

Determinant Factors of the Quality of Work of Life of Employees at the Horticulture and Plantation Food Crops Service of Merauke Regency

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The performance assessment of the Merauke Regency Horticulture and Plantation Food Crops Service according to the government agency performance accountability system (SAKIP) in 2021 is still low, namely 69.87. Efforts need to be made to improve performance. This research highlights the quality of employees in dividing their time between work in the office and personal life. Improving the quality of employee work and life or Quality Work and Live (QWL) according to the initial survey is known to be possible by improving career development variables, work-life balance, employee attitudes, and compensation. This research aims to determine the determinant factors of QWL of employees at the Merauke Regency Horticulture and Plantation Food Crops Service. The research uses a descriptive quantitative method of hypothesis testing research over explanatory research because it is intended to explain the relationship of influence between variables through hypotheses. The research results show that work live balance (WLB) has a positive and insignificant effect on QWL, where increasing WLB can increase QWL. The more balanced work and life are, the higher the quality of work and life. Career development has a positive and insignificant effect on QWL. Smooth and fair career development will increase QWL. Meanwhile, office management's focus must be on variables with positive and significant results, where attitude has a positive and significant effect on QWL and compensation has a positive and significant effect on QWL. So efforts are needed to increase obedience and loyalty as part of the employee's attitude to the service as well as providing fair and transparent compensation.

Key words: quality work of life, work life balance, attitude, compensation

1. Introduction

The 2017 New World of Work Study, which was organized by Microsoft on businesses involving more than 200 respondents from Indonesia, showed that traditional concepts about working have undergone changes. One of them is the balance between personal and office life becomes a challenge. From 200 respondents, 77% of Indonesian respondents. Sia said the balance between personal and office life became an important aspect that supports their work. But only 47 % of respondents acknowledge that the ease has been fulfilled for them. In other questions 93% of respondents acknowledge work that cannot be completed during office hours remains required to be contacted outside of office hours in order to complete the task efficiently (Alam in Rene & Wahyuni, 2018).

Quality of Work Life focuses on respect for people in the work environment. QWL is a condition where workers feel safe and satisfied at work because they are in a pleasant position and are treated in accordance with their dignity as human beings (Nawawi, 2001). According to Fillipo, (2011) QWL is defined as every activity (improvement) that occurs at every level in an organization to increase greater organizational effectiveness through increasing human dignity and growth. The pinnacle of balance between personal and office life is improving the quality of work and life or Quality Work Life (QWL).

Research conducted by Nurbiyati, (2014), proves that QWL has an effect on job satisfaction and employee performance, on the other hand it has no effect on work discipline. Findings by Alfani, (2018), strengthen this, using research respondents from PT employees. Bank BRI Syariah Mandiri Pekanbaru branch, this research concludes that Quality of Work Life influences employee performance. Research on a similar topic was also conducted by Hendro & Marthin, (2016) that QWL influences the performance of civil servants in Musi Banyuasin Regency.

The Department of Horticulture and Plantation Food Crops has the task of serving the farming community in Merauke Regency. This task is important because Merauke Regency is a production center for food crops, plantations and horticulture. Work is usually carried out beyond the working time limit. Quality of Work Life is a management system approach to coordinating and connecting the potential of human resources, the quality of work life in an organization, as an effort by leaders to meet the needs of members and the organization simultaneously and continuously.

Quality of Work Life has a focus on appreciation for humans in their work environment. QWL is a condition where workers have a feeling of security and satisfaction in working because they are in a pleasant position and are treated in accordance with the dignity and dignity as humans (Nawawi, 2001). According to Fillipo, (2011) QWL is defined as every activity (improvement) that occurs at every level in an organization to increase the effectiveness of the organization that is greater through increasing human dignity and growth. The culmination of the balance between personal and office life is improving the quality of work and life or quality work life (QWL).

