

Engaging employees through compensation fairness, job Involvement, organizational commitment: The roles of employee spirituality

Achmad Sudiro^a, Agung Nugroho Adi^{a*} and R. Moh. Ikmal Fakhri^a

^aManagement Department, Faculty of Economics and Business, Universitas Brawijaya, Malang, Indonesia

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ABSTRACT

This paper aims to investigate the role of Employee Spirituality to moderate between Compensation fairness and Employee Engagement, Job involvement and Employee Engagement, organizational commitment, and employee engagement. In this survey, 279 respondents were collected with a 75 percent response rate (139 respondents) from May to July 2020 and a 93.3 percent rate (140 questionnaires) from August until September 2020. Validity used Confirmatory Factor Analysis used KMO and Bartlett's test, and the reliability test was based on Cronbach-Alpha. Moreover, Kolmogorov-Smirnov test is used for normality test, Park test is implemented for Heteroscedasticity and Multicollinearity test. Moderator Regression Analysis is used to identify the moderator types. The results indicate that Employee Spirituality fully moderated (Pure moderator) between Compensation fairness and Employee Engagement and between Organizational Commitment and Employee Engagement. Moreover, Employee Spirituality partially moderated between Job Involvement and Employee Engagement. The research suggests to implement the model in a narrow scope and considers many variables outside the Compensation fairness, Job Involvement, and Organizational Commitment.

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1. Introduction

The importance of Employee engagement is still discussed in research in many countries. Employee Engagement is the main factor to boost productivity (Ghosh, Rai, Chauha, Baranwal, & Srivastava, 2016). Employee engagement plays an important role to improve employee satisfaction and motivation which is influenced by service quality. Thus, service quality leads to organization profit (Merry, 2013). To predict employee engagement, in Trinidad and Tobago context, employee engagement is approachable with transformational leadership and job context and the results indicate that transformational leadership and employee engagement had a U-shaped relationship. It means that even transformational leadership increases without job context support, employee engagement may decrease, significantly (Balwant, Mohammed, & Singh, 2020). In India, employee engagement has been built from the measurement between employer branding and person-organization fit (Chawla, 2019). Chawla (2019) research was performed in the Business Process Outsourcing in India and indicated that employer branding had a direct as well as an indirect effect on employee engagement through a person-organization fit in BPO India. Another importance of Employee engagement shown by Malik & Lenka (2019) which researched 350 information technology employees in India (Malik & Lenka, 2019). Besides, employee engagement could be improved through three categories (1) Job resources aspects which include organizational, interpersonal, and task (2) Personal resources aspects which are leadership, ability, behavior, tendency, and trait (3) Job demands aspects which include challenge and Hindrance (Park, Johnson, & Chaudhuri, 2019). Thus, improving job resources aspects in hotel sectors could be done by paying attention to benefits and rewards, performance appraisal, training, and development, organizational history, organizational size, organizational level, psychological climate quality of working life service climate support from organizations, social relationship

* Corresponding author.

E-mail address: agungnugrohoadi@ub.ac.id (A. N. Adi)

supervisor/coworker support, empowerment job autonomy, job embeddedness, job resourcefulness, role benefit, and task interdependence. Furthermore, Park, Johnson, & Chaudhuri (2019) explained to enhance employee engagement from personal resources aspects. In their survey, the hotel sectors should promote leadership in leader-member exchange style, personal capabilities ability, personal self-esteem ability, personal self-regulation ability, personal multi-tasking ability, the behavioral intention on intrinsic motivation, the behavioral intention on involvement, the behavioral intention on job satisfaction, the behavioral intention on turnover, self-evaluation trait, locus of control trait, personality traits, self-efficacy trait, hope trait, resilience trait, optimism trait. Then, to raise employee engagement in job demands aspect, the hotel sectors have to improve challenge about high service quality, job responsibility, responsiveness, strategic attention, work overload, and a hindrance to customer emotions, interpersonal mistreatment, sexual harassment (Park et al., 2019). Supporting Park et al. (2019), Rai et al. (2019) propose how the employee engagement mediates between total compensation and intention to stay in 17 branches of 7 private banks (761 respondents in India). The relationship between compensation and intention to stay moderated by employee engagement also was influenced by organizational justice (Rai et al., 2019). Therefore, the development of employee engagement may improve widely on how the employee engagement is improved through a fun workplace (Sakr et al., 2019), Employee engagement which is the antithesis of stress or burnout can be approached by how to reduce stress through a fun workplace (Sakr et al., 2019). Although employee engagement plays an important role in many countries and sectors, it can be separated by factors that influence employee engagement such as compensation fairness (Ghosh, et al., 2016; Gustomo, 2015; Taufek, Zulkifle, & Sharif, 2016; Zacher et al., 2014; Ahmat et al., 2019), Job Involvement (Benn et al., 2015; Costa et al., 2016; Maden, 2015) and Commitment (Ghosh et al., 2016).

