



# Factors Affecting Job Satisfaction with Organizational Commitment as a Mediation Variable

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**Abstract.** This study aims to examine the impact of transformational leadership style and work environment on job satisfaction, with organizational commitment as a mediating variable. This study utilizes a non-probability sampling method using a snowball sampling approach. The study's sample consists of 250 employees working at the Indonesian Fisheries Public Company. Data analysis is conducted using SmartPLS version 4.1.0.0. The findings reveal that transformational leadership style and work environment have a positive and significant impact on job satisfaction, transformational leadership style and work environment have a positive and significant impact on organizational commitment, organizational commitment has a positive and significant impact on job satisfaction, organizational commitment can mediate the impact between transformational leadership style and environment on job satisfaction.

**Keywords:** Transformational Leadership Style, Work Environment, Organizational Commitment, Job Satisfaction

## 1 First Section

### 1.1 Introduction

Competition in the economic sector is becoming increasingly intense, forcing every company to continue to strive to be the best among competitors in the business sector and other fields. For this reason, companies are always looking for factors to survive, grow, and maintain their existence. Employee job satisfaction is a crucial factor in ensuring the long-term sustainability of a company. Job satisfaction is a benchmark for employees at work, namely whether or not they are satisfied with doing their jobs [1]. Job satisfaction plays an important role in supporting sustainable business growth, with a direct impact on productivity, creativity, employee retention, and company reputation, thus helping the company achieve profits [2]. Job satisfaction also represents an employee's attitude toward their work which is based on individual perception and aims to create a positive emotional response, both financially and non-financially. If job

satisfaction is achieved, employees will be more positive in working and facing various situations in the workplace [3].

Companies need to consider multiple factors to ensure employee job satisfaction, including a transformational leadership style and a conducive work environment. According to previous research conducted by Lan *et al.* [4] and Haerofiatna *et al.* [5] which found that the two factors above were unable to provide a significant impact on job satisfaction. Therefore, an important question arises regarding what is needed so that transformational leadership style and work environment can have a significant impact on job satisfaction. To address this empirical gap, this study needs to add an organizational commitment variable as a mediating bridge so that it can impact employee job satisfaction, so that the results of this study can broaden the understanding of factors that can indirectly impact job satisfaction so that it can provide a more comprehensive model in the study of employee job satisfaction. Furthermore, the findings of this study are expected to serve as a reference for the Indonesian Fisheries Public Company in formulating more effective policies to enhance employee job satisfaction. Organizational commitment, as a mediating factor, will play a crucial role across all positions in fostering improved job satisfaction among employees.

Organizational commitment as a mediating variable is formed because of a sense of trust between superiors and subordinates in the company. The existence of organizational commitment applied to employees will be important to continue to be developed so that the process of activities in the company can continue to be maintained because employees will adhere to the organizational commitment that has been applied to the company where they work so that employees will feel satisfied in working.

This research model was developed by including variables: transformational leadership style as an independent variable that explains how leaders supervise, organize, control, and monitor employee performance [6]. Work environment as an independent variable that explains how employees perform their tasks, potentially leading to both positive and negative impacts on their ability to achieve desired outcomes [7]. Organizational commitment as a mediating variable that explains how the company maintains its membership in the organization and job satisfaction as a dependent variable that explains how to reflect employee feelings while working at the company and pay attention to individual employee conditions [8].

This study was specifically carried out on employees of the Indonesian Fisheries Public Company, as a company engaged in the fisheries business and management of fishing ports with the principle of good governance. The Indonesian Fisheries Public Company is located in Muara Baru, North Jakarta, which runs its business from upstream to downstream, including cultivation, fishing, trading, processing of fishery products, as well as production of clean water, ice, and marketing of fuel and electricity. This company is committed to sustainable and environmentally friendly management of fishery resources.

The phenomenon that occurs in employees working at the Indonesian Fisheries Public Company related to job satisfaction includes employee dissatisfaction with their work. In 2023, national fisheries production reached 24,74 million tons, but the export value actually decreased from USD 6,2 billion in 2022 to USD 5,6 billion until November 2023. The export target of USD 6,7 billion was not achieved. The main cause is fishery products that do not meet export standards and less than optimal resource management. This condition makes employees feel that their efforts are not appreciated, so that job satisfaction decreases [9].

Based on this phenomenon, the researcher aims to further investigate the relationship between transformational leadership style and the work environment mediated by organizational commitment, whether it will affect job satisfaction for employees working at the Indonesian Fisheries Public Company.

