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ORIGINAL



The Role of Corporate Governance on the Development of Accounting Information Systems in Jordanian Companies: Organizational Performance as a Moderating

El papel del gobierno corporativo en el desarrollo de los sistemas de información contable en las empresas jordanas: el desempeño organizacional como factor moderador

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ABSTRACT

Introduction: corporate governance's influence on the efficiency of accounting information systems (AIS) has emerged as a key research topic in the quickly changing business landscape. Additionally, in emerging economies like Jordan, where companies must conform to local regulatory requirements while also aligning with international financial standards, the relationship between corporate governance and AIS is especially important.

Objective: this study aims to ascertain the role it plays in corporate governance (CG) on the development of accounting information systems (AIS) in Jordanian companies through organizational performance (OP) as a moderating

Method: the study employed a quantitative research approach to investigate the role of CG in the development of AIS in Jordanian companies, with OP as a moderating variable. A structured questionnaire was developed, consisting of items adapted from existing validated scales. The research employed a quantitative research approach to investigate the role of CG in the development of AIS in Jordanian companies, with OP as a moderating variable. PLS-SEM was applied to examine the relationships between the variables. Also, bootstrapping analysis was performed to test the significance of the path coefficients and to validate the hypotheses.

Results: the result indicates a highly significant relationship between CG and AIS. Also, the result indicates a highly significant relationship between OP and AIS. However, the result indicates OP moderates the relationship between CG and AIS.

Conclusion: the statistical measures demonstrate the significance and directionality of these relationships, contributing to a better understanding of the research context.

Keywords: Corporate Governance; Accounting Information Systems; Organizational Performance and Jordanian Companies.

RESUMEN

Introducción: la influencia del gobierno corporativo en la eficiencia de los sistemas de información contable (SIA) se ha convertido en un tema clave de investigación en el cambiante panorama empresarial. Además, en economías emergentes como Jordania, donde las empresas deben cumplir con los requisitos regulatorios locales y alinearse con las normas financieras internacionales, la relación entre el gobierno corporativo y los SIA es especialmente importante.

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Objetivo: este estudio busca determinar el papel que desempeña el gobierno corporativo (GC) en el desarrollo de los sistemas de información contable (SIA) en las empresas jordanas, utilizando el desempeño organizacional (PO) como factor moderador.

Método: el estudio empleó un enfoque de investigación cuantitativa para investigar el papel del GC en el desarrollo de los SIA en las empresas jordanas, utilizando el PO como variable moderadora. Se desarrolló un cuestionario estructurado, compuesto por ítems adaptados de escalas validadas existentes. Se aplicó la metodología PLS-SEM para examinar las relaciones entre las variables. Además, se realizó un análisis bootstrap para comprobar la significancia de los coeficientes de trayectoria y validar las hipótesis.

Resultados: el resultado indica una relación altamente significativa entre el CG y el AIS. Asimismo, el resultado indica una relación altamente significativa entre el OP y el AIS. Sin embargo, el resultado indica que el OP modera la relación entre el CG y el AIS.

Conclusión: las medidas estadísticas demuestran la significancia y la direccionalidad de estas relaciones, lo que contribuye a una mejor comprensión del contexto de la investigación.

Palabras clave: Gobierno Corporativo; Sistemas de Información Contable; Rendimiento Organizacional y Empresas Jordanas.

INTRODUCTION

AIS that is properly designed supports corporate strategies in ways that improve organizational effectiveness. Increasing AIS acquisition will be the lever for building a stronger, more flexible corporate civilization in the face of constant environmental differences.(1) Innovation is the motivation that will create a moral loop, leading to improved company performance and a decrease in financial and administrative barriers, while also permitting access to capital markets. As a result, every discussion of accounting information must begin with a discussion of good governance. (2) Furthermore, because financial and accounting transparency is only one component of a wider CG structure, dependable methods and tools are required to assure the accuracy of accounting information. Mixed with the illusion of accounting systems perceived as rationally providing information to shareholders, CG enables the construction of a better mask of dominating interests by concentrating attention on conflicts of interest between shareholders and management. (3)