Employee spirituality is the personal and social interaction that is rendered from the “concepts, attitudes, and behavior” that establish from personal previous experiences (Ferguson & Scott, 2008). In the previous development, employee spirituality has unknown and has not impact management (Daniels et al., 2000 in Mohamed et al., 2004). But nowadays, employee spirituality is observed and becoming an interesting topic in the workplace (Long & Mills, 2010). Through many conferences, employee spirituality is famous or has been well-known, for example, March, 1st, 2009 in the Academy of Management (MSR) which has a topic related with “The premiere conference in the field of spirituality and the workplace”, in the international conference on Spirituality in Business which has first held in 1995 and ended in 2008 (Long & Mills, 2010). Then, employee spirituality always has interconnected with self-actualization, positive organizational scholarship, human relations, diversity management, leadership, corporate social responsibility, and self-improvement (Long & Mills, 2010). Even though, employee spirituality has a close relationship with positive personal behavior in the organization and organization practice. Also, it has closed to positive attitudes that reflect from employee engagement (Soares & Mosquera, 2019), at the same time many discussions have founded that employee spirituality influence employee engagement directly (Sharma & Kumra, 2020; Devendhiran & Wesley, 2017; Ghadi, 2017; Milliman, Czaplewski, & Ferguson, 2003; Pawar, 2009). Employee spirituality itself has correlations with compensation fairness (Hall et al., 2009; Tung, 2018), job involvement (Soltani & Sahabi, 2016; Acheampong & Agyapong, 2020; Mahipalan & Sheena, 2018), and organizational commitment (Rahman et al., 2019; Jena & Pradhan, 2018; Rego & Cunha Solange Souto, 2008; Djafri & Noordin, 2017). Therefore, spirituality has a relationship to compensation justice, job involvement, organizational commitment, and employee engagement. Then, compensation justice, job involvement and organizational commitment influenced employee engagement. It can be concluded that perhaps compensation justice, job involvement, organizational commitment, and employee spirituality have interaction or have not interacted with each other to influence employee engagement.

Based on the research gap shown above, the purposes of this study are (1) How does the Employee Spirituality moderate Compensation Fairness and Employee engagement? (2) How does the Employee Spirituality moderate Job involvement and Employee Engagement? (3) How does Employee Spirituality moderate Organizational Commitment and Employee Engagement?

2. Literature Review

2.1 Compensation fairness and Employee Engagement and Moderated by Employee

Employee Spirituality

2.1.1 Compensation fairness (CF) to Employee Engagement (EE)

Employee Engagement has related to compensation and if the organization wants to achieve a competitive advantage in a business environment, the organization should pay attention to compensation (Taufek, et al., 2016; Zacher et al., 2014). Compensation may affect Employee Engagement through overall improvement in terms of selection, optimization, and compensation (Zacher et al., 2014). Moreover, Kulikowski (2018) says the compensation in terms of payment for individual performance (PFIP) may influence work engagement through pay satisfaction in 1,420 respondents in Poland. Strengthened previous opinion, compensation satisfaction may lead to employee engagement through work motivation and it has a significant impact on work engagement (Ahmat, Arendt, & Russell, 2019). Furthermore, Ahmat et al. (2019) mention compensation satisfaction has a significant impact on job satisfaction and turnover intention which is job satisfaction as the mediator roles in 300 students who graduated from a hospitality program in Malaysia. Furthermore, employee perceptions of empowerment, competence

development, information sharing, recognition, and fair reward practices have positive relationships and significant impact on employee engagement (Maden, 2015).

