

A Descriptive Analysis of the uses and Trends of AI in Strategic Human Resource Management (Shrm) in India

Effulgence

Vol. 23, No. 1

January - June 2025

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Abstract

Human capital, more than a mere resource, is the lifeblood of any organisation, propelling its growth and success in a competitive market. As industrialisation took hold, Human Resource Management (HRM) emerged as a pivotal function, prioritising the maintenance of positive labour relations within the company. The advent of technology has amplified the importance of selecting skilled employees for optimal outcomes. Therefore, HRM's primary role is to attract qualified and innovative individuals to the organisation and to foster their growth and retention. Post-World War II, companies grappled with economic inflation, sparking concerns about the industry's economy. To address this, the strategy had to be intertwined with human resources, encompassing the recruitment process, employee training, and relationship management. This historical context sets the stage for integrating AI into HRM systems, a necessity in our current digital age.

During the 1960s, HR managers began to recognise the importance of IT in handling data and facilitating employee communication. This was a significant step, but it was just the beginning. The COVID-19 pandemic has accelerated the need for remote work and digital transformation, underscoring the transformative potential of integrating AI into HRM systems. The collaboration between AI and HRM is not just a trend but a necessity, poised to become critical in attracting talent and training employees with greater efficiency at a lower cost. This could revolutionise data processing times and significantly reduce operational expenses, making it a game-changer in the current business landscape. The potential of AI in HRM is immense, and its adoption is not a matter of if but when. The time to embrace AI in HRM is now, and we must act swiftly to stay ahead in this rapidly evolving field. The urgency of this action should not be underestimated. It is time to take the leap and embrace the future of HRM with AI, a future that promises unprecedented efficiency and cost-effectiveness.

Keywords: Human Resource Management, employee, organisation, Artificial Intelligence.

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INTRODUCTION

The invention of Human Resource Management (HRM)

The concept of human resource management is not a recent development but a profound historical legacy, with its origins tracing back to the Babylonian code of Hammurabi, established in 1800 B.C. This code, among other provisions, addressed minimum wage rates, marking an early recognition of the importance of equitable compensation. The first documented instance of an employee-management relationship was in China around 2000 B.C. They introduced an innovative approach to employee screening and management, setting a precedent for modern HR practices (Thakur, 2020). The 19th-century Industrial Revolution, which witnessed the advent of machines replacing human labour, instilled fear among workers and raised questions about the role of technology in the workplace (Slichter, 1919). In 1935, the Wagner Act underscored the democratic rights of workers, further shaping the field of human resource management (Kaufman, 1993). This rich history is a testament to HRM's enduring importance and relevance, a fact that we, HR professionals, should take pride in. We are part of a profession with a deep-rooted legacy, which should be respected and cherished. Let us take a moment to appreciate the journey that has brought us here and the role we play in shaping the future of HRM.

Human Resource Management (HRM) gained considerable significance for employees in 1964 due to the civil rights movement. This movement aimed to scrutinise discrimination based on caste, gender, and skin colour in the workplace and ensure that all employees received ethical treatment. (Angelo S. Denisi, 2005)

HRM to Strategic Human Resource Management (SHRM)

In the 1990s, the employee relationship with HRM crystallised for job recruiting and social exchanges between employees and HRM (Ferris, 2004). The

implementation of strategic approaches in HRM during the 20th century was influenced by various factors, including geographical location, demographics, and psychological perspectives of employees (Michael Beer, 1985).

SHRM to Human Resource Information System (HRIS)

Technological advancements significantly shaped the evolution of computer-assisted Human Resources in the 1960s. HR managers realised the importance of technology for data handling, especially after Intel launched the microchip in 1971. Subsequently, the advent of digitisation in the 1970s paved the way for the establishment of the Human Resource Information System (HRIS) (Sunghoon Kim, 2020) (Alexis Megan Votto, 2021).

HRIS to Electronic Human Resource Management (EHRM)

With the rapid advancement of technology, Electronic Human Resource Management (EHRM) has become an essential component of organisations since the 1990s (Hooi, 2006). EHRM has introduced three crucial types - Operational, Relational, and Transformational, to effectively manage employee data (operational), recruit top talent, and integrate HRM strategies. This has empowered businesses to leverage scientific and technological tools or web-based operations to achieve success and foster positive growth. (Li Ma, 2015)

HRM in the Covid world:

In 2019, the COVID-19 outbreak significantly impacted the organisation's performance. As a result, there was a shift towards a work-from-home or hybrid model. However, approximately 87% of HR expressed concern about their vital role in monitoring the dynamic transition between employees' homes and the organisation. (SHRM, 2020).

