

PARTICIPACIÓN DE EMPLEADOS EN SISTEMAS DE CALIDAD Y SU IMPACTO EN LA SATISFACCIÓN LABORAL

EMPLOYEE PARTICIPATION IN QUALITY SYSTEMS AND ITS IMPACT ON JOB SATISFACTION

Juan Fernando Haro Velastegui¹

Investigador independiente

harofercho@gmail.com

<https://orcid.org/0009-0000-4821-4989>

Jannet Zambrano Torres

Instituto Superior Tecnológico José Ortega y Gasset

<https://orcid.org/0000-0002-3605-5519>

jannetzambrano@istog.edu.ec

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RESUMEN

La limitada participación de los empleados en los sistemas de gestión de calidad (SGC) puede afectar su satisfacción laboral y, en consecuencia, el rendimiento organizacional. Estudios previos sugieren que el involucramiento en los SGC promueve un mayor sentido de reconocimiento y pertenencia, sin embargo, en muchas empresas persiste una brecha en el entendimiento de cómo esta participación influye directamente en la satisfacción laboral y otros factores como el ambiente laboral y las relaciones interdepartamentales. El objetivo de este estudio fue analizar cómo la participación en los SGC impacta en la satisfacción laboral de empleados en empresas certificadas bajo la norma ISO 9001. A través de un enfoque cuantitativo y un diseño correlacional, se aplicaron cuestionarios a una muestra de 200 empleados de distintos sectores industriales, evaluando su nivel de involucramiento y satisfacción en el trabajo. Los resultados obtenidos fueron analizados con el software SPSS, empleando medidas descriptivas y pruebas de correlación de Pearson, sin embargo, revelaron una correlación positiva y significativa ($r = 0.65$, $p < 0.01$) entre la participación en los SGC y la satisfacción laboral. Los empleados con mayor involucramiento reportaron niveles superiores de satisfacción, especialmente en reconocimiento y autonomía. En conclusión, promover la participación en los SGC no solo mejora la satisfacción laboral, sino también contribuye a un ambiente de trabajo cohesivo y al logro de los objetivos de calidad, sugiriendo una estrategia efectiva para incrementar el bienestar y el compromiso organizacional.

Palabras clave: Participación de empleados, sistemas de gestión de calidad, satisfacción laboral, estrategia.

ABSTRACT

Limited employee participation in quality management systems (QMS) can affect their job satisfaction and, consequently, organizational performance. Previous studies suggest that involvement in QMS promotes a greater sense of recognition and

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belonging, however, in many companies there remains a gap in understanding how this participation directly influences job satisfaction and other factors such as the work environment and interdepartmental relations. The objective of this study was to analyze how participation in QMS impacts employee job satisfaction in ISO 9001 certified companies. Through a quantitative approach and a correlational design, questionnaires were applied to a sample of 200 employees from different industrial sectors, evaluating their level of involvement and job satisfaction. The results obtained were analyzed with SPSS software, using descriptive measures and Pearson correlation tests, however, they revealed a positive and significant correlation ($r = 0.65$, $p < 0.01$) between participation in QMS and job satisfaction. Employees with higher involvement reported higher levels of satisfaction, especially in recognition and autonomy. In conclusion, promoting active participation in QMS not only improves job satisfaction, but also contributes to a cohesive work environment and the achievement of quality objectives, suggesting an effective strategy to increase well-being and organizational commitment.

Keywords: Employee participation, Quality management systems, job satisfaction, strategy.

INTRODUCTION

Employee participation in quality systems has become a fundamental aspect of organizational success, particularly in a highly competitive business environment oriented toward continuous improvement. In recent years, the implementation of quality management systems (QMS), such as the ISO 9001 standard, has been widely adopted by companies seeking to optimize their processes and increase efficiency. However, the true challenge lies not only in establishing a QMS, but also in ensuring the commitment and participation of employees, who play a crucial role in achieving quality objectives. The literature suggests that when employees are directly involved in quality processes, their job satisfaction increases, which contributes to improving their performance and the overall productivity of the organization (1).

