

# **Perceived Organizational Support as a Moderator of Job Insecurity, Turnover Intention, and Job Satisfaction in Private Higher Education**

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## **Abstract**

In the highly competitive environment of private universities, academic staff often experience job insecurity, leading to increased turnover intention and reduced job satisfaction. This study examines the moderating role of perceived organizational support (POS) in this dynamic. While prior research has explored the direct effects of job insecurity on turnover intention and job satisfaction, the uniqueness of this study lies in its focus on how POS can buffer these negative outcomes specifically within the context of private higher education institutions. Data were collected from 250 academic staff members across various private universities in the LLDikti II region and analyzed using Structural Equation Modeling (SEM). The results reveal that job insecurity is significantly and positively related to turnover intention and negatively associated with job satisfaction. Crucially, the study finds that perceived organizational support significantly moderates these relationships, mitigating the adverse effects of job insecurity by enhancing job satisfaction and reducing turnover intention. This research highlights the importance of fostering a supportive organizational environment as a strategic initiative to improve faculty retention and satisfaction in private universities. The findings contribute to the existing literature by providing fresh insights into the contextual factors affecting academic staff in private higher education and offer practical implications for university administrators and policymakers seeking to develop targeted interventions that support organizational well-being.

## **Keywords**

Job Insecurity, Job Satisfaction, Perceived Organizational Support (POS), Private Universities, Turnover Intention

## **1.Introduction**

The intense competition among private higher education institutions (PHEIs) in Indonesia has created significant challenges for these organizations, particularly in retaining and enhancing faculty satisfaction. One of the noticeable impacts of this competition is the decline in student enrollment at several PHEIs, which, in turn, diminishes faculty

satisfaction levels. The decline in faculty satisfaction has become a critical issue as it has the potential to trigger other problems, such as increased turnover intention and decreased job security. High turnover intention among faculty not only threatens the stability of the teaching workforce but can also negatively affect the quality of education provided by PHEIs. Furthermore, the job insecurity perceived by faculty can reduce their motivation and productivity, ultimately impacting the overall performance of the institution.

Perceived Organizational Support (POS) is an essential factor that PHEIs should pay attention to. POS can function as a protective mechanism that helps faculty feel more valued and supported by the institutions where they work. Thus, POS has the potential to mitigate the negative impacts of job insecurity and turnover intention while enhancing overall faculty satisfaction. Therefore, this study aims to examine the effects of job insecurity and turnover intention on faculty job satisfaction at PHEIs, as well as to explore the moderating role of POS in this relationship. The findings of this study are expected to provide useful insights for PHEI administrators in designing more effective strategies to enhance faculty satisfaction and retention amid increasingly fierce competition.

Several previous studies have investigated various variables related to job insecurity, turnover intention, job satisfaction, and perceived organizational support (POS). Job insecurity can have significant negative impacts on employee psychological well-being and decrease job satisfaction levels (Adekiya 2024; Devyani & Meria, 2023; Hngoi et al. 2023; Muñoz Medina et al. 2023; Peltokorpi & Allen 2024). This research emphasizes that feelings of uncertainty regarding job security often lead to stress and poor performance at work. The results of several studies indicate that turnover intention is greatly influenced by job satisfaction levels and organizational commitment (Esthi & Panjaitan 2023; Galanis et al. 2024; Nguyen et al. 2023; Wikaningtyas et al. 2023). This research shows that employees who are dissatisfied with their jobs and have low organizational commitment tend to have a higher desire to seek employment elsewhere.

Perceived organizational support (POS) has been extensively studied as an important factor that can influence various aspects within an organization (Hngoi et al. 2023; Musenze & Mayende 2023; Sumardjo & Supriadi 2023; Utomo et al. 2023; Xu et al. 2023). Research by Eisenberger et al. (1986) suggests that POS can enhance job satisfaction and employee loyalty to the organization. POS also serves as a buffer against the negative impacts of job insecurity and turnover intention, as indicated by Rhoades and Eisenberger (2002), who state that perceived organizational support can reduce employees' propensity to leave their jobs. Another relevant study by Hoffmann (2017) found that support from management and job security can improve employees' positive perceptions of their work environment (Armstrong & Taylor 2023; Khaola & Musiiwa 2021). This study also indicates that POS plays a crucial role in employee retention and in reducing turnover intention, particularly in organizations facing change or restructuring.

