



Model Leadership Style Governor Kepulauan Riau Province During Covid-19 Pandemic in Indonesia

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ABSTRACT

Introduction/Main Objectives: Model The leadership style of regional heads during the COVID-19 pandemic requires a compelling lead character because to deal with the problems felt by each region, and it must be different so that public responses and criticisms must be carried out quickly and accurately has a priority scale for work effectiveness. **Novelty:** This study analyzes the leadership style of the regional head in Indonesia, namely the Governor, by taking a case study in the Riau Islands Province (Kepri) during the COVID pandemics. **Research Method:** The research method used is qualitative with relevant secondary data. **Finding/Results:** The results of data analysis with software NVivo 12, so that obtained are easy to explain descriptively by analyzing the theory and concept triangulation approach. **Conclusion:** The results show that the determination of Secondary Data Coding is more on the leadership of Ansar Ahmad in the COVID-19 pandemic as Governor Kepri. In addition, researchers also found that Ansar Ahmad's leadership style as Governor Kepri greatly influenced the characteristics of leadership style and influential leadership style, which tested with the Jaccard Cluster approach on the strong relationship between communication, awareness, and integrity in carrying out the vision and mission as regional head during a COVID-19 in Kepri Province.

1. Introduction

The role of regional heads is significant in showing performance in government during the COVID-19 pandemic (Antonakis, 2021; Stoller, 2020). The practice of leadership in implementing health protocols requires a regional head to make new adaptations in implementing and formulating policies and implementing work programs based on the vision and mission during his leadership period (Milliken et al., 2020; Nicola et al., 2020).

As a leader in this difficult situation, we are required to be able to maintain the morale of our subordinates to remain positive, especially during a pandemic. In addition, we are asked to be a leader who is supportive and understanding of the conditions of our subordinates. This is the right time to understand more deeply about our people, the right time to show we care and institutions against them. Because the current pandemic situation is completely uncertain and of course it has created anxiety for everyone.

If we compare the leadership practices of regional heads before COVID-19, there are currently significant differences in communication patterns and ways of working (Lombardi et al., 2021; McAlearney et al., 2021; Syarifuddin et al., 2021). COVID-19 is a global epidemic that has a high level of complexity for Indonesia and all regions within it which has become the concern of several heads of state in the world. then it intersects with social, political, economic, transportation, and so on. As a problem with a high level of complexity, it really needs a way of responding and the right approach to solving it.

Then Sensitivity by regional heads is not only about environmental changes but

also about changes to physical conditions and existing stakeholders in running the wheels of local government (Barreiro-Gen et al., 2020; Fridayani & Soong, 2021; Lian et al., 2020). The regional heads who lead will not be from the state civil apparatus in the regions. Without the support and good cooperation, the leadership of the regional head will not be able to run well.

Stakeholders are essential in supporting regional heads' general vision and mission. Therefore leadership must have a new style of carrying out its government during the COVID-19 pandemic (Setiawan & Mahadiansar, 2020; Sugiarto et al., 2021). A leader in an emergency must have emotional intelligence, which aims to map change in difficult times and requires much energy (Goleman et al., 2013; Huy, 1999).

Then, each region has a community that is struggling to get out of the socio-economic crisis, so people's emotional points are high; therefore, the emotions of regional heads in leading must be in such a way as to be able to find solutions in uncertain conditions (Elliott & Lemert, 2009; Goleman, 2017). During the COVID-19 pandemic in Indonesia, many leaders were less sensitive to what the public wanted so the regional leadership crisis that took place during the COVID-19 pandemic has caused public concern (Pramono et al., 2021; Setyawan & Lestari, 2020; Suprpti et al., 2020).

Several regional leaders have violated the guidelines established by the central government and regional governments for managing the COVID-19 epidemic, contributing to the catastrophe (Pratiwi, 2021; Saraswati, 2020; Solahudin et al., 2020). Such acts on the part of regional leaders actions in terms of policies and programs are such acts. Show that their aim

and objective have not it is wholly attained. It is due to factors that affect capacity and integrity.