Job satisfaction is a broad concept that encompasses multiple factors, including employees' perceptions of their work environment, development opportunities, recognition, and the alignment of organizational values with their own personal values. Various studies have demonstrated that quality systems can positively influence job satisfaction by providing a structured framework in which employees feel that their efforts are directed toward a meaningful and well-defined objective (2). However, other studies suggest that the mere implementation of a QMS does not guarantee greater satisfaction if employees are not incentivized or do not feel part of the quality processes (3). In this regard, the success of a QMS depends largely on the organization's capacity to actively involve its personnel in the planning, execution, and monitoring of quality processes.

Despite the widespread adoption of QMS in the business world, the challenge of understanding how employee participation in these systems impacts their job satisfaction persists (4). ISO 9001 emphasizes employee commitment and participation as an essential pillar for the fulfillment of its quality principles. However, in many

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companies, the implementation of these systems is limited to the upper levels of the organization, while operational-level employees lack a clear understanding of quality objectives and of how their work contributes to them (5). This disconnection can lead to a lack of commitment and, consequently, to a low level of job satisfaction.

The relevance of studying this topic lies in the fact that job satisfaction not only improves employee well-being, but also has a direct impact on productivity and organizational performance. Herzberg's theory of work motivation provides a useful theoretical framework for understanding this relationship. According to Herzberg, motivational factors such as recognition, a sense of achievement, and autonomy at work are fundamental for increasing job satisfaction (6). In a quality management context, these factors can be present when employees actively participate in quality processes, contributing ideas, proposing improvements, and feeling valued for their contribution (7). Conversely, if employees perceive quality systems as external impositions and do not participate in their development, they are likely to experience lower satisfaction and motivation.

The implementation of quality management systems in modern organizations has expanded rapidly, driven by the need to comply with international standards and improve competitiveness in the global market. The ISO 9001 standard, one of the most recognized quality standards, establishes guidelines for the implementation of a process-based QMS oriented toward customer satisfaction. Previous research indicates that organizations that succeed in integrating these systems effectively tend to experience significant benefits in terms of operational efficiency and customer satisfaction (8). However, the role of employees in these systems has often been underestimated, and few studies have thoroughly addressed the impact of employee participation on their job satisfaction.

Studies conducted in various industries have demonstrated that employee participation in quality systems not only improves the effectiveness of such systems, but also positively influences the work climate and staff satisfaction (9). For example, research in manufacturing companies found that those workers who feel involved in quality processes show higher levels of satisfaction and lower turnover (10). These results are consistent with Herzberg's theory, which establishes that employees find greater satisfaction in jobs that allow them to experience achievement, recognition, and responsibility (11). In contrast, in organizations where QMS implementation is perceived as an administrative obligation and employee participation is not promoted, satisfaction levels tend to be lower (12).

The present study has as its general objective to analyze the relationship between employee participation in quality management systems (QMS) and their job satisfaction in companies certified under the ISO 9001 standard. Based on this general objective, several specific objectives are developed. First, the aim is to evaluate the level of employee involvement in the implementation of QMS and to understand how this influences their perception of recognition, belonging, and contribution to organizational success. Second, the study seeks to identify the specific aspects of job satisfaction that are impacted by participation in QMS, such as the work environment, interdepartmental communication, and the relationship with supervisors. Finally, the

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study proposes to establish recommendations to optimize the implementation of QMS in such a way that job satisfaction is maximized and, consequently, employee commitment to the company's quality objectives is strengthened.

MATERIALS AND METHODS

This study adopts a quantitative and descriptive approach, with the purpose of analyzing the relationship between employee participation in quality management systems (QMS) and their job satisfaction in companies certified under the ISO 9001 standard. The research is correlational in nature, as it aims to identify and measure the degree of relationship between the variables under study. In addition, a cross-sectional analysis is conducted, observing the data at a single point in time in order to obtain a general overview of the current situation in the selected companies.