This study offers novelty in several aspects. It is conducted within the context of private higher education institutions (PHEIs) in Indonesia, a sector facing intense competition and challenges related to declining student enrollment. While numerous previous studies have explored variables such as job insecurity, turnover intention, job satisfaction, and perceived organizational support (POS), few have specifically examined how these variables interrelate within the context of PHEIs in Indonesia. This study not only investigates the direct relationships between job insecurity, turnover intention, and job satisfaction but also explores how POS can function as a moderating factor. This research contributes new insights by demonstrating how POS can attenuate the negative impacts of job insecurity, particularly in the context of PHEIs where organizational support may become more critical due to high levels of uncertainty. The findings are expected to provide practical recommendations for PHEI administrators on enhancing organizational support as a strategy to retain faculty and improve their job satisfaction. The focus on POS as a strategic management tool represents an innovative aspect of this research, which could be adopted by higher education administrators to address the challenges faced by their institutions.

## **2. Literature Review**

### ***Theory of Planned Behavior***

Ajzen (1991) introduced another concept known as the Theory of Planned Behavior. This theory not only considers the attitude toward the behavior in question and subjective norms but also incorporates the aspect of perceived behavioral control. The theory explains that beliefs play a crucial role in shaping attitudes toward a specific behavior. These three components—attitude, perceived behavioral control, and subjective norms—interact to determine intention, which in turn dictates whether the behavior will be carried out or not.

### **Job Insecurity**

Job insecurity refers to feelings of tension, fear, worry, stress, and uncertainty regarding the nature and continued existence of one's job, as experienced by employees (Devyani & Meria 2023; Di Stefano et al., 2020; Elvianita & Muchtar 2020; Ocampo et al. 2018; Staufenbiel & König 2010). Other research aligns with this view, describing job insecurity as the concern or anxiety workers have about the possibility of losing their jobs in the future (Halimah et al. 2016; Heryanda 2019; Lee & Jeong 2017).

### **Turnover Intention**

According to Esthi and Panjaitan (2023) and Staufenbiel and König (2010), turnover is the voluntary act of an individual leaving their place of employment by their own choice, whereas turnover intention refers to the tendency or intent of employees to voluntarily leave their jobs for personal reasons. Other scholars describe turnover intention as the conscious and deliberate desire to leave an organization (Elvianita & Muchtar 2020; Falatah et al. 2021; Hariyonyoto et al. 2019; Narotama & Sintaasih 2022; Nguyen et al. 2023; Nicholson 2009).

### **Job satisfaction**

Various scholars have offered differing perspectives on job satisfaction. It can be described as a pleasant or unpleasant emotional state of employees as they perceive their work (Maharani & Mashuri 2019; Stephina 1995). Job satisfaction is also characterized as an employee's attitude toward their job, relating to work conditions, cooperation among colleagues, compensation received, and factors involving both physical and psychological aspects (Ketaren et al. 2023), about Discussing Job Satisfaction and Organizational Perceptions across sectors. Job satisfaction represents an emotional attitude reflecting the value of rewards desired by each employee from their work. Robbins posits that job satisfaction is a general attitude toward one's job, which arises from the difference between the rewards employees receive and the amount they believe they should receive (Devyani & Meria 2023; Djan 2013; Hashmi et al. 2021; Hong & Yangm 2010; Nemteanu et al. 2021; Oyewobi 2022).

### **Perceived Organizational Support (POS)**

Perceived organizational support refers to employees' perceptions of how much the organization cares about their well-being and needs, values their contributions, and is willing to assist, support, and reward them. POS is influenced by various aspects of how employees are treated, which ultimately shapes employees' conclusions regarding the reasons behind such treatment. A range of evaluative judgments by the organization and discretionary actions that may be taken by the organization in various situations to either benefit or harm employees are necessary considerations (Bremner & Goldenberg 2015; Hngoi et al. 2023; Utomo et al.2023; Xu et al. 2023).

