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## Examining the Moderating Effect of Organizational Culture on the Relationship between Talent Management, Job Innovation and Well-being at Work

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### **Abstract:**

Responding to previous studies calls to integrate organizational culture with other organizational practices; this study is concerned with exploring the moderating role of organizational culture in the relationship between Talent management, job Innovation and Well-being at work, as two important predictors of organizational performance. There is a limited amount of empirical studies on Talent management specifically in African countries including Egypt. Egypt has a different culture than European and Asian countries and consequently a different organizational culture. Based on Judgmental sampling, questionnaires were submitted to the employees of 3 public and 6 private banks which are included in the list of Top Banks of the Central Bank of Egypt. SPSS was used to measure the validity and reliability of the questionnaires. Hypotheses' testing was done using Structural Equation Modelling (PLS-SEM). Results proved a positive and significant impact of Talent management on employees' Job innovation and Well-being. However, organizational culture did not moderate the relationship between Talent management with employees' Innovation and Well-being at work. No significant difference was found between public and private banks in Egypt either in Talent management practices or the strength of Organizational culture.

**Keywords:** Talent management, organizational culture, innovation, well-being

### **1. Introduction**

Attention to Talent management started in the late 1990s, at the time when it was first mentioned by McKinsey & company (Gupta, 2019). Since then, the topic became a concern for many researchers. This concern resulted in an elevated number of research on TM (Lewis & Heckman, 2016). However, nearly all of these research were theoretical research that attempts to discover the concept and its practices (Thunnissen, 2016). Thus, more empirical studies that focuses on the impact of TM programs and its relation to other organizational practices is needed (Altindag, et al., 2018). According to Swailes (2013), talent shortages should no more be considered as a problem, as the market is full of talented employees ready to be recruited by employers. Thus, the success or failure of TM programs might not be related to the number of available talents. However, it's other organizational factors that could be accountable for TM programs success or failure. That's why several researchers called for integrating TM with other factors like organizational culture (Ashton & Morton, 2005; Ingham 2006; Ibrahim & Zayed, 2018). There are several Organizational cultures types stated in literature. Each OC type focuses on certain values and is supposed to work on achieving them. Thus, TM programs would be best implemented in an OC that support the TM strategies. Consequently, when development TM practices are implemented in an OC that supports learning and development for example; those practices would produce better results than when implemented in an OC that does not support learning and development.

#### **1.1. Research Problem**

Talent management is supposed to lead to several positive organizational and employee level outcomes. However, though several researchers have pointed to the importance of integrating Talent management and organizational culture; little attention was given to the factors that could intervene in the process like organizational culture. Adding on, there is a limited amount of empirical research in the area of Talent management and organizational cultures in African countries generally and in Egypt specifically. Thus, this research aims to fill the gap by studying the moderating effect of Organizational culture on the relationship between Talent management and two important job outcomes: Innovation and Well-being.

#### **1.2. Research Objectives**

- Determining the impact of TM programs on employees' job innovation, and Well-being.
- Examining the moderating effect of organizational culture on the relationship between Talent management, Innovation, and Well-being.

- Determining if there are significant differences between Public and private sector banks.
- Determining if there are significant differences between Gender groups.

## 2. Literature Review

### 2.1. Talent Management

When the concept of Talent management first appeared, the concept was all about fighting for acquiring the finest talents in the market. Later on, Pfeffer (2001) argued that acquiring talents is not enough, those talents have to be nurtured and managed properly to get the best out of them. Thereafter, Talent management was defined as a set of processes and strategies that works on attracting, recruiting, developing and retaining talented employees (Stahl, 2012). According to the social exchange theory (Maurya & Agarwal, 2018) and the social identity theory (Wikhamn, et al., 2020) several positive outcomes are produced when employees are included in Talent management programs. However, some organizations follow the 'Inclusive TM' strategy and consider all of its employees as talented. Other organizations follow the 'Exclusive TM' by sorting employees into levels and considering only 'A' employees or top managerial levels as talented (Gallardo-Gallardo et al., 2013). Following an Inclusive/ Exclusive strategy depends on the size, sector, and the country in which the organization operates (Dries, 2014; Michailova & Ott, 2019; Meyers, et al., 2020). Depending on the sector and the nature of organizations in Egypt on which this research will be applied this research will follow the Inclusive TM strategy.