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Respondents of PT. Bank BRI Syariah Mandiri Pekanbaru Branch, this study concluded that the quality of work life affects employee performance. Research with a similar topic was also conducted by Hendro & Marthin, (2016) that QWL affects the performance of civil servants in Musi Banyuasin Regency.

According to Marihot (2007: 292) in Irmawati, (2017) important elements in QWL include 1). Work participation in the operation and decision making in the company. So as to create a healthy work atmosphere, mutual respect, sense of ownership, and responsibility for the progress of the company. Together with participation raises a sense of accepting and respected, which has an impact on the emergence of a sense of ownership and responsibility for advancing the company; 2). Career development in all fields and levels as well as attention and career development of employee potential by giving the same opportunity to take part in training programs or human resource development. Honest and objective performance appraisal as a basis for providing bonuses and incentives, the implementation of career consultation and employee promotion for higher positions. 3). Communication is the creation and development of effective communication that functions in the process of exchange of information. 4). A proper compensation can provide peace and willingness for employees to work optimally as a form of contribution for companies in achieving organizational goals. 5). Pride is a sense of pride will be born as a form of individual employee appreciation for the duties and obligations of the company.

Initial research was carried out using literature studies which became secondary data in the form of searching journals via online media published from 2012 to 2018. The results were 10 variables that influenced QWL. The influence of career development was researched by Mejbek et al., (2013), Islam, (2012), , and Sandhu & Prabhakar, (2012). The influence of employee attitudes was researched by Jaidev, (2013), and Othman & Suleiman, (2013). Organizational Culture was researched by Owolabi, (2015), Subramaniam et al., (2013), (Ali et al., (2013) and Hameed et al., (2014). Workload was researched by Islam, (2012) and Iswandani, (2016). Compensation was researched by Sandhu & Prabhakar, (2012), Amin, (2013), Islam, (2012), and Mejbek et al., (2013), Surikha, (2016). Work environment was researched by Sandhu & Prabhakar , (2012), Amin, (2013), Islam, (2012), and Subramaniam et al., (2013). Leadership was researched by Sandhu & Prabhakar, (2012), Mejbek et al., (2013), Owolabi, (2015), Ryandi, (2018), and Pio & Tampi, (2018). Job satisfaction was researched by and Mejbek et al., (2013), Job security was researched by Amin, (2013), Srivastava & Kanpur, (2014), Mejbek et al., (2013). Motivation was researched by Dayzibel et al., (2019), and Iswandani, (2016).

Based on search results in literature studies, it was found that there are 10 variables that influence QWL. These ten variables are respectively: Leadership, Organizational Culture, and Compensation, but job satisfaction and security have been most researched by researchers. Next, initial research needs to be carried out by researchers to find four (4) variables that influence the QWL of employees of the District Horticulture and Plantation Food Crops Service.

The influence on Quality of Work Life is a total of 10 variables, which are variables that are often used by previous researchers according to searches through scientific journals, then followed up by holding a survey using 20 employee

respondents selected from the monthly meeting attendance list. The survey was carried out by distributing questionnaires to the meeting participants. The following results were obtained: 1). career development 16 people, 2). compensation for 14 people, 3). Attitude 10 people 4). WLB as many as 9 people, and 5). work environment of 9 people. Furthermore, it can be seen in Table 1.

Table 1.
Initial survey results for determining independent variables on QWL

No.	Variable	Number of respondents	Rating
1.	Career development	16	1
2.	Compensation	14	2
3.	Attitude	10	3
4.	WLB	9	4
5.	Work environment	9	5
6.	Motivation	8	6
7.	Organizational culture	7	7
8.	Workload	5	8
9.	Job Security	5	9
10.	Leadership style	4	10

Source: Preliminary research data on THPBUN Service Employees, 2021

Table 2.
Government Agency Performance Accountability System Report Data (SAKIP) 2017 – 2021

