leadership, employee motivation, and job satisfaction build a dynamic cycle that produces great results in the workplace. As a result, the suggested framework in this study constructs the independent variable (leaders' emotional intelligence), the mediator (employee motivation), and the dependent variable (job satisfaction), as illustrated in Figure-1.

**Figure-1: Leaders' Emotional Intelligence Framework in Ministry of Interior**



#### **4. Research Methodology**

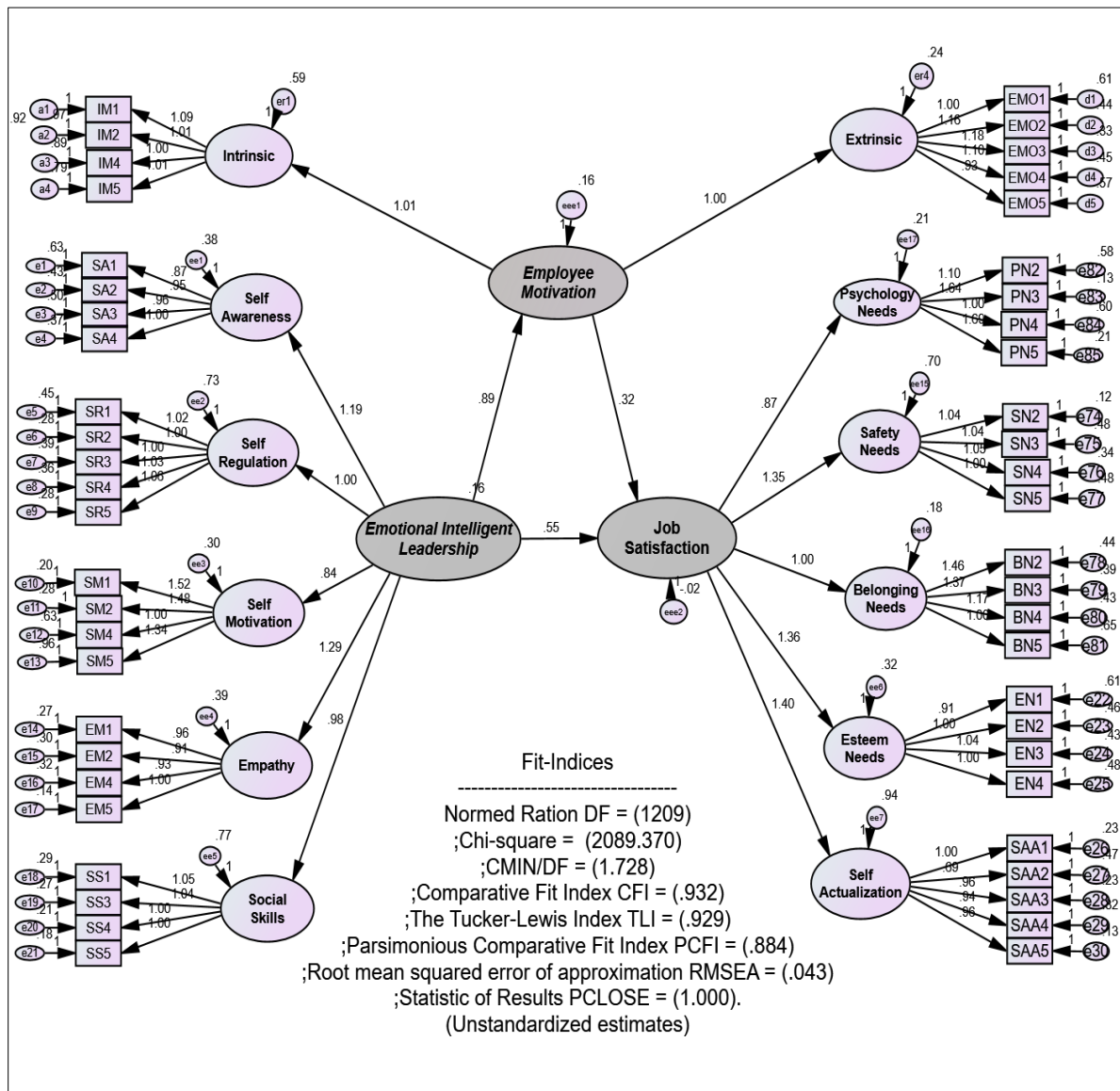
This study applied quantitative methods to analyze relationships between Leaders' Emotional Intelligence, Employee Motivation, Job Satisfaction. The population is the employees in the ministry of interior of UAE. Data instrument is self-administrated questionnaire. The data collection has been conducted on a sample of 400 employees. Simple random sampling technique has been applied in the survey procedure. SPSS/AMOS software is deployed to conduct data analysis. SEM is principal approach used to conduct data analysis and test the hypothesis of this study.