Post-covid HRM and AI in HRM:

In response to the COVID pandemic, the Human

Resource Management (HRM) sector has been prioritising the development of digital communication channels (Joel B. Carnevale, 2020) and exploring the integration of artificial intelligence (AI) tools like Natural Language Processing (NLP) and Chabot's into HRM practices. These advanced tools have the potential to increase organisational productivity significantly (Mer, 2023), and even multinational organisations (MNCs) are turning to AI to streamline their HRM operations (Tanya Bondarouk, 2016).

LITERATURE REVIEW

Under Noel Tichy, Charles Fombrum, Mary Ann Devanna, "Strategic Human Resource Management"

Between 1974 and 1980, an economic crisis caused a 2% decline in economic growth in 1979. Unfortunately, the geopolitical situation became even more complex due to the looming threat of World War II in 1980, resulting in job losses, inflation, and demographic imbalances. The study revealed that environmental, political, economic, and cultural factors drive an organisation to create a growth and development strategy that enhances its market value. Therefore, it is vital to focus on human resources and develop a plan that bridges the workforce (employee recruitment, data handling, job recruitment, company growth strategy, etc.) with the organisation. Additionally, the study clarified that the structural formation of the firm, such as marketing and finance and its association with HR, follows a market and product development strategy with diversification and vertical integration to achieve benefits for the company in the competitive market (Noel Tichy, 1981).

There needs to be more consensus on successfully integrating human resources with strategic planning to manage organisational culture effectively. Additionally, there is ongoing debate regarding the potential for electronic approaches to enhance human resource management. Further research is

needed to explore the most effective ways to address these challenges.

According to John Purcell and Peter Boxall, "Strategic human resource management: Where have we come from and where should we be going?"

Human Resource Management focuses on the strategic implementation of eligible employee selection and the coordination of the firm with different sections to raise the firm's human capital, generating differentiation for competitive advantage. Nevertheless, Human resource management is intertwined with the Resource-based view (RBV), and SHRM can raise concerns about Information and technological enhancement. (John Purcell, 2000)

It is essential to mention that the study needs to explore the advantages of integrating the Resource-Based View (RBV) and Value, Rarity, Imitability, and Organization (VRIO) framework into Strategic Human Resources Management (SHRM) for achieving a competitive edge in the market. Moreover, it is still being determined how SHRM can harness the potential of Artificial Intelligence (AI) to sustain human capital growth in the AI age and whether maintaining positive human capital growth in the AI domain is feasible.

Under K R Samarasinghe, Dr Ajith Medis, "Artificial Intelligence-based Strategic Human Resource Management (AISHRM) for Industry 4.0"

Artificial Intelligence (AI) in Human Resource Management has come to the limelight with Industrial Revolution 4.0, which aims to recruit the fittest and most advanced employee force with sustainable, innovative ideas for the firm's growth. AI will also be a better tool for scrutinising employees' knowledge, and the robotic tool can perform effectively with extensive data analytical skills (K R Samarasinghe, 2020).

It is recommended that additional research be

undertaken in resource management with the assistance of AI. This research explores the feasibility of identifying an employee's psychological or soft skills and leveraging them to uphold corporate reputation and organisational behaviour. While AI can assume specific employee duties, there remains a knowledge gap regarding whether AI can replace humans as both a tangible and intangible asset.

By Sylwia Przytuta, Gabriel Srzelec, Katarzyna Krysińska-Kościńska, "Re-vision of Future Trends in Human Resource Management (HRM) after COVID-19"

In light of the ongoing challenges brought about by the COVID-19 pandemic, the workforce must now navigate a volatile and uncertain landscape in the organisational ecosystem. The advent of the remote work culture has made it imperative to manage unforeseen and unfavourable circumstances while preserving the integrity of the economy's structure. SHRM requires additional technological support for employee training and skill enhancement (Sylwia Przytuta, 2020).