The capacity and integrity of regional heads in their government can contribute to the determinants of regional economic growth, having a lousy record and warnings on current and future regional development (Head et al., 2017; Sarjana, 2018). Other problems in understanding laws and regulations and understanding the implementation of the central government are mainly related to integrity, and this focused on the relationship between the central and local governments related to supervision or program development during the COVID-19 pandemic (Ariyanto, 2020; Aziz et al., 2021; Ryan, 2021; Samin, 2021).

The impact of the problematic leadership of regional heads will hurt the community, but on the contrary, positive changes in the leadership of regional heads will get attention from the public, firstly local leaders who have no problems and secondly, leaders who make changes (Bush, 2011; Fadhlurrohman et al., 2021; Suyatno, 2016). Leaders who do not have problems should be able to innovate by proving their performance even though it cannot be said to be successful but can provide good enough evidence during the COVID-19 pandemic.

In handling the COVID-19 pandemic carried out by regional heads, a joint movement or perspective on their performance should it needed so that the explicit rules and all stakeholders can understand that the COVID-19 pandemic has had a tremendous impact (Ali, 2020; Bush, 2011; Kapasia et al., 2020; Toquero, 2020).

Furthermore, effective leadership is a form of facilitating the ability of the bureaucratic system to adapt to the COVID-

19 pandemic conditions and learn to overcome problems that arise so that the role of human values and concern and cooperation of all parties are considered effective in dealing with crises (Bass & Riggio, 2012).

These efforts can build more vital satisfaction and achievements in the involvement of stakeholders more representative of the people's side. Leadership appears in tandem with human civilization (Fullan, 1996). Although with the times, leadership can now from various perspectives or points of view, the definition of leadership is a form of domination because of the ability of individuals who can invite and encourage others to do something based on acceptance from the group and have particular expertise that is right in certain situations (Clark & Clark, 1990; Davies & Davies, 2007).

On the other hand, leadership is part of the art of influencing others to cooperate based on that person's ability to provide guidance and direction to achieve the goals desired by the group. In this study, the leadership style of regional heads focuses on the Riau Islands Province (Kepri) led by Governor Ansar Ahmad in the 2021-2026 period. The importance of this research is because the Kepri Province, which Indonesia owns, plays a strategic role in the border area with neighboring countries such as Malaysia and Singapore; this causes the COVID-19 pandemic condition to make regional heads show the existence of an effective leadership style so that in running the government system it can be well controlled.

Regional heads elected through regional head elections (PILKADA) must realize their vision and mission within one period of their leadership so that they get a

public assessment that the regional head leadership can carry out priority scale programs during the COVID-19 pandemic. Its means proving the effective leadership style of a regional head in the Kepri province through good integrity.

As for the renewal of this paper, it involves the characteristics and leadership style of a practical regional head, namely the Kepri Governor, Ansar Ahmad, who is currently serving during the COVID-19 pandemic; this study focuses on analyzing some of the secondary data that researchers get relevantly. Leadership that is qualified and can appear at the forefront by showing its qualities that can innovate and have high credibility in dealing with crises in carrying out the development agenda to gain high public trust.

In addition, the COVID-19 crisis also tested the spirit and leadership of regional heads in contributing to work plans by taking an active role in national development plans (Blake & Mouton, 1982). The person in charge of a region needs to be creative and follow the rules, but they also need to come up with ideas for breakthrough innovations that will help the people in the region. However, the notion of revolutionary innovation ideas is also essential.

2. Literature Review

In previous studies, the effects of globalization on the COVID-19 coronavirus pandemic outbreak. Almost all countries are affected by this epidemic; Global leaders are facing one of the greatest crises of the 21st century. As people operate in a global, dynamic and interdependent environment, one must remember that any significant positive or negative event can directly or indirectly impact the entire global landscape.

