

THE INFULENCE OF EMPLOYEE ENGAGEMENT, SELF-EFFICACY, AND ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL COMMITMENT

Diska Rizkyana

Management, Faculty Economics and Business, Universitas PGRI Madiun

email: rizkyanadis4@gmail.com

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh *employee engagement*, *self-efficacy*, dan *organizational justice* terhadap komitmen organisasi pada karyawan PT BPR Ekadharma Bhinaraharja. Penelitian ini menggunakan pendekatan kuantitatif dengan teknik pengumpulan data melalui kuesioner yang disebarikan kepada 94 responden menggunakan teknik sampling jenuh. Analisis data dilakukan dengan bantuan SPSS melalui uji validitas, uji reliabilitas, uji asumsi klasik, analisis regresi linear berganda, dan uji t. Hasil penelitian menunjukkan bahwa *employee engagement* berpengaruh positif dan signifikan terhadap komitmen organisasi, *self-efficacy* berpengaruh positif dan signifikan terhadap komitmen organisasi, dan *organizational justice* berpengaruh positif dan signifikan terhadap komitmen organisasi, dengan *organizational justice* memberikan kontribusi pengaruh yang paling dominan. Ketiga variabel independen secara bersama-sama mampu menjelaskan variasi komitmen organisasi sebesar 67,55%. Penelitian ini menyarankan agar perusahaan terus meningkatkan keterlibatan kerja, keyakinan diri, dan keadilan organisasi karyawan secara berkelanjutan guna memperkuat komitmen organisasi.

Kata Kunci: *Employee Engagement, Self-Efficacy, Organizational Justice*, Komitmen Organisasi.

Abstract

This study aims to analyze the influence of employee engagement, self-efficacy, and organizational justice on organizational commitment among employees of PT BPR Ekadharma Bhinaraharja. This study used a quantitative approach with data collected through questionnaires distributed to 94 respondents using a saturated sampling technique. Data were analyzed with SPSS through validity and reliability tests, classical assumption tests, multiple linear regression analysis, and t-tests. The results show that employee engagement has a positive and significant effect on organizational commitment, self-efficacy has a positive and significant effect on organizational commitment, and organizational justice has a positive and significant effect on organizational commitment, with organizational justice providing the most dominant contribution. Together, the three independent variables explain 67.55% of the variation in organizational commitment. This study recommends that the company continuously strengthen employee engagement, self-efficacy, and organizational justice to reinforce employees' organizational commitment.

Keywords: *Employee Engagement, Self-Efficacy, Organizational Justice, Organizational Commitment.*

A. INTRODUCTION

Human resources are one of the most important factors in an organization, since their existence largely determines the organization's success in achieving its established goals (Paradina & Wijayati, 2022). Every organization is therefore required to manage its human resources effectively in order to increase productivity, maintain competitiveness, and achieve organizational goals amid a constantly changing business environment (Syafri *et al.*, 2025).

Recent developments in the world of work have given rise to a new phenomenon known as quiet quitting, a condition in which employees continue to carry out their duties but only to the minimum extent required, without showing engagement or initiative toward the organization (Formica & Sfodera, 2022). This phenomenon does not necessarily reflect an employee's intention to leave the organization outright, but rather a tendency to work strictly within the boundaries of job requirements without providing optimal contribution, and it poses a growing challenge for organizations across sectors in maintaining employee engagement and commitment.

This phenomenon is also a concern in the banking sector, including Rural Banks (Bank Perekonomian Rakyat/BPR). PT BPR Ekadharma Bhinaraharja, located in Magetan, East Java, is one of the rural banks facing this challenge. A pre-survey conducted at the company revealed a declining percentage of “Good” and “Excellent” categories in employee performance appraisals for the 2021–2025 period, unmet company targets, and negative employee perceptions regarding employee engagement, self-efficacy, and organizational justice, all of which are indicated to contribute to a low level of organizational commitment among employees.