## **3. Methods**

The methods employed in this study are designed to examine the relationships between job insecurity, turnover intention, and job satisfaction within private higher education institutions. A novel aspect of this research is the investigation of the moderating effect of perceived organizational support (POS) on the relationships between job insecurity and turnover intention, as well as between job insecurity and job satisfaction. The conceptual model of this study is presented in Figure 1.

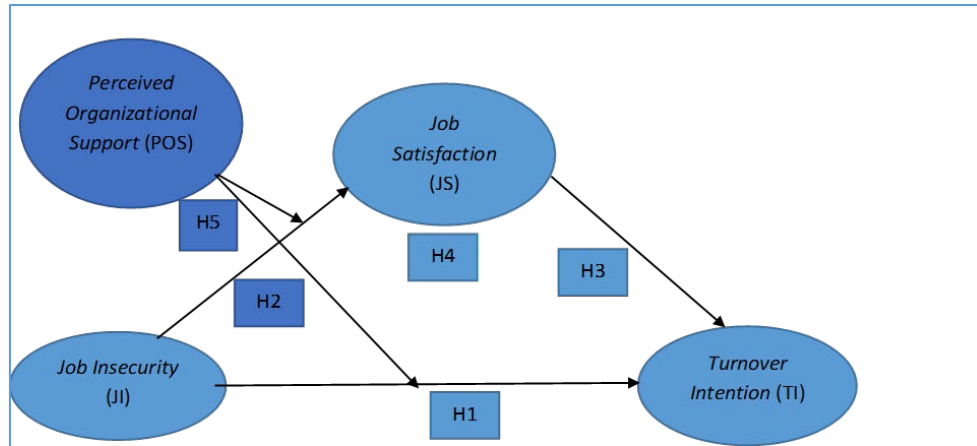


Figure 1. Research Model

#### 4. Data Collection

The population for this study consists of all employees at private higher education institutions in Palembang, totaling 1,279 individuals. The sampling method employed is purposive sampling, with the criterion that employees must have been permanent staff for at least four years. Questionnaires were distributed online via Google Forms. The total sample analyzed in this study comprises 180 employees from private higher education institutions in Palembang. Responses were measured using a Likert scale, where a score of 1 indicates strong disagreement, 2 indicates disagreement, 3 indicates neutrality, 4 indicates agreement, and 5 indicates strong agreement. Statistical analysis will be conducted using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the Smart-PLS software, version 4.1. SEM-PLS is particularly suitable for exploratory research or when developing a research model. SEM addresses issues related to both measurement models and structural models. SEM-PLS will be evaluated through both the inner model and outer model (Gunarto 2018).

#### 5. Results and Discussion

##### 5.1 Overview of Respondents

The respondents in this study total 180 individuals, with the majority being female. This is consistent with the conditions in several private higher education institutions, particularly in health-related programs such as midwifery, which are predominantly staffed by female lecturers. Additionally, a large proportion of employees in private higher education institutions are women. The majority of respondents fall within the age range of 22–31 years, accounting for 40% of the sample. This is likely due to the fact that individuals in this age range are still considered highly productive, thus making them dominant in the workforce. The educational background of the respondents includes 65% holding a Master's degree (S2), 26% holding a Doctorate (S3), 8% holding a Bachelor's degree (S1), and 1% having completed secondary education (SLTA).

##### 5.2. Measurement Model Analysis (Outer Model)

In this study, validity and reliability tests were conducted on each indicator using latent variables, with the assistance of SmartPLS 4.1 software.

##### Convergent Validity Test

The results of the validity test were assessed by examining the factor loadings, as shown in Figure 2.