Facing these or other challenges in the future may require proactive rather than reactive leadership and a willingness to innovate and modify old patterns of leadership behavior. Elected national leaders do not operate in isolation, but their actions and decisions are visible and have consequences in the global environment. Improving the well-being of citizens remains one of the biggest challenges public leaders may face while in office (Plessis & Keyter, 2020).

Due to the coronavirus pandemic COVID-19, leadership affects professionals and surgeons. However, there is a severe gap in teaching citizens about leadership fundamentals, such as developing productive and visionary teams, conflict resolution, and emotional intelligence. We discuss the benefits of leadership training for surgical residents and the future direction to implement leadership training for Canadian residency programs in the age of competency-based design (Hirpara & Taylor, 2020; Talu & Nazarov, 2020).

The number of new leadership theories labeled is increasing day by day. This increase depends on the continuous change in environmental conditions. Continuous fluctuations in the business environment increase the need for new leadership styles that can effectively respond to the needs of changing business processes and deal with uncertainty.

Strategic leadership is one of the new leadership styles that can successfully develop strategies in a rapidly changing environment. Strategic leaders have the power to influence all business followers by successfully applying strategic management tools to organizational processes. In addition, strategic leaders can improve the company's and its followers' performance, increasing

dedication to business goals (Ahmed et al., 2020; Shingler-Nace, 2020).

In short, strategic leaders differ from other types of leaders in that they can deal with uncertainty and envision the organization's future. During the Covid-19 Pandemic, everyone has special days around the globe. Therefore, to successfully manage business strategies about the changing conditions and uncertainties in the business environment and foster companies that can bring innovative and social solutions to problems caused by the Covid-19 Pandemic is very important.

There are two options for leaders at this stage: Successfully manage business uncertainty with the help of a developed vision with a solution-oriented vision and common sense or lose momentum. Balance in the face of uncertainty by adopting failed leadership approaches (Hermann & Steinmetz, 2020; Hidiroglu, 2020).

Leadership is of great importance not only in strategic decisions but also in organizational decisions. In this study, after providing some brief information on strategic leadership styles and discussing their differences from other leadership styles, How legendary strategic leadership skills will work for business strategies during the Covid-19 Pandemic will be discussed. The scope of this research demonstrates the argument that the strategic leadership style is the most appropriate and practical for the current business environment under the impact of the Covid-19 Pandemic.

Additionally, this study shows that strategic leadership has a vital role to play in reducing the negative impact of changes in an organization's physical facilities due to the Covid-19 outbreak (Crayne & Medeiros, 2021; Fernandez & Shaw, 2020).

3. Method, Data, and Analysis

The research method uses a qualitative approach (Miles et al., 2014). The data collection technique is in the form of secondary data that is relevant to the research topic (Johnston, 2014). Secondary data has been processed first and only obtained by researchers from other sources as additional information (Galvan & Galvan, 2017). Some secondary data sources in this study are information about the leadership of the Kepri Governor in handling the COVID-19 pandemic or other relevant sources regarding the leadership style of the Regional Head. Data analysis using NVivo 12 software by analyzing Word Frequency Query (Bazeley, 2007) on Ansar Ahmad's leadership style.

In addition, for the examination of the characteristic group utilizing cluster analysis to determine the characteristics of the Kepri Governor's leadership style. Then in the discussion, the researcher also uses data analysis techniques with a theoretical triangulation approach, while the theory used is the effective leadership style of the Kepri Governor by analyzing secondary research data (Olsen, 2004).

Triangulation, in theory, is the result of qualitative research in the form of an information formulation or thesis statement. The information is then compared with the relevant theoretical perspectives to avoid the researcher's individual bias on the relevant findings.