Employee engagement reflects a positive psychological state characterized by vigor, dedication, and absorption toward one's work (Schaufeli & Bakker, 2004) and has been found to positively influence organizational commitment (Islam & Islam, 2021; Widodo & Ariani, 2024; Nugraha *et al.*, 2025). Self-efficacy, defined as an individual's

belief in their capability to successfully perform tasks (Bandura, 1977), has also been shown to strengthen organizational commitment (Aryati & Armanu, 2023; Rafa et al., 2025; Rudy et al., 2023). Furthermore, organizational justice, encompassing distributive, procedural, interpersonal, and informational dimensions (Colquitt, 2001), has been found to significantly influence organizational commitment (Jabbar & Gul, 2026; Prasetyan et al., 2023; Sitorus et al., 2023).

Although previous studies have examined the effects of employee engagement, self-efficacy, and organizational justice on organizational commitment separately across various industries, empirical studies that examine these three variables within the context of rural banks in Indonesia remain limited, indicating a research gap that this study seeks to address. Based on this background, this study aims to obtain empirical evidence regarding the partial influence of employee engagement, self-efficacy, and organizational justice on organizational commitment among employees of PT BPR Ekadharma Bhinaraharja.

Theoretically, this study is expected to contribute to the development of human resource management literature, particularly regarding the combined role of employee engagement, self-efficacy, and organizational justice in shaping organizational commitment. Practically, the findings are expected to serve as a basis for PT BPR Ekadharma Bhinaraharja in formulating policies to strengthen employee engagement, self-efficacy, and organizational justice among its employees, as well as to provide additional reference material for students and future researchers examining related topics.

1. Literature Review

Employee Engagement

Employee engagement refers to a positive psychological state characterized by vigor, dedication, and absorption toward one's work, which drives employees to focus their attention and energy on completing their tasks (Schaufeli & Bakker, 2004). Employees with a high level of engagement tend to work with enthusiasm, demonstrate strong dedication to their responsibilities, and are willing to go beyond formal job requirements in supporting the achievement of organizational goals.

Previous studies have shown that employee engagement has a positive and significant effect on organizational commitment (Islam & Islam, 2021; Widodo & Ariani, 2024; Nugraha et al., 2025).

Self-Efficacy

Self-efficacy is defined as an individual's belief in their capability to organize and execute the actions required to achieve a certain level of performance or outcome (Bandura, 1977). Employees with high self-efficacy tend to be more confident, more persistent when facing work-related obstacles, and better able to sustain their motivation, which in turn strengthens their attachment to the organization. Several studies have confirmed that self-efficacy has a positive and significant effect on organizational commitment (Aryati & Armanu, 2023; Rafa et al., 2025; Rudy et al., 2023).

Organizational Justice

Organizational justice reflects employees' perceptions of the fairness applied by the organization in the distribution of outcomes, the procedures used in decision-making, and the interpersonal and informational treatment they receive (Colquitt, 2001). When employees perceive that they are treated fairly, they tend to trust the organization more and are more willing to maintain their membership and contribute optimally to organizational goals (Paradina & Wijayati, 2022). Prior research indicates that organizational justice has a positive and significant effect on organizational commitment (Jabbar & Gul, 2026; Prasetyan et al., 2023; Sitorus et al., 2023).

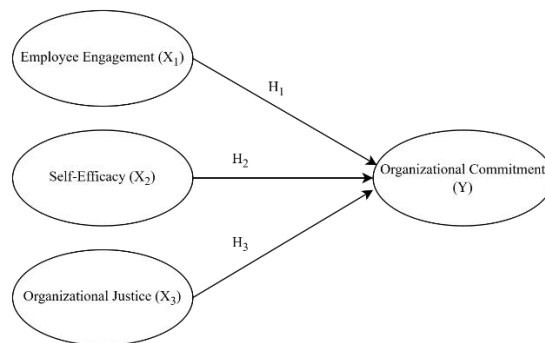
Organizational Commitment

Organizational commitment is defined as the strength of an individual's identification with and involvement in a particular organization, reflected in a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership within it (Mowday et al., 1979). Employees with high organizational

commitment tend to show greater loyalty, a stronger sense of belonging, and a stronger willingness to contribute toward the achievement of organizational goals.