Furthermore, AIS is the lifeblood of CG, since it dictates a company's path of action. As a result, the AIS collects information from multiple subsystems inside an entity and relays it to the organization's information processing subsystem. (4) AIS is also a method used in accounting to aid in the planning, control, and monitoring of an organization's economic activities. CG and accounting are inextricably linked by the two concepts of openness and accountability. (5) The AIS's efficacy is projected to increase governance systems, resulting in the efficient operation of capital markets. AIS ensures that information flows continually from the company to stakeholders. This flow of information serves as the foundation for stakeholders' decision-making. (6) However, the AIS must be backed by the organization's CG plan. The notion and practice of well-organized CG are used in industrialized countries with strong economic frameworks. These nations attempt to maximize the benefits of a structured AIS by aligning their company strategy with the system's potential and delivering on promises. As a result of multiple corporate failures and scandals involving accounting crimes, the world has become smarter and more careful to recognize the relevance of a structured AIS in preventing the recurrence of such situations. (7) Also, AlS procedures provide accounting information that is relevant to decision-makers. Accounting information in AIS includes summaries and reports that adhere to accounting rules. The AIS enables effective CG by presenting performance information, a company's cash flow relating to a specific period or date, changes in stockholder equity, and a company's financial situation. AlS observes that having an AlS in place that improves the quality of financial information displayed in financial reports can improve CG. (8)

Furthermore, one of the most important aspects impacting business organizational effectiveness is CG. CG is concerned with how all parties interested in the firm's well-being seek to guarantee that managers and other insiders are constantly taking proper actions or implementing procedures that protect the interests of stakeholders. (9) Similarly, OP represents the relations between organizational conduct and accomplishments, as well as the result value provided by the organization in the form of products and services. Also, OP entails iterative processes such as goal setting, goal monitoring, and goal adjustment to attain these goals more effectively and efficiently. (10) The quality of AIS and accounting information is a significant factor that influences organizational effectiveness. AIS has been widely utilized by organizations to automate corporate processes, combine all activities, and boost efficiency to achieve a competitive edge. (11)

After analyzing the various issues, it is determined that companies face a variety of internal and external challenges when it comes to following business trends, such as CG, AIS, and OP. These challenges include inaccurate staff, a lack of system security, abuse of authority, frequent double-dealing, and a slow pace of

implementing social programs for the community and company culture. Additionally, low ability and bad personalities frequently become the basis for reports of poor performance. Such outcomes have been followed by a lack of trust in the information or accounting information contained in the financial statements. The latter was created in a fashion that did not reflect the reality of economic institutions' financial situations. Therefore, many companies in many nations throughout the world strive to build effective account information systems to achieve company goals and remain competitive. As a result, the contribution of this study focuses on Jordanian companies that are going forward in establishing CG to achieve maximum AIS development. A good AIS system assists companies in implementing their business plans and improving their OP. Also, there is a need to design and install AIS that includes good governance components.

Literature Review

AlS is a collection of tools designed to convert data into information. In addition to AlS, things that affect the performance of a company's employees include the application of good CG principles, which are required to maximize worker performance, and forms of accountability to connected parties, which will, of course, affect the related. The value of the information produced is directly tied to the success of an information system. Financial accounting information generates information about the enterprise's financial situation and performance, as well as the public disclosure of audited financial reports, business accounting, and the external reporting system. The financial accounting system directly and indirectly delivers information, including stocks, to the company's audit mechanism. AlS is a connected and integrated data collection, storage, and dissemination component for planning, management, coordination, analysis, and decision-making. AlS is a critical aspect of attaining performance, particularly in decision-making. AlS are systems that are used to document a company's or institution's financial transactions. To track commerce and provide internal reporting data, outward reporting data, financial reports, and trend examination capabilities to affect OP, this system integrates methodologies, controls, and accounting procedures with IT.

Consequently, AIS is represented as one of the elements that monitor and maintains pace with the execution of plans and policies, endeavors to avert mistakes, and attempts to rectify the implementation path by creating positives in a manner that encourages employees to enhance performance and attain collaboration to accomplish the intended goals. (16) Following a string of different financial crises, most of which were brought on by accounting and administrative corruption, as well as by dubious information that auditors highlighted and their affirmation of the accuracy of the financial statements, CG has grown in importance for all kinds of institutions and organizations. (17) Additionally, one of the primary causes of a company's failure is inexperience, lack of transparency, and non-compliance with international accounting and auditing standards that promote disclosure and transparency on the part of the management team. (18) The results of this study by (8) show that the properties of AIS are helpful in decision-making and that it has a significant role in managing CG. Additionally, (6) indicate that while the application of Accounting Financial Reporting Standards has no positive impact on CG, accounting, financial reporting, and the budgeting system do. Also, (12) indicated employee performance was positively impacted by both the effectiveness of CG and the caliber of AIS. According to the study's conclusions, employee performance is significantly impacted by both AIS and good corporate governance. The study by(19) found that, when mediated by the caliber of the management AIS, managers' competency and the effectiveness of internal controls affected the adoption of good corporate governance standards in rural banks.