2.1.2 Compensation fairness (CF) and Employee Spirituality (ES)

Compensation and spirituality (engaging work and sense of community), workplace climate has influenced job performance (Tung, 2018). Supporting Tung (2018), Sumiati (2018) tried to measure the effect of compensation, communication, and Spirituality at work performance in 84 respondents who were working in many companies in Surabaya city, Indonesia. Spirituality influenced indirectly to Compensation through Fanggidae, Suryana, Efendi, & Hilmiana (2016) research mentioned spirituality workplace has an impact on organizational commitment and job satisfaction. Thus, job satisfaction itself was defined as the positive feelings about the job itself, attitudes on supervision, relationship with colleagues and labor, environmental conditions, and financial remuneration. Iqbal et al. (2019) research mentioned that workplace spirituality had a positive effect on nurse work engagement on 139 staff from two government hospitals in Indonesia. Parallel with previous research result, workplace spirituality and organizational justice simultaneously had significant impacts on employee engagement which could lead to mental health in 344 information technology professionals in India (Sharma & Kumra, 2020). While much evidence has clarified the relationship between Compensation fairness and employee engagement, and the relationship between compensation fairness and employee spirituality, each research finding outcome has not severed which variables play roles as the consequences nor antecedents. So, this research proposes the moderating effect of employee spirituality as the moderator variable through the hypothesis is shown below.

Hypothesis 1: *Employee Spirituality moderates the relationship between Compensation fairness and Employee Engagement.*

2.2 Job Involvement and Employee engagement and Moderated by

Employee Spirituality

2.2.1 Job Involvement (JI) and Employee Engagement (EE)

Employee engagement is the level of commitment and involvement shown by employees against organization values and norms (Ibrahim & Falasi, 2014). Many researchers have found about the distinction concept of job satisfaction, job involvement, and organizational commitment. But many researchers decided that both engagement, job satisfaction, job involvement and commitment had some impacts on performance (Bandura & Lyons, 2014). Then, the employee engagement construct is vigor, dedication, and absorption which is the dedication dimension that has intense work involvement and comprises feelings of inspiration, pride, enthusiasm, and challenge (Maden, 2015). In some research, employee engagement which is represented by Job Engagement and Organizational Engagement has an impact partially on job involvement (Mahipalan & Sheena, 2018).

2.2.2 Job Involvement (JI) and Employee Spirituality (ES)

Spirituality as a mediating variable to relate between Significant, Correlation, Organizational Commitment, Trust and job involvement in 170 respondents of the National Oil Product Distribution Company of Kurdistan region (Soltani & Sahabi, 2016). Then, work spirituality is predicted that it has influenced job involvement through job engagement and organizational engagement in 227 Consultancy services (IT, public relations, management and strategy, and law) employees (Mahipalan & Sheena, 2018). Furthermore, Work spirituality is defined as “the acknowledgment of the inner life of employees which nourishes and is nourished by meaningful work in the context of community” and has an impact on job involvement but the research result has shown that employee engagement has partially mediated between workplace spirituality and job involvement (Mahipalan & Sheena, 2018). Supporting previous research, Acheampong & Agyapong, (2020) have mentioned that workplace spirituality has a positive relationship and significant impact on job involvement but it has a negative relationship and significant impact on work deviance (Acheampong & Agyapong, 2020). The research has conducted on 141 respondents which are consist of non-management level employees and management-level employees.

Although many researches have explained the relationship between job involvement and employee engagement, and the relationship between job involvement and employee spirituality, each research finding results has not decided which variables play roles as the consequences nor antecedents. So, this research proposes the moderating effect of employee spirituality as the moderator variable.

Hypothesis 2: *Employee Spirituality moderates the relationship between Job Involvement and Employee Engagement.*

2.3 Organizational Commitment and Employee engagement and Moderated by Employee Spirituality

2.3.1 Organizational Commitment (OC) and Employee Engagement (EE)

Employee engagement plays an important role on affective commitment. Together with transformational leadership, employee engagement influenced affective commitment, turnover intention considered the psychological climate as the moderation variable (Gyensare et al., 2017). Gyensare et al. (2017) research was conducted on 346 non-managerial full-time employees

who were working in a large public sector organization in Ghana. Also, Employee engagement could be mediated the rewards and recognition and normative commitment in 176 private bank employees in India (Ghosh, Rai, Chauha, Baranwal, & Srivastava, 2016). Even though employee engagement has mediated rewards and recognition to normative commitment but the relationship between variables is partially mediated. On the other hand, employee engagement is the result of emotional commitment that reflects the passion for their work and the organization for which they work (Ahmat, Arendt, & Russell, 2019).

