Research Article

SELF MANAGEMENT FROM THE PERSPECTIVE OF INDIAN PHILOSOPHY - AN EXPLORATORY STUDY

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A R T I C L E I N F O	A B S T R A C T
	Thoughts are foundation for the formation of every individual's attitude. It is very important to watch our thoughts constantly, which is nothing but the process of 'managing self'. Self management should be a continuous process to maintain positivity in everyone's life. The purpose of the study is to reveal the importance of self management and the factors influencing the self management. To identify those factors, qualitative data has been collected by adopting various methods of Qualitative Research. The Research results in 11 item scale and it has administered on a sample of 300 respondents. Exploratory factor analysis of Quantitative Research has been conducted in order to test the scale. The instrument generates satisfactory degree of confidence in the scale's reliability and validity. This paper fulfills the need for identifying the set of influential factors and empirically validated instrument to measure self management.

INTRODUCTION

In Hindu philosophy the phrase 'AhamBrahmasmi' has great importance. It is also called as 'I am Brahman'. According to Indian philosophy, every individual has to reach the state of Brahman which means the state of complete awareness, pure consciousness. In other words it can be called as the state of Self Realization. Vedas, Upanishads and Bhagavad-Gita are considered as foundation stones for Indian philosophy, culture and traditions, mentions that it is very important for everyone to maintain the knowledge of self. According to these scriptures true knowledge of self can be gained when mind is free from dualistic opinions, illusions, and confusions. As we can't assume a building or construction, to whatever extent maintains aesthetic looks, without foundation, similarly, an individual without the knowledge of self can't reach his higher positions, both in his external and internal worlds. To attain success in the external part of one's life, everyone has to concentrate on the quality of internal life. Everyone can improve his quality of life through scrutinization of his inner or internal life.

Need for the study

There is a great need for the study of self management from the individual perspective which helps to monitor one's self and adopt those behaviors and cognitions which helps to lead satisfactory quality of life. The concept of self management is well known in the field of health care (Newbould *et al* 2006).

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In health care, self-management implies to individual's ability to handle the physical and psychological consequences in the process of treatment (Barlow *et al* 2002).it is also mentioned that self management is a conscious attempt to gain control on his or her disease, rather than being controlled by it. It also includes monitoring perceived health and implementing strategies to manage treatments and medications of chronic diseases (Throne *et al* 2003). Self management education helps patients to maintain with their best possible efforts to have best possible health (Omisakin, Ncama 2011). The study on self management was also conducted with the perspective of improving independent task performance in students with learning disabilities (Bahri L *et al* 2016).

From the abovementioned studies, it is clear that most of the literature on self management concentrated mainly on 'managing self on health grounds'. But the concept 'Self Management' had a wider scope in the Indian philosophy. Present paper tried to fill the gap by concentrating on concept from the Indian perspective which stresses mainly on 'discovering self' to lead a quality and content life.

Objectives of the study

1. To understand the concept of self management from the perspective of Indian philosophy.
2. To identify various antecedents for Self management.
3. To test the validity and reliability of the Self management antecedents.
4. To frame a theory for measuring the self management.

Self management from the perspective of Indian philosophy

It has been mentioned in Upanishads that there are two types of knowledge – Logical knowledge and Spiritual knowledge. Perceiving the external forms of objects with senses and ability to understand them in the form of sciences has been identified as logical understanding. Maintaining knowledge about internal aspects i.e. soul is all about spiritual knowledge. In Upanishads these two are mentioned as vidya (spiritual knowledge), and avidya (logical knowledge). The knowledge which leads to more attachments, worldliness is considered as inferior one and knowledge which helps to perform self purification is considered as superior one. Upanishads states both (vidya & avidya) are important. But in the present modern world which is highly competitive, innovative, and includes with complex dynamism is concentrating more on Avidya (knowledge on worldly things) than on Vidya (knowledge of self). This is the reason for so many confusions illusions and dualistic opinions on each and every aspect, either in a business, society, relationships etc.

In this context, we should understand an important point that, Logical knowledge is not underestimated but should not elude the importance of 'knowledge of self'. The whole essence of Indian philosophy enunciates that every individual should make use of Avidya (worldly knowledge) in a strategic manner with the support of Vidya (spiritual knowledge or knowledge of self) for the betterment of society and establishing moral standards. According to Swami Nikhilananda 'Spirituality allows in leading a highly rational, value based and active life that culminates in Self-Knowledge'. The Metaphysics of Indian philosophy is to improve the people's quality of life which integrates the physical and spiritual dimensions of human existence through righteousness (dharma). The words like Jnana (knowledge), Vidya (education), Adhyathmik (spirituality), Chaitanyam (consciousness) etc. sounds intrinsically and perceived as religious aspects. But in genuine, these occupies essential place in each and every human life. Our Vedas, Upanishads, epics have specified about these aspects and we should understand the teachings and thoughts of these scriptures on secular grounds rather on religious grounds. In the present 21st century, many philosophers, researchers, are putting efforts to make these valuable teachings available and impart the indulged knowledge to the world irrespective of their religious and geographical backgrounds. The aim of this article is to bring out the importance of maintaining knowledge of self that has been stressed in our Scriptures.