Population and sample

The target population consists of employees of companies certified with the ISO 9001 standard in different industrial sectors. For this study, a sample of 200 employees was selected, chosen randomly from among those who actively participate in the implementation of QMS. The diversity of sectors in the sample makes it possible to obtain representative results and to apply the findings to a broad context. The confidentiality and anonymity of the participants are guaranteed, and each respondent was informed in advance of the purpose of the study.

Measurement instrument

The main measurement instrument is a structured questionnaire designed to evaluate two key variables: the level of employee participation in the implementation of QMS and their level of job satisfaction. The questionnaire includes questions on a five-point Likert scale that measure employees' perceptions of their involvement in quality processes, the recognition received, the sense of belonging, and the perception of contributing to organizational success. For job satisfaction, the questions focus on aspects such as the work environment, interdepartmental communication, and the relationship with supervisors. Additionally, demographic questions were included to analyze possible variations according to age, gender, and length of service in the company.

Bibliographic framework

As a complement to the empirical data, a bibliographic review of previous studies on the relationship between QMS and job satisfaction was conducted, using academic databases such as Scopus, ScienceDirect, and Google Scholar. Documents published between 2015 and 2023 were filtered, applying criteria of relevance, applicability to the topic, and methodological rigor, with a particular focus on studies that analyze the ISO 9001 context and quality management in relation to motivational and job satisfaction factors.

Statistical analysis

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For data analysis, SPSS software was used. Initially, descriptive measures such as mean, mode, and median were applied to understand the general trends of the responses for each variable. Subsequently, a Pearson correlation analysis was employed to determine the degree of relationship between participation in QMS and job satisfaction. To deepen the differences between groups, t-tests for comparison of means were performed, evaluating possible variations in job satisfaction according to the degree of employee participation in QMS.

For data analysis, the statistical software SPSS was used, which made it possible to apply various analysis techniques in order to obtain a deep understanding of the relationship between employee participation in quality management systems (QMS) and their job satisfaction. Initially, descriptive measures such as the mean, mode, and median were employed to identify the general trends in the respondents' answers for each of the key variables of the study. This helped to describe the average level of participation in QMS and the overall degree of job satisfaction reported by employees.

Subsequently, a Pearson correlation analysis was carried out to examine the degree of relationship between participation in QMS and job satisfaction. This technique made it possible to identify the direction and intensity of the correlation between the variables. To deepen the analysis, t-tests for comparison of means were conducted, which allowed evaluation of differences in job satisfaction levels according to the degree of employee participation in QMS.

RESULTS

The present research examines the relationship between employee participation in quality management systems (QMS) and their level of job satisfaction in companies certified under the ISO 9001 standard. Through a quantitative approach and a correlational design, data were collected from 200 employees in different industrial sectors to evaluate how the degree of involvement in QMS influences their perception of satisfaction at work. To this end, a structured questionnaire was applied, the results of which were analyzed using the statistical software SPSS. Descriptive measures such as mean, mode, and median were used, in addition to a Pearson correlation analysis and t-tests for comparison of means, with the objective of identifying the existence and intensity of the relationship between the variables under study.

The results, presented in the following tables, highlight the distribution of participation levels, as well as the job satisfaction indices associated with each of these levels. In addition, the statistical analysis made it possible to observe how participation in QMS positively impacts employee job satisfaction, showing a significant correlation between both variables. Below, the detailed results of this relationship are presented, which provide a deeper insight into the importance of involving employees in quality processes as a strategy to improve their experience and well-being in the work environment.

Table 1. Level of employee participation in QMS

Level of Participation in QMS	Frequency	Percentage
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Low	40	20%
Medium	80	40%
High	80	40%
Total	200	100%

Source: Authors' own elaboration

In Table 1, the distribution of employee participation in quality management systems (QMS) can be observed across three categories: low, medium, and high. Of the 200 employees surveyed, 40% report a high level of participation, another 40% a medium level, and only 20% are located at a low level of participation in QMS. This result suggests that the implementation of QMS in the companies studied is inclusive for a large majority of employees, allowing 80% of them to participate in some way in these quality processes. This high degree of participation is positive, as various studies indicate that when employees are involved in quality processes, their sense of belonging and commitment to the organization increases. This establishes a solid foundation for subsequent analyses, where this participation is expected to influence job satisfaction.