2.3.2 Organizational Commitment (OC) and Employee Spirituality (ES)

Rahman et al. (2019) performed a study on executive staff who pursued an MBA in Dhaka, Bangladesh and showed that spirituality in the workplace could strengthen organizational commitment. Furthermore, Jena and Sajeet Pradhan (2018) research on executives who were working in manufacturing companies and service companies in India found that it had a significant influence between spirituality at work and organizational commitment at work. Next, a research was conducted by Rego and Miguel Pina e Cunha (2008), where the research interviewed the individuals from various organizations and depicted the recommendations for spirituality in the workplace to increase affective commitment in the company and employee loyalty to the company. Likewise, Djafri and Kamaruzaman Bin Noordin (2017) found the Spirituality in the workplace could increase organizational commitment. Whereas much evidence has clarified the relationship between Compensation fairness and employee engagement, and the relationship between compensation fairness and employee spirituality, each research finding outcome did not identify which variables play essential roles as the consequences or antecedents. So, this research proposes the moderating effect of employee spirituality as the moderator variable through the hypothesis shown below.

Hypothesis 3: *Employee Spirituality moderates between Organizational Commitment and Work Engagement.*

Based on many literature reviews above, it could be concluded a hypothesis model shown below on Fig. 1.

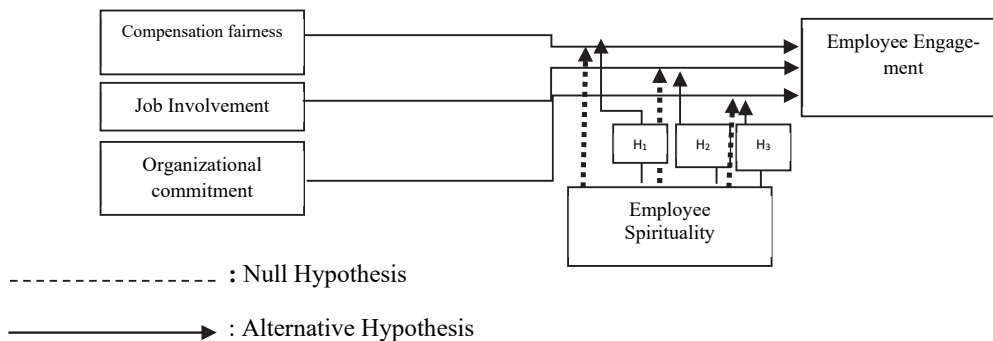


Fig. 1. Theoretical model

3. Research Methods

3.1 Sampling Method and Size

Population and Sample. A total of 200 questionnaires were distributed randomly to employees in the service, manufacturing, and other sectors in Malang City in May 2020. In July 2020, 175 questionnaires were returned or a response rate of 75 percent, meanwhile, 139 questionnaires were Muslim employees. Following, August until September 2020, 150 questionnaires were distributed again and as many as 140 questionnaires were returned (93.3 percent response rate).

3.2 The Instrument

Variables Measures Description. Employee engagement was measured by 17 Items UWES plus 2 items as additional items for Indonesia context that was commonly used in much popular research. Compensation fairness used 5 items from 12 items developed by Freud and Baltes (2002) and Taufek (2016). Moreover, Job involvement used New South Wales (NSW) Department of Environment, Climate Change, and Water (2007). Also, an organizational commitment was taken from the three-component model by Meyer and Allen (1991). The moderator variable was Employee Spirituality which was gathered from Aldrige and Ferguson (2007).

3.3 Validity and Reliability Result

Table 1 shows the Compensation fairness items score was 0.755 (sig. 0.000), Job Involvement items score was 0.736 (sig. 0.000), Organizational Commitment items score was 0.787 (sig. 0.000), Employee Spirituality items score was 0.723 (sig. 0.000), and Employee Engagement items score was 0.757 (sig. 0.000). All variable's KMO scores were > 0.5. It was concluded that all variable results were valid (Ghozali, 2013).

Table 1
All Variable Validity Result (used CFA analysis: KMO and Bartlett's Test)

Variable	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity (Aprox Chi Square)	Df	Sig.
Compensation Fairness	.755	293.110	10	.000
Job Involvement	.736	371.774	10	.000
Organizational Commitment	.787	956.308	36	.000
Employee Spirituality	.723	593.755	36	.000
Employee engagement	.757	3131.565	171	.000

3.4 Reliability Result

Employee Engagement score was .819, Compensation Fairness score was .704, Job Involvement score was .752, Organizational Commitment score was .829, Employee Spirituality score was .704 (higher than 0.70) that it could be concluded that all item in all variables was reliable (Ghozali, 2013).