### **Research Purposes**

This study aims to develop a theoretical model that explores the impact of transformational leadership and the work environment on employee job satisfaction at the Indonesian Fisheries Public Company, with organizational commitment serving as a mediating factor.

## **2 Theoretical Review**

### **2.1 Transformational Leadership Style**

The transformational leadership style is a leadership approach that fosters employee motivation, encouraging them to perform well and enhance their productivity. According to Palalić & Smajić [11], this leadership style focuses on understanding employees and leveraging their needs and potential to achieve greater objectives. Meanwhile, Maquieira *et al.* [12] describe transformational leadership as the ability to influence and guide individuals by inspiring them to work enthusiastically toward shared goals. Based on these definitions, transformational leadership can be characterized by its ability to motivate employees, understand their needs, maximize their potential, and effectively influence and direct them toward common objectives. According to Maquieira *et al.* [12] indicators of transformational leadership style consist of idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration.

### **2.2 Work Environment**

The work environment includes both physical and emotional aspects of the workplace, which can improve employee productivity, commitment, and satisfaction. Several factors influence the work environment, including working conditions, employee rights, workplace safety, teamwork, and supportive leadership [13]. According to Riyadi [14], the work environment refers to the organizational setting designed to create a conducive atmosphere for employees. Pawirosumarto *et al.* [7] define it as the place

where work is performed, emphasizing that improving the physical work environment can be achieved through the 5S method: Seiri (sorting), Seiton (systematic arrangement), Seiso (cleaning), Seiketsu (standardization), and Shitsuke (self-discipline). Based on these definitions, the work environment can be understood as the overall condition of a workplace, both physical and non-physical, which significantly affects employee performance. According to Chandra & Vianita [15] work environment indicators consist of lighting, air temperature, sound, color scheme, decoration, movement space, work safety and security, work relationships between employees, and relationships between superiors and subordinates.

### **2.3 Organizational Commitment**

Organizational commitment refers to the extent to which an individual aligns their identity with a company, ensuring that their personal goals are in harmony with the organization's objectives [16]. According to Xiong *et al.* [17], organizational commitment represents the relationship between an employee and their organization, shaped by a psychological contract. Tosun & Ulusoy [18] describe it as a moral obligation to stay within the organization, influenced by psychological factors that define the employee-organization relationship. Consequently, committed employees tend to remain with the organization regardless of circumstances, unlike those who lack loyalty. Based on these definitions, organizational commitment can be understood as a psychological bond that encompasses moral obligation, loyalty, and identification with the organization, ultimately motivating employees to stay, even in challenging or unfavorable conditions. According to Otoo & Rather [19] indicators of organizational commitment consist of affective commitment, continuance commitment, and normative commitment.

### **2.4 Job Satisfaction**

Job satisfaction refers to the feelings employees have regarding their work, which can be perceived positively (high job satisfaction) or negatively (low job satisfaction) [20]. According to Li *et al.* [21], job satisfaction reflects an individual's emotions and feelings toward their job. Naiyananont & Smuthranond [22] define it as the positive or negative emotions employees experience based on factors such as task assignments, compensation, promotions, support, and fair supervision from colleagues. Based on these definitions, job satisfaction can be understood as an emotional state that encompasses an individual's perception, feelings, and attitudes toward their work, ranging from satisfaction to dissatisfaction. According to Rojkinor *et al.* [3] indicators of job satisfaction consist of work, salary, promotion, supervision, and co-workers.

### **3 Relationship Between Variables**

#### **3.1 The Relationship Between Transformational Leadership Style and Job Satisfaction**

Transformational leadership is a leadership style that inspires and encourages employees to grow. One of the ways transformational leaders achieve this is by fostering creativity and innovation in the workplace. When transformational leaders create an environment that values new ideas and employees' creative contributions, it can make employees feel more engaged and appreciated, ultimately enhancing their job satisfaction [23]. Parulian & Rahmat [24] also explained that transformational leadership style can encourage a collaborative approach, where leaders and employees work together on a shared vision to increase job satisfaction. Meanwhile, Abelha *et al.* [25] stated that transformational leaders can inspire their followers by communicating effectively that can encourage trust and commitment so that employee job satisfaction in working becomes greater.