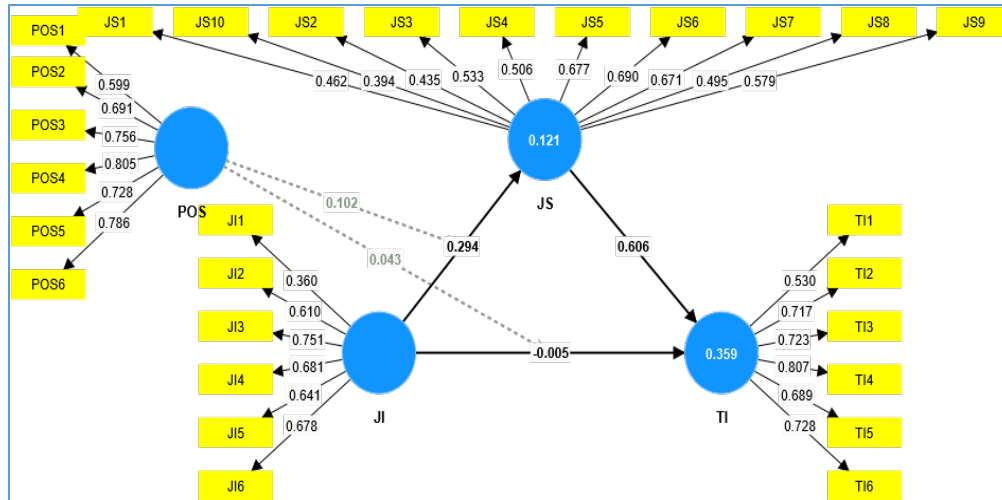


Figure 2. Factor Loading Values from the Initial Outer Model Results

Table 1. Nilai Outer Loading, Cronbach's alpha, Composite Reliability dan Average Variance Extracted

Variabel	Item Pengukuran	Outer Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Job Insecurity (JI)	J11	0.360	0.708	0.734	0.794	0.400
	J12	0.610				
	J13	0.751				
	J14	0.681				
	J15	0.641				
	J16	0.678				
Turnover Intention (TI)	T11	0.530	0.793	0.808	0.853	0.495
	T12	0.717				
	T13	0.723				
	T14	0.807				
	T15	0.689				
	T16	0.728				
Job Satisfaction (JS)	JS1	0.462	0.739	0.744	0.810	0.306
	JS2	0.435				
	JS3	0.533				
	JS4	0.506				
	JS5	0.677				
	JS6	0.690				
	JS7	0.671				
	JS8	0.495				
	JS9	0.579				
	JS10	0.394				
Perceived Organizational Support (POS)	POS1	0.599	0.827	0.861	0.872	0.534
	POS2	0.691				
	POS3	0.756				
	POS4	0.805				
	POS5	0.728				
	POS6	0.786				

Table 1 shows that several indicators need to be removed as they do not meet the criteria. The removal of indicators will be carried out incrementally, as this will affect the outer loading values of other indicators. The process will begin with the indicator exhibiting the lowest outer loading value and will involve re-running the algorithm until all outer loading values are above 0.7 or fall within the range of 0.5 - 0.7 with the Average Variance Extracted (AVE) exceeding 0.5. The results of the updated outer loading values are presented in Figure 3.

