



## A critical analysis of work culture literature: A bibliometric analysis and visualization technique

Mamta Solanki<sup>1</sup>, Dr. Satyawan Baroda<sup>2</sup>

<sup>1</sup> Research Scholar, Institute of Management Studies and Research, Maharshi Dayanand University, Rohtak, Haryana, India

<sup>2</sup> Senior Professor, Institute of Management Studies and Research, Maharshi Dayanand University, Rohtak, Haryana, India

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### Abstract

This paper aims to study the prevailing literature on work culture and a critical review of the available data. This study also tries highlighting the trends in the domain area or work culture and focusing on future research. It study focuses on the trend in work culture literature, the most prolific countries and continents, the most productive authors, the most cited publications, leading journals and the most occurred keywords. A total of 381 documents are used for the systematic analysis from the Scopus database and VOSviewer software is used for the bibliometric analysis of the documents. The study finds that there is an inconsistency of publication and citations in the work culture domain. The study also claimed the growth in publications in some previous time. North America is considered the maximum number of publications. PLOS One is the leading journal focusing on the work culture area. This study reveals that work culture is the most emerging topic. According to the analysis, the first authors of the majority of the most-cited publications were often the authors with the highest number of citations. This paper is useful for future researchers and HR managers. This study recognizes the gap in future research and focuses on the work culture that may be beneficial for HR practitioners. It also focuses on the trends in a work culture that assistances researchers to understand the domain area. This research comprises bibliometric analysis to systematically understand specific subject areas of work culture for the time period of 2016- 2022. In addition, it adds to the corpus of knowledge for further studies.

**Keywords:** Work culture, bibliometric analysis, visualization technique, literature review

### Introduction

Due to globalization, the workplace culture is changing with immense growth (Gautam, 2020) <sup>[30]</sup>. In the present era, every organization focuses on the workplace culture. It acts as a crucial element and is responsible for an organization's effective and efficient functioning. Work culture and organizational cultures are often used interchangeably (N.A. and Rajagopal, 2011) <sup>[50]</sup>. Work culture refers to an organization's shared values, attitudes, beliefs, and practices. Many types of workplace culture influence and shape any organization. A positive workplace culture emphasizes the humanity of the individual as well as the culture of the group. Additionally, it recognizes that some habitat requirements are universal (Jhunjhunwala, 2010) <sup>[38]</sup>. Several elements drive work culture. The decision about the culture that would work most efficiently for their organization is a significant problem for managers (Sinha *et al.*, 2010a) <sup>[72]</sup>. These aspects of work culture would be activities relating to the workplace, the thoughts, feelings, and values they are associated with, the internal normative framework, and the setting (Singh, 2001a). A bibliometric analysis provides an immense understanding of trends and themes in research. Therefore, bibliometric analysis is thought to be more credible than other types of literature analysis. (Ülker *et al.*, 2023). The graphical visualization of bibliometric maps receives significant consideration in VOSviewer. Large bibliometric maps may be shown in a comprehensible way using VOSviewer's features (Van Eck and Waltman, 2010a) <sup>[81]</sup>. This technique recognizes the well-known research areas involving co-citation network analysis (Arora *et al.*, 2022) <sup>[8]</sup>. This bibliometric analysis tried to focus on the prevailing trend of work culture. This

paper also tried to highlight the areas of work culture which are not studied yet. This study identifies the tendency of publication in work culture, the most prolific countries and regions, co-authorship among countries, the most prolific authors, the most cited publication, and the most prolific universities regarding work culture. This analysis includes 682 research articles exported from the Scopus database. The articles were exported between 1992 and 2022<sup>[7]</sup> from the Scopus database. The main objectives of this literature analysis are given below:

To study the trend in work culture literature throughout the period 1992-2022 <sup>[23]</sup>.

- To identifies the most prolific countries and region (bibliographic coupling of countries), co-authorship among countries.
- To assess the most productive, the most cited publications authors (bibliographic coupling of documents), leading journals (bibliographic coupling of journals), and the co-occurrence of keywords from the previous literature and trend topics of work culture.