4. Result and Discussion

4.1 Data Coding Ansar Ahmad's Leadership Style

Secondary data that is relevant and processed using NVivo 12 makes it easy for researchers to analyze Ansar Ahmad's leadership in the COVID-19 pandemic by setting keywords in this study where the researcher limits as many as ten words that often appear in secondary data regarding Ansar Ahmad's leadership. For example, the word frequency table in secondary data can it is the following table:

Table 1. Word Frequency Query Results

Word	Length	Count	Weighted Percentage (%)
kepri	5	69	3.23
ansar	5	62	2.90
leadership	10	53	2.48
ahmad	5	47	2.20
covid	5	40	1.87
governor	8	34	1.59
people	6	29	1.36
government	10	23	1.08
party	5	21	0.98
regional	8	20	0.94

Source: Processed by Researchers Using NVivo 12 (2021)

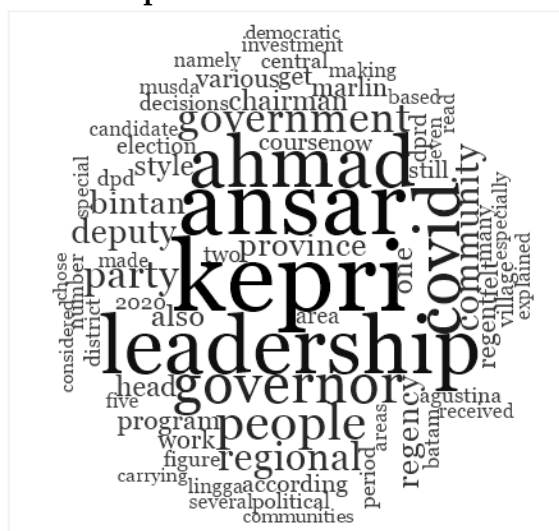
In addition to the output of the NVivo 12 software in the form of Word Frequency Query Results, Word clouds were also obtained from secondary data that the researchers chose to be relevant in the form of Wordclouds results (Wiltshier, 2011).

The appearance of Word clouds as an illustration for researchers about the words that most often appear based on secondary data of Ansar Ahmad's leadership style during the COVID-19 pandemic, which was analyzed using NVivo 12 software. Word clouds or data visualization aim to communicate information clearly and efficiently to users via graphs – selected

information, such as tables, graphs, or pictures.

In addition, visualization is quite effective in assisting researchers in analyzing and reasoning about data and evidence that has it is processed. For example, the following results from the comprehensive secondary data on the word clouds visualization display can provide the following figure:

Figure 2. Visualization of Ansar Ahmad's Leadership Word clouds.



Source: Processed by Researchers Using NVivo 12 (2021)

Based on the results of the words-by-word coding obtained from the research using NVivo 12 Software, "Kepri" was ranked first with a total word frequency of 69 words (3.23%) of all secondary data. This shows that during the COVID-19 pandemic, the highest success of local governments is in the provincial government in Indonesia.

Kepri is a province with a strategic border area in preventing the spread of the COVID-19 pandemic, which is very worrying in handling it because the provincial authority can know the conditions under the leadership of the regional head, namely a governor. Furthermore, in the second position with a frequency of 62 words

(2.90%) and the fourth position with 47 words (2.20%) from the NVivo results, namely "Ansar Ahmad." The elected name of Ansar Ahmad, who from the beginning served as Governor, had an obligation to overcome the COVID-19 pandemic in Riau Islands. The Governor of Kepri elected Ansar Ahmad in the regional head election had a leadership style that was able to win the 2020 regional head election so that he was able to defeat the incumbent during the governor and deputy Kepri election during the COVID-19 pandemic.

Meaning that the Kepri people wanted a new governor's leadership style compared to the Governor. Previously and already know the personality characteristics of Ansar Ahmad. The following are a few periods of Ansar Ahmad's leadership in government experience, which can in the table below:

Table 1. Ansar Ahmad's Leadership Period in The Government.