Furthermore, accounting information is indispensable and critical in the financing of businesses, particularly listed firms, as well as company operators. (20) The accounting information of the firm is used by the public to assess the financial position of the enterprise. The AIS is an inherent aspect of the CG structure; the CG mechanism may be portrayed via the CG language of accounting and the CG function can be promoted to maximize its function. (21) In a competitive market, the most important aspect for assessing goals and achieving success is OP. According to the findings of this study by (22) AIS has a major influence on CG. From a management standpoint, it is critical to better record everyday transactions with the use of a specialized system, and every member of the organization utilizes the computerized system to do their job. (23) found an overlapping and reciprocal association between CG and accounting information quality in their study. Accounting information is influenced by governance norms and methods, and implementing them implies enhancing the dependability of accounting information included in financial statements made for all interested parties. The findings of (15) study demonstrate that while AIS is highly beneficial and influences the OP of publicly traded firms, performance management and AIS are unrelated. According to (24) Strong relationships were found between several CG variables and firm OP. The study also found that there were no material differences in the reliability of financial reporting between quoted and unquoted firms. According to the findings of (9) there is a positive significant association between board independence and OP, but board size and chief executive duality have a negative significant relationship with OP.

Therefore, CG standards have evolved into an essential tool for organizations seeking to function in a stable environment, attract more investors, improve financial performance, and be handled openly. These apps are

run on various information systems within the company. For information to be relevant to the company and used efficiently, it must be processed, which is where information systems come in. (25) The AIS provides the most significant information that firms may use to accomplish their planning and control operations. CG processes, as a result, interact with the AIS. The system of CG through which a company is managed and controlled is one of the key factors affecting the efficient use of resources, the increase of shareholder confidence in the company's managers, the success in achieving objectives, and economic efficiency. (26)

According to of (27) findings the organizations with effective governance structures have greater value relevance of accounting information. Furthermore, the findings indicate that firm-specific economic characteristics are major predictors of the value relevance of accounting information. Also, (28) findings information technology governance procedures lower data processing risks and increase the security of automated AIS. According to (29) IT governance has a considerable and direct impact on the usability of accounting information and AIS. However, the AIS has a considerable impact on this utility. It was also discovered that IT governance has a major and indirect impact on the usability of accounting information due to its direct implications on the AIS. In study by (30) AIS has little influence on the accomplishment of good governance.

Therefore, CG is seen as a modern phrase in light of the new global developments brought about by the economic data and technology revolution. Its significance in the business sector has grown since it plays a part in the management of any organization and the protection of the shareholders' interests. (31) The goals of CG are to promote stable management, boost competitiveness, employ current management practices, and lower capital and credit costs. Given this knowledge, it is reasonable to predict that CG standards will have a favorable impact on the enterprise's performance. Also, (32) conclude that the AIS has a favorable influence on Fraud Prevention, and Internal Control has a positive effect on Fraud Prevention. Implementing Good CG has a good impact on Fraud Prevention. According to (33) findings the AIS has a negligible beneficial influence on business performance, but effective CG and corporate social responsibility have a large positive effect on company performance. AIS and excellent CG have a positive and considerable impact on organizational culture, but corporate social responsibility has little beneficial impact.

Also, the study by (34) findings revealed positive, significant relationships between CG mechanisms, the level of competition amongst insurance firms, and the quality of accounting information. According to (35) revealed that the caliber of accounting information is influenced proportionately by the following CG-related factors: government ownership, ownership by the Supervisory Board, ownership by major shareholders, board membership count, and the association board of directors' professional qualifications. The number of supervisory board members and their professional credentials are irrelevant, and the duality between the Managing Directors and the Board of Directors has an opposite impact. The results of the study by (36) found that the AIS has positive contributions to the enhancement of performance, and also increases effectiveness, efficiency and transparency. In study by (11) findings give empirical evidence that AIS quality has a considerable beneficial influence on OP and accounting information quality. Meanwhile, the quality of accounting information has a considerable beneficial impact on OP.