2. Conceptual Framework

Referring to the theoretical review above, employee engagement (X1), self-efficacy (X2), and organizational justice (X3) are conceptualized as factors influencing organizational commitment (Y), both partially. Employee engagement, self-efficacy, and organizational justice are positioned as independent variables, while organizational commitment is positioned as the dependent variable, forming the conceptual framework that underlies this study.



Picture 1. Conceptual Framework

Referring to the conceptual framework described above, the hypotheses of this study are formulated as follows:

H1: It is suspected that employee engagement has a significant effect on organizational commitment.

H2: It is suspected that self-efficacy has a significant effect on organizational commitment.

H3: It is suspected that organizational justice has a significant effect on organizational commitment.

B. METHOD

This study applies a quantitative approach with an explanatory method to examine the influence of employee engagement, self-efficacy, and organizational justice on orhanizational commitment of employees at PT BPR Ekadharma Bhinaraharja, Magetan,

East Jawa, from April to July 2026. Primary data were collected through questionnaires distributed to 94 respondents, covering the entire population, using a saturated sampling (sensus) technique. Data analysis was performed using IBM SPSS Statistics, including descriptive statistics, validity and reliability tests, classical assumption tests, multiple linear regression analysis, t-tests, and the coefficient of determination (R^2).

C. RESULTS AND DISCUSSIONS

This study utilized primary data covering the variables of employee engagement (X1), self-efficacy (X2), and organizational justice (X3), as well as organizational commitment (Y) among employees of PT BPR Ekadharma Bhinaraharja in Magetan, East Java. The research sample consisted of 94 respondents determined using a saturated sampling (census) technique, given that the entire population was relatively small. Based on the data obtained, further analysis yielded the following research findings:

Test Validity

Instrument validity was tested by comparing the calculated r-value (r-count) of each item with the r-table value of 0.202 ($n = 94$, $\alpha = 0.05$, $df = n - 2$). The validity test results showed that all items measuring employee engagement (16 items), self-efficacy (15 items), organizational justice (20 items), and organizational commitment (15 items) produced r-count values greater than the r-table value, indicating that all items were valid.

Table 1. Validity Test Result

Variables	Item	r count	r table	Conclusion
Employee Engagement (X ₁)	X1.1	0,438	0,202	VALID
	X1.2	0,583	0,202	VALID
	X1.3	0,521	0,202	VALID
	X1.4	0,481	0,202	VALID
	X1.5	0,547	0,202	VALID
	X1.6	0,550	0,202	VALID
	X1.7	0,408	0,202	VALID
	X1.8	0,566	0,202	VALID
	X1.9	0,556	0,202	VALID
	X1.10	0,388	0,202	VALID
	X1.11	0,482	0,202	VALID
	X1.12	0,508	0,202	VALID
	X1.13	0,509	0,202	VALID
	X1.14	0,545	0,202	VALID
	X1.15	0,471	0,202	VALID
	X1.16	0,535	0,202	VALID

Self- Efficacy (X ₂)	X2.1	0,331	0,202	VALID
	X2.2	0,549	0,202	VALID
	X2.3	0,647	0,202	VALID
	X2.4	0,582	0,202	VALID
	X2.5	0,536	0,202	VALID
	X2.6	0,473	0,202	VALID
	X2.7	0,425	0,202	VALID
	X2.8	0,422	0,202	VALID
	X2.9	0,663	0,202	VALID
	X2.10	0,493	0,202	VALID
	X2.11	0,574	0,202	VALID
	X2.12	0,596	0,202	VALID
	X2.13	0,661	0,202	VALID
	X2.14	0,574	0,202	VALID
	X2.15	0,326	0,202	VALID
Organizational Justice (X ₃)	X3.1	0,512	0,202	VALID
	X3.2	0,664	0,202	VALID
	X3.3	0,589	0,202	VALID
	X3.4	0,568	0,202	VALID
	X3.5	0,558	0,202	VALID
	X3.6	0,608	0,202	VALID
	X3.7	0,748	0,202	VALID
	X3.8	0,668	0,202	VALID
	X3.9	0,471	0,202	VALID
	X3.10	0,650	0,202	VALID
	X3.11	0,712	0,202	VALID
	X3.12	0,606	0,202	VALID
	X3.13	0,652	0,202	VALID
	X3.14	0,574	0,202	VALID
	X3.15	0,612	0,202	VALID
	X3.16	0,573	0,202	VALID
	X3.17	0,660	0,202	VALID
	X3.18	0,642	0,202	VALID
	X3.19	0,650	0,202	VALID
	X3.20	0,582	0,202	VALID
Organizational Commitment (Y)	Y.1	0,351	0,202	VALID
	Y.2	0,520	0,202	VALID
	Y.3	0,639	0,202	VALID
	Y.4	0,544	0,202	VALID
	Y.5	0,545	0,202	VALID
	Y.6	0,454	0,202	VALID
	Y.7	0,476	0,202	VALID
	Y.8	0,390	0,202	VALID
	Y.9	0,593	0,202	VALID
	Y.10	0,490	0,202	VALID
	Y.11	0,519	0,202	VALID
	Y.12	0,401	0,202	VALID
	Y.13	0,514	0,202	VALID
	Y.14	0,577	0,202	VALID