#### **3.2 The Relationship Between Transformational Leadership Style and Organizational Commitment**

Transformational leadership style can help employees feel comfortable at work and create synergy between leaders, employees, and the company [26]. Aprileani & Abadi [27] explained that transformational leaders can create a comfortable work environment, support employee welfare, and increase employee organizational commitment by providing trust in job status, thereby reducing the intention to look for a new job. Meanwhile, Basalamah & Ardana [28] stated that transformational leaders are able to motivate their subordinates to work in accordance with the company's goals and treat their employees well so that they can produce reciprocal behavior in the form of high organizational commitment among employees.

#### **3.3 The Relationship Between Work Environment and Job Satisfaction**

A comfortable, harmonious, and communicative workplace enhances employee satisfaction, whereas an uncomfortable, chaotic environment with unhealthy competition can lead to fatigue and ultimately lower job satisfaction [29]. Mandjar & Turangan [30] further emphasize that factors such as adequate work equipment, proper air circulation, lighting, and temperature contribute to a comfortable work setting, strengthening workplace relationships and boosting job satisfaction. Similarly, Agbozo *et al.* [31] highlight the importance of creating a safe and conducive work environment to help employees stay focused and comfortable, thereby fostering job satisfaction.

### **3.4 The Relationship Between Work Environment and Organizational Commitment**

A conducive environment encourages good relationships between employees, increases productivity, and makes employees more loyal to the company [32]. Irawan & Ie [33] explain that work facilities, security, and harmonious relationships between employees can strengthen employees' organizational commitment to the company. Anisa & Martono [34] also explain that a comfortable work environment supported by adequate facilities can increase employees' organizational commitment, while a poor environment can have a negative impact on work results.

### **3.5 The Relationship Between Organizational Commitment and Job Satisfaction**

The more loyal employees are to their company, the stronger their commitment to the organization, leading to greater job satisfaction [35]. Meiliana & Yanuar [36] state that organizational commitment provides positive reinforcement for employees, including feelings of joy, emotional attachment, care, dedication, loyalty, and a sense of responsibility, all of which contribute to higher job satisfaction. Similarly, Sukmawati *et al.* [37] explain that a higher level of organizational commitment reduces employees' intention to leave, ultimately enhancing job satisfaction.

### **3.6 The Relationship Between Transformational Leadership Style and Job Satisfaction with Organizational Commitment as a Mediating Variable**

When employee commitment to the organization increases, employees will feel that they have goals that are in line with the organization's vision, so that employees will feel satisfied in their work [38]. Dappa *et al.* [39] explained that transformational leaders will be better able to provide clear direction to employees regarding their work so that they will contribute directly to increasing employee organizational commitment within the company so that employee effectiveness in working becomes more enthusiastic and stronger which in turn will increase employee job satisfaction. Fitri [40] also explained that the better the transformational leader is in implementing the company, the more employee organizational commitment will increase, which will make employees work with satisfaction over a certain period of time.

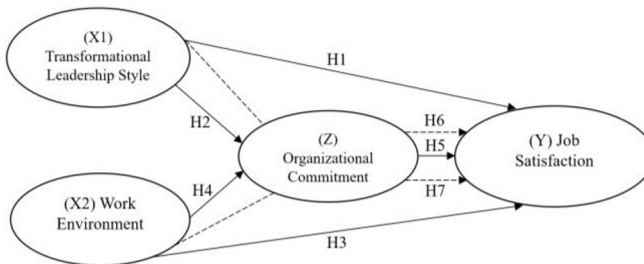
### **3.7 The Relationship Between Work Environment and Job Satisfaction with Organizational Commitment as a Mediating Variable**

A supportive work environment characterized by a positive atmosphere, adequate facilities, harmonious employee relationships, and job security enhances employees' sense of belonging and loyalty to the organization. As employees become more committed, they are more likely to experience higher job satisfaction [41]. Zhang *et al.* [42] emphasize that when the work environment aligns with employees' needs, it strengthens organizational commitment, ultimately leading to long-term job

satisfaction. Similarly, García-Fernández *et al.* [43] highlight that a conducive work environment free from hazards, fostering good communication, and maintaining a balanced workload plays a crucial role in strengthening organizational commitment, which in turn enhances employee job satisfaction.

### 3.8 Research Framework and Hypothesis

This study will examine transformational leadership style and work environment as independent variables, where organizational commitment also functions as a mediating variable on job satisfaction which functions as a dependent variable with the subjects used being employees working at the Indonesian Fisheries Public Company.



**Figure 1. Research Model**

Source: Researcher (2025)

Based on the research model illustrated in Figure 1, the hypotheses formulated in this study are as follows:

H1: Transformational leadership style has a positive impact on job satisfaction for employees working at the Indonesian Fisheries Public Company.

