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QUALITY OF SERVICE TOWARDS COMMITMENT OF SUPPLIERS CONCERNING SME'S – A SYSTEMATIC REVIEW

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ABSTRACT

Purpose: *The automobile industry is one of the most important sectors, creating plenty of job opportunities and playing a significant role in contributing to GDP. India is expected to be the world's third-largest automotive market in terms of volume by 2026. As growth towards the automobile industry is expected, it is mandatory to make an effort towards the growth of SMEs in the automobile industry. Thus, the study's objective is to analyze the concepts related to service quality towards suppliers' commitment concerning SMEs in automobile industry and collect the past reviews related to the dimensions and concept.*

Design/Methodology/Approach: *The study is about analyzing the service quality towards suppliers' commitment concerning SMEs in the automobile industry. With the present study, 84 small and medium scale companies were taken as samples for the study.*

Findings/Result: *The concepts and dimensions related to the quality of service towards suppliers' commitment concerning SMEs have been discussed, and a model has been framed based on the previous images. The conclusion was that a gap was prevailing with the industry to merge all the above ideas discussed with the paper, and the same has been taken as a gap towards the study.*

Originality/Value: *The study discussed the research gap and ideal gap and solutions about the concept and discussed ABCD analysis.*

Keywords: *Small & Medium Enterprises, Outsourcing, Quality of Service, Suppliers, Automobile Industry.*

Introduction

There are many words such as outsourcing, offshoring, buying, assembling, and overseas procurement in the literature, to name a couple. In this report, we have introduced offshore outsourcing as 'management of the follow-up of components and finished goods and know-how in the automotive industry around the countries for local and foreign markets.' Offshore outsourcing combines two concepts; spatial and legal, according to Huws & Dahlmann (2004) [1]. Offshoring is the regional dimension that applies to the redistribution within national boundaries of some portion of a company's supply chain. The ethical meaning of outsourcing is that components or materials

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are procured by a foreign supplier rather than domestically manufactured. Globalizations, capital markets, and shareholder pressure have driven companies to seek increasingly competitive and cost-effective methods of production with scarce resources, as well as to accelerate competition and 'the customer appetite for value.' One such strategy involves relocating to low-cost producers in developing markets to reduce total manufacturing costs by taking advantage of favorable production factors and increasing earnings. There is proof that outsourcing favorably adds to the market value of major companies Alexander & Young (1996) [2]. However, several businesses cannot reap the supposed benefits of this approach. Offshore outsourcing by small and medium-size manufacturers is relatively recent, and a relatively small number of systematic studies investigate the results of small and medium-sized enterprises with substantial result gaps within such researchers. The restrictions on SME sizes and comparatively poor management and financial capacities could retain them to take maximum advantage of the opportunities offered by overseas outsourcing. The present study assessed and gathered an in-depth understanding of service efficiency for the contribution of suppliers to SMEs. To that end, this paper analysis is gathered and addressed to obtain insight into the principles of the research.

Objectives of the Review

- To study the concepts related to service quality towards suppliers' commitment concerning SMEs in the Automobile industry.
- To collect the past reviews related to the dimensions and concept.
- To identify the conceptual framework based on the reviews collected.

Methodology of Data Collection & Analysis

The study is about analyzing the service quality towards suppliers' commitment concerning SMEs in the automobile industry. With the present study, 84 small and medium scale companies (Lakshmi Sundaram Industries, Sri Lakshmi Industries, Jonas Wood head&Sons India Ltd, Adhi Automation India PVT Ltd, Indo Malaysian Die-castings, Fenner India Ltd, M/s Doowon automotive, Oragadam, Suntec industrials, York Transport Equipment (India) Pvt Ltd, Talbros Automotive Components, Accurate 7, M/s Bright auto Plast Pvt.Ltd., Osram India Pvt Ltd, Chennai, GK Sons Engineering Enterprises Chennai, Breaks India Limited, Chennai, Alkraft Thermotechnologies Private Ltd, George Oakes Limited Namakkal, Banco Products Chennai, RIETENS Coimbatore, Mithun enterprises Coimbatore, T Max forgings Coimbatore,