	Y.15	0,555	0,202	VALID
--	------	-------	-------	-------

Source : Processed Primary Data (2026)

Test Reliability

Table 2. Reliability Test Result

Variable	Cronbach's Alpha	Criterion	Description
Employee Engagement (X ₁)	0,804	> 0.70	Reliable
Self-Efficacy (X ₂)	0,812	> 0.70	Reliable
Organizational Justice (X ₃)	0,911	> 0.70	Reliable
Organizational Commitment (Y)	0,789	> 0.70	Reliable

Source : Processed Primary Data (2026)

Table 2 shows that all four variables produced Cronbach's Alpha values above the minimum threshold of 0.70, indicating that the research instrument was reliable and internally consistent, and therefore appropriate for collecting the research data.

Test Assumption Classic

Test Normality

Table 3. Normality Test Result

One-Sample-Kolmogorov- Smirnov Test		
		Unstandardized Residual
N		94
Normal Parameters ^{a b}	Mean	,000000
	Std. Deviation	3,39036809
Most Extreme Differens	Absolute	,704
	Positive	,704
	Negative	-,062
Test Statistic		,074
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance		

Source : Processed Primary Data (2026)

The normality test was conducted using the One-Sample Kolmogorov-Smirnov test. The results produced an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the significance threshold of 0.05. This result indicates that the residual data in the regression model are normally distributed.

Test Multicollinearity

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Employee Engagement (X ₁)	0,429	2,328	No multicollinearity
Self-Efficacy (X ₂)	0,436	2,295	No multicollinearity
Organizational Justice (X ₃)	0,539	1,856	No multicollinearity

Source : Processed Primary Data (2026)

Table 4 shows that all three independent variables produced tolerance values above 0.10 and VIF values below 10, indicating that there is no multicollinearity problem among the independent variables used in this study.

Test Heteroscedasticity

Table 5. Heteroscedasticity Test Results (Glejser)

Unstandardized Coefficients						
Model		B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	2,518	1,982		1,270	,207
	Employee Engagement	,069	,053	,207	1,299	,197
	Self-Efficacy	-,044	-,058	-,120	-,760	,499
	Organizational Justice	-,021	,033	-,099	-,695	,489

Dependent Variable : Abs Res

Source : Processed Primary Data (2026)

The heteroscedasticity test was conducted using the Glejser method, by regressing the absolute residual values against the independent variables. A regression model is considered free from heteroscedasticity if the significance value of each independent variable is greater than 0.05. Table 5 shows that the significance values for employee engagement, self-efficacy, and organizational justice were all greater than 0.05, indicating that the regression model used in this study is free from heteroscedasticity problems.

Test Multiple

Table 6. Results of Multiple Linear Regression Analysis

Unstandardized Coefficients						
Model		B	Std.Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	9,196	3,039		3,027	,003
	Employee Engagement	,168	,082	,190	2,067	,042
	Self-Efficacy	,295	,089	,301	3,308	,001
	Organizational Justice	,254	,047	,441	5,378	,000

Dependent Variable : Organizational Commitment

Based on Table 6, the regression equation obtained is $Y = 9.196 + 0.168X_1 + 0.295X_2 + 0.254X_3 + e$. All three independent variables show positive coefficients, indicating that increases in employee engagement, self-efficacy, and organizational justice are each associated with an increase in organizational commitment, assuming the other variables remain constant. The constant value of 9.196 indicates that if employee engagement, self-efficacy, and organizational justice are held at zero, organizational commitment is predicted to be 9.196.