Future studies should be conducted to understand if SHRM seeks assistance from technology or artificial intelligence. Will it be possible to identify employees' behavioural, cultural and psychological factors with the help of AI or e-bot?

By Prasanna Tamble, Peter Cappelli, Valery Yakubovich, "Artificial intelligence in human resources management: Challenges and a path forward",

The study showed that AI for HRM cannot provide an accurate outcome when selecting the job interviewee because it is difficult for an algorithm to predict facial expressions on the day of the selection process. The AI can also not choose the best employee because the employee's performance also depends on the organisation's work culture. (Prasanna Tamble, 2019) There should be a discussion about whether Thinking AI or Feeling AI

exists in SHRM and the outcomes that can affect the company's expansion.

By Fadi Sakka, Hamdan Bin Mohammed, Mohammed El Hadi El Maknouzi, Hicham Sadok, Mohammed V: "Human Resource Management in the Era of Artificial Intelligence: Future HR Work Practices, Anticipated Skill Set, Financial and Legal Implications"

The Human Resource Management staff is the mediator between AI and employees. When getting data from AI, HR communicates with the employees to provide the information. However, HR should think more before passing the information to avoid any internal conflict in the workplace. Therefore, HR should be excellent in technological and employee management. (Fadi Sakka, 2022) However, there should be further discussion on how SHRM can improve their skills to maintain equilibrium between AI and employees and ensure that AI cannot make any discrimination to decide the data analysis process.

According to John W. Boudreau, "Talentship and HR measurement and analysis: From ROI to strategic organisational change," and Ashish Malik, NR Srikanth, and Pawan Budhwar, "digitisation, Artificial Intelligence (AI) and HRM."

Strategic Human Resource Management (SHRM) is a crucial aspect of Human Resource (HR) management that relies on logical analysis of measures and processes (LAMP) to ensure its effectiveness. (Boudreau, 2006)

An integral part of SHRM is carefully selecting employees based on the organisation's needs. With the advent of machine learning, decisions can now be made to benefit the company. Although digitisation has provided support, HR still plays a vital role in maintaining internal factors such as employee relationships and external services like leveraging social media to influence customers (Ashish Malik N. S., 2020).

Can artificial intelligence (AI) replace HR as a mediator between employees and AI, and can it directly manage internal and external services? The potential impact of AI on HR and its role in SHRM is a subject of ongoing research and debate in HR management.

By Pawan Budhwar, Ashish Malik, M. T. Thedushika De Silva, Praveena Thevisuthan, "Artificial intelligence - challenges and opportunities for international HRM: a review and research agenda",

The study underscores the need for Human Resource Managers to engage in self-learning to handle data, given the changing paradigm in the work environment due to AI. (Pawan Budhwar, 2022) The AI-human interlinking poses challenges for HR managers, and there is a pressing need to conduct further studies to understand how they can cope with AI to maintain a dynamic workforce within the organisation. Alternatively, the inability to adapt and learn new skills for AI may lead to job loss for HR professionals. It is imperative to take proactive measures to equip HR managers with the requisite skills and knowledge to leverage AI effectively and maintain a competitive edge in the industry.

According to Ashish Malik, Pawan Budhwa, Charmi Pate, and N. R. Srikanth, "May the bots be with you! Delivering HR cost-effectiveness and individualised employee experiences in an MNE",

Employees can be categorised based on gender, age, sex, skill, etc. HRM is concerned with providing individual HR that can generate hyper-personalisation data from the employee's database (Ashish Malik P. B., 2020). Further studies can be conducted on the presence of AI in HRM personalisation.

By Florian Bienhaus, Abubaker Haddud, "Procurement 4.0: factors influencing the digitisation of procurement and supply chains."

The framework illustrates that AI interference in supply chain management helps to transcend information in the digital world. However, further study is vital to identify the importance of AI in SHRM to supply chain management for the company's advantage. (Florian Bienhaus, 2018)

The elucidation of the literature review with its gap portrays these two central approaches to identify the role of the AI inter HRM and how the future of SHRM will transit with the advancement of AI:

- A. Ethical Considerations of AI at the neuronal adoption of HR practice, AI as a decision-making system to reinforce HRM functions.**
- B. Case study on effects of AI in SHRM to improve the performance and productivity of HRM.**

DISCUSSION

- A. Ethical Considerations of AI at the neuronal adoption of HR practice, AI as a decision-making system to reinforce HRM functions.**

Implementing Artificial Intelligence in employee recruitment can prove highly beneficial. It has the potential to assist in eliminating bias and promoting fairness based on work performance data analytics (Aakansha Mer, 2022). With the help of AI in data processing, the HR manager can select the eligible candidate and keep the employee's track record.