Similarly, accounting information quality moderates the influence of AIS quality on OP. Therefore, upon the illustration of the previous results and the gap in the studies, the researchers studied the results related to the role of CG on the development of AIS in Jordanian companies by using OP as a Moderating factor, where the companies can use financial statements to acquire a better understanding of their development AIS and improvement CG and OP. Also, this study focuses on identifying the elements that influence the AI system and CG. The difference between this study and other studies is that this study deals with Jordanian companies, taking into account the different sectors. However, figure 1 shows the research model:

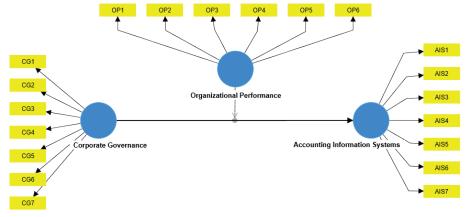


Figure 1. Research Model

METHOD

The research employed a quantitative research approach to investigate the role of CG on the Development of AIS in Jordanian Companies, with OP as a moderating variable. The following sections outline the key components of the methodology used in this study. A structured questionnaire was developed, consisting of items adapted from existing validated scales. The questionnaire included items related to OP, AIS, and CG. Participants were asked to rate their agreement or disagreement with each item using a Likert scale.

The measurement of this study includes three main constructs as shown in figure 1 above: OP, AIS, and CG. OP items were adapted from the works.⁽³⁷⁾ AIS items were derived from the studies of.^(15,38) CG items were sourced from the research conducted by.⁽³⁹⁾

Participants responded to the items using a five-point Likert scale, allowing them to indicate their level of agreement or disagreement with each statement, with options ranging from "Strongly Disagree" to "Strongly Agree." This scale provides a standardized method to gauge participants' perceptions and opinions regarding the relationship between CG and the Development of AIS in Jordanian Companies. The research employed a quantitative research approach to investigate the role of CG on the Development of AIS in Jordanian Companies, with OP as a moderating variable. The following sections outline the key components of the methodology used in this study.

The study selected a sample of employees from Jordanian companies involved in the development of AIS. The participants were chosen based on specific criteria, such as their job roles and responsibilities related to the subject matter. Data was collected using a combination of online and offline methods. Online questionnaires were distributed to the participants, allowing them to provide their responses electronically. Additionally, inperson interviews were conducted with selected employees to gather more in-depth insights and perspectives.

The collected data was analyzed using appropriate statistical techniques. Partial Least Squares-4 Structural Equation Modeling (PLS4-SEM) was applied to examine the relationships between the variables and to assess the moderating effect of OP. Bootstrapping analysis was performed to test the significance of the path coefficients and to validate the hypotheses.

This section of the study examines a sample of 184 employees from Jordanian companies that are engaged in the development of AIS. The characteristics of the sample, including age, level of education, and years of experience, the table1 provides the distribution of the sample based on three characteristics: Experience, Education, and Age. Regarding Experience, the table shows that 12,00 % of the participants have 5 years of experience or less, 64,10 % have between 6 to 10 years of experience, 16,30 % have 11 to 20 years of experience, and 7,60 % have 21 years of experience or more. In terms of Education, the table indicates that 14,70 % of the participants have a Diploma, 47,30 % have a bachelor's degree, 34,80 % have a Postgraduate degree, and 3,30 % have other educational qualifications. For Age, the table displays that 1,10 % of the participants are below 19 years old, 42,90 % fall within the age range of 20 to 25 years, 37,00 % are between 26 to 30 years old, and 19 % are 31 years old and above.

Table 1. Personal Information					
Variables	N	%			
Experience					
5 years and less	22	12,00 %			
6-10 years	118	64,10 %			
11-20 years	30	16,30 %			
21 years and more	14	7,60 %			
Education					
Diploma	27	14,70 %			
Bachelor	87	47,30 %			
Postgraduate	64	34,80 %			
Other	6	3,30 %			
Age					
Below 19 years	2	1,10 %			
20-25 years	79	42,90 %			
26-30 years	68	37,00 %			
31 years and more	35	19,00 %			

A measurement items' stability and consistency are what determine their reliability, meaning that they should yield consistent findings under various circumstances and over an extended period of time. Reliability is often evaluated using Cronbach's Alpha and Composite Reliability (CR), which account for the different loadings of the measurement items. Increased Cronbach's alpha (CR) values signify increased dependability.