The paper is well-thought-out in this manner: division 2 designates the background of the study with literature on work culture, division 3 designates the materials and techniques used for exporting the data from the Scopus database for the analysis, division 4 designates analysis of the data part in detail, division 5 designates the discussion part and division 6 designates the conclusion part. In addition to discussing the study's shortcomings, the conclusion section also addresses the study's implications and offers recommendations for more research in the area of work culture.

## Background of the study

Work culture is one of the most important aspects when an organization thinks about its efficiency and effectiveness. Work culture is not a newly coined concept, the evolution of work culture (De, 1974; Johnson *et al.*, 1996<sup>[39]</sup>; Di Leonardo, 1985<sup>[22]</sup>; Bhaduiy, 1991) <sup>[12]</sup> is an element that deals with the rules, values, beliefs and communication style of an organization (Ali *et al.*, 2015a) <sup>[3]</sup>. Humans have known about work culture for a long time, but it hasn't been realized that success at work is initiated on the morals that are adopted and the behaviour that becomes practices. These principles originated from the traditions, beliefs, and social mores of the individual or group at work (Irmayani *et al.*, 2018) <sup>[35]</sup>. There are several studies have been performed on work culture (Urbanová and Dundelová, 2013 <sup>[80]</sup>; Tomer, 2016 <sup>[78]</sup>; Ravikumar, 2013 <sup>[60]</sup>; Martini and Sarmawa, 2019 <sup>[43]</sup>; Sari and Ali, 2022 <sup>[67]</sup>; Acker-Hocevar, 1996 <sup>[1]</sup>; Riyanto *et al.*, 2022 <sup>[63]</sup>; Restubog *et al.*, 2015 <sup>[3]</sup>; Wardana *et al.*, 2022 <sup>[85]</sup>; Petty and Miles, 1976 <sup>[55]</sup>; Olowookere *et al.*, 2021 <sup>[53]</sup>; Weil, 1988) <sup>[86]</sup>. Work culture affects employee performance (Prawitasari and Respati, 2022 <sup>[58]</sup>; Aqmar, 2022) <sup>[7]</sup>, employee satisfaction (Prasad *et al.*, 2022 <sup>[56]</sup>; Rachman, 2017) <sup>[59]</sup>, motivation (Mustofa *et al.*, 2022) <sup>[49]</sup>, employee turnover (Korder *et al.*, 2023 <sup>[41]</sup>; (Mohr *et al.*, 2012) <sup>[46]</sup>, leadership style (Ali *et al.*, 2015a <sup>[3]</sup>; Diputra and Suwandana, 2022) <sup>[23]</sup>, productivity (De Sivatte *et al.*, 2015) <sup>[3]</sup>, employee engagement (Babu, 2020 <sup>[10]</sup>; (Jain *et al.*, 2021) <sup>[36]</sup>. The growing number of articles related to work culture (Gautam, 2020) <sup>[30]</sup> designate the gained interest of researchers and scholars. This current study indicates immense growth in this domain area. As a result, there is a wide range of and widespread work culture literature. The study of work culture has received very little attention from academics and intellectuals up until now. Hence, our understanding of the diverse perspectives on work culture may be further enhanced by the examination of the literature review.