H2: Transformational leadership style has a positive impact on organizational commitment for employees working at the Indonesian Fisheries Public Company.

H3: The work environment has a positive impact on job satisfaction for employees working at the Indonesian Fisheries Public Company.

H4: The work environment has a positive impact on organizational commitment for employees working at the Indonesian Fisheries Public Company.

H5: Organizational commitment has a positive impact on job satisfaction for employees working at the Indonesian Fisheries Public Company.

H6: Transformational leadership style has a positive impact on job satisfaction with organizational commitment as a mediating variable for employees working at the Indonesian Fisheries Public Company.

H7: The work environment has a positive impact on job satisfaction with organizational commitment as a mediating variable for employees working at the Indonesian Fisheries Public Company.

## 4 Research Method

This research employs a descriptive design with a quantitative approach. Primary data is gathered from employees of the Indonesian Fisheries Public Company. The study adopts a non-probability sampling method, specifically using the snowball sampling technique. A total of 250 employees participated as respondents. Data analysis is conducted using SmartPLS version 4.1.0.0.

## 5 Results and Discussions

The research data was analyzed using Partial Least Square – Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software version 4.1.0.0. PLS-SEM was used in this study because it is capable of handling variables with both reflective and formative indicators, which is useful in research with complex constructs. SmartPLS 4.1.0.0 is the right tool for PLS-SEM analysis, especially in studies aimed at examining relationships between variables with a more flexible and predictive approach. Data analysis consists of three parts: outer model analysis, inner model analysis, and hypothesis testing.

### 5.1 Outer Model Analysis

#### 5.1.1 Validity Test Results

Validity analysis consists of convergent and discriminant validity. Convergent validity is evaluated through factor loadings and average variance extracted (AVE), as illustrated in Figure 2 and Table 1.

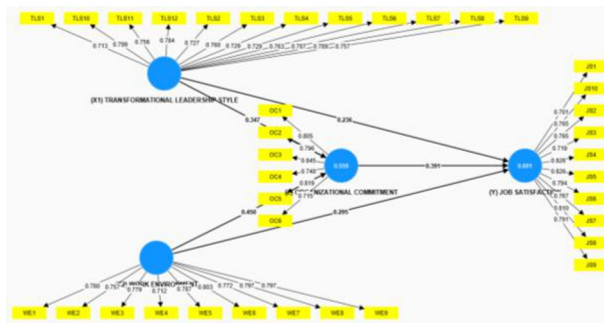


Figure 2. Loading Factor Test Results

Source: Data Processing Results using SmartPLS version 4.1.0.0 (2025)

Table 1. Average Variance Extracted (AVE) Test Results

Variable	Average Variance Extracted (AVE)
TLS	0,575
WE	0,603

Variable	Average Variance Extracted (AVE)
JS	0,604
OC	0,623

Source: Data Processing Results using SmartPLS version 4.1.0.0 (2025)

As stated by Hair *et al.* [44], a loading factor is considered valid when it exceeds 0.7, while an average variance extracted (AVE) value above 0,5 indicates validity. Based on Figure 2 and Table 1, all indicators and variables have loading factor values greater than 0.7 and AVE values exceeding 0,5, confirming their compliance with convergent validity standards. Furthermore, discriminant validity was examined using the heterotrait-monotrait (HTMT) ratio, as presented in Table 2.

**Table 2. Heterotrait-Monotrait Ratio (HTMT) Test Results**

Variable	TLS	WE	JS	OC
TLS				
WE	0,813			
JS	0,783	0,810		
OC	0,755	0,787	0,843	

Source: Data Processing Results using SmartPLS version 4.1.0.0 (2025)

According to Table 2, the HTMT value is less than 0.90, indicating that all variables in this study satisfy the discriminant validity criteria based on the heterotrait-monotrait (HTMT) analysis.

### 5.1.2 Reliability Test Results

Reliability analysis is conducted using cronbach's alpha and composite reliability values. According to Hair *et al.* [44], these measures are considered reliable when they exceed 0,7. The findings of this analysis are presented in Table 3.

**Table 3. Reliability Analysis Results**

Variable	Cronbach's Alpha	Composite Reliability (rho a)	Composite Reliability (rho c)
TLS	0,933	0,933	0,942
WE	0,917	0,920	0,932
JS	0,927	0,928	0,938
OC	0,878	0,880	0,908

Source: Data Processing Results using SmartPLS version 4.1.0.0 (2025)

As shown in Table 3, all variables have cronbach's alpha and composite reliability values exceeding 0,7, confirming their reliability. Consequently, the data analysis can proceed with the inner model evaluation.