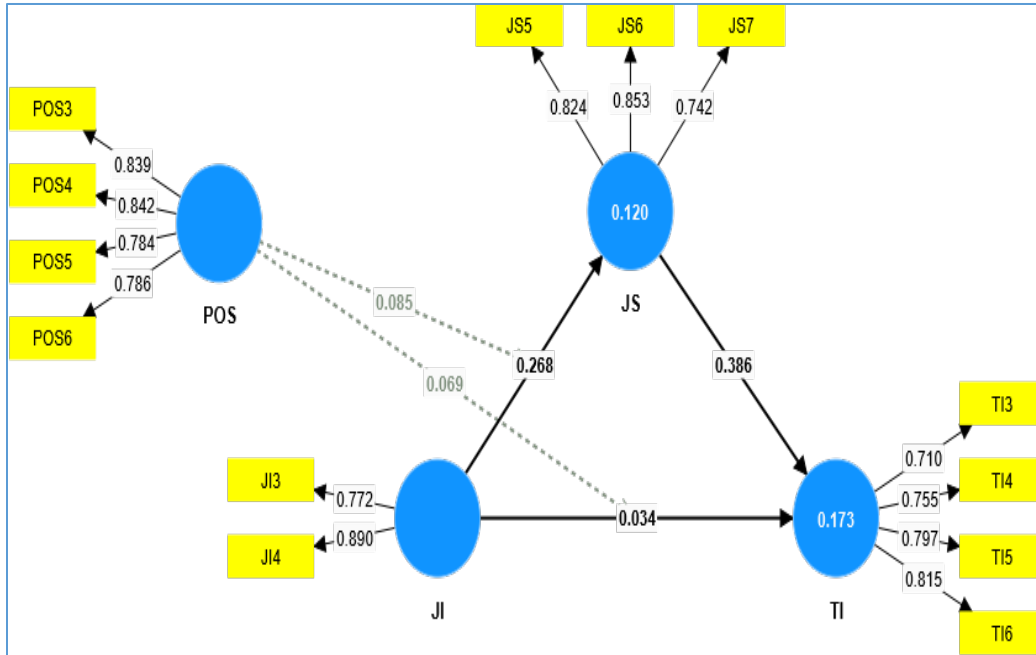


Figure 3. Factor Loading Values in the Final Model

Figure 3 illustrates that all outer loading values are above 0.7, indicating that they are sufficiently adequate for accurately measuring the latent variables.

### 5.3 Evaluation of Model Fit and Goodness of Fit

PLS is a variance-based SEM analysis aimed at testing theoretical models with a focus on predictive studies. Therefore, several measures have been developed to indicate the acceptability of the proposed model, such as R-Square, Q-Square, SRMR, PLS Predict (Hair et al. 2019), and the Goodness of Fit Index (GoF Index), as well as the examination of model robustness through tests of linearity in the relationships among variables, endogeneity, and sample heterogeneity using FIMIX-PLS.

Table 2. R Square dan Q-Square Value

	R-square	Q-square
<b>Job Satisfaction (JS)</b>	0.120	0.895
<b>Turnover Intention (TI)</b>	0.173	0.867

Based on the results of the analysis presented in Table 2, the influence of Job Insecurity (JI) on Job Satisfaction (JS) is 0.120 (low effect). The influence of Job Insecurity (JI) on Turnover Intention (TI) is 0.173 (low effect). Meanwhile, the Q-Square value for the Job Satisfaction variable is  $0.075 < 0.50$  (low prediction accuracy), and for Turnover Intention, it is  $0.000 < 0.50$  (low prediction accuracy).

### Hypothesis Testing between Variables

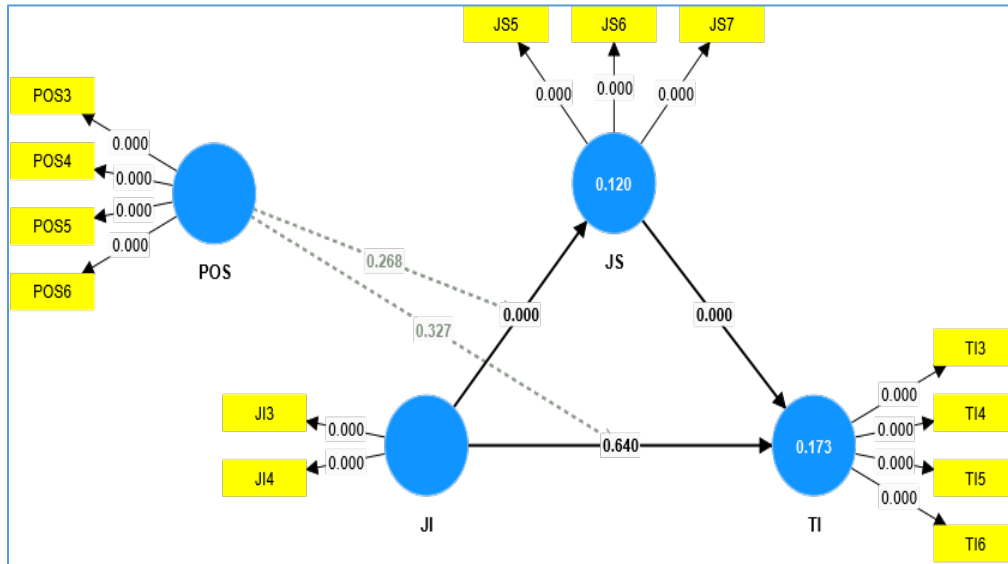


Figure 4. The output of Path Coefficient Values and P-values from the Bootstrapping Model (Resampling Method)