No	Position	Year Period
1	Head of Subdivision of Regional Secretariat Work Program Tk. II Kepri Regency	1994-1997
2	Acting Head of the Economic Section of the Kepri Regency Regional Secretariat	1997-2000
3	Deputy Regent of Kepri	2001-2003
4	Acting Regent of Kepri	2003-2004
5	Regent of Bintan	2005-2010, 2010-2015
6	Member of DPR RI	2019-2020
7	Kepri Governor	2021- now

Source: Processed by researchers from various sources, 2021

Based on the triangulation of the data above, it shows that Ansar Ahmad has a charismatic leadership style which is a leadership style that creates an atmosphere of motivation based on commitment and identity. Charismatic leaders can play an essential role in creating change (Conger & Kanungo, 1998). It is because t leadership style believes more in its vision and abilities than its followers (Gibson, 2012).

Also, they communicate more with their followers. In strengthening the triangulation of the "Leadership" style in the third position, as many as 53 words (2.84%) in words-by-word coding has a strong influence in the Kepri province, which Ansar Ahmad's leading figure in strategic decision-making handling the "COVID-19" pandemic which occupies the fifth position as many as 40 words (1.87%). Therefore, Ansar Ahmad, as Governor of Kepri, had a consistent leadership style attributed to him before serving as Governor of Kepri with a charismatic leadership style.

4.2 Characteristics of the Kepri Governor's Leadership Style

Cluster analysis in NVivo Software is one of the methods in multivariate analysis, with the primary goal of grouping objects based on their characteristics (Edhlund & McDougall, 2019). Cluster analysis using the Jaccard Coefficient approach to the Characteristics of the Kepri Governor's Leadership Style in dealing with the COVID-19 pandemic.

The characteristics of leadership serve as directions in helping us increase our leadership abilities or leadership abilities (Eisenhowen, 1965). The results of research on secondary data obtained following cluster analysis on NVivo, as follows:

Table 2. Summary items clustered by word similarity.

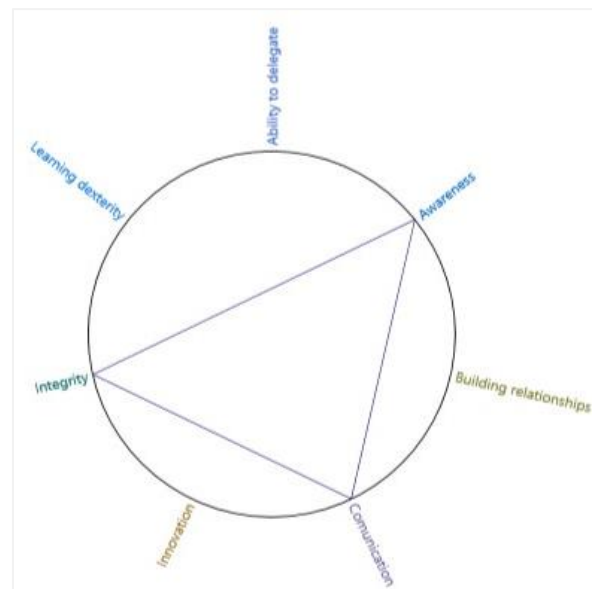
Leadership	Characteristics	Jaccard's coefficient
Files\\Integrity	Files\\Communication	0.235948
Files\\Communication	Files\\Awareness	0.22692
Files\\Integrity	Files\\Awareness	0.221289
Files\\Innovation	Files\\Awareness	0.16889
Files\\Innovation	Files\\Communication	0.168871
Files\\Integrity	Files\\Innovation	0.168688
Files\\Learning dexterity	Files\\Communication	0.156061
Files\\Learning dexterity	Files\\Integrity	0.152204
Files\\Communication	Files\\Ability to Delegate	0.147127
Files\\Integrity	Files\\Ability to Delegate	0.144949
Files\\Learning dexterity	Files\\Ability to Delegate	0.144824
Files\\Communication	Files\\Building Relationships	0.142961
Files\\Innovation	Files\\Building Relationships	0.141605
Files\\Learning dexterity	Files\\Awareness	0.13873
Files\\Awareness	Files\\Ability To Delegate	0.134629
Files\\Learning dexterity	Files\\Innovation	0.132907
Files\\Integrity	Files\\Building Relationships	0.129494
Files\\Building relationships	Files\\Awareness	0.122135
Files\\Learning dexterity	Files\\Building Relationships	0.121227
Files\\Innovation	Files\\Ability to Delegate	0.111513
Files\\Building Relationships	Files\\Ability to Delegate	0.101847

Source: Processed by Researchers Using NVivo 12 (2021)

Based on the results of cluster analysis obtained using secondary data research with the Jaccard Cluster approach, the cluster that significantly influences the characteristics of the Kepri Governor's leadership style is the strongest between a strong relationship with others from the grouping results, namely Integrity Communication, then on communication Awareness and Integrity Awareness.