No.	Office	2017	2018	2019	2020	2021
1.	Food security			62,35 (B)	71,09 (BB)	-
2.	Animal Husbandry and Animal Health	-	-	77,46 (BB)	-	65,16 (B)
(3.	Horticulture & Plantation Food Plants	51,95 (CC)	68,21 (B)	66,74 (B)	-	69,87 (B)

Source: Merauke Regency Inspectorate data after processing, 2021

The portrait of the Government Agency Performance Accountability System (SAKIP) in 2019 shows that the condition of the Horticulture and Plantation Food Crops Service shows almost the same value as other allied services. Meanwhile, the sakip report cards from 2017 to 2021 did not show a significant increase. It can be seen in Table 2. This means that employee performance is still low as is the quality of employee work. The SAKIP assessment includes: 1). Performance planning, 2). Performance measurement, 3). Performance reporting, 4). Performance evaluation and 5). Performance achievements.

Starting from the problems that arise, efforts are needed to improve the quality of work and life of employees through employee career development. Work-life balance needs to be considered at a certain level, as well as the attitude of employees so that as far as possible a conducive situation is created in the office, which is the place of work and also the place where employees spend most of their energy and time. The compensation received by employees must meet aspects of fairness. This situation is the background for this research. The title raised in this thesis is "The Influence of WLB, Career Development, Attitude, and Compensation on the QWL of employees at the Horticulture and Plantation Food Crops Service in Merauke district".

2. Literature Review

Quality of Work Life is defined as an involvement-based culture. Quality of Work Life culture creates a very high level of mutual commitment between individuals towards organizational goals and between the organization and individual development needs. (Eka et al., 2017). Quality of Work Life (QWL) refers to whether a person's work environment is pleasant or unpleasant. The main goal is to develop an excellent work environment for employees and also for production. The main focus of Quality of Work Life itself is that the work environment and all work within it must be compatible with people and technology (Davis & Newstrom, 1992). Alfani (2018) defines Quality of Work Life as a management system approach to coordinating and connecting human resource potential in an organization, as an effort by leaders to meet the needs of members and the organization simultaneously and continuously.

According to Cascio, (2003) there are nine indicators in implementing Quality of Work Life, namely

- 1) Employee participation (employee participation).
- 2) Balanced Compensation (equitable compensation)
- 3) Feeling of Security at Work (job security)
- 4) Communication
- 5) Problem/Conflict Resolution (Conflict Resolution)
- 6) Career development (Career Development)
- 7) A sense of pride in the institution (Pride)
- 8) Available Facilities (wellness)
- 9) Work Environment Safety (safe environment)

Work-life balance is an important factor for every employee, so that employees have a balanced quality of life in relation to their family and balance at work. Kasbuntoro et al., (2020) work-life balance program includes resources on parental and

child care, care, employee health and welfare, and relocation and others. Where many companies offer family-friendly benefits programs that employees need to balance work and life, which include flextime, job sharing, telecommunicating and others.

Work-life balance is the extent to which employees are equally involved and satisfied in their roles in work life and non-work life Greenhaus et al., (2003). According to Nafiudin, (2017), when someone cannot balance work problems and life problems outside the office, it is identified that he will choose another job that can balance these two things or he may even prefer to stop working. Low levels of work-family balance or work-life balance can also cause stress for employees.

According to Atheya & Arora, (2014) work-life balance is an important issue for all employees and organizations to pay attention to, because facing two or more competing demands to fulfill is very tiring, apart from causing stress, this situation can also affect employee productivity. . Atheya & Arora, (2014) added that work-life balance and work stress go hand in hand. An important part of this is how employees balance their lives and how effective the policies and practices in their place of work are to support employees in achieving this goal.

According to the European Agency for Safety and Health at Work said that the work-life balance has three components, namely:

- 1) Balance of time, referring to the balance of time given for the work and role of the family, social and individuals of the individual.
- 2) Balance of involvement, referring to the equality of the level of psychological involvement both in work and the role of the family, social, and individuals of the individual.
- 3) Balance of satisfaction, referring to the balance of the level of satisfaction in work, and the role of the family, social, and individuals of the individual.