### 2.2. Organizational Culture

Organizational culture is defined by Cameron and Quinn (1999, P. 10) as 'what is valued, the dominant managerial and leadership styles, the language and symbols, the procedures and routines, and the definitions of success that make an organization unique'. According to Mohamed (2013), Organizational cultures can be resembled to human beings with each having a different personality that imposes an impact on the organization operations and structure. Organizational culture is developed by: (1) the founder of the organization (Kotter & Haskett, 1992), (2) the managers who strive to create a vision for the organization or, by (3) the problems and difficulties that organizations face with time (Cameron & Quinn, 1999). This research will follow the competing values of leadership by Quinn & Rohrbaugh (1983) which is according to Yu & Wu, (2009) one of the most prominent and expansively used models in the area of organizational culture research. According to this model, organizations would fall into any of the following four organizational culture types:

- Adhocracy Culture: A dynamic and creative working environment where employees take risks and leaders are seen as innovative and experiments and innovations are emphasized.
- Clan culture: The environment is friendly, the organization is like a large family, long term human resource development is emphasized and teamwork and coordination is promoted
- Hierarchy Culture: A formalized and structured workplace, stability and rules are long term results for the organization, and formal rules and policies are followed.
- Market Culture: A result oriented workplace where deadlines, targets and getting things done are emphasized. The focus is on doing things fast, customer satisfaction and speed.

### 2.3. Employees' Job Innovation

Innovation is defined as a process of three organized tasks: (1) idea generation, (2) idea promotion and (3) idea realization. These three tasks are reflected in the individuals' behaviour (Wang et al., 2017). The Innovation process aims for improving role performance, benefiting the group, or the organization through generating, promoting and realizing new ideas (West & Farr, 1989 as cited in Janssen, et al., 2004). When organizations lack the ability to create new ideas, products and technologies, their chances for evolving and adaptation are lost (Shipton, et al., 2006). Innovation boosts customer preference, service quality, employee productivity, and financial and organizational performance (Wikhamn, 2019). Thus, to assure long term survival in today's competitive and environmentally turbulent world, many organizations started to properly utilize their human capital; aiming to alter their economies into innovation driven economies (Cabrito, et al., 2014).

### 2.4. Employees' Well-Being at Work

Psychological Well-being at work is defined as 'the prevalence of positive emotions on the job and the individuals' perceptions that, in their work, they express and develop their potentials / skills and progress in achieving their life goals' (Santos, et al., 2013, p. 154). Accordingly, Well-being at work would include both affective (emotions and moods) and cognitive (perception of achievement) aspects. Psychological Well-being at work encompasses two approaches: (1) the hedonic approach which represents the employees' perspective regarding their job experience, and focuses on boosting employees' sense of happiness (e.g. job satisfaction, organizational commitment, and positive effect which is the level of excitement and enthusiasm, joy and interest) (Wang, et al., 2017) (2) the eudemonic approach which is concerned with the meaning employees find in their work and their sense of self-realization (e.g. Engagement, growth, intrinsic motivation, thriving, flow and meaning in work) (Fisher, 2014; Miller, 2016).

### 2.5. The Relationship between Talent Management and Innovation

Appropriate innovation climate, skill development, teamwork (Klein & Sorra, 1996), and availability of resources (Jamrog, 2006) are amongst the predictors of Innovation. The support of HR department would be generally considered

as one of Innovation antecedents (Michaelis et al., 2008; Wikhamn 2019). According to Shipton, et al., (2006), training, induction, and appraisals by the HRM department, all proved to be predictors of technological innovation. Agreeing, Jime'nez-Jime'nez & Sanz-Valle(2008) pointed that the creativity and intelligence of organizations originally lies in its workforce. Thus, any support from the HRM department for identifying, developing and evaluating innovative behaviors boosts employees' innovation. Later, Nieves & Quintana (2018) stated that, recruitment and selection practices impacts employees' innovativeness. Seeck & Diehl, (2016) stated that most studies specifically those on HRM bundles proved an impact of those bundles on technological and process innovation. Table 1, shows how HRM activities can improve innovative abilities of employees.

HRM Function	Supporting Role
Job Design	The employees' jobs should be designed so as to give them spare time for innovation and creativity; job enrichment shall be promoted, and autonomy, communication and employee participation should be allowed
Staffing	Usage of external sources of recruitment; the selected people should fit with the organizational culture, and the selected candidates should be confident, risk takers and involved.
Training	Training should be used to expand the employees' skills and knowledge that is needed for innovation, with giving employees the chance to participate in the design of the training programs.
Performance appraisal	Employees should be involved in the process of performance appraisal and a feedback should be given to them. Performance appraisals should be for development goals.
Compensation	Help attract innovative candidates, compensation packages should be attractive enough. Also, incentives based on employees' innovative behaviours and teamwork can be used.