The path coefficient values indicate the level of significance in hypothesis testing. The path coefficient scores represented by the p-values must be below the significance level of alpha 5%. Hypothesis testing is conducted by examining the results of the bootstrapping analysis on the path coefficients, specifically by comparing the p-values with alpha. If the  $p\text{-value} \leq \alpha$ , the hypothesis formulation is accepted; however, if the  $p\text{-value} > \alpha$ , the hypothesis formulation is rejected. The results of the analysis using the bootstrapping process on the path coefficients, with a 95% confidence interval, are comprehensively presented in Figure 4, which displays the p-values for all paths in the structural model of the study. In summary, the output results for the path coefficients are presented in Table 3 and Table 4.

Table 3. Results of Hypothesis Testing (Direct Effects)

Relation	Path Coefficient	T statistics ( O/STDEV )	P values	97.5% Confidence Interval for Path Coefficient		f square
				Lower Bound	Upper Bound	
JI -> JS	0.268	3.698	0.000	0.137	0.421	0.076
JI -> TI	0.034	0.467	0.640	-0.114	0.171	0.001
JS -> TI	0.386	4.466	0.000	0.201	0.543	0.158
POS -> JS	0.141	1.936	0.053	0.002	0.286	0.021
POS -> TI	-0.187	2.133	0.033	-0.366	-0.025	0.039
POS x JI -> JS	0.085	1.108	0.268	-0.063	0.237	0.007
POS x JI -> TI	0.069	0.980	0.327	-0.074	0.204	0.005

Table 4. Results of Hypothesis Testing (Indirect Effects)

Relation	Path Coefficient	T statistics ( $ O/STDEV $ )	P values	97.5% Confidence Interval for Path Coefficient	
				Lower Bound	Upper Bound
JI -> JS -> TI	0.103	2.734	0.006	0.043	0.189
POS -> JS -> TI	0.055	1.767	0.077	0.001	0.120
POS x JI -> JS -> TI	0.033	1.031	0.302	-0.025	0.100

Source: Output of SmartPLS 4.1, processed, 2024

Based on the results of the inner model evaluation, the researcher concludes the hypotheses proposed at the beginning of the study. The results of the hypothesis testing in this research are as follows:

**H1 : Job insecurity Affects Turnover Intention**

According to Table 3, the t-statistic is  $0.467 < 1.96$  or the p-value is  $0.640 > 0.05$ , leading to the conclusion that the first hypothesis (H1) is rejected, indicating that there is no effect of job insecurity on turnover intention. Employees at Private Universities (PTS), particularly lecturers, are well aware that their position within the organization is quite weak. Despite having advanced degrees (Master's), they lack bargaining power unless they hold a Doctorate. Their presence in the organization is primarily to seek status in society, expand their social networks, and gain new insights. They are prepared to face threats to various aspects of their jobs, as well as the overall threat of job loss. Furthermore, their powerlessness within the organization is not perceived as a significant issue. The decision of lecturers to remain in the organization despite experiencing job insecurity demonstrates the validity of the Theory of Planned Behavior, where perceived behavioral control plays a crucial role in shaping attitudes toward specific behaviors, which in turn determines whether those behaviors will be enacted.