In general, integrity in leadership cannot come from efforts to become a complete and integrated person in every different part of the self, which works well and carries out its functions. Then the communication inherent in leadership characteristics is a process when a person or several people, groups, organizations, and communities create and use the information to connect with the environment and other people. At the same time, awareness of leadership characteristics focuses on the attitude of a person who voluntarily obeys all the rules and knows his duties and responsibilities. The visualization of cluster analysis on the characteristics of the Kepri Governor's Leadership Style during the COVID-19 pandemic is as follows:

Figure 1. The strong relationship between the Kepri Governor's leadership characteristics during the COVID-19 pandemic.



Source: Processed by Researchers Using NVivo 12 (2021)

These results show that the strength between the integrity relationship and the communication relationship in the Governor's leadership style characteristics

during the COVID-19 pandemic reinforces each other when the integrity of a regional head is very high. As a result, communication will be well established formally and informally by building sustainable social interactions. On the other hand, good communication in delivery as the regional head will increase awareness of responsibilities and carry out their obligations according to the vision and mission (Rahman & Sjoraida, 2017). Therefore, the leadership style of the Kepri Governor can prepare for all possibilities that occur running a local government in the present or the future.

4.3 Analysis of the Effective Leadership Style of Kepri Governor Ansar Ahmad

An effective leadership style is a leadership style that can motivate performance in the organization. A subordinate can view a leader as an effective leader or not, depending on the performance of his leader in making decisions that positively impact the organization's progress based on overall work experience (Reddin, 1977).

The performance will be better if the leader can provide the right motivation and has a leadership style that is acceptable to the public and supports the creation of a good and comfortable working atmosphere. Four effective leadership styles occurred when the Kepri Governor Ansar Ahmad during the Covid-19 pandemic, including the following.

The leadership Style is Executive.

The Kepri Governor has a significant mandate to build the welfare of the Kepri community. The leadership style often provides a high-performance standard for the work program following the vision and

mission. At this time, the Kepri Governor will not delay the implementation of the travel bubble.

In this case, the situation of the COVID-19 pandemic in Kepri is also much better, so it is time to reopen the existing tourism doors for foreign tourists from Singapore. Based on this explanation, Ansar Ahmad's leadership style wants to be a differentiator between regional heads at the provincial level compared to others and is consistent and committed (Low, 2006) to carry out work programs under the Governor's Vision and Mission during the COVID-19 pandemic.

Moreover, the condition of the Kepri province has a strategic area with neighboring countries such as Singapore (Inasis, 2021). In addition, the concept of the travel bubble, which has been long by the central government and the Kepri provincial government for foreign tourists, was prepared a few months ago so that the Kepri Governor Ansar Ahmad already has a separate record of the impacts that will occur in the future to move the community's economy in the industrial sector. Therefore, tourism in the Kepri province and the risks of spreading the COVID-19 pandemic.

Leadership Style is Developmental.

The leadership style focuses more on working relationships within the organization and pays close attention to effectiveness in realizing the organization's vision and mission (Posner & Kouzes, 1996). The Kepri governor wants to ensure that the entire budget in the Kepri provincial government's work plan in 2022 must target practical, efficient answers to all the needs and aspirations of the people who are developing during the COVID-19 pandemic (Heryanto, 2021). For this reason, the Kepri

Governor pays close attention to every budget item prepared by each regional apparatus organization (OPD) in every work plan proposed in the 2022 APBD.