*Table 1: The Supporting Role of HRM Functions  
Source: Jime'nez-Jime'nez & Sanz-Valle (2008)*

Thus, based on the previous discussion the following hypothesis will be made:

- H1: There is a strong, positive and significant relationship between Talent Management and Employees' job innovation

## 2.6. The Relationship between Talent Management and Well-Being

Employee well-being represents the quality of employees' functioning and experience in organizations (Grant et al., 2007). Several HRM practices were stated in previous research as well-being predictors. Baptiste (2008) stated that supervisor-employee relationships represented in trust and support were pivotal for employee wellbeing at work. Moreover, development opportunities and good pay would be considered as employee well-being boosters (Bevan, 2010). Other HRM activities that would elevate employees' sense of Well-being includes: investments in employees' selection and training activities, two-way communication, and creating an engaging job design (Guest, 2017). Thus, based on the previous, the following hypothesis is developed:

- H2: There is a strong, positive and significant relationship between Talent management and employees' Well-being at work

## 2.7. The Moderating Role of Organizational Culture

Organizational culture displays two roles in any organization. First: a functional role by socializing and coordinating employees; second: an influential role by its impact on different organizational processes. OC is supposed to enhance organizational performance, lead to job satisfaction, and increase productivity (Rebelo O'Reilly & Chatman, 2016; Berger & Meng, 2019). Thus, OC is deemed as one of the most critical aspects for organizational success (Cunha & Cooper, 2002). However, the nature of organizational culture affects the produced outcomes (Silverthorne, 2004; Yiing & Bin Ahmed, 2009). For example, organizations with bureaucratic cultures tend to end up having less satisfied and committed employees. On the other hand, innovative cultures boost employees' commitment and satisfaction (Silverthorne, 2004; Taormina, 2008; Yiing & Bin Ahmed, 2009). Despite this, Hartnell, et al., (2011) stated that all types of OC (Clan, Adhocracy, Hierarchy, Market) would lead to the same outcome. Moreover, according to Cameron & Freeman (1991), if there is no fit between organizational culture and the business strategy, OC won't impose either positive or negative outcomes. So, TM programs may produce more positive results if OC supports the application of these programs. Also, when employees are well fitted with the Organizational culture, then OC would moderate the relationship between TM practices and job outcomes (Shadur et al., 1999; Brannick, 2001). Adding on:

*If there is no substantial agreement that a limited set of values is important in a social unit, a strong culture cannot be said to exist. If there is strong and widespread agreement about the salience and importance of specific values, a central value system or unit culture may exist (O' Reilly, et al., 1991, p. 493)*

Based on the previous discussion the following hypotheses is developed:

- H3: Organizational culture moderates the relationship between Talent Management and Employees' Job innovation
- H4: Organizational culture moderates the relationship between Talent management and Employees' Well-being at work.

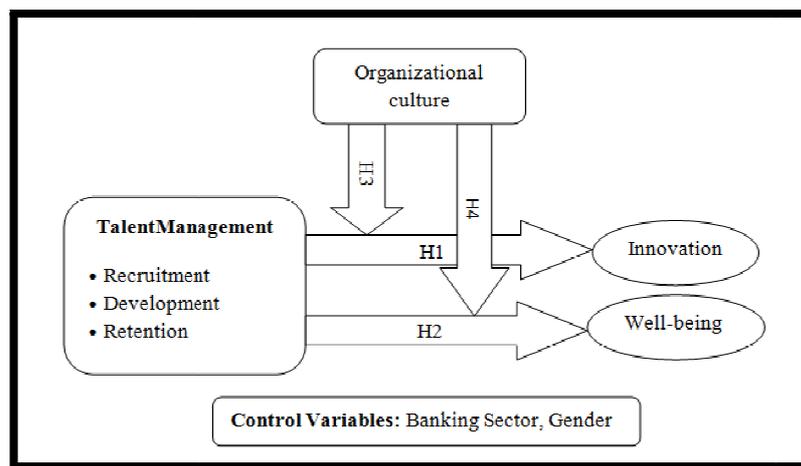


Figure 1: Research Model

### 3. Research Methodology

#### 3.1. Research Context and Population

The study was conducted on the Banking sector in Cairo, Egypt. The Banking sector is one of the largest sectors in the Egyptian economy. The Banking sector in Egypt is comprised of 39 public and private Banks and 4298 branches regulated by the Central bank of Egypt (CBE). According to the CBE, the number of employees working in the banking sector increases each year. The number of employees has increased from 113,615 employees in 2013 to 126,044 employees in December 2020 (CBE, 2021)