## Materials and techniques

Bibliometric analysis is a prevalent and accurate technique for discovering and examining enormous volumes of scientific material. A well-executed bibliometric research may lay a robust foundation for developing a topic in creative and significant ways (Donthu *et al.*, 2021) <sup>[24]</sup>. It evaluates academic work that has previously been published using bibliographic data, including the number of citations and publications, the frequency of topics, and co-authorship (Arora *et al.*, 2022) <sup>[8]</sup>. Bibliometric analysis has been employed in several research to examine countries (Akmal *et al.*, 2018; Chen *et al.*, 2022 <sup>[17]</sup>; Feng *et al.*, 2022) <sup>[67]</sup>; (Mattos *et al.*, 2021 <sup>[44]</sup>; Balstad and Berg, 2020 <sup>[11]</sup>; Butt *et al.*, 2021 <sup>[14]</sup>; Solanki *et al.*, 2023) <sup>[75]</sup>; most relevant keywords (Zhang *et al.*, 2019 <sup>[88]</sup>; Niñerola *et al.*, 2021; Huang *et al.*, 2020 <sup>[34]</sup>; Ruiz-Real *et al.*, 2018) <sup>[65]</sup>, etc. Two crucial bibliometric assessments are performance analysis and scientific mapping (Donthu *et al.*, 2021 <sup>[24]</sup>; Deng *et al.*, 2021 <sup>[21]</sup>; Hallinger and Kovačević, 2021; Feng *et al.*, 2017) <sup>[28]</sup>. Consequently, bibliometric analysis is used to try to fulfil the aims of the research.

## 1. Search Protocols

The bibliometric statistics for the literature on the work culture topic are gathered using the Scopus database. Scopus has comparatively more data related to this subject area in

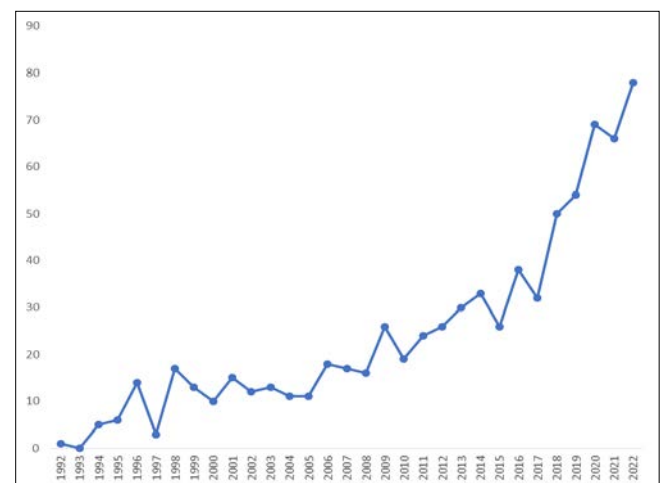
contrast to other databases like “Web of Science” etc. (AlRyalat *et al.*, 2019; Mishra *et al.*, 2021). The Scopus database has been used for bibliometric analysis in several previous articles (Ginting, 2023 <sup>[31]</sup>; Solanki *et al.*, 2023 <sup>[75]</sup>; Yang *et al.*, 2023) <sup>[87]</sup>. The analysis of all the literature on work culture entailed a combination of several search techniques. These protocols were calculated using the number of published documents and literature. The search probe included the keyword “work culture”. The Scopus database's title-abstract-keyword field was searched using the previously mentioned keywords. The original search generated a total of 1,984 documents. These findings from 1992 to 2022 <sup>[7]</sup> have been added to this study. Five academic areas—“Art & Humanities,” “Social Sciences,” “Business Management & Accounting,” “Psychology,” and “Multidisciplinary”—are covered under the search criteria. “Research articles and reviews paper” in English language literature have been considered for analysis. The analysis covered the period from 1992 to 2022 <sup>[7]</sup> that produced a total of 682 publications.

## 2. Software

VOSviewer software is used for visualizing the collected prior publications and citations which are related to each other (Van Eck and Waltman, 2010b) <sup>[81]</sup>. VOSviewer software more effectively creates and displays bibliometric networks for the analysis of co-authorship, bibliographic coupling, and co-citation data (Mahadevan and Joshi, 2022) <sup>[42]</sup>. Additionally, it facilitates the analysis of keyword occurrence by frequency networks of significant phrases in the collection of documents (Jang Hye Zin *et al.*, 2017) <sup>[37]</sup>.