Automation for selection and recruitment of employees and employee onboarding:

With the help of AI, HR can find out the employee's background. Even AI can scrutinise the resumes of the candidates, which can reduce favouritism for employee selection through the natural language processing algorithms of machine learning programs (Drawinbox, 2023).

Autonomous Chatbots are equipped to provide

personalised training to employees who may face challenges following their manager's instructions. These AI-powered assistants tactfully engage in a Q&A format to guide and train employees, enabling them to perform their duties more effectively (Chen, 2022). Chatbots like Olivia and Mya (Using neutral language, Mya can assist 75% of the recruitment process) have already been introduced to meet the employees' needs based on their questions and interpretations. Even the additional feature of AI, Artificial Neural Network (ANN), can recognise the candidates' management capabilities and work capacity (Luigi Pio Leonardo Cavaliere, 2021).

Data mining with Artificial Neural Network (ANN): An Artificial Neural Network (ANN) resembles the physiological structure of the neurons of the central nervous system (CNS). Biologically, one neuron is interlinked with other neurons. It passes the human body signal to the CNS, like ANN, which consists of many language processors that gather information and link data (Magdalena Graczyk-Kucharska, 2020). ANN makes interpretation easy through Natural Language Processing. For instance, by recognising users' voice tonality, Siri or Alexa provides preferable answers or solutions (GeeksforGeeks, 2023).

ChatGPT for employee engagement: The generative AI ChatGPT assists the candidate with their ongoing interview process, giving feedback even if it provides information and feedback to the organisation's new joiner.

It even analyses the sentiment of the content, analysing the data from various social media posts or contents and helping HR decide to provide the data (Rane, 2023).

Emotional AI:

Even so, emotional AI is also stepping into the organisational ecosystem to identify and manage employees' stress. (Asar, 2020) Also, after the post-

COVID period, because the hybrid mode culture and workload were reinforced, many more employees suffered from anxiety and decided to quit their jobs. AI in the health care system helps to overcome depression, providing answers for the employee's health. Even conducted by Oracle, the survey revealed that in India and China, 75% of employees think that AI is a crucial tool to cure the mental health of the employee (Ramasubramanian, 2020).

The new dimension has also been revealed with the revolution of emotional AI, which maps employees' stress and anxiety levels to reinforce the positive workforce within the organisation (Moore, 2018). So, with the help of AI, HRM can analyse the data of the employees, taking a minimalistic look at their mental health in the company (Chauhan & Kshetri, 2022).

Different AI tools in HRM:

1. **Pymetrics:** Recommend jobs based on the candidate's choice and the company's demand. Use games to assess neurological compatibility.
Uses: The machine learning program and AI feature help scrutinise neuroscience-based games evaluating the candidate's competency. (It applies the audited AI and data-driven method to select the lifecycle of the eligible candidate.)
2. **Amazing Hiring:** Find the best fit to join by assisting HR.
Uses: It reaches out to potential candidates using automation and social AI and builds up contacts with talented candidates. It ranks the candidate based on job preferences, skillsets, previous work experience, etc.
3. **ICIMS Talent Cloud:** Through the Applicant Tracking System, it gives the status of the applicants.
Uses: ICIMS Copilot is a Generative AI that works as a talent cloud for recruitment.
ICIMS Digita Assistant: A conversational AI chooses the best candidate for each job post.