#### 3.2. Sampling Type, Size and Unit

It is impossible to include all the 39 banks in the research. A sample of 9 banks were judgmentally selected from the 39 Banks in Egypt. These 9 Banks (3 Public Banks & 6 Private Banks) are on the list of Top Banks of the central Bank of Egypt (CBE, 2021). These banks are listed as Top Banks based on their fiscal position and Income. According to the Central Bank of Egypt the employees working in these Banks comprises 60% of the total employees of the Banking sector. The number of employees working in the top 10 banks in Egypt is 74,670 employees of the 126,044 employees in all banks in Egypt (CBE, 2021). Thus, these banks recruits and hires most many applicants each year. The Sampling unit is all employees working in the 9 selected public and private banks. Thus, according to staistical tables and based on the number of population at a 95% degree of confidence, the sample size will be approximately 384 employees.

#### 3.3. Data Collection and Measurement

Data were collected through using self-administered questionnaires. Questionnaires were handed in person to the employees working in the selected banks and a Google form was also made and the link was sent to several Bank employees. Questionnaires were originally developed in English (original instrument language), and then translated into Arabic, the native language of Egypt. Talent management questionnaire scale consisted of 26 items arranged around three dimensions (Recruitment, Development and Retention) adapted from Oehley & Theron (2010), Nieves, (2016) and Jayaraman, (2018). Organizational culture was measured using the Organizational culture Assessment instrument (OCAI), developed by Cameron & Quinn. The questionnaire included 24 items that measures 4 organizational culture types (Clan, Adhocracy, Hierarchy and Market). Innovation was measured through 6 items adapted from Lukes & Stephan (2017) and Wang et al., (2017). Well-being was measured through a 10 items scale, assessing hedonic and Eudemonic Well-being; adapted from Pradhan & Hati (2019) and Sandilya & Shahnawaz (2018). Items of the Talent management and Organizational culture questionnaire were arranged on a 5-point Likert scale ranging from 1=strongly disagree to 5 strongly agree. Innovation and Well-being scales were arranged around a 5 points Likert scale ranging from 1= Not at all to 5= extremely true

### 4. Data Analysis and Results

The descriptive statistics of the current research data can be divided into two main categories according to the purpose of the analysis. First, the demographic data will be analysed in order to highlight the main characteristics of the sample. Then, the data of the measurement items will be analysed to check the minimum requirements of the inferential statistical analysis such as sample size and normality.

#### 4.1. Descriptive Statistical Analysis of the Sample Characteristics

Categories	Frequency	Valid Percent
Gender Distribution		
Male	180	56.6
Female	138	43.4
Total	318	100.0
Banking Sector		
Public Banks	169	53.1%
Private Banks	149	46.8%
Total	318	100.0

Table 2: Sample Characteristics

#### 4.2. Descriptive Statistical Analysis of the Study Variables

Variables	Means	Std. Deviation	Skewness	Kurtosis
Avg. Talent Management	3.31	.737	-.298	-.564
Avg. Innovation	3.81	.757	-.756	.786
Avg. Well-being	3.54	.790	-.516	.156
Avg. Clan culture	3.34	.906	-.245	-.568
Avg. Adhocracy culture	3.23	.835	-.174	-.424
Avg. Hierarchy culture	3.45	.780	-.496	.079
Avg. Market culture	3.56	.747	-.510	.449
Avg. Organizational culture	3.40	.725	-.354	-.138

Table 3: Descriptive Statistical Analysis

As shown in table 3, all the research variables means exceeded 3 which means that the sample is inclined toward agreeing with most of the Talent management, organizational culture, Innovation and wellbeing scale items. It has to be noted that all organizational culture types have close means. This indicates that Egyptian banks have no prevalent strong organizational culture type.

#### 4.3. Pearson Correlation Test

Variables*	AVG_Talent	AVG_Innovate	AVG_WB	AVG_Org.Cul
AVG_Talent Management	1			
AVG_Innovate	.453**	1		
AVG_WB	.729**	-	1	
AVG_Org.Cul	-	.457**	.668**	1

Table 4: Pearson Correlation Analysis Results

\*\* Correlation Is Significant at the 0.01 Level (1-Tailed)

As can be clearly seen from table 4, each of the dependent variables has significant and positive relationship with each of the independent variable (Underlined values). This is initially supporting the proposed hypotheses.