Understanding Career Development According to Nawawi, (2001), career development is a series (sequence) of a position or position occupied by a person during a certain life period. the position he occupies during his life. Understanding from Mangkunegara, (2013), argues that career development is a staffing activity that helps employees plan their future careers in companies so that the company and employees concerned can develop themselves maximally.

Career development indicators according to Sihotang, (2006) are:

- 1) Organizational policy
- 2) work performance
- 3) Educational Background
- 4) Training
- 5) Work experience
- 6) Loyalty to the organization.
- 7) The flexibility of associating and relations between humans

According to Carpenter & Lear, (2011) work attitude is the feeling we have towards various aspects of the work environment. Riketta, (2008) explains that work attitude refers to the evaluation or personal interests of the target related to work. Work attitude is the tendency of employees in responding to an object both positive and negative in

the work environment. Furthermore, Carpenter & Lear, (2011) there are several elements that affect work attitudes; namely: personality, adaptation to the work environment, job characteristics, psychological contracts, organizational justice, employment relations, and stress. The indicators used in this study are: 1. Personality, 2. Adaptation to the work environment, and 3. Work relations.

Work attitude is one of the important indicators in increasing manager's job satisfaction. Work attitude in personnel management is very important. This is because work attitude shows the amount of company attention to managers. The existence of a good manager's work attitude towards the company, it will encourage managers to work better Dongoran, (2006).

According to Purwanto, (2014) the attitude components consist of:

1) Cognition Components

This component is a part of attitude that arises based on understanding, trust and belief in attitude objects. In general, it can be said that the cognition component answers the question what is known, understood and believed to the object of attitude that is a person's grip.

2) Affection Components

This component is part of the attitude that arises based on what students feel towards the object. This component is used to find out what is felt when facing objects. Feelings of objects can arise due to certain cognition factors and factors. Someone feels happy or unhappy, likes or dislike of something, both for the material, teacher and its benefits. This includes the component of adfection. someone to an object.

3) The component of the Konasi

Konasi is a tendency for a person to act or behave in certain ways to an object based on his knowledge and feelings for the object.

According to Dessler, (1997) compensation is all forms of payroll or rewards flowing to employees and arises from their staffing. Meanwhile, according to Handoko, (2016) compensation is everything that employees receive as a service for their work. Compensation is divided into two, namely direct compensation (direct compensation) and indirect compensation (indirect compensation). Compensation is a form of direct or indirect payment in the form of benefits and incentives to motivate employees so that their productivity is increasing high. Compensation in direct financial form such as salary, wages, commissions and bonuses. And indirect compensation such as insurance, social assistance, leave money, pension money, education and others.

Compensation needs to be distinguished from salaries and wages, because the concept of compensation is not the same as the concept of salary or wages. Salary and wages are a concrete form of compensation. For more details, compensation is not just a matter of salary or wages, but there are other things. According to Fillipo, (2011), compensation is the provision of decent and fair service rewards to employees because they have contributed to the achievement of the organization.

Hasibuan, (2011) stated the requirements to provide general compensation, namely:

- 1) Company capabilities and willingness
- 2) Employee work productivity
- 3) Employee position
- 4) Education and work experience