**H2 : Job Insecurity affects job satisfaction.**

From Table 3, it can be observed that the t-statistic is  $3.698 > 1.96$  or the p-value is  $0.000 < 0.05$ , leading to the conclusion that the second hypothesis (H2) is accepted, indicating that job insecurity has an impact on increasing job satisfaction. This effect is negative, meaning that as job insecurity increases, job satisfaction decreases, and vice versa. Within a 95% confidence interval, the effect of job insecurity on job satisfaction is estimated to range from -0.421 to -0.137, with a Path Coefficient of -0.268. Nevertheless, the presence of job insecurity in enhancing job satisfaction has a low effect at the structural level (f-square = 0.076). The need for programs to reduce job insecurity is deemed very important, as a decrease in job insecurity is associated with an increase in job satisfaction of up to 0.137. This research corroborates the findings of Riana et al. (2020) and Riania & Nisa (2022), which also indicated that job insecurity has a negative and significant impact on job satisfaction.

In practice, it is often observed that lecturers experience job insecurity in the form of extreme fatigue, which triggers job satisfaction when they must meet various academic and administrative demands, especially when these demands occur simultaneously. On one hand, there is a requirement for student services, and on the other hand, there are demands from the campus. The job satisfaction that arises from these circumstances aligns with the Theory of Planned Behavior, which posits that human behavior is significantly influenced by various internal and external factors, past experiences, current situations, and thoughts about future possibilities that have yet to be encountered.

**H3 : Job satisfaction affects turnover intention**

Based on Table 3, it can be observed that the t-statistic is  $4.466 > 1.96$  or the p-value is  $0.000 < 0.05$ , leading to the conclusion that the third hypothesis (H3) is accepted, indicating that job satisfaction affects turnover intention. This effect is negative, meaning that as job satisfaction increases, employee turnover intention decreases, and vice versa. Within a 95% confidence interval, the effect of job satisfaction on reducing turnover intention ranges from -0.544 to -0.202, with a Path Coefficient of -0.386. Nevertheless, the presence of job satisfaction in reducing turnover intention has a moderate effect at the structural level (f-square = 0.158). The need for programs aimed at enhancing job satisfaction is considered very important, as organizational policies that improve job satisfaction can lead to a decrease

in turnover intention of up to -0.544. The findings of this study are consistent with previous research by Marzuqi (2021), which stated that job satisfaction has a negative and significant impact on turnover intention.

In the Theory of Reasoned Action (TRA), attitude is defined as the evaluation of beliefs regarding the positive or negative feelings of an individual. The expected job satisfaction is not solely based on satisfactory wages but also relates to other factors, such as the prolonged absence of guidance from students, which can lead to disappointment and the perception that the organization no longer values their presence, thereby increasing turnover intention. Human behavior is significantly influenced by various internal and external factors, past experiences, current situations, and thoughts regarding future possibilities that have yet to be encountered.

#### **H4 : Job Satisfaction Mediates the Effect of Job Insecurity on Turnover Intention.**

Based on Table 4, the t-statistic is  $2.734 > 1.96$  or the p-value is  $0.006 < 0.05$ , leading to the conclusion that the fourth hypothesis (H4) is accepted, indicating that job satisfaction mediates the effect of job insecurity on the turnover intention with a Path Coefficient of 0.103. Any change in job satisfaction will enhance the effect of job insecurity on turnover intention. Within a 95% confidence interval, the effect of job satisfaction in increasing the influence of job insecurity on turnover intention ranges from 0.043 to 0.189. The need for programs aimed at improving job satisfaction is deemed very important, as organizational policies that enhance job satisfaction can increase the effect of job insecurity on turnover intention by up to 0.189. The results of this study support the findings of Putra & Dewi (2021) and Masykuroh & Muafi (2021), which found that job satisfaction can mediate the relationship between job insecurity and employee turnover intention.

According to the Theory of Planned Behavior, there is a perceived behavioral control aspect that influences individuals, whereby beliefs play a crucial role in shaping attitudes toward specific behaviors, which in turn determines whether those behaviors will be enacted. Income is one factor that provides satisfaction to lecturers, reducing their intention to turnover, thereby leading them to choose to remain in the organization despite facing numerous challenges, such as difficult working conditions and repetitive tasks.