4. **Oracle Recruiting:** Keep track of the employee's entire lifecycle pattern.
Uses: Through the Cloud feature, it manages the business strategy for HRM.
5. **Skillate:** Through natural language processing, the curriculum vitae of employees is selected.
Uses: Chatbots: They check the candidate's profile.
Automation: It assists in selecting the best candidate for the organisation.
6. **Textio:** It evaluates creative writing patterns and provides timely feedback on writing skills.
Uses: I work with the features of Generative AI and large language models (LLMs). Focusing on a language-based technological approach is also helpful in reducing bias in the workforce environment.
7. **Eightfold:** It finds the company's talented employees by tracking the candidate's career journey.
Uses: Being a responsible and ethical AI, it provides security and approachability. It shares the personal opinions of talented employees with other employees.
8. **HireVue:** It examines the kinaesthetic movement of the candidate during the video-based interview process as well as the behavioural patterns of the applicants.
Uses: The Screening Applicant tracking system (ATS) selects employees for the organisation. Its automated approach maintains employee engagement.
9. **Entelo:** It categorises the candidates based on their demographic factors (age, gender, sex).
Uses: It strategises talent recruitment and assists in different campaigns. The automation feature helps the team connect with the masses.
10. **Talenture:** It helps to track the data of employees and applicants, analysing their capabilities.
Uses: The AI-driven method makes candidate communication easy, engaging, and unique.
11. **IMocha:** It examines the skill sets of the candidate.
Uses: Deloitte, Vanguard, and Fujitsu have used this tool. It reduces the time and cost of employee requisitions.
12. **Harver:** It emphasises the quality of skills and cultural acceptance of the candidates.
Uses: It has a data-driven attitude, hiring employees for the organisation by reviewing the candidate's video and assessing the candidate's data.
13. **OneModel:** It assures the HR team about safeguarding data.
Uses: It behaves as an ethical and transparent AI in HR, sharing people's analytical information.
14. **Whatfix:** It helps the new joiner acclimate to the workforce culture, reducing their queries.
Uses: This tool's crucial feature is its data privacy, holding the LLMs feature.
15. **IntelliHR:** Using the analytical tools provided by IntelliHR, HR can promote strategies related to business growth.
Uses: It emphasises the company's needs, screens the employees' progress, and generates time-based decisions.
16. **Jobvite:** It helps recognise the company's best employees.
Uses: The automation feature keeps track of the candidate relationship management (CRM).
17. **Upwork:** It finds the data of the candidate who can fulfil the company's requirements within a given period.
Uses: It enhances the productivity of organisations using Generative AI (ChatGpt).
18. **Worksome:** It searches for fit freelancers and

candidates who can maintain the company's policy. Accentuating with GENIE, Worksome helps companies find diverse skill-holding candidates.

Uses: This software can classify employees and even select candidates, reaching out to the global landscape.

Ethical Perspective:

AI's takeover of the HRM raises the volatility of job opportunities in the HR department (Andy Charlwood, 2022). However, it is also true that to conduct the automation process of AI, upskilling and knowledge are essential to the business and to maintain fair judgement (Sebastian Raisch, 2021). For AI to be involved, HR should be upgraded with science, technology, and critical thinking, so HR should seek 'big data literacy' (Scholz, 2019).

According to the OECD report, HRM can interpret the human perspective using AI to identify the company's consumer behaviour and the employee's behavioural pattern (Abderrahmane Bettayeb, 2023).

Amazon Gender-biased Controversy Using AI:

In today's business world, HRM must pay close attention to ethical considerations such as bias, privacy, and appropriateness, as well as whether or not AI is used in the workforce. It is worth noting that in a past instance, Amazon's machine learning algorithm for candidate selection was found to have a gender bias that favoured males over females (Goodman, 2018). It is essential to be mindful of such issues to ensure non-discriminatory practices.

Apple credit card controversy:

In 2019, an incident of potential bias involving the Apple credit card came to light. David Heinmeier Hansson had reported that his credit limit was significantly higher than his wife's despite their similar financial standing. Although it was later determined that the opposite was true, the situation

highlighted the need for greater scrutiny of the algorithms used by financial institutions. While Goldman Sachs, which manages the Apple credit card, did not accept responsibility for the incident, all parties involved must work together to ensure that such incidents are prevented in the future (Douglas, 2019). This also expressed the need for improvement in the appropriateness of the AI working feature.

AI in maintaining privacy:

The employment of AI technology has sparked concerns regarding individuals' privacy. The 'linkage attack framework' in 2019 shed light on this issue by showcasing how AI can access health-related data of anonymous individuals and link it to real people (Murdoch, 2021). Hence, it is imperative to monitor AI capabilities and guarantee the preservation of individuals' privacy. Failure to do so may result in legal repercussions concerning individual privacy.