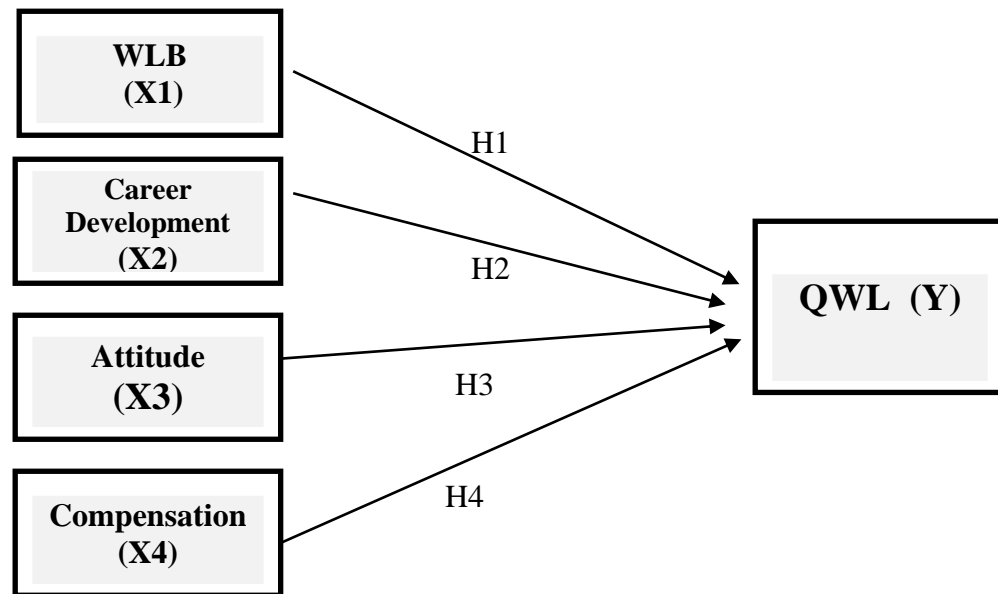
Panggabean, (2004) describes the compensation indicators as follows:

- 1) Salary is a service reply provided by the company to its employees who have worked in companies in a certain period that produces quality output quality or not or services provided by the company in the progress of the company.
- 2) Incentives are additional income that will be given to employees who can provide achievements in accordance with what has been set.
- 3) Allowances are any additional benefits given to employees, for example holiday allowances, health services, and company vehicle usage.

3. Research Methods

This type of research uses descriptive quantitative methods. This method uses the presentation of research results in the form of numbers. This method is used to build hypotheses and empirically test the hypothesis that was built. This study is also a hypothesis testing research on explanatory research because it is intended to explain the relationship between the effects between variables through hypotheses. The population in this study were employees of the Merauke Regency Horticultural and Plantation Food Crops Office who had relatively the same task characteristics where the total number of employees was 125 people. With a total population of 233 people. The data analysis technique used to discuss the problems in this study is the structural equation model (SEM).

Figure 1.
Research Model Chart



Source: A picture of the relationship between variables

This research is also a hypothesis testing research on explanatory research because it is intended to explain the relationship between the influence between variables through hypotheses based on the framework of thought above, the research hypothesis can be compiled as follows.

- 1) It is suspected that WBL affects the employee QWL at the Horticultural Food Crops Office and Merauke Regency Plantation.
- 2) It is suspected that career development affects the QWL of Horticultural Food Crops Office Employees and Merauke Regency Plantation.
- 3) It is suspected that Atitude affects the employee QWL at the Horticultural Food Crops Office and Merauke Regency Plantation
- 4) It is suspected that compensation affects the employee QWL at the Horticultural Food Crops Office and Merauke Regency Plantation

4. Results And Discussion

4.1. Results

Research can be continued if the variable used is declared valid. The following are the results of heterotrait monotrait ratio (HTMT) calculations, construct reliability and the results of validity calculations, R-Square, and F-Square. it can be seen in Table 3 until Table 7.

Table 3.
The calculation results of the PLS algorithm against
Heterotrait Monotrait Ratio (HTMT)

Research variable	ATTITUDE	KOM	C. D.	QWL	WLB
KOM	0.523				
C. D.	0.820	0.485			
QWL	0.777	0.657	0.717		
WLB	0.270	0.343	0.423	0.404	

Source: processed data, 2022

Table 4.
Results of Construct Reliability and Validity Calculation

Variabel Penelitian	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
QWL	0.756	0.786	0.837	0.510
WLB	0.736	0.781	0.844	0.645
CAREER DEVELOPMENT	0.779	0.786	0.849	0.531
ATTITUDE	0.800	0.811	0.858	0.505
QWL	0.756	0.786	0.837	0.510