## Data analysis

### 1. Trends in publications



**Fig 1:** Trends of Publication in Work Culture

Figure 1 illustrates the trend in publication in work culture literature from 1992 – 2022 <sup>[23]</sup>. A total of 682 research articles were collected from the Scopus database. Figure 1 examined the paucity of research in the work culture domain until the beginning of 2017 <sup>[59]</sup>. Figure 1 demonstrates a gigantic increasing trend in the publication of the work culture area. In 2022 <sup>[23]</sup>, the maximum possible number of articles was subsequently signed. This may be the reason why the HR department views work culture as a crucial instrument in managing employees in any organization (Musah *et al.*, 2014) <sup>[48]</sup>.

**2. The most prolific geographic region**

More than 25 nations all over the world contributed to the work culture publications, North American countries contributed the most with the maximum number of publications. Workplace culture is a vital component of

every organization. A positive work culture may result in high performance of the organization (Singh, 2001b). To examine the publication network between countries within the field of work culture bibliographic coupling was employed.

**Tables 1:** The Most Productive Countries

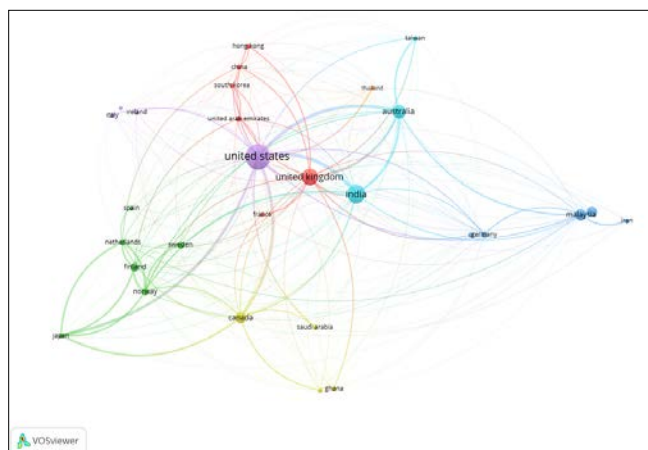
Rank	Country	No. of Publications	Citations	Continents	Emerged/Emerging
1	United States	176	4911	North America	Emerged
2	India	93	841	Asia	Emerging
3	United Kingdom	76	3426	Europe	Emerged
4	Australia	52	935	Oceania	Emerged
5	Malaysia	36	177	Asia	Emerging
6	Canada	34	976	North America	Emerged
7	Indonesia	33	130	Europe	Emerged
8	Finland	21	212	Europe	Emerged
9	Norway	14	197	Europe	Emerged
10	Sweden	14	130	Europe	Emerged

Bibliographic coupling is a method of structuring documents and providing scientific data from two distinct publications that cite the same article (Ülker *et al.*, 2023). A total of 10 countries represented the most productive countries contributing to this area of work culture in Table 1. The United States is designated at the top of the list of most productive countries with 176 publications. India is the second most prolific country which produced 93 publications and 841 citations in the domain area of work culture. Sweden is the country that contributes the lowest in this area with 14 publications. The idea is that both developed and developing nations demonstrate how work culture offers opportunities around the globe. Table 1 shows the list of regions and nations that gained the literature on the work culture domain in a very precise manner. In this study, figure 2 illustrated the bibliographic coupling between countries. Figure 2 represents that the United States had the maximum share in bibliographic coupling of countries.

coupling results is given with an illustration of Figure 2. This feature displays the most productive nations that make use of comparable literature in their publications (Riadi and Trihandini, 2022) [7]. A country must have a minimum of 5 publications and 3 citations to be considered. Out of 78 countries, a total of 29 countries achieved the thresholds. Each one is represented by a bubble in the network visualization diagram, and the size of the bubbles denotes the current contribution; the larger the bulk of the bubble, the greater the contribution. The United States contributes with the maximum number of publications which showed the bigger bubble in the diagram.