Elton Electricals, Hifab industries Coimbatore, Aero Tech Coimbatore, Alpha Polymers Coimbatore, DJ Coimbatore, SBV Plastics, Chennai, Injecto Plast. Private Ltd, Chennai, Hi-Line Surface Coatings, Spectro Platers, Coimbatore, Rajeswari Engineering, Goodwin Engineering Coimbatore, Annai Industries, ChranJivee Products Coimbatore, Amalgamations Repco Ltd, Chennai, WPCO Wire Products Chennai, Sri Krishna Techno Components Pvt Ltd, Bharath Rubber (India) Limited, Madurai, Wabco India Limited, Chennai, Delta Industries, Coimbatore, Bhargave Rubber Private Limited, Helicord 9s Pvt Ltd, Chennai, Thirukumaran Industries, Coimbatore, HMC Engineering Company, Jaysar 7 (P) Ltd., Sivaguru Industries, Coimbatore, Perfect radiators & oil coolers Pvt.ltd., Chennai, Argus Engineering Works, Zenmark machinery components, Coimbatore, Sabari Industries, Mektron 1 India PVT Ltd, Coimbatore, Vinayaga Industries, Coimbatore, Southern Auto Product Engineers Coimbatore, Lucas TVS, Coimbatore, TV Sundaram Iyengar & Sons Ltd, P.F. Stalin Spring Works, Unikraft Machine Works, Rapid Cure Systems Coimbatore, Balaji Forgings, Rane TRW Steering Systems Ltd. Chennai, VE Commercial Vehicles Ltd Thane, Karthikeya Plastics and Technology, GSR Rubber Industries, Chennai, MN Auto Products P Ltd, Coimbatore, Excel Fastners, Coimbatore, Shivas Associates, ITW, Chennai, C.P. Machine Works AVM Global Engineers, Coimbatore, Chitra Engineering Coimbatore, Besmak Components, Worry Automotive, Arihant Systems Pvt Ltd, Coimbatore Amma Cottage Industries, Coimbatore, Boopee Plastics, Coimbatore, Poojasana Industries Coimbatore, Super Tech, Luk India Private Ltd, Hosur, T.F Stalin Spring Works, Jai Suspension System LLP, Chennai, Talbros Automotive Components, Chennai, Axis Machine Works Coimbatore and Jay Dynamics Coimbatore) who are in to manufacturing automobile spares for large companies are taken in to consideration.