Source: processed data, 2022

Table 5.
**PLS Algorithm Calculation Results
for the R-Square value**

Research variable	R-Square	R-Square Adjusted
QWL	0.519	0.500

Source: processed data, 2022

Table 6.
**PLS Algorithm Calculation Results
Against the F-Square Value**

Research variable	QWL
WLB	0.027
CAREER DEVELOPMENT	0.027
ATTITUDE	0.152

COMPENSATION	0.130
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Source: processed data, 2022

Table 7.
Bootstrapping Calculation Results for Path Coefficients and P-Value

<i>Direct Effect</i>	Original Sample (O)	T-Statistic	P-Value	Evaluation
WLB -> QWL	0.126	0.079	0.109	Not significant
CAREER DEVELOPMENT -> QWL	0.163	0.097	0.095	Not significant
ATTITUDE -> QWL	0.377	0.118	0.002	Significant
COMPENSATION -> QWL	0.286	0.094	0.003	Significant

Source: processed data, 2022

4.2. Discussion

4.2.1. Effect of WLB on QWL

The results of direct effect data (direct effect) There is an influence of WLB variables on the QWL variables of the Horticultural Food and Plantation Office Employees. A positive relationship means that if the value of the QWL variable increases, the value of the WLB variable also increases (rising). The more balanced life and work increasingly increase the livelihoods of life and work. Conversely, if the WLB value decreases, the QWL value will decrease as well. The number of WBL increases is 12.6,%. Although it increased but not significant to the increase in QWL. This hypothesis testing does not support research conducted by, (Sandhu & Prabhakar, 2012) which states that WLB has a significant effect on QWL.

WLB is a typical or specific variable of performance appraisal for current government offices. Work-life balance is a level where a person is able to balance the demands of time, emotions and attitudes of the work and family responsibilities simultaneously. Work-life balance means employees can freely use flexible working hours to balance their work or work with other commitments such as family, hobbies, arts, studies, and not only focus on their work (Frame & Hartog, 2003; Siregar, 2018). According to Utami (2012) to achieve the quality of work life through the balance of employee work life into harmony.

4.2.2. The Effect of Career Development on QWL

The results of data analysis of the direct effect (direct effect) of the career development variable on QWL is positive and insignificant. The positive relationship between career development and QWL means that an increase in career development variables will also increase QWL. Conversely the decline in career development can also reduce QWL.

The influence of career development is only 16.3 and this means not significant. The results of research stating the relationship between career development and positive QWL had been carried out by Suhartini, (2020) Surikha, (2016), Mejbil et al., (2013) and Islam, (2012). Where all three explain a positive relationship. But in the study they did the relationship was positive and significant while in this study the relationship was positive but insignificant.

4.2.3. Effect of Attitude on QWL

Results of Direct Effect Data Analysis (Direct Effect) The attitude variable affects QWL. This means that if the value of variable attitude increases, the QWL variable also increases. And vice versa if the attitude value decreases, the QWL value also decreases. The 67.7% increase in its value. This value is quite high and gives a significant gathering. This study supports previous research conducted by Hidayah & Putri, (2020) which states that there is a positive relationship between attitude and qwl.

The THPBUN official employee needs to continue to prioritize ethics and ethics as an employee. As can be seen in the results of question x3.3 where the highest average value is 4.29. The lowest value of the respondent's average answer is that they reject gratification.

4.2.4. Effect of compensation on QWL

Results of Direct Effect Data Analysis (Direct Effect) Compensation variables have a positive and significant effect on QWL. Increasing the value of the compensation variable increases the QWL variable and vice versa a decline in compensation value can reduce the QWL value. These results support the results of Suhartini's research, (2020), Hamida, (2020), Mejbil et al., (2013) and Islam, (2012) which states that compensation has a positive and significant effect on QWL. In another study conducted by Suhartini, (2020) stated that career development and compensation were the dominant factor in lifting the quality of work life at hospital nurses in the city of Yogyakarta.