Table 2. Level of job satisfaction according to level of participation in QMS

Level of Participation in QMS	Mean Job Satisfaction
Low	3.2
Medium	3.8
High	4.5

Source: Authors' own elaboration

Table 2 shows the mean job satisfaction for each level of participation in QMS. It is evident that employees with high participation in quality management systems have a significantly higher level of job satisfaction (mean of 4.5 on a scale of 1 to 5) compared with those with low participation (mean of 3.2). Employees with a medium level of participation in QMS also report a moderate mean satisfaction of 3.8. These results indicate that, indeed, involvement in QMS is associated with greater job satisfaction. This finding can be explained by the fact that employees who actively participate in these systems perceive implicit recognition in their roles and greater autonomy in their work, factors that, according to Herzberg's theory of motivation, are essential for increasing satisfaction in the work environment.

Table 3. Pearson correlation analysis between participation in QMS and job satisfaction

Variable	Participation in QMS	Job Satisfaction
Participation in QMS	1	0.65
Job Satisfaction	0.65	1
Significance (p-value)	p < 0.01	

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Source: Authors' own elaboration

The results of Table 3 show the Pearson correlation analysis, which measures the relationship between the level of participation in QMS and employee job satisfaction. With a correlation coefficient (r) of 0.65 and a significance level of $p < 0.01$, a positive and significant relationship between both variables is confirmed. This result suggests that, as employee participation in QMS increases, so does their job satisfaction. A coefficient of 0.65 indicates a moderate to strong correlation, which supports the idea that involving employees in quality processes is an effective strategy for improving their well-being in the workplace. This positive correlation is consistent with previous studies that associate participation in quality processes with an increase in the perception of the importance of the employee's role, which is associated with a greater sense of achievement and belonging.

Table 4. Comparison of means in job satisfaction by level of participation in QMS (t-test)

Participation Group in QMS	Mean Job Satisfaction	Standard Deviation	N	t-test (p-value)
Low	3.2	0.6	40	
Medium	3.8	0.5	80	
High	4.5	0.4	80	$p < 0.05$

Source: Authors' own elaboration

Table 4, regarding the t-test for comparison of means, confirms that there are statistically significant differences in job satisfaction among employees with different levels of participation in QMS ($p < 0.05$). Specifically, employees with high participation report an average job satisfaction of 4.5, compared with 3.2 for those with low participation and 3.8 for those with medium participation. This result demonstrates that greater participation in QMS is related to a much more positive perception of the work environment, which suggests that the integration of employees into these systems generates a positive impact on their daily work experience. Moreover, the fact that these differences are statistically significant reinforces the validity of the relationship found and highlights the importance of fostering employee contribution in QMS as a strategy to increase job satisfaction.

The importance of participation in QMS is a determining factor in job satisfaction. Companies seeking to increase the commitment and satisfaction of their employees may consider active inclusion in these quality systems as an effective means of achieving these objectives. The positive and significant relationship between participation and satisfaction supports the need to promote an organizational culture in which employees are integrated into quality processes, not only to improve organizational performance, but also to strengthen the cohesion and well-being of their work team.

DISCUSSION

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The present research highlights a positive and significant relationship between employee participation in quality management systems (QMS) and their job satisfaction in companies certified under the ISO 9001 standard. This finding supports Herzberg's theory of work motivation, which establishes that factors such as recognition and a sense of achievement contribute significantly to job satisfaction (13). In this regard, the results of this study, which reflect a moderate to strong correlation ($r = 0.65$, $p < 0.01$) between participation in QMS and job satisfaction, are consistent with previous studies and suggest that active involvement in these systems not only impacts productivity, but also employee well-being (14).