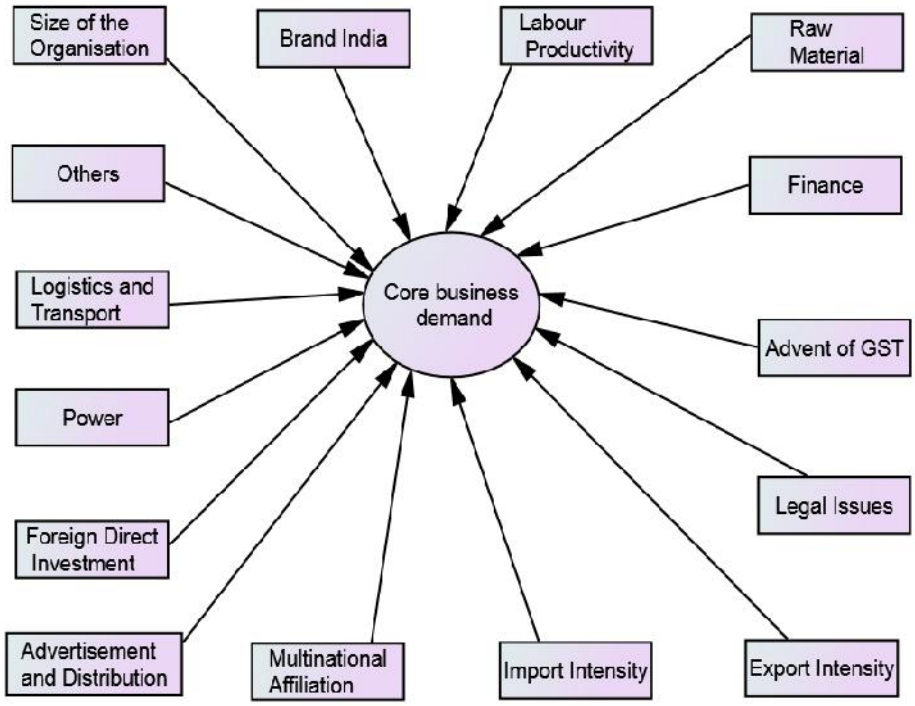

Fig. 1: Conceptual model framed towards the study

Related Work

This section deals about previous studies related to the concept. Baba Md Deros et.al., (2006) [3] offered a conceptual framework for implementing benchmarking in SMEs considering their specific features. A conceptual framework for benchmarking implementation that is tailored to support the automobile manufacturing SMEs is proposed in the study. This approach helped them navigate the whole benchmarking procedure from start to finish. Six pilot case study businesses verified the framework and provided valuable feedback that demonstrated how the approach applies in a SME environment. NAA Rahman (2013) [4] first step was to study how the Kanban system works in multinational organizations, and the second step was to uncover issues that constrain Malaysian SMEs from adopting Kanban. Research conducted on the topic of Kanban deployment and lean manufacturing suggests that top management commitment, vendor involvement, inventory control, and quality improvement are critical.

Table 1: Related Research Published in Scholarly Journals

Author	Findings	Supporting authors
Fred Baidoo (2015) [5]	The study determined that the standard of service provided by the small- and medium-sized automobile service (SME) businesses depended on the quality of the manager. This time, the Standard of Service in Car Garages was decided by manager intervention, and newness in modern technologies had little impact on SME quality. Additionally, it advises that small-business repair administrators consider taking advantage of any education opportunities that occur.	F. Baidoo et al., (2017) [6], Huang, P. L., Lee, B. C., & Chen, C. C. (2019) [7] Martin Reiman et al., (2008) [8]
Kwasi Amoako-Gyampah (2008) [9]	Investigated how competitive planning impacts industrial Design and how success in Ghanaian companies is affected by that. When the researchers contrasted competitive strategy with the manufacturing strategies of expense, versatility, and	Moses Acquaah et al. (2008) [9], Sumon Kumar Bhaumik et al., (2010) [10], Simon Hudson (2009) [11] Leila