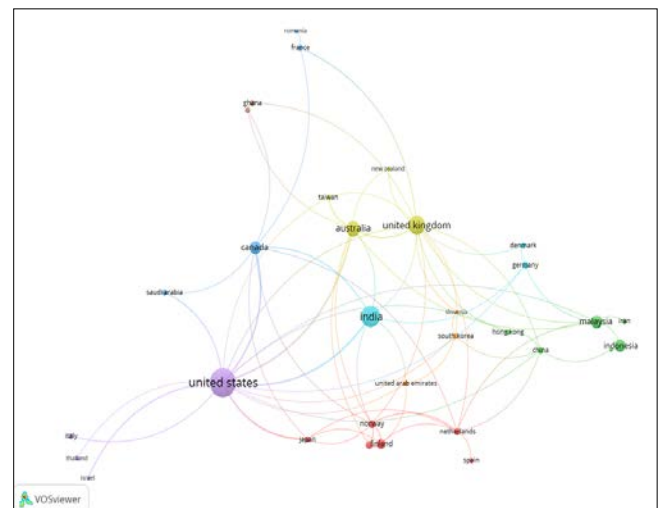
**3. Author influence**

Figure 3 demonstrates the country-wise collaboration of authors. The study took into consideration the countries that have produced a minimum of three documents and five citations. A total of 36 countries meet the thresholds out of 78 countries. The size of the bubble demonstrates maximum collaboration between countries and the broadness of the lines connecting them demonstrates how effectively they work together. Figure 3 demonstrates that the United States has the maximum collaboration with other countries.



**Fig 2:** Bibliographic coupling of countries

As previously mentioned, bibliographic coupling occurs when two distinct documents often cite a third document. As bibliometric coupling of the countries reproducing in work culture is one more noteworthy highlight to investigate (Farrukh *et al.*, 2021) [26], a summary of bibliometric



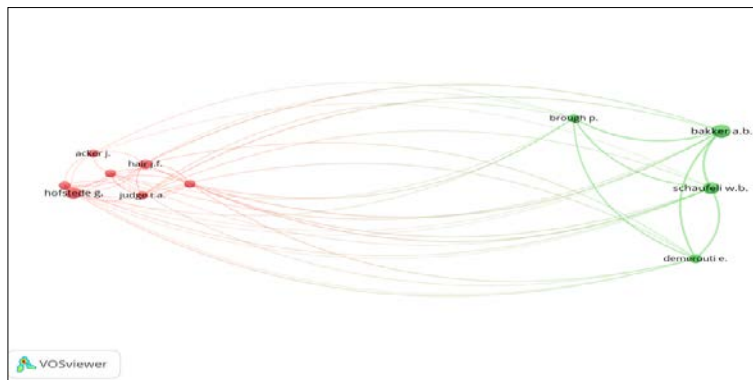
**Fig 3:** Co-Authorship among Countries

**Table 2:** The Most Productive Authors in Work Culture

Rank	Author	No. of Publications	Citations	Country	Current Affiliations
1	Harris P.R.	6	43	Colombia	Harris International Ltd, San Diego
2	Whitehead S.	4	79	Taiwan	Shih Hsin University, Taipei, Taiwan
3	Biggs A.	3	126	Australia	Griffith University, Brisbane
4	Rajagopal	3	25	Mexico	Tecnológico de Monterrey, Monterrey, Mexico
5	Gleeson P.	3	20	Hawthorn	Hawthorn Institute of Education
6	Jaafar M.	2	27	Malaysia	Universiti Sains Malaysia, Minden
7	Schneckenberg D.	2	15	France	Rennes School of Business, Rennes
8	Strangleman T.	2	78	United Kingdom	University of Kent, Canterbury
9	Virgiawan A.R.	2	23	Indonesia	Universitas Mercu Buana, West Jakarta
10	Wayne Nelson H.	2	23	United States	Towson University, Towson

Table 2 illustrates the list top ten most prolific authors in the work culture domain. Harris P.R. tops the list with 6 publications. Whitehead S. placed second top most prolific authors in the list with 4 documents. The majority of the authors have two publications in the field of work culture. Biggs A. tops the list with 126 citations and Schneckenberg D. got the lowest citations. Table 2 shows the most productive

Authors in the area of work culture very precisely. Figure 3 designates the co-citation analysis of the top 11 authors. The co-citation analysis method may be used to study the cognitive structure of science. Co-citation analysis is the process of keeping track of combination of publications that are often cited in the identical source article (Kademani *et al.*, 2011<sup>[40]</sup>; White and Griffith, 1981; (Calabretta *et al.*, 2011) <sup>[15]</sup>.