The Kepri governor wants every budget that is prepared to be performance-based, transparent, has accountability values and can be accounted for based on the explanation above. Ansar Ahmad's leadership style is a developer in nature, maximizing work relationships and work programs on a non-priority and priority scale that is his responsibility as a leader, meaning that this leadership style is more directed to the development of good performance for the organization.

Leadership Style is Autocratic.

In a leadership style in which decision-making is on the power holder, leaders prefer to make decisions and solve problems independently with little input from their subordinates (Cremer, 2006). Usually has a negative and positive impact on public judgment. The Kepri Governor Issues a Circular on the Prohibition of Accepting Honorary Receipts, reaping the pros and cons. The Kepri Governor said that he had ordered all Regional Apparatus Organizations (OPD) to no longer accept freelance daily workers (THL) and conduct an evaluation to see the honorary workers' productivity and work discipline level. If from the evaluation results, there are honorariums that are considered less productive, undisciplined, and have to do with the law, then he will not hesitate to terminate the honorarium (Andri & Rico, 2021).

Based on this explanation, Ansar Ahmad's leadership style, which tends to be slightly autocratic during the COVID-19

pandemic, has become a dilemma. The positive impact is effectiveness in organizational performance and focuses on developing Human Resources on performance to carry out work programs more efficiently (Endres & Smoak, 2008).

However, on the other hand, the negative impact that appears on the public surface is the inability of the organization, in this case, the provincial government, to facilitate the empowerment of local communities in contributing in the form of performance within the Kepri government so that it can reduce unemployment.

Leadership Style is Bureaucratic.

A leading style that refers to the rules, the most easily recognizable sign of a leader who applies a bureaucratic leadership style is a behavior of obeying procedures. This obedience applies not only to a leader as a superior but also to subordinates his leadership (Greer, 1973). For example, the Ministry of Transportation of the Republic of Indonesia prohibits the Kepri Provincial Government from collecting retribution from the anchorage sector. The prohibition decision contained in letter number UM.006/63/17/DJPL/2021 concerning the Resolution of Problems with the Imposition of Port Service Retribution by the Kepri Provincial Government (Tobari, 2021).

The issue of authority to manage the sea 0-12 miles based on Law Number 23/2014. However, the Governor of Kepri stated that it is necessary to address and respond to legal certainty and law enforcement so that it does not impact government officials' implementation of government duties as stipulated in Law Number 30 of 2014 concerning Government Administration. Therefore, t Kepri Governor

has written to the Minister of Transportation regarding the Settlement of Problems with the Imposition of Port Service Retribution by the Regional Government (Fadil, 2021).

Based on this explanation, Ansar Ahmad's leadership style as a Regional Head obeys the Central Government Decree. However, on the other hand, the bureaucratic leadership style of the Governor of Ansar Ahmad wants to ensure that the reference to the legislation in the program should be the provincial government's authority. Thus, the bureaucratic leadership style of the Kepri Governors is more likely to settle on obeying the law so that it is complete with legal certainty (Ciulla, 2003).

5. Conclusion and Suggestion

The leadership style is generally identical to individual behavior depending on the social environment within the organization in a professional manner. Regional Heads at the highest level who can demonstrate a leadership style that impacts both their organization and the public in serving their communities, of course, gain great trust in the conditions of the COVID-19 pandemic to implement a sound government system.

In the leadership of Ansar Ahmad as Governor of Kepri for the period 2021-2026, he has the responsibility for his performance during the COVID-19 pandemic in realizing the vision and mission of the Governor of Riau Islands, so that the leadership style shown to the public must have a positive impact. However, on the other hand, it is also necessary to realize that the leadership style can change when the regional head makes decisions more prioritizing the welfare of the

community than focusing on bureaucratic reform during the COVID-19 pandemic.

It is evident when the characteristics of the Kepri Governor's leadership style do not show a significant relationship. Good or experiencing a weakening in communication in conveying messages by a leader, the leader's awareness of responsibility and integrity in working professional implemented in his environment.

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