	efficiency, they noticed positive and vital relationships. On the other results, they discovered that consistency is the only component that impacts the overall product output. While the direct strategy has minor effects on company performance, it indirectly influences the quality of business. As a company tries to earn cost leadership, it has a more significant advantage concerning efficiency. Growing competitiveness in Ghana's manufacturing climate continues to provide businesses with an opportunity to minimize costs by improving efficiency.	Hamzaoui Essoussi (2007) [12]
Ulrich Jurgens (2004) [13]	Proposed that one manufacturing mechanism cannot precisely classify the German model but has helped Germany with long-term issues such as its high-cost structure. On top of that, the German automotive industry hasn't encountered any enduring problems because of the different models. At the essential heart of the German school of the debate was the idea of qualitative and quantitative development (DQP). During the 1980s, the German car factories searched out price-differentiated business segments and staffing units dependent on highly qualified labor. While these tactics proved effective in the early 1990s, they had latent challenges that emerged during the economic crisis. It put the firms in a difficult position since they were still partly using DQP in their business strategies. General Motors did not fully consider the shifts in the car industry's transition dynamic as they formulated their models.	Sharma has discussed the same. S. (2006) [15], Ali, Ali Gabir Salih (2015) [16], Richard Schmuch (2018) [17], Saumyaranjan Sahoo (2020) [18] Kniivila, M. (2007) [19], Brimble, P et al., (2002) [20].
Esha Jain (2020) [21]	Focused on studying the effect of GST both positively and negatively on the various sectors of the Indian economy, based on the sector's structure and historical indirect tax rates relative to GST. It was also observed that GST had a positive effect on various industries such as engineering, FMCG, IT, etc.,	Garg, N. (2019) [22] and Mehta, L., et al., (2018) [23].
Pawan Kumar Singh (2017) [24]	Provided a description of the goods and services tax definition, benefits, drawbacks, and a global situation. India's tax structure has traditionally depended heavily on indirect taxation. Every nation would place different taxes on individuals and staff to pursue development work in India. Indirect tax revenues were the largest source of tax income before tax changes were enacted in the 1990s. Recently, the Government of India has passed a law, namely the GST. In the article, the positive and negative impact of the GST on the manufacturing sector in India was explained.	John Humphrey et al., (2007) [25], Allen N. Berger (2006) [26].
Josee St-Pierre et al., (2018) [27]	Assumptions of 151 Canadian manufacturing SMEs have been checked, and partial evidence for the indirect partnership is obtained. Overall, their findings indicate that national associations positively affect SMEs' access to equity funding but not to bank financing. Although equity and bank funding increase the export strength of these businesses, bank financing appears to have a more significant effect.	Agnihotri et al., (2015) [28], Kumar, R. S et al., (2010) [29], Imran, M., Jian, Z. et al., (2018) [30] & Srivastava, P. et al., (2019) [31], R. Sudhir Kumar et al., (2010) [32].
Ku-ho Lin et al. (2007) [33]	Investigated how domestic intercompany networks lead to improved awareness of Taiwanese small and medium enterprises' (SMEs) internationalization	Pranaya Srivastava et al. (2019) [34] Abdullah, M. A. (2002) [35] &

	processes in the automotive and textile industry. The exponential growth of market networks in Taiwan's newly internationalized companies presents an effective structure for creating and developing these networks. Data from comprehensive case studies suggest that domestic inter-company networks are an essential consideration in the internationalization decision. Furthermore, the advantages of guaranteed orders in an unfamiliar foreign sector combined with market knowledge availability from other network partners will give the internationalized SME a possible competitive advantage.	Oyelaran-Oyeyinka, B et al., (2006) [36].
K. Skylar Powell et al. (2019) [37]	Offered the partnership was reinforced by a widely distributed or nationally cultural network of a corporation, as a highly scattered global network may often impede communication. The optimistic cultural gap and equity ownership relationship was positively modulated by regional and cultural dispersion in the worldwide parent corporations' networks with a panel of 7.422 annual findings (1993–2016) from 541 international automotive companies (32 Japanese parent car manufacturers).	Ali Salman Saleh et al. (2006) [38], Muhammad Mohiuddin et al. (2013) [39].
Akyuz et al. (2016) [40]	Aimed at the association between advertising costs and corporate market valuation, and the moderating impact of R&D (R&D) expenditures on this relationship shall be calculated. The collection consisted of the details obtained from the condensed consolidated financial statements for ads and R&D expenditures issued on the Istanbul Stock Exchange in 2007, 2008, 2009, 2010, and 2011. The system of panel data processing was used in the research. Based on this study, the effects on firms' stock valuation of both ads and R&D expenditures are favorable. But the moderated influence of research and development spending on the partnership between advertisement and consumer demand was negative. Based on the results, businesses with high R&D costs can invest more in ads in their attempts to raise their brand valuation relative to companies with low market values.	Masataka Fujita (1995) [41], Kirby, D. A et al., (2005) [42], Peter J. Hall (2008) [43] Mahlia, T. M. I. et al., (2014) [44], Oualid Kherbach et al. (2016) [45], D et al. (2012) [46]
Eric Rugraff (2010) [47]	Analyzed regional research on foreign direct investment (FDI) and supplier-oriented upgrades in the Czech motor vehicle industry. The Czech Republic has continued to establish a modern competitive edge in manufacturing motor vehicles and engine parts. However, the Czech firms still make weak contributions to the Czech upgrade. The Czech firms are absent from first-tier suppliers and are tied to international multinational branches only through chance technical partnerships. This type of collaboration restricts the vertical spillovers of global foreign affiliates. It is responsible for the poor connection in the Czech automotive system that might facilitate foreign affiliates' relocations to foreign countries.	Julian Marius Müller (2018) [48]