**Fig 4:** Co-Citation Analysis of Top 11 Authors

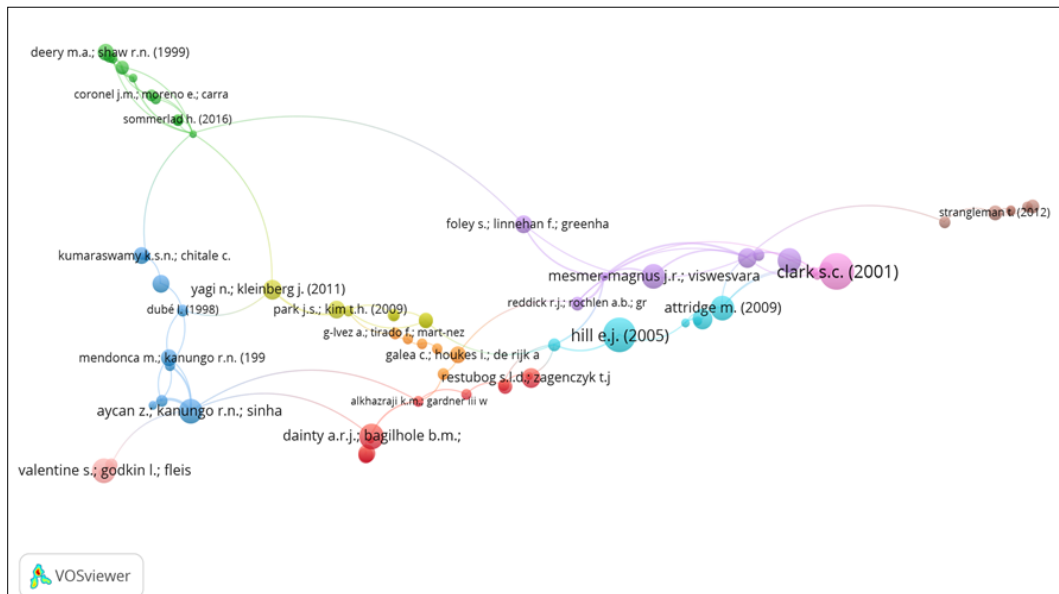
Figure 4 demonstrates the co-citation analysis of eleven documents placid from Scopus. An author with a minimum of 40 citations is included in the study. A total of 11 authors out of 36599 authors meet the thresholds. Bakker a.b. gained the maximum number of citations and Podsakoff p.m. had the lowest citations on documents. During the past decade, the study on the domain of work culture was very small. It is noticed that in few last year study on this domain

area take an immense growth. Work culture is not a see-sight topic till now. A research paper's quality and credibility are determined by how many references it has. Analyzing the most frequently mentioned documents is the focus of this section. Table 4 designated the ten top-cited publications.