The calculation results show the influence between compensation and QWL worth 28.6%. Increased compensation is done by providing a performance with a transparent and fair assessment system. So that employees can make a big contribution to the quality of their work because the quality of the quality of family life is also fulfilled.

4.3. Managerial and Theoretical Implications

4.3.1. Theoretical implications

Research on the relationship between WLB and QWL has not been widely studied by researchers. So that the results of this study can enrich theory in the field of management. There is a close relationship between the two variables where the balance of life and work can improve the quality of work and life of an employee as mentioned in the discussion above. This study supports previous research conducted by (Hidayah & Putri, 2020) which states that there is a positive relationship between attitude and qwl.

Civil servants always pay attention to the development of their careers. As an eastern citizen what they work is closely related to meeting family needs. Employees who are female often leave their opportunities to occupy certain careers because they prefer to take care of the household. This research has also not been carried out in the field of management, conclusions drawn under career development have a positive and insignificant effect on QWL in this study can be used as a theory that enriching literature. Career development was examined by Mejbek et al., (2013), Islam, (2012), Amin, (2013), and Sandhu & Prabhakar, (2012).

The influence of attitude on QWL is rarely examined by previous researchers so that the results of this study can enrich the reading sources related to human resource management. The influence of employee attitudes has been examined by Jidev, (2013), and Othman & Suleiman, (2013).

Unlike the previous variables, research on the effect of compensation on QWL has been conducted by several previous researchers. The results of this study enriched the scientific literature on compensation literature, especially those that occur in government agencies. Compensation was examined by Sandhu & Prabhakar, (2012), Amin, (2013), Islam, (2012), Mejbek et al., (2013) and Surikha, (2016).

4.3.2. Managerial implications

The Merauke Regency Horticultural Food and Plantation Office in the programs and activities carried out as far as possible implement a clear schedule of activities. So that employees can be efficient using their work time. Employees can work according to the specified time. Employees can go home at the specified time so that they can devote their attention to take care of family needs.

The existence of delegation of duties and delegation of authority to employees so that all employees have a clear job. In addition to employees are divided into limited structural positions, employees can also be given tasks in projects or functional work.

Creating the pride of employees as employees of the Horticultural and Plantation Food Crops Office. So that employees can be proud to work in the department. Providing additional income to employees in the form of additional honorarium activities or in the form of gifts. Compensation can also be given in the form of appreciation for the achievements and work that has been carried out by employees.

5. Conclusion and Suggestions

This study concluded that the determinant factor of Quality Work of Life in the Department of Food Crops, Horticulture and Plantation of Merauke Regency was as follows:

- 1) WLB has a positive and insignificant effect on QWL employees of the Horticultural Food Crops and Merauke Regency Plantation.
- 2) Career Development has a positive and insignificant effect on QWL employees of the Horticultural Food Crops and Merauke Regency Plantation.
- 3) Attitude has a positive and significant effect on QWL employees of the Horticultural Food Crops Office and Merauke Regency Plantation.
- 4) Compensation has a positive and significant effect on QWL employees of the Horticultural Food Crops and Merauke Regency Plantation.

The following are suggestions given by the author to the department and also for the development of management science.

- 1) Balance of work and life in need to be improved by providing more opportunities for family activities. For example by making the right work schedule. The right schedule to make office work can be done efficiently so that they have more time for the family. Employees present according to the schedule do not delay the work.
- 2) Employees who are late at work and also skipping work need to be given severe punishment so as not to repeat the same mistakes.
- 3) It is necessary to prepare a tighter target at the field and section level in the department so that employee performance can be improved.
- 4) Career development is not significant to the quality of work and family. Providing duties and delegation of broader authority to employees can cause employees to feel not too late in pursuing certain careers.

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