#### 4.4. Construct Validity

Construct	Average Variance Extracted
Talent management	0.766
Innovation	0.645
Well-being	0.871
Adhocracy	0.633
Clan	0.646
Hierarchy	0.665
Market	0.574
Organizational Culture	0.768

Table 5: Convergent Validity

The construct validity is assessed via the Convergent and Discriminant validity. First, the convergent validity refers to what extent the items are correlated together to measure their construct. A convergent validity of a construct can be judged by the Average variance extracted (AVE), which should be at least 0.5 (Hair, et al., 2014). Table 5 shows the results of the convergent validity in all measurement model. According to the table, all constructs have convergent validity

as their AVEs are above 0.5. According to Fornell-Larcker criterion, the discriminant validity of a construct can be established if the square root of AVE of a construct should be higher than the correlation between this construct and each other construct at the same measurement model (Hair, et al., 2014). Consequently, table 6 reports the discriminant validity assessment for measurement models.

First Order of Organizational Culture Dimensions Measurement							
Variables/Dimensions	Adhocracy	Clan	Hierarchy	Innovation	Market	Talent management	Well-being
Adhocracy	0.795						
Clan	0.794	0.804					
Hierarchy	0.735	0.667	0.815				
Innovation	0.440	0.455	0.332	0.803			
Market	0.672	0.565	0.709	0.355	0.758		
Talent management	0.733	0.775	0.680	0.462	0.632	0.875	
Well-being	0.639	0.649	0.569	0.647	0.510	0.739	0.933
Second order of organizational culture dimensions measurement							
Variables/dimensions	Innovation	OC	TM	Well-being			
Innovation	0.803						
Organizational Culture	0.457	0.876					
Talent management	0.463	0.808	0.875				
Well-being	0.648	0.679	0.739	0.933			

Table 6: Discriminant Validity using Fornell-Larcker Criterion

As shown in Table 6, in all measurement models, the square root of AVE for each variable/dimension is higher than the correlation between this construct and each other construct at the same measurement model. Hence, discriminant validity has been established. To this end, the construct reliability can be assessed.

#### 4.5. Construct Reliability

Reliability is assessed via Cronbach's alpha and Composite Reliability. Both coefficients should have at least 0.7 for each construct (Hair, et al., 2014). Table 7 illustrates the results of the reliability analysis for all measurement models.

Variables / Dimensions	Cronbach's Alpha	Composite Reliability
Talent management	0.847	0.908
Innovation	0.891	0.916
Well-being	0.854	0.931
Adhocracy	0.855	0.896
Clan	0.889	0.916
Hierarchy	0.748	0.856
Market	0.812	0.868
Organizational Culture	0.899	0.930

Table 7: Reliability Analysis for Measurement Models

#### 4.6. Path coefficients

##### 4.6.1. Direct Path Coefficients

The path coefficients are assessed via the beta coefficient and its significance level. In the current research, a bootstrapping with replacement of 5000 subsamples has been applied to test the one-tail proposed direct hypotheses. Table 8, shows the results of the direct path coefficients of the structural model.

H	Path	Beta	t-value	Sig.	Result
H1	Talent management -> Innovation	0.462	9.792	0.000	Accepted
H2	Talent management -> Well-being	0.739	28.628	0.000	Accepted

Table 8: Direct Path Coefficients

Table 8 shows the analysis of 2 direct paths. As shown in the table, the 2 Hypothesized direct paths are supported. The first path tests the relationship between Talent management and employees' job Innovation. While the second path represents the relationship between Talent management and employees' Well-being at work. This means that Talent management has a significant positive effect on Innovation by 46.2% at confidence level 99.9%. Hence, H1 is supported. Talent management has a significant positive effect on Well-being by 73.9% at confidence level 99.9%. Hence, H2 is supported.

#### 4.6.2. The Moderation Effect

H	Path	Main Effect		Interaction Effect		Result
		Beta	Sig.	Beta	Sig.	
H3	Organizational Culture * Talent management -> Innovation	0.250	0.002	0.049	0.170	Rejected
H4	Organizational Culture * Talent management -> Well-being	0.243	0.002	0.027	0.243	Rejected

Table 9: Indirect Path Coefficients

As shown in Table 9, Organizational culture has a non-significant positive effect on the relationship between Talent management and Innovation by 4.9% at confidence level 95%. Hence, H3 is not supported. Also, the Organizational culture has a non-significant positive effect on the relationship between the Talent management and the Well-being by 2.7% at confidence level 95%. Hence, H4 is not supported.