Usually, 0,70 is the lowest acceptable criterion for internal consistency. Table 1 shows that the analysis's results exhibit good reliability, with all Cronbach's Alpha and Cronbach's CR values above 0,70. When evaluating the degree of correlation between several metrics or indicators utilized to create a model, convergent validity is utilized. (40) The current study used Average Variance Extracted (AVE) to assess convergent validity. For future investigation, it is recommended by (41) that the AVE value achieve a minimum of 0,50 in order to fulfil the acceptable criterion. The findings show that all constructs had strong convergent validity at least 0,649; which is better than 0,50; and that they all above the AVE limit of 0,50.

Table 2. Reliability and Validity Test					
Variables	Cronbach's alpha		Composite reliability (rho_c)	Average Variance Extracted (AVE)	
Accounting Information Systems	0,910	0,911	0,929	0,652	
Corporate Governance	0,916	0,918	0,933	0,666	
Organizational Performance	0,890	0,900	0,917	0,649	

Based on the above table, AVE for AIS was 0,652; CG is 0,666; OP is 0,649; which indicate that AVE are demonstrating good convergent validity for all variables. In addition, figure 2 shows the factor loading which is greater than 0,70 for all questionnaire items used in this paper.

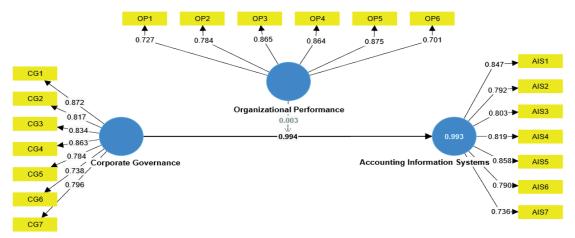


Figure 2. Structural Model

A critical phenomenon is discriminant validity, which may be evaluated using a variety of methods including the Heterotrait-Monotrait ratio and the Fornell-Larcker criteria. The findings of these measurements are shown in table 3, emphasizing their importance in assessing discriminant validity.

Table 3. Fornell-Larcker Criterion						
Variables	Accounting Information Systems	Corporate Governance	Organizational Performance	Organizational Performance x Corporate Governance		
Accounting Information Systems						
Corporate Governance	0,901					
Organizational Performance	0,824	0,823				
Organizational Performance x Corporate Governance	0,173	0,176	0,171			

To evaluate the shared variance between the latent variables in the model, the Fornell-Larcker criteria has been applied extensively. (42) This criteria states that there are no problems with discriminant validity if the square root of each variable's Average Variance Extracted (AVE) is higher than its correlation with other variables. The computed AVE values are shown in table 3. All variables fulfil the first criterion of the Fornell-Larcker criterion when the square root is obtained, suggesting that there are no issues with discriminant validity. To further examine the discriminant validity using the Heterotrait-Monotrait (HTMT) ratio, the results are presented in table 4.

Table 4. Heterotrait-monotrait ratio (HTMT)				
Variables	Accounting Information Systems	Corporate Governance	Organizational Performance	
Accounting Information Systems	0,807			
Corporate Governance	0,996	0,816		
Organizational Performance	0,744	0,745	0,806	

A value of 0,85 is the highest recommended threshold for the Heterotrait-Monotrait (HTMT) ratio. Table 4 presents the HTMT values obtained in this analysis. The results in table 3 indicate that the HTMT values are below the recommended threshold of 0,85; suggesting that each pair of aspects is distinct and demonstrates discriminant validity from one another.

RESULTS

Given that the study made use of SmartPLS4 software, it was interesting to exhibit the dependent variable's variance as it is represented by the independent variable's coefficient of determination (R^2). The AIS's dependent variable's R^2 coefficient of determination was (0,993) as shown in figure 2. This indicates that the overall predictors variable explained (99,3 %) of the variance in AIS.

To assess the predictive relevance of the structural model, the study employed the test of predictive relevance (Q^2). The Q^2 value was determined using the blindfolding procedure with an omission distance (D) of 8, utilizing SmartPLS4 software. The reflective dependent variables and cross-validity redundancy values were used to test for predictive relevance, where the values should be greater than zero ($Q^2 > 0$). The Q2 value is calculated using the formula: $Q^2 = 1 - (CG/AIS)$, where AIS represents the Sum of Squared Observations and CG denotes the Sum of Squared Prediction Errors. (43) For the endogenous variable "AIS" the Q2 value was calculated to be 0,679.