Table 2
Reliability Test Result (Cronbach's Alpha)

Variable	Cronbach's Alpha	N of Items
Employee Engagement	.819	19
Compensation Fairness	.704	5
Job Involvement	.752	5
Organizational Commitment	.829	9
Employee Spirituality	.704	9

4. Results

4.1 Demographic analysis

Fig. 2 depicts the majority of the respondent educational background was undergraduate (193 respondents, 69 percent), had worked experience from 1 until 9 years (87 respondents, 62.6 percent), was working in a various field outside Banking, Financial institutions, manufacturing (110 respondents, 79.1 percent), and had to age between 18 until 30 years old (95 respondents, 68.3 percent).



Fig. 2. Demographic data of the respondents

4.2 Classic assumption test Analysis

4.2.1 Normality Test

Table 3 described the Kolmogorov Smirnov beta score was 0.048 with sig. 0.517. The resulting score means that the data residual was distributed normally (Ghozali, 2013).

Table 3

Normality test with One Sample Kolmogorov Smirnov Test

One-Sample Kolmogorov-Smirnov Test			
	Test Statistic		.048
	Asymp. Sig. (2-tailed)		.200
Monte Carlo Sig. (2-tailed)		Sig.	.517
	99% Confidence Interval	Lower Bound	.903
		Upper Bound	.918

4.2.2 Heteroscedacity Test

Table 4 depicts that none of the independent variable coefficient was significance. It could be concluded that the regression model had no heteroscedasticity (Ghozali, 2013).

Table 4

Heteroscedacity Test (Park Test)

Model		Standardized Coefficients	
		Beta	Sig.
1	(Constant)		.041
	Compensation Fairness	-.062	.401
	Job Involvement	-.004	.956
	Organizational Commitment	-.042	.564
	Employee Spirituality	.063	.318

4.2.3 Multicollinearity Test

Table 5 shows the Tolerance score was less than 0.1 and the VIF score was not more than 10. It assumes that the model did not contain any multicollinearity problem among all variables in this regression model (Ghozali, 2013).

Table 5

Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Compensation Fairness	.668	1.497
Job Involvement	.558	1.791
Organizational Commitment	.669	1.494
Employee Spirituality	.914	1.095

4.3 Moderated Regression Analysis (MRA)

This study used moderation analysis with the Moderated Regression Analysis (MRA) approach. This approach compared three models (Ghozali, Application of Multivariate Analysis with the IBM SPSS 25, 2018). To analyze the moderator relationship between employee spirituality and employee engagement, the following table was used (Ghozali, 2013):

Table 6

Type of Moderating Variable (Rules of Thumb)

	Related with criterion and/or predictor (β_3 significant at model 3)	Not Related with criterion and/or predictor (β_3 insignificant at model 3)
Not interact to Predictor (β_2 insignificant at model 2)	<i>Intervening, Exogen, Antecedent</i>	<i>Moderator (Homologizer)</i>
Interact to Predictor (β_2 significant at model 2)	<i>Moderator (quasi moderator)</i>	<i>Moderator (pure moderator)</i>

H₁: *Employee Spirituality moderates the relationship between Compensation Fairness (CF) and Employee Engagement (EE).*

Table 7

Three Model Hypothesis 1

Name	Adj. R ²	F	Sig.	Constant	β_1	β_2	β_3
Model 1	.008	3.198	.007	4.336 (sig. 000)	.107 (sig.007)		
Model 2	.897	1210.022	.156	.607 (sig. 000)	-.001(sig.974)	.948 (sig. 000)	
Model 3	.899	812.656	.000	-.150(sig. 748)	.519(sig.101)	1.131(sig. 000)	-.572 (sig.099)

Model 2 shows that β_2 was significant (has interaction) and Model 3 shows β_3 was insignificant (no relationship). The Moderator type was **Pure moderator**.