#### 4.7. Robustness Check

In order to check the robustness of the results generalization, the structural model has been checked for heterogeneity via employee's affiliated bank ownership. Controlling the effect of bank ownership is tested in the structural model using Multi Group Analysis (MGA) approach (Cheah et al., 2020; Hair, et al., 2017; Hair, et al., 2019). The configurational and compositional measurement invariance across the two groups of banks ownership (Public vs. Private) has been fully established without removing any items. Hence, table 10 group comparisons of the gender and bank ownership depending on 5000 permutations of two tail test.

Paths	Path Coefficients		Path Coefficients Difference	Permutation p-Values	Result
	Males	Females	Males - Females		
Talent management -> Innovation	0.471	0.444	0.026	0.796	No sig. Differences
Talent management -> Well-being	0.783	0.683	0.100	0.055	No sig. Differences
Paths	Public	Private	Public - Private	Permutation p-Values	Result
Talent management -> Innovation	0.492	0.436	0.056	0.557	No sig. differences
Talent management -> Well-being	0.720	0.767	-0.046	0.381	No sig. differences

Table 10: MGA Group Comparisons Bank Ownerships

Table 10 shows that, there are no significant differences either across both types of bank ownerships or gender groups regarding the main two main research hypotheses. This supports the results generalization across the groups.

## 5. Discussion of the Results

Empirical research results proved that Talent management had a strong, positive and significant impact on employees' job innovation and well-being at work. This result is similar to previous studies results on the relationship between TM and various job outcomes or between TM dimensions (e.g Talent recruitment, Talent development, Talent retention) and various positive job or organizational outcomes. However, though it has been stated in previous studies that organizational culture would moderate the relationship between various organizational practices and job outcomes; this research results indicated that organizational culture had a positive, however, a non-significant effect on the relationship between TM, Innovation and Well-being. This result could be due to the fact that employees responses indicated that there is no specific organizational culture type that strongly prevail in the Banks. However, the four organizational culture types had approximately similar means. Thus, this dispersion in organizational culture indicates that Banks are not specifically focused on certain values that support the end results of the TM programs' efforts. Adding on, no differences were found regarding the impact of TM on innovation and Well-being either between public and private sector banks or between

gender groups. This indicates that both genders perceive and respond similarly to Talent management practices and may indicate the absence of discrimination.

## 6. Research Implications

### 6.1. Theoretical Implications

This research contributed theoretically to Talent management research, as most research on TM were theoretical research. Also, previous research have focused either on one or two Talent management dimensions and its relation to various positive outcomes. However, this research focused on the impact of Talent management programs and two important job outcomes (Innovation & Well-being at work). Adding on, this research studied the moderating role of organizational culture in the relationship between Talent management, Innovation and well-being. Previous theoretical studies have pointed to the importance of OC to various organizational processes and practices. However, no previous research has empirically linked between TM, OC and job outcomes. Thus, this research responds to previous studies calls and suggestions of studying the role of OC along with different organizational processes and programs like Talent management. Adding on, the study contributed to research by comparing between public and private sector banks. No differences were found between both sectors either in the Talent management application or in the relationships between variables. This result points to the existing competition between both sectors.

### 6.2. Practical Implications

Research results have the following practical implications:

- Results revealed the importance of TM programs in producing positive outcomes. Thereby, banks should continually work on improving and enhancing their TM programs.
- Banks should revise their organizational culture and their person-culture fit. Recruiting employees who fit to the organizational culture would induce the impact of organizational culture on job outcomes.
- Banks should assure that it has specific values and that these values are obvious to its employees to induce the presence of a strong organizational culture.

## 7. Research Limitations and Future Research

This research was held on March, 2021; which was during the third wave of Covid-19. Working conditions in Banks and many other organizations during this period might differ from the normal working conditions before the Covid-19 outrage. Moreover, Data were collected from employees only without considering the managerial opinion. Future research could extend this study by holding a comparison between Banks included in the Top banks list of the Central Bank of Egypt and the Banks not included in the list. Moreover, this study focused on recruitment, development and retention activities of TM programs; future research can extend by studying more Talent management activities. Furthermore, future research can hold a comparison between managers and employees' perceptions regarding TM dimensions and the Type of OC.

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