#### **5. Result and discussions**

The structural analysis assesses the weight and significance of the interactions among the elements (i.e., emotional intelligent leadership, employee motivation, job satisfaction). It is partially Structural Equation Modeling to analyze the interactions among various entities. The foundational structure of the proposed model and the interactions among several observable factors and constructs that affect job satisfaction. This section analyzes the interrelations of the constructs inside a singular structural model, as seen in Figure-2. The assessment of route analysis results indicates that all fit indices align with the established cut-off criteria for SEM standards. Commencing with PCLOSE = 1.00 (indicating complete non-significance), and RMSEA = 0.043 ( $\leq 0.08$ ), which indicates a substantial level of model fit. Additionally, CMIN/DF = 1.728 ( $\leq 3.00$ ), CFI = 0.932 ( $\geq 0.80$ ), TLI = 0.929 ( $\geq 0.80$ ); the standard range for TLI and CFI is between zero and one, with values approaching 1 signifying an excellent model fit (Bentler & Bonett, 1980; McDonald and Marsh, 1990). The following are the standard fit indices in SEM that should be used to evaluate the validity of a theoretical model against empirical data (Dash & Paul, 2021). The magnitudes presented are characteristic (Hair et al., 2020) and demonstrate that the proposed theoretical framework is valid and aligns with empirical

data. Consequently, the modeling of emotional intelligent leadership in relation to job satisfaction, mediated partially by employee motivation, is theoretically posited and introduced as an innovative framework, subsequently empirically validated through a series of fit-indices analyses. The empirical validation findings strongly confirm the model's efficacy in elucidating the elements that affect work satisfaction. The results not only validate the theoretical assertion but also underscore the practical ramifications of using the suggested framework inside the Ministry of Interior.

Figure-2: The proposed framework output



## **6. Conclusions**

This study set out to examine the effect of leaders' emotional intelligence and employee motivation on job satisfaction in the Ministry of Interior of the United Arab Emirates. The results provide strong empirical evidence that emotional intelligence in leadership significantly enhances job satisfaction among employees. Leaders who demonstrate higher emotional intelligence are more capable of understanding, managing, and responding to the emotional needs of their employees, which in turn fosters a more positive and supportive work environment. Furthermore, the findings confirm that employee motivation serves as a partial mediator in this relationship. This suggests that emotionally intelligent leaders not only have a direct positive impact on job satisfaction but also indirectly influence it by enhancing employees' motivation levels. Motivated employees are more engaged, committed, and likely to experience satisfaction in their roles. These insights contribute meaningfully to the theoretical frameworks surrounding motivation and job satisfaction, particularly in public sector settings where challenges such as rigid structures and bureaucratic processes can hinder employee well-being. The study reinforces the idea that emotional intelligence should be recognized as a core leadership competency in government organizations, as it plays a pivotal role in improving employee morale and satisfaction. From a practical standpoint, the findings highlight the need for policymakers, human resource managers, and leadership development programs in the UAE government sector to prioritize the cultivation of emotional intelligence in their leaders. By doing so, organizations can strengthen internal communication, enhance employee motivation, and ultimately achieve higher levels of job satisfaction, which contributes to better performance and service delivery. Finally, while the study provides valuable contributions, future research could broaden the scope by examining other potential mediators or moderators, such as organizational culture, work-life balance, or leadership style variations. Additionally, comparative studies across other ministries or private sector organizations would help to validate and extend the generalizability of these findings.

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