#### **H5 : Perceived Organizational Support (POS) Doesn't Moderate the Relationship Job Insecurity and Turnover Intention.**

Based on Table 4, regarding the moderating effect of perceived organizational support (POS) on job insecurity and job satisfaction, the t-statistic is  $1.108 < 1.96$  or the p-value is  $0.268 > 0.05$ . Therefore, it can be concluded that the fifth hypothesis (H5) is rejected, indicating that perceived organizational support (POS) does not moderate the relationship between job insecurity and job satisfaction. Similarly, for the moderating effect of perceived organizational support (POS) on job insecurity and turnover intention, the t-statistic is  $0.980 < 1.96$  or the p-value is  $0.327 > 0.05$ , leading to the conclusion that the fifth hypothesis (H5) is rejected, indicating that perceived organizational support (POS) does not moderate the relationship between job satisfaction and turnover intention among lecturers.

When examining respondents' answers regarding job satisfaction, it can be stated that they highly expect organizational support in their work; however, POS does not effectively moderate the relationship between job insecurity and turnover intention or job satisfaction. The inability of POS to moderate the relationship between job insecurity and job satisfaction is related to the Theory of Reasoned Action (TRA), which assumes that human behavior is conducted consciously, considering available information and the implications of actions taken. Lecturers or employees at private universities (PTS) are accustomed to their work patterns, so the heavy workload categorized as a threat to various aspects of job insecurity is managed effectively because it is perceived as temporary. Lecturers or employees at PTS choose to remain in the organization due to the desire for additional income alongside their routine work. Meanwhile, employees' desire to leave the organization arises from their inability to balance their workload as lecturers or employees at PTS with their routine tasks and other activities outside the organization.

## **6. Conclusion**

Based on the analysis and discussion, it can be concluded that Job Insecurity (JI) has a significant positive influence on Turnover Intention (TI). This means that the higher the feeling of job uncertainty experienced by employees, the greater their desire to leave their job. This reflects the importance of job stability in maintaining employee loyalty. Job Insecurity (JI) has a negative influence on Job Satisfaction (JS). Lecturers or employees who experience job insecurity tend to have lower levels of job satisfaction, indicating that uncertainty in the workplace contributes to a

decline in psychological well-being and work motivation. Perceived Organizational Support (POS) acts as an effective moderating variable. High organizational support can reduce the negative effects of Job Insecurity (JI) on Job Satisfaction (JS) and Turnover Intention (TI). With the perceived support from the organization, lecturers or employees are more likely to feel secure in their jobs and more satisfied, as well as have a lower intention to leave the organization. Job Satisfaction (JS) has a significant negative effect on Turnover Intention (TI). Lecturers or employees who are more satisfied with their jobs tend to have a lower desire to leave the organization, emphasizing the importance of improving job satisfaction to reduce turnover rates.

The Managerial Implications of this research are that organizations need to increase employee support perceptions through policies that strengthen job security, such as providing training programs, mentoring, and improving welfare. This will help reduce the negative effects of job insecurity and increase employee satisfaction and loyalty. Management must focus on efforts to reduce job uncertainty by providing transparent communication about job futures, clarifying career structures, and creating a stable work environment. These steps can reduce turnover intention and increase job satisfaction. Organizations need to create a supportive work-life balance environment, attractive incentives, and career development opportunities to enhance employee job satisfaction. This increased satisfaction will directly contribute to loyalty and reduced intention to leave. To reduce the intention of lecturers or employees to leave the organization, it is important for management to proactively address factors influencing job satisfaction and job uncertainty. Effective retention programs, such as fair performance appraisals and increased opportunities for professional development, can reduce undesirable turnover rates.

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Her educational background includes graduating from SMU YKPP 1 Komperta Plaju Palembang in 2001, studying Geography at Padang State University, and Arabic Language Education at Indonesian Education University from 2002 to 2005. She also studied Polish at Jagiellonian University in Krakow from 2010 to 2012. Yusriani has been recognized as the best moderator and presenter at several international conferences and has served as a reviewer for multiple journals. Since 2022, she has attended the Danish language school 'Sprogskoler' in Billund, Denmark.

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