Extensive research is imperative to understanding AI's role in ethnographic studies and employee-organization interactions. Studying ethnicity and culture can be more difficult for AI than for its technological advancement (Piccolo, 2021). It is essential for HR professionals to continuously enhance their expertise, acumen, and analytical skills to ensure the ethical deployment of AI. They should also consider the organisation's and the workforce's legal and moral implications. As AI evolves, HR must remain up-to-date with technological advancements such as augmented reality, blockchain, and cognitive skills. (Michailidis, 2018) By doing so, HR professionals can play a vital role in the responsible and fair implementation of AI while ensuring the well-being of the organisation and its employees.

B. Case study on effects of AI in SHRM to improve the performance and productivity of HRM

The effective management of human resources is

integral in acknowledging the diverse skill sets of employees, carefully selecting candidates, fostering a culture of engagement within the workforce, gathering relevant data, providing necessary training, and upholding a positive work culture (Zavvy, 2023).

According to the IBM Institute for Business Value (IBV) survey, their workforce culture should be reskilled around 40% with the progression of AI that can reshape the organisational landscape (IBM, 2023).

IBM accentuated with AI:

IBM has reaped significant benefits from integrating AI technology into its HR department. By utilising AI, IBM has been able to track its Net Promoter Score (NPS) matrix and financial records, resulting in notable advancements for the company. In 2017 alone, IBM saved a staggering \$107 million, proving to be an immense advantage for the organisation (Nigel Guenole, 2018).

IBM has streamlined its recruitment process by developing Watson Candidate Assistance (WCA). By leveraging AI technology, the WCA can efficiently identify the most suitable candidate based on the job description, resulting in a more efficient hiring process and an improved Net Promoter Score (NPS) for IBM. Additionally, WCA has implemented Chatbots that are available round-the-clock to provide users with prompt assistance and answers to their inquiries (Kochan, 2020).

Unilever implanted AI for job requisition:

Unilever is a global company that hires candidates for its business across 50 countries. Recently, the company needed to fill 800 positions but received an overwhelming number of job applications, surpassing 25000. To help streamline the selection process, Unilever turned to two AI-powered tools: Pymetrics, which evaluates behavioural patterns and cognitive skills, and HireVue, which identifies facial expressions and body language during video

interviews. These tools assist in identifying the most suitable candidates for the available positions (Hoque, 2021).

McKinsey's innovation, People Analytics created a new path with AI:

Assimilating with data analytics, AI innovated the People Analytics for McKinsey to select the talent pools, cutting down the rigorousness of selection and the hiring time. According to the report by McKinsey, it has increased 25% productivity in the business growth strategy and 80% efficiency in the job recruitment process. This process can also identify the diverse features and skills of the applicants (McKinsey&Company, n.d.).

Findings: Artificial intelligence has the potential to revolutionise the recruitment process by accurately identifying the unique skill sets of applicants from different regions. This would enable organisations to hire the most competent employees for managerial roles. So, AI in SHRM focuses on workforce management, business growth, revenue generation, cost cutting, productivity, and employee skills, enabling the organisation's data-driven approach.

With the help of automation, data analytics, and natural language processing, AI interference in HRM optimises the workflow, improves accuracy, and assists employees in upskilling and reskilling. For example, Walmart reaches its targeted audience with its big data analytic tool, 'Social Genome' (S. Roden, 2017) (Singh, 2023).

CONCLUSION

Incorporating AI in HRM has yielded numerous benefits, including increased productivity, workforce engagement, and diversity while reducing costs and hiring time. As a result, it can be a valuable tool for generating revenue and gaining a competitive edge in the market. However, there should be continuous monitoring of HR for Machine language and the upgradation of the technology to mitigate unfairness

and biased decisions and maintain the image of the organisation.

The collaboration between humans and AI has raised apprehensions about the possibility of AI becoming the exclusive controller of human affairs, potentially leading to limited prospects for the coming generations. Notwithstanding, it is imperative to contemplate whether AI can comprehend the central nervous system's (CNS) complexities and correctly interpret an employee's emotional state. Therefore, it is vital to approach the subject of upskilling and reskilling programs with sensitivity and prudence while considering each employee's unique lifecycle.

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