## 5.2 Inner Model Analysis

### 5.2.1 Results of Determinant Coefficient Analysis ( $R^2$ )

The determination coefficient is used for structural testing in examining the relationship between variables. The following are the results of the determination coefficient ( $R^2$ ) test in table 4:

**Table 4. Results of the Determination Coefficient ( $R^2$ ) Test**

Variable	R-Square
JS	0,691
OC	0,559

Source: Data Processing Results using SmartPLS version 4.1.0.0 (2025)

Based on Table 4, the coefficient of determination ( $R^2$ ) test results indicate that the job satisfaction variable is explained by 69,1%, with the remaining 30,9% influenced by other variables beyond transformational leadership style and work environment. Additionally, the organizational commitment variable is explained by 55,9%, while the remaining 44,1% is attributed to other factors outside transformational leadership style and work environment.

### 5.2.2 Predictive Relevance Analysis Results ( $Q^2$ )

The structural research model is deemed relevant if the predictive relevance ( $Q^2$ ) value is greater than zero. The results of the  $Q^2$  test are displayed in Table 5.

**Table 5. Predictive Relevance Test Results ( $Q^2$ )**

Variable	$Q^2$
JS	0,611
OC	0,545

Source: Data Processing Results using SmartPLS version 4.1.0.0 (2025)

As shown in Table 5, the predictive relevance ( $Q^2$ ) test results reveal that the job satisfaction variable has a value of 0,611, while the organizational commitment variable has a value of 0,545. Since both values exceed zero, the study fulfills the criteria for predictive relevance.

### 5.2.3 Hypothesis Testing Results

Hypothesis testing in this study aims to evaluate whether the proposed hypotheses are accepted or rejected. This is determined using t-statistics and p-values obtained from path analysis through the bootstrapping method. According to Hair *et al.* [44], a hypothesis is rejected if the t-statistic is below 1,96 and not rejected if it exceeds 1,96, at a significance level ( $\alpha$ ) of 5%. Alternatively, a hypothesis is not rejected if the p-value is less than 0,05. The results of the hypothesis testing are summarized in Table 6.

**Table 6. Hypothesis Test Results**

Hypothesis	Variable	Original Sample (O)	T-Statistics	P-Values	$f^2$
H1	TLS → JS	0,236	3,579	0,000	0,069
H2	TLS → OC	0,347	4,250	0,000	0,117
H3	WE → JS	0,295	4,079	0,000	0,101
H4	WE → OC	0,450	5,455	0,000	0,197
H5	OC → JS	0,391	6,294	0,000	0,218
H6	TLS → OC → JS	0,135	3,478	0,001	-
H7	WE → OC → JS	0,176	4,063	0,000	-

Source: Data Processing Results using SmartPLS version 4.1.0.0 (2025)

## 5.3 Discussions

### 5.3.1 The Influence of Transformational Leadership Style on Job Satisfaction

The study reveals that transformational leadership has a significant and positive effect on job satisfaction. This finding is consistent with previous research by Allozi *et al.* [23], Parulian & Rahmat [24], and Abelha *et al.* [25], which also emphasize the beneficial impact of transformational leadership on employee satisfaction. These results underscore the need for organizations to allocate resources toward leadership development for managers and supervisors, as well as skill enhancement programs for employees. When employees clearly understand their responsibilities and expectations, their confidence in performing tasks improves, ultimately fostering higher job satisfaction.

### 5.3.2 The Influence of Transformational Leadership Style on Organizational Commitment

The study indicates that transformational leadership has a significant positive influence on organizational commitment. This finding is consistent with previous research by Rachmah *et al.* [26], Aprileani & Abadi [27], and Basalamah & Ardana [28], which also highlight the role of transformational leadership in strengthening employee commitment. These results emphasize the importance of leaders effectively communicating the organization's vision and goals in a compelling and meaningful manner. By doing so, employees develop a stronger connection to the company's objectives, fostering greater commitment to achieving overall organizational success.