Test Hypothesis

Test t

Tabel 7. t test result

Unstandardized Coefficients						
Model		B	Std.Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	9,196	3,039		3,027	,003
	Employee Engagement	,168	,082	,190	2,067	0,42
	Self-Efficacy	,295	,089	,301	3,308	,001
	Organizational Justice	,254	,047	,441	5,378	,000

Dependent Variable : Organizational Commitment

Source : Processed Primary Data (2026)

The t-test results show that employee engagement has a t-value of 2.067 (t-table = 1.986) with a significance value of 0.042 (< 0.05), self-efficacy has a t-value of 3.308 with a significance value of 0.001 (< 0.05), and organizational justice has a t-value of 5.378 with a significance value of 0.000 (< 0.05). These results indicate that all three independent variables have a positive and significant partial effect on organizational commitment, so that H1, H2, and H3 are all accepted. Notably, although the unstandardized coefficient (B) of organizational justice is not the largest among the three variables, its standardized coefficient (Beta = 0.441) is the highest, indicating that organizational justice provides the most dominant contribution to organizational commitment, followed by self-efficacy (Beta = 0.301) and employee engagement (Beta = 0.190).

Test Coeficien Determination

Tabel 8. Result of the Determination Coeficien Test

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,821 ^a	,6775	,664	3,446	1,963
Predictors : (Constant), Employee Engagement, Self-Efficacy, Organizational Justice					
Dependent Variable : Organizational Commitment					

Source : Processed Primary Data (2026)

The coefficient of determination analysis produced an R value of 0.821 and an R Square of 0.6755, indicating that employee engagement, self-efficacy, and organizational justice together explain 67.55% of the variation in organizational commitment, while the remaining 32.45% is explained by other variables outside this study, such as job satisfaction, leadership style, organizational culture, or compensation.

D. CONCLUSIONS

Based on the results of data analysis and discussion, it can be concluded that employee engagement, self-efficacy, and organizational justice each have a positive and significant effect on organizational commitment among employees of PT BPR Ekadharma Bhinaraharja. Employees who are more engaged in their work, more confident in their abilities, and who perceive greater fairness within the organization tend to show stronger commitment to remain part of the organization and to contribute to achieving its goals. Among the three variables, organizational justice was found to provide the most dominant contribution to organizational commitment, followed by self-efficacy and employee engagement, while the remainder is explained by factors outside the scope of this study, such as job satisfaction, leadership style, organizational culture, or compensation.

This study is subject to several limitations that should be acknowledged. The research was conducted at a single rural bank with a relatively small population, so the findings may not be generalizable to other organizations or industry sectors. The cross-sectional design also limits the ability to draw causal conclusions, as data were collected at a single point in time. In addition, the reliance on self-reported questionnaire responses may introduce common method bias, since respondents' perceptions of their own engagement, self-efficacy, and experience of justice could be influenced by social desirability. Future research is therefore encouraged to involve larger and more diverse

samples across multiple organizations, employ longitudinal designs to better capture causal relationships, and consider triangulating self-reported data with objective performance indicators.

E. SUGGESTIONS

Based on these findings, PT BPR Ekadharma Bhinaraharja is advised to continue strengthening employee engagement through recognition programs, effective internal communication, and a collaborative work culture; to enhance employee self-efficacy through ongoing training, competency development, and coaching, particularly when employees face new or unfamiliar tasks; and to maintain fair and transparent practices in compensation, performance appraisal, promotion, and decision-making in order to sustain employee trust and commitment. Future researchers are encouraged to include additional variables that may influence organizational commitment, such as job satisfaction, leadership style, organizational culture, work motivation, or perceived organizational support, and to consider examining different industry sectors, larger samples.