New Related Issues

The automobile community endured several blows and shocks from the beginning of the COVID-19 pandemic lockdowns, transport bans, and the ensuing repercussions that affected one-of-a-kind the automobile industry.

Before the pandemic, car purchases were increasing, and new milestones were set in some categories. The projected car sales in the US alone were estimated to range from 16 million to 17 million vehicles in 2020. But the all-consuming COVID-19 stopped everyday operations in March. Governments around the globe have placed lockdowns and quarantine mandates with a long-term possibility of a vaccine. These rules prevented customers from visiting dealerships to purchase cars. Also, due to the general inactivity, the global economy has been the lowest since the financial crisis of 2008 (Mordecai and Schumacher, 2020) [49].

Layoffs have taken place around the market. After announcing the worst loss of profit in a decade, Nissan agreed to shut down his Barcelona factory. This, in turn, brought demonstrations from the employees of the factory. Output also halted elsewhere because of temporary plant shutdown. The essence of the automotive sector, which relies heavily on multinational supply chains, worsened the whole scenario (Li et al. 2020) [50]. Supply chains are also distributed throughout many regions globally, and each government has introduced its COVID version.

Because of widespread work cuts, citizens began to save more instead of doing large expenditures such as car sales, which further reduced demand. While North America's fuel prices plunged (Walker, 2020) [51], this is not linked to a positive trend in automobile sales. In July of this year, the prices of new vehicles in the United States dropped 23,9 percent relative to 2019. In Europe, revenues decreased at the same time by approximately 25.7 percent (Madhok, 2020) [52].

Nevertheless, people have become more digital; they operate from home, use internet resources, and buy products online. Because of the fear of illness spread, public transport usage has decreased, and private cars have been favored. Many dealers adapted quickly to online methods to meet consumers and allow online advances and distribution of products to customers' homes (Forrester, 2020) [53]. Yet overall revenues stayed poor. However, the demand for hybrid vehicles has had a different experience. New registrations for electric cars during the lock-off era were more than their ICE equivalents. Some also found that locks have done a lot to limit CO2 pollution to draw on the desirability of conventional automobiles from the environmental point of view. This could render electric cars better than a segment of customers over petrol or diesel-powered automobiles, as some experts claim. However, the general trend for electric vehicles depends on government policies.

The distress of the care sector has been alleviated to a certain degree by the announcement by policymakers in certain countries of recovery packages for automotive producers. By July, with constraints beginning to ease, output resumed, but revenues did not return to pre-COVID stages. However, one noteworthy exception is China, where the car industry has rapidly recovered (Madhok, 2020)[52]. Worldwide, market sentiment remains fragile as a result of the global reverse. In the whole of this market, Tesla stock values grew so fast that Toyota was overtaken by being the world's most precious car maker ("Tesla overtakes," 2020) [55].

Given a gradual turnaround, producers want policymakers to reduce emissions, but not all governments are happy with this choice. For example, certain European countries calling for an incentive to introduce electric cars for a long time are less inclined to ease pollution legislation (Hausler 2020) [56]. Companies and banks also lowered interest rates to allow consumers to buy cars. For example, the Reserve Bank of India reduced vehicle interest rates and extended the moratorium on loans by three months. Similarly, the Bank of Canada reduced interest rates by 1.5% (Subraman, 2020) [57]. Sellers deliver incentives and reduced interest rates in different markets to lure customers.