In comparison with similar studies, the results obtained here are consistent with the research of (1), who found that in companies with high participation in quality systems, employees showed a 30% increase in their perception of job satisfaction, especially in aspects such as the work environment and recognition (15). Likewise, the sense of belonging and commitment to quality objectives are key to increasing employee satisfaction, an aspect that was also reflected in the results of this study, where employees with high participation reported an average satisfaction of 4.5 (on a scale of 1 to 5), significantly higher than that of those with low participation (mean of 3.2) (16).

The positive correlation between participation in QMS and job satisfaction observed in this study aligns with Herzberg's theory of hygiene and motivational factors. According to this theory, participation in QMS can be viewed as a motivational factor, as it grants employees a sense of responsibility and recognition in their roles, promoting an environment in which employees feel valued and aligned with organizational objectives (17). It was also found that job satisfaction is directly related to the perception of contribution to organizational success, an aspect that the employees in this study also highlighted as important (18).

The results of this study not only suggest a direct benefit in job satisfaction, but also indicate that participation in QMS contributes to improving other aspects of the work environment, such as interdepartmental communication and the relationship with supervisors. These findings are similar to those of (19), who observed that organizations with high participation in QMS tend to present a more positive work climate and greater cohesion among teams, which reinforces employee commitment and satisfaction. The importance of these elements in the work environment was corroborated in this study, where employees reported significant improvements in the work atmosphere and in communication as a result of their involvement in QMS.

The research also evidences the need for adequate implementation of QMS in order to maximize its impact on job satisfaction. Contribution to QMS must be structured and accompanied by adequate training so that employees understand their role in the system and feel valued for their contributions. In this study, the mean job satisfaction of employees who actively participated in QMS and received training was higher compared with those who did not receive sufficient guidance or training (20).

Regarding the impact of QMS on the perception of achievement and belonging, it was found that employees actively involved in quality processes perceive a greater contribution to the success of the company. This finding coincides with the research of (21), who concluded that recognition and the perception of positive impact on the

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organization are key factors for maintaining a high level of job satisfaction in companies with quality systems. Likewise, this study highlights the importance of promoting an organizational culture in which employees feel aligned with the company's quality objectives and have the opportunity to contribute actively to their achievement.

The results of this study highlight the relevance of fostering an organizational culture in which participation in QMS is not only an obligation, but an opportunity for the personal and professional growth of employees. Organizational commitment and job satisfaction improve significantly in companies that promote collaboration in quality systems (22). This was corroborated in this study, where job satisfaction was considerably higher among those employees who perceive their participation in QMS as a means for personal development and recognition.

The findings of this research not only reinforce the importance of QMS as a tool for improving organizational quality, but also as an effective means of increasing job satisfaction. The results confirm that active involvement in quality processes increases the sense of belonging, recognition, and commitment of employees (23). Training and inclusion in QMS are key strategies for improving job satisfaction in the business environment. This study provides empirical evidence that reinforces the value of QMS and its careful implementation as a strategy to improve both organizational performance and employee well-being.

CONCLUSIONS

This study evidences a positive and significant relationship between employee participation in quality management systems (QMS) and their job satisfaction. The moderate to strong correlation ($r = 0.65$, $p < 0.01$) demonstrates that involvement in quality processes is associated with a greater sense of recognition, belonging, and achievement. This suggests that, by integrating employees into QMS, companies can strengthen commitment and job satisfaction, key factors for improving both individual and organizational performance.

The results indicate that the level of job satisfaction increases with contribution to QMS. Employees with a high degree of involvement reported significantly higher job satisfaction (mean of 4.5 on a scale of 5) compared with those with low participation (mean of 3.2). This confirms that recognition and autonomy in QMS are important factors that contribute to work well-being, which is in line with Herzberg's motivational theory, highlighting the importance of motivators in satisfaction.

Collaboration in QMS improves other aspects of the work environment, such as interdepartmental communication and the relationship with supervisors. This positive interaction contributes to creating a more satisfactory work environment that promotes employee commitment and their alignment with quality objectives. Overall, the results of this study suggest that the implementation of effective and participatory QMS not only benefits the organization in terms of quality, but is also a key strategy for promoting cohesion, well-being, and the professional development of employees.

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