REFERENCES

- Aryati, A. S., & Armanu. (2023). The influence of self-efficacy on organizational commitment and ethical behavior: The role of job satisfaction. *Jurnal Manajemen Teori dan Terapan*, 16(2), 321–338. <https://doi.org/10.20473/jmtt.v16i2.43769>
- Bandura, A. (1977). Self-efficacy: *Toward a unifying theory of behavioral change*. *Psychological Review*, 84(2), 191–215. <https://doi.org/10.1037/0033-295X.84.2.191>
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400. <https://doi.org/10.1037/0021-9010.86.3.386>
- Formica, S., & Sfodera, F. (2022). The Great Resignation and Quiet Quitting paradigm shifts: An overview of current situation and future research directions. *Journal of Hospitality Marketing & Management*, 31(8), 899–907. <https://doi.org/10.1080/19368623.2022.2136601>
- Islam, M., & Islam, S. (2021). Impact of employee engagement on organizational commitment and performance: A review of private companies in Bangladesh. *Dhaka University Journal of Business Studies*, 42(1), 41–58. <https://doi.org/10.3329/dujbst.v42i1.59959>

Jabbar, S., & Gul, M. (2026). Impact of organizational justice on organizational commitment and organizational citizenship behavior with the mediating effect of organizational trust. *Social Science Review Archives*, 4(1), 808–828. <https://doi.org/10.70670/sra.v4i1.1595>

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224–247. [https://doi.org/10.1016/0001-8791\(79\)90072-1](https://doi.org/10.1016/0001-8791(79)90072-1)

Nugraha, S., Perkasa, D. H., & Vitriani, N. (2025). Employee engagement strategy, organizational culture and transformational leadership impact on organizational commitment. *Jurnal Manajemen dan Bisnis Madani*, 7(2), 88–105. <https://doi.org/10.51353/jmbm.v7i2.1089>

Paradina, A. E., & Wijayati, D. T. (2022). Pengaruh keadilan organisasi dan pemberdayaan karyawan terhadap komitmen organisasi melalui kepuasan kerja. *Equilibrium: Jurnal Ekonomi-Manajemen-Akuntansi*, 18(1). <https://doi.org/10.30742/equilibrium.v18i1.1643>

Prasetyan, D. R., Wibawanti, I., & Herdajani, F. (2023). Pengaruh organizational justice dan work satisfaction terhadap organizational commitment pegawai RSUD Jati Padang. *Jurnal Edukasi dan Multimedia*, 1(2), 44–53. <https://doi.org/10.37817/jurnaledukasidanmultimedia.v1i2.2895>

Rafa, M. F., Harianja, Y., & Utama, T. (2025). Pengaruh work life balance dan self efficacy terhadap komitmen organisasional di PTPN IV Regional I Medan. *Jurnal Ekonomi dan Manajemen (JEMBATAN)*, 2(2).

Rudy, R., Widjaja, B. T., & Tecoalu, M. (2023). The effect of job satisfaction and self-efficacy on organizational commitment mediated by organizational culture in Generation Z age span. *Enrichment: Journal of Management*, 13(3), 2002–2012. <https://doi.org/10.35335/enrichment.v13i3.1560>

Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>

Sitorus, C., Sembiring, R., & Napitupulu, J. (2023). Pengaruh keadilan organisasi, pemberdayaan karyawan dan quality of work life terhadap komitmen organisasi pada PT. BPR NBP 33 Kantor Pusat Batang Kuis. *Jurnal Ilmiah METHONOMI*, 9(1), 58–73. <https://doi.org/10.46880/methonomi.Vol9No1.pp58-7>

Syafri, M., Suharti, S., Alit, M., Frikhul, & La Ode. (2025). Pengaruh keadilan organisasi terhadap komitmen karyawan dengan persepsi terhadap atasan sebagai variabel moderasi pada perusahaan kantor di Indonesia. *Jurnal Lentera Bisnis*, 14(3). <https://doi.org/10.34127/jrlab.v14i3.1820>

Widodo, M. F. K., & Ariani, D. W. (2024). The effect of employee engagement, work environment, and organizational learning on organizational commitment at The Nimco Indonesia. *Formosa Journal of Multidisciplinary Research*, 3(7), 2559–2572. <https://doi.org/10.55927/fjmr.v3i7.10074>