Path coefficients analysis was retrieved to test the hypothesis. based on the PLS4-SEM internal model analysis, the results of the bootstrapping test, depicted in figure 3, have been summarized in table 5 to facilitate their interpretation and understanding.

	Table 5. E	Bootstrapping	g Test Results			
Results	Original sample (0)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values	Results
Corporate Governance -> Accounting Information Systems	0,957	0,956	0,015	64,694	0,000	Accepted
Organizational Performance -> Accounting Information Systems	0,042	0,044	0,018	2,311	0,021	Accepted
Organizational Performance x Corporate Governance -> Accounting Information Systems	0,012	0,011	0,006	2,001	0,045	Accepted

Table 5 presents the bootstrapping test results, which aim to test the hypothesis that OP moderates the relationship between CG and AIS in Jordanian Companies. The table provides relevant statistical measures for each construct to facilitate interpretation and understanding. For the relationship between "CG" and "AIS" the original sample coefficient is 0,957. The standard deviation is 0,015; and the T-statistic is 64,694; indicating a highly significant relationship with a p-value of 0,000. Similarly, for the relationship between "OP" and "AIS," the original sample coefficient is 0,042; almost identical to the sample mean coefficient of 0,042. The standard deviation is 0,018; and the T-statistic is 2,311; also indicating a good significant relationship with a p-value of 0,021. Moreover, the interaction term "Organizational Performance x Corporate Governance -> Accounting Information Systems " shows an original sample coefficient of 0,012; closely aligned with the sample mean coefficient of 0,011. The standard deviation is 0,006; and the T-statistic is 2,001; with a significant p-value of 0,045; suggesting that Organizational Performance moderates the relationship between Corporate Governance and AIS. Overall, the findings in table 5 provide strong evidence supporting the hypothesis that OP moderates the relationship between Corporate Governance and AIS in Jordanian Companies. The statistical measures demonstrate the significance and directionality of these relationships, this also shown in figure 3 below.



Figure 3. Measurement Model (Bootstrapping Results)

DISCUSSION

AIS is the lifeblood of CG since it dictates a company's path of action. As a result, the AIS collects information from multiple subsystems inside an entity and relays it to the organization's information processing subsystem. (43) AIS is also a method used in accounting to aid in the planning, controlling, and monitoring of an organization's economic activities. CG and accounting are inextricably linked by the two concepts of openness and accountability. (44,45) The AIS's efficacy is projected to increase governance systems, resulting in the efficient operation of capital markets. AIS ensures that information flows continually from the company to stakeholders. (6) However, the AIS must be backed by the organization's CG plan. (16) Thus, most studies indicated that CG affects AIS, such as the study by (8) shows that the properties of AIS are helpful in decision-making and that it has a significant role in managing CG, a study by (18) AIS has a favorable effect on CG. Also, a study by (12) indicated employee performance was positively impacted by both the effectiveness of CG and the caliber of AIS, a study by the (23) found an overlapping and reciprocal association between CG and accounting information quality. According to (29) IT governance has a considerable and direct impact on the usability of accounting information and AIS, a study by (30) AIS has little influence on the accomplishment of good governance. According to the findings of the (33) study, the AIS and excellent CG have a positive and considerable impact on organizational culture, a study by (34) findings revealed positive, significant relationships between CG mechanisms, the level of competition amongst insurance firms, and the quality of accounting information. In the future, further research on the impacts of CG on the AIS in other sectors. In addition to other variables and statistical methods. Due to its positive impacts on AIS improvement and OP, the current study recommends that businesses focus on CG activation. As previously said, the most recent study contradicted certain previous research findings while supporting others from earlier studies.

CONCLUSIONS

This study aims to ascertain the role it plays in Corporate Governance (CG) on the Development of AIS in Jordanian Companies: through Organizational Performance (OP) as a Moderating. The research employed a quantitative research approach to investigate the role of CG in the development of AIS in Jordanian companies, with OP as a moderating variable. The result indicates a highly significant relationship between CG and AlS. Also, the result indicates a highly significant relationship between OP and AIS. However, the result indicates OP moderates the relationship between CG and AIS.

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