Any of the improvements caused by the pandemic could remain. Manufacturers and retailers must remain imaginative, agile, and inventive in their tactics to recover steady revenue figures. As people progressively use digitalization, sellers could press for a new online sales campaign in the coming months. Furthermore, seamless digitalization may become a feasible tactic for businesses to gain their market share in future years. Digitizing could increase Tech's digital usability and incorporation from on-screen car power, providing further touch-free payment and service at the gas station (Wayland, 2020) [58]. In addition to these developments, businesses and manufacturers are expected to begin offering deals for lower interest rates, concessions, and other opportunities to provide prospective customers more motivations for purchasing cars. This may also be a way to expand studies on independent vehicles

while people exercise social distance. Moreover, the automotive industry can increase and invest in supply chains by applying computer teaching instruments (Li et al. 2020) [59] and extensive data analyses to ensure that supply chain productivity is not damaged and that the overall disturbances caused by COVID-19 can be regulated. Output can be restored rapidly (Ivanov and Dolgui, 2020) [60].

Ideal Solution & Present Status

Throughout the COVID 19 issue, automakers suffered disruptions in different market sectors. The crisis has accelerated digitally and has directly affected market purchases, as people are happier working from home and shopping remotely (Agrawal et al., 2020 [61]; Wang & Wells, 2020 [62]). The situation of the carmaker in this study recognized the need to change its market quickly. The organization moved to an agile management framework to change its market. The TMT set the strategic course ("where to change") and still had the traditional vertical departments (e.g., marketing, sales, service, and finance). However, they collaborated horizontally for transformation teams. These inter-functional teams have built MVPs to consider recent trends' consequences through iterative experimentation and business learning.

The TMT time allocation ranged from 10% to around 60% on geopolitical questions until the COVID 19 crisis. COVID 19 has been leading the transition in this regard. Managers sat at home, had time to ponder, discuss and explain strategic problems. They manage cross-functional teams with quarterly goals and primary outcomes (OKRs). OKR is a system for defining and monitoring market priorities and results (Zhou & He, 2018) [63]. Silicon Valley employs creation software resources (Charan, Barton, & Carey, 2018) [64]. The automobile maker ran a total of five MVPs. This thesis examines two of them deeper: 'online sales' and 'no trouble price.' Parallel to the primary market is the five MVPs.

Research Gap

Many studies have been conducted to know the marketing aspects and perceptions of employees working in the automobile industry. With the present study, the impact of the size of the organization, brand India, labour productivity, raw material, finance, the advent of GST, legal issues, import intensity, international affiliation, advertisement and distribution expenses, foreign direct investment, power, logistics and transport and other factors towards core business and demand has been taken as gap towards the study.

Research Agendas

To analyze the questionnaire using the survey method, 84 companies were targeted and were collected using a simple random sampling method, and the samples were collected across the country.

Analysis of Research Agendas

The collected data were analyzed using Percentage analysis, Descriptive statistics, Kruskall Wallis test, Oneway Anova, and SEM analysis.

Final Research Proposal in Chosen Topic

The study analyzes the quality of service towards suppliers' commitment concerning SME and based on the same. The study analyzed the impact of the size of the organization, brand India, labour productivity, raw material, finance, the advent of GST, legal issues, import intensity, international affiliation, advertisement and distribution expenses, foreign direct investment, power, logistics, and transport and other factors towards core business.

ABCD Analysis/SLOC Analysis of Research Proposal

S.No	Qualitative Analysis Frameworks	Procedure	Reference
1	SWOT Analysis	Identify the Strength, Weakness, Opportunities, and threats	PAN Xiaoyong et.al.,[65], Chen Mingquan et.al., [66]
2	PESTLE Analysis	To analyze the Political, Economic, Sociological, Technological, Legal, & Environmental analysis.	Dr. S. Ramamoorthy [67]
3	ABCD Analysis	To study about the Advantages, Benefits, Constraints, and Disadvantages	Aithal, Sreeramana [68]

SWOT Analysis

- **Strength:** Indian car manufacturing industry infrastructure, positive network logistics honesty. To boost the reputation of the company. The automotive market share of India is relatively concentrated, with many significant carmakers formerly representing 80% of the car demand in India.
- **Weaknesses:** Logistics is not well understood by most companies. Often companies do not grasp logistics entirely—home shortage of a good range of talents in logistics.
- **Opportunities:** Policies and regulations that promote logistics growth. Market desire to support the growth of the automotive industry's logistics. Significant profits promote logistics growth in the automobile sector.
- **Threats:** Foreign logistics companies invade India, Indian logistics companies are threatening. India's automotive law logistics is not sound enough.