### 5.3.3 The Influence of Work Environment on Job Satisfaction

The study demonstrates that the work environment has a significant positive effect on job satisfaction. This finding is consistent with previous research by Dwiputri *et al.* [29], Mandjar & Turangan [30], and Agbozo *et al.* [31], which also highlight the impact of a supportive work environment on employee satisfaction. Creating a comfortable and well-structured workplace is essential for enhancing job satisfaction, as it helps minimize stress and improve focus. Therefore, organizations should ensure a clean and

organized workspace while fostering positive relationships among colleagues, supervisors, and subordinates, as strong workplace connections play a vital role in overall employee satisfaction.

### **5.3.4 The Influence of Work Environment on Organizational Commitment**

The study reveals that the work environment has a significant positive effect on organizational commitment. This finding aligns with previous research by Hasan *et al.* [32], Irawan & Ie [33], and Anisa & Martono [34], which also emphasize the role of a supportive workplace in strengthening employee commitment. To sustain high levels of commitment, organizations should continuously foster a structured and comfortable work environment. When employees feel secure and supported through workplace safety, strong interpersonal relationships, mutual respect, and ethical practices they are more likely to remain dedicated to the organization.

### **5.3.5 The Influence of Organizational Commitment on Job Satisfaction**

The study indicates that organizational commitment has a significant positive influence on job satisfaction. This finding is consistent with previous research by Christian & Adiputra [35], Meilliana & Yanuar [36], and Sukmawati *et al.* [37], which also highlight the strong connection between commitment and satisfaction in the workplace. Employees who develop a strong sense of commitment to their organization are more likely to experience a greater sense of belonging and motivation to stay. A deep connection to the company fosters long-term job satisfaction, as employees take greater responsibility for both organizational success and their personal career growth. Additionally, high levels of commitment often lead to stronger relationships with colleagues, encouraging collaboration toward shared goals. This, in turn, creates a positive and harmonious work environment that enhances overall job satisfaction.

### **5.3.6 The Influence of Transformational Leadership Style on Job Satisfaction with Organizational Commitment as a Mediating Variable**

The study demonstrates that transformational leadership has a significant positive impact on job satisfaction, with organizational commitment serving as a mediating factor. This finding aligns with previous research by Jabbar *et al.* [38], Dappa *et al.* [39], and Fitri [40], which also highlight the role of organizational commitment in linking transformational leadership to job satisfaction. The mediation effect observed in this study falls under partial mediation. These results emphasize the importance of leaders inspiring and motivating their employees, as higher motivation fosters stronger organizational commitment, ultimately enhancing job satisfaction. Furthermore, transformational leaders can improve employee satisfaction by providing opportunities for skill development through training, mentorship, and challenging tasks. Employees who experience continuous growth and feel valued within the organization tend to develop a deeper commitment, recognizing that their company supports their career advancement, which in turn leads to greater job satisfaction.

### 5.3.7 The Influence of Work Environment on Job Satisfaction with Organizational Commitment as a Mediating Variable

The study reveals that the work environment has a significant positive effect on job satisfaction, with organizational commitment acting as a mediating factor. This finding is consistent with previous research by Wahyudi & Sugiono [41], Zhang *et al.* [42], and García-Fernández *et al.* [43], which also highlight the role of organizational commitment in linking the work environment to job satisfaction. The mediation effect in this study is classified as partial mediation, indicating that the work environment influences job satisfaction both directly and indirectly through employee commitment. To enhance job satisfaction, organizations must cultivate a supportive and comfortable work environment by ensuring a positive workplace atmosphere, sufficient facilities, strong interpersonal relationships, and job security. A well-maintained work environment fosters employee loyalty and a sense of belonging, further strengthening organizational commitment. Employees who feel that their workplace meets their professional and personal needs are more likely to stay committed, leading to long-term job satisfaction. Moreover, key factors such as workplace safety, clear communication, manageable workloads, and a culture of mutual support play a crucial role in reinforcing organizational commitment and improving overall job satisfaction.

## 6 Conclusions

This study concludes that transformational leadership style and work environment significantly impact job satisfaction and organizational commitment among employees of the Indonesian Fisheries Public Company. Organizational commitment also enhances job satisfaction and serves as a mediator for the influence of leadership and work environment on job satisfaction. However, the study has a number of limitations, including a small sample of 250 employees in North Jakarta, the utilization of Google Forms in gathering data, and snowball sampling, which can result in selection bias and low generalizability. The study just examined four variables and excluded other variables that may influence job satisfaction. Future research should increase sample size, expand the geographical scope, incorporate face-to-face data collection, and explore additional variables like work stress, employee empowerment, and organizational culture for a more comprehensive understanding of job satisfaction.

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