H₂: *Employee Spirituality moderates the relationship between Job Involvement (JI) and Employee Engagement (EE).*

Table 8

Three Model Hypothesis 2

Name	Adj. R ²	F	Sig.	Constant	β_1	β_2	β_3
Model 1	.072	22.636	.000	4.042	.275 (sig. 000)		
Model 2	.897	1210.057	.000	.606 (sig. 000)	.002 (sig. 000)	.947 (sig .928)	
Model 3	.901	845.651	.000	-1.228 (sig. 000)	1.128 (sig. 000)	1.392 (sig.000)	-1.327 (sig.000)

Model 2 depicted β_2 was not significant (had not interaction) and Model 3 described β_3 was significant (had relationship). The Moderator was **Moderator (Homologizer)**

H₃: *Employee Spirituality moderates the relationship between Organizational Commitment (OC) and Employee Engagement (EE).*

Table 9

Three Model Hypothesis 3

Name	Adj. R ²	F	Sig.	Constant	β_1	β_2	β_3
Model 1	.022	7.138	.008	4.271	.159 (sig. 008)		
Model 2	.897	1210.018	.000	.607(sig. 000)	.000(sig. 989)	.947 (sig. 000)	
Model 3	.897	808.904	.000	.000(sig.999)	.438(sig. 211)	1.093(sig. 000)	-.485 (sig. 210)

Model 2 depicted β_2 was significant (had interaction) and Model 3 described β_3 was insignificant (had not relationship). The Moderator was **pure moderator**. Finally, Table 10 demonstrates the summary of testing the hypotheses.

Table 10

Hypothesis Test Results

Hypothesis	Status	Type of Moderator
H ₁	Accepted	Pure Moderator
H ₂	Accepted	Homologizer Moderator
H ₃	Accepted	Pure Moderator

5. Discussion and Recommendation

This research investigated the moderating effect of Employee Spirituality between Compensation fairness, Job Involvement, Organizational Commitment, and Employee engagement: ES between CF and EE (β_2 , $p=.000<0.05$, β_2 , $p=.099>0.05$), ES between OC and EE (β_2 , $p=.000<0.05$, β_3 , $p=.210>0.05$), Employee Spirituality fully moderated or Pure Moderator. Also, ES between JI and EE (β_2 , $p=.928>0.05$, β_3 , $p=.000<0.05$), Employee Spirituality partially moderated or Homologizer Moderator. This first result verified earlier studies illustrating the relationship of all independent variables on employee engagement (Taufek, Zulkifle, & Sharif, 2016; Zacher, Chan, Bakker, & Demerouti, 2014; Kulikowski, 2018; Ahmat, Arendt, & Russell, 2019; Maden, 2015; Iqbal, Adawiyah, Suroso, & Wihuda, 2019; Sharma & Kumra, 2020; Aktar & Pangil, 2017) and the second result also explained past research describing the relationship of the all independent variables on employee engagement (Ibrahim & Falasi, 2014; Bandura & Lyons, 2014; Maden, 2015; Mahipalan & Sheena, 2018; Soltani & Sahabi, 2016; Acheampong & Agyapong, 2020). This study result has generated originally theoretical contributions by describing the roles of employee spirituality in terms of moderation between compensation fairness, job involvement, and organizational commitment and employee engagement, especially in service and manufacturing sectors. Moreover, practical contributions in this research based on this research outcomes were the service and manufacturing companies to improve employee engagement, have to consider about the increasing of compensation fairness about (1) salary and bonus suitable as the employee effort (2) salary and bonus suitable with their efforts if it is compared with a similar job in the other companies (3) salary and the bonus has matched with work outcomes (4) salary and the bonus is fitting enough if it compared with another job in the same

company. Beside the compensation fairness variable, the service and manufacturing company should pay attention to Organizational Commitment which is consist of (1) how the employees are involved in many companies activities (2) how deep the employees feel sacrifice if they leave the companies (3) how to maintain the employees to stay at long term (4) how the companies have diverse facilities comparing with other similar companies (5) how the companies create better workplace climate (6) how the companies should support the employees in the difficult period and (7) how the companies promote financial and non-financial aid for their employees. Also, to strengthen both previous variables, the service and manufacture company should consider employee spirituality which is divided into (1) how the employees have the main view related to the way of life-based on the goodness or the God roles (2) how the employees maintain their emotional stability (3) how the employee have faith on their religion or belief (4) how the employees keep their confidence at the workplace (5) how the employees have good determination (6) how the employees do their job based on relevant knowledge and company concept (7) how the employees uphold their self-esteem at the workplace, and (8) how the employees can relate between social life and personal life built upon the goodness or God roles. However, previous results cooperate well with employee spirituality to employee engagement but employee spirituality only partially improves employee engagement. So, the service and manufacture companies should pay more attention on employee spirituality in the future to assist job involvement and employee engagement.

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