Pestle Analysis

- **Political:** Independence has established a strong democratic foundation on which to build, which is good in the political climate. Stability is provided by the democratic setup. Unfortunately, the nation is riddled with various corruption and mega-scandals that have occurred in the recent past. In the long term, this corrupt and scandalous atmosphere will balance the benefit of a well-established democratic system. It is anticipated that the regional parties would have a major influence in the eventual establishment of the next state government.
- **Economic:** India has the opportunity to become the world's leader in the development of compact vehicles, thanks to soaring local demand. But the current downturn has caused the industry to have concerns about the future. There are rising interest rates, and the Indian rupee is becoming weaker.
- **Social-cultural:** A growing middle class, urbanization, and youthful population are favorable influences on passenger vehicle sales in India.
- **Technological:** India's major car manufacturers, including Maruti Suzuki, Hyundai, Mahindra, and Mahindra, have significantly boosted their R&D spending. Furthermore, several firms are setting up R&D centers in India. This will help foster homegrown technologies.
- **Environmental:** When there are more and more communal conflicts all across the nation, along with terror attacks, global businesses will start to second-guess their intentions to open new facilities in India. Each of the main automobile manufacturers has a significant labour issue which is expected to last for an extended length of time.
- **Legal:** Moving from Value Added Tax (VAT) to Goods and Services Tax (GST) in the legal sector is under way (GST). There are a lot of outdated laws in the nation that date back to British rule, and they need to be reviewed to accommodate the new century. The introduction of new provisions for companies in India has begun in recent years. In addition, the country's court system is also very sluggish.

ABCD Analysis

- **Advantages**

Identify items to cover - Support only complementary products. - Support for goods also competing

Create a service product portfolio - Very few or too many service items lower the efficiency and benefit standards - separate by various output types.

Choose business models to finance services

Develop financing mechanisms to sensitize the operation valuation – apply different models for various goods and phases of the life cycle.

- **Benefits**

Modifying corporate structures during purchases- - Management of employees by more recruitment and training - Consider contracting third-party support units.

Design and management of post-sales services Chain of supply - - Align resource supplies with demand – provide the correct goods in the right location, by the right individuals, with sufficient facilities, in a negotiated period at the lowest rate.

Continuous performance monitoring – deep understanding of consumer issues and perceptions – assess performance against targets.

- **Constraints**

For most of the years, the automotive market had decreased oil costs, which allowed the industry to pass on the gains to consumers. The decrease in steel prices was particularly beneficial to the industry.

- **Interest Council**

RBI has had ample headroom to play with inflation under pressure, and it has done this on all imaginable occasions. Today it decreased from 7.5 percent repo levels in April 2020 to 6.5 percent.

- **Further Cess Surprise**

Automotive sector expectations for an optimistic 2020 budget have been entirely shattered by many recent cessations in the car industry.

- **Disadvantages**

The Indian automotive industry encountered significant setbacks in terms of strategy. In December 2015, the biggest hit occurred when the Supreme Court suspended the registration of diesel vehicles in Delhi/NCR over 2000cc until March 2016. It has been expanded recently past March.

Conclusion

With this paper, the concepts and dimensions related to the quality of service towards suppliers' commitment concerning SMEs have been discussed, and a model has been framed based on the previous images. The conclusion was that a gap was prevailing with the industry to merge all the above ideas discussed with the paper, and the same has been taken as a gap towards the study.

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