**4. The most cited publications**

**Table 3:** The most cited publications

Rank	Authors	Title	Year	Source Title	Cited by
1	Manyena S.B.	“The concept of resilience revisited”	2006	Disasters	991
2	Clark S.C.	“Work Cultures and Work/Family Balance”	2001	Journal of Vocational Behaviour	376
3	Day C.; Gu Q.; Sammons P.	“The Impact of Leadership on Student Outcomes: How Successful School Leaders Use Transformational and Instructional Strategies to Make a Difference”	2016	Educational Administration Quarterly	372
4	Hill E.J.	“Work-Family Facilitation and Conflict, Working Fathers and Mothers, Work-Family Stressors and Support”	2005	Journal of Family Issues	336
5	Ball K.	“Workplace surveillance: an overview”	2010	Labour History	248
6	Mingers J.; Willmott H.	“Tailoring”	2013	Human Relations	191
7	Dainty A.R.J.; Bagilhole B.M.; Neale R.H.	“A grounded theory of women’s career under-achievement in large UK construction companies”	2000	Construction Management and Economics	190
8	Aycan Z.; Kanungo R.N.; Sinha J.B.P.	“Organizational Culture and Human Resource Management Practices: The Model of Culture Fit”	1999	journal of Cross-Cultural Psychology	178
9	Mesmer-Magnus J.R.; Viswesvaran C.	“How family-friendly work environments affect work/family conflict: A meta-analytic examination”	2006	Journal of Labor Research	175
10	Chen S.; Westman M.; Hobfoll S.E.	“The Commerce and Crossover of Resources: Resource Conservation in the Service of Resilience”	2015 <sup>[3]</sup>	Stress & Health	173



**Fig 5:** Bibliographic coupling of documents

The article titled “The concept of resilience revisited” written by Manyena S.B. had the maximum topmost citations with 991 citations and “Work Cultures and Work/Family Balance” written by Clark S.C. got the second highest cited document with 376 citations. The study “The Commerce and Crossover of Resources: Resource Conservation in the Service of Resilience” conducted by Chen S.; Westman M.; Hobfoll S.E. gained the lowest number of citations with 173 citations. In Figure 6, a network visualization diagram for the articles' bibliographic linkage is illustrated. Following the study, 10 clusters were formed. The authors and the publishing year of the article serve as identifiers for that particular article. A paper was supposed to have a minimum of 18 citations. A total of 151 documents out of 682 documents for the analysis of bibliographic coupling. This segment tried to cover every branch and sight that contributed to exploring more in this area.

### 5. Leading journals

Table 4 demonstrates the top ten leading journals in the domain of work culture. This study consists of papers from 502 journals with 674 publications. A total of 55 articles were published in top 10 journals. International Journal of Scientific and Technology Research ranked at the top position, with 8 publications between 1992 to 2022 [23]. Additionally, this magazine publishes works on facilities planning and management, Industrial communications, knowledge management and management theory in the area of human resource management. On the other hand, as compared to the other publications, International Journal of Scientific and Technology Research receives much lowest citations per document. PLOS One scored second in the list with 7 publications and 15 average citations per year. Journal of Workplace Behavioral Health had the maximum amount of citations with 199 citations.

**Table 4:** Leading journals

Rank	Source	No. of Publications	Citations	Average citation per year(ACPP)
1	International Journal of Scientific and Technology Research	8	6	1
2	PLOS One	7	104	15
3	European Business Review	6	43	7
4	Frontiers in Psychology	6	12	2
5	Asian Social Science	5	11	2
6	Journal of Workplace Behavioral Health	5	199	40
7	Leadership in Health Services	5	121	24
8	Safety Science	5	129	26
9	Human Resource Development International	4	43	11
10	International Journal of Business Excellence	4	18	5

“International Journal of Business Excellence” had the lowest number of publications with 4 documents for the period of 1992-2022 [23]. Figure 6 demonstrates the bibliographic coupling of journals in the area of work culture. Bibliographic coupling of journals that have the names of journals that work in collaboration for the specific research domain (Thijs et al., 2015 [3]; Ülker et al., 2023). The minimum number of three citations included in the study for bibliographic coupling of journals. Out of 502

journals, 33 journals in total match the threshold. “Frontiers in Psychology” had the maximum link strength for bibliographic coupling. “International Journal of Scientific and Technology Research” ranked 3<sup>rd</sup> in the list of top 10 journals. Therefore, as compared to the majority of citing articles in other journals, “Frontiers in Psychology” possesses the most overlap with the cited papers. The process of two publications citing a third publication is known as bibliographic coupling. The citing publications



Figure 7 shows how work culture has grown throughout the years from 2012 to 2018 [35]. Figure 7 shows the trends that have appeared between 2012 and 2018 [35]. During that time, research has shifted from “job satisfaction”, “organization and management”, “working conditions”, and “work-life balance” to “employee performance”, and “motivation”. Moreover, Figure 7 also demonstrates various keywords associated with work culture (leadership, communication, training, employee performance, motivation) stipulating that researchers have a massive perspective in building an effective work culture.

## Discussion

Work culture is a growing area of study in the academy of research. Numerous conference proceedings, publications, book series, and trade journals are available on subjects relating to workplace culture. The corpus of knowledge is increased by this work already available on work available (Pratama, 2022 [57]; Chen and Hong, 2023 [16]; Suwarsito et al., 2023 [76]; Clark, 2001 [18]; Ali et al., 2015) [3] for the bibliometric analysis and content analysis to dictate the trend in work culture literature, the most prolific countries and continents, the most productive authors, the most cited publications, leading journals and the most occurred keywords. The findings show that the study of work culture is still in its emerging stages and that it is gaining pace gradually. Numerous studies (Astuti et al., 2020 [9]; Sinha et al., 2010 [72]; Børve, 2017 [37]; Foley et al., 2006 [29]; Padavic et al., 2020 [54]; Pratama, 2022 [57]; Muangmee et al., 2021 [47]; Rizkya et al., 2019 [64]; Evetts, 1994 [25]; (Viitanen and Piirainen, 2003) [83] related to work culture were published between 1992-2022 [23]. The United States had the most publications, according to the bibliographic coupling of countries. Harris P.R. and Whitehead S. were the most prolific authors with 6 and 4 publications respectively. As, a co-citation analysis with 87 citations and the highest co-citation link strength, Bakker A.B. appeared at the top of the list. According to the bibliographic coupling of the documents, “The concept of resilience revisited” written by Manyena S.B. in 2006 [29] with 991 citations was the most cited document. Moreover, bibliographic coupling was also used to evaluate the most prolific journals. “International Journal of Scientific and Technology Research” tops the list with eight publications. However, the “International Journal of Scientific and Technology Research” scored the lowest average citation per year. “Journal of Workplace Behavioral Health” got the maximum citations. According to keyword occurrence analysis, the HR department has incorporated several new changes to provide a positive work culture. Prior research gave literature review and empirical research (André et al., 2014 [6]; Sarwar et al., 2020 [68]; Saleem Moini, 1993 [66]; Narayanan and Sekar, 2009) [51] in the field of work culture domain that may have a few implications for HR specialists.

## Conclusion

### 1. Implications and future recommendations

Work culture is the most prominent tool for strengthening the organization as well as the employees of the organization. To create a positive workplace culture, organizations adopt a variety of strategies. Work culture is a domain area that has not yet received significant attention from researchers. Work culture is slowly but surely gaining momentum (Shokef and Erez, 2006) [69], but the idea still

has to be investigated. The current study gives a broad outline of the prevailing state of knowledge and suggests a complete literature review with a focus on unresolved questions and future research. Since work culture is synonymously used with terms like "Organizational culture" and "Work environment" there is still confusion in the field of HR analytics. As a result, making any unsupported generalizations about this subject is not advisable. The adoption and implementation of work culture has been the subject of very a small number of research. There is still confusion concerning the adoption and execution of work culture, thus future study in this area is urged to conceptualize the idea. To understand work culture, more research should use an empirical methodology (Bhaduiy, 1991 [12]; Sirait, 2021 [74]; Aqmar, 2022) [7].

## Limitations

This paper analyses many important points related to the domain area of work culture and comprehensive knowledge regarding the topic. Besides this, the study also has some limitations also. First off, while thorough, our research is not exhaustive. Second, we conducted the study using the Scopus database; it is advised that future researchers conduct the analysis using other pertinent databases, such as Web of Science, etc. Thirdly, the database exporting process' sifting step might have overlooked any important study. Fourthly, researchers may employ a quantitative content analysis in upcoming research to enable them to conduct a methodical, theory-driven analysis of work culture.

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