Throughout the introduction of the article it has been discussed that, our scriptures stressed on the point 'knowing self or who I am'. Here consequently one more question arises that 'why I should maintain knowledge of self and what are its benefits and results?' To get answer for these questions we should ignite the faculties of mind and give scope for rational thinking. The answer for 'why' is to manage our self. The knowledge of self helps us to manage our thoughts, attitudes, beliefs and actions. According to renowned spiritual organization Brahma kumaris, Personality of an individual is not his external and physical outlook. It is a framework of internal aspects in a particular chronological order which constitutes individual THOUGHTS; as soon as we create a thought it gives rise to a FEELING. All our feelings put together about a person or situation develops our ATTITUDE about them. As the attitude so we come out in ACTION. Any action done repeatedly becomes our HABIT. All our habits put together is our PERSONALITY. As this personality goes out into the world and comes into interactions, at every step we are creating our destiny, these habits describe the personality of individuals. So it is very important to watch our thoughts constantly and it is nothing but the process of managing self. Through knowledge of self, one can reach the state of Self-realization or self-consciousness. This is the state which can be experienced by one rather can't be explained in words. This might be the reason, for not having one particular definition for the term 'Spirituality' though there is an extensive literature on the concept available. Putting the experiences of spirituality and self-realization is very difficult because it is beyond the senses (Ramnathnarayanaswamy, 2013). Researchers from east and west parts of the world came out with their definitions on spirituality which carries dissimilarities because of variation of their experiences. Our destiny is based on our thought generation. If we maintain positivity in our thoughts then positive energy will generate which helps us to lead life successfully in all aspects. Self management should become a part in everyone's life and it should be a continuous process to fill our mind and heart with positivity. Our Indian history provided us with so many exemplenary individuals who adapted the practices of self managing to attain the stage of self-realization. The concept of self-realization is mainly about utilizing of one's own potentials to maximum extent. It is a process of cultivating divine visions and highly balanced outlook of life. This paper is anchored on the pronouncements of famous Indian gurus and philosophers whose lives are considered as divine examples for self managing, self realizing which resulted in the beneficiaries of the people or society in their contemporary time. Some of them are Adisankaracharya, Ramanujacharya, Chanakya, Ramanand, Swamyvivekananda, RajaRammohanRoy, Mahatma Gandhi etc.

RESEARCH METHODOLOGY

Qualitative research

Qualitative research is chosen when inadequate theories exist and the possibilities that a new theory can be developed as a result of the research. Researchers use qualitative method for their work to provide deeper comprehension and explanation of that particular phenomenon. Qualitative research has deep tendency to describe, analyze, and interpret the constructive aspects of the social world (Mc Leod 2001). According to Clissett (2008), to explore human experience, perceptions, motivations and behaviors, it is necessary to adopt wide range of approaches in quantitative research that includes collection and analysis of speeches and writings. Qualitative research method is used in the following circumstances – (1) when there is a little information available about the topic. (2) When the variables related to the topic are unknown or unclear. (3) When relevant base for the theory is not available (Leedy & Ormrod 2005).

The present paper adopted qualitative research approach. The reason to choose this approach, there is no considerable and sufficient literature on the concept of self management on the management grounds rather we can find literature on self management in the clinical settings. Qualitative research subsumes research designs which include analysis of bibliographies, focus group interviews, and structured and unstructured interviews. The beauty of qualitative research is

to understand people from their own frame of references and experiencing reality as they experience (Corbin & Strauss, 2008). This methodology allows the researchers to understand how people see things. Qualitative researcher must set aside his own perspectives and taken for granted views of the work (Herbert Blumer, 1969). Qualitative research has been described as naturalistic (Lincoln & Guba, 1985), because in this method researcher adopts those techniques which will make informants feel free to come out with their ow views on the relevant topic. Respondents will be interacted in a natural and normal course of their daily life. Qualitative data is appropriate for studying phenomenon that have little theory and literature. Qualitative methods depend on detailed data to unfold and emerge in unusual or new way pertaining to the concerned aspect.

Collecting Qualitative data

Tools used to collect the data to get sufficient information and insights on the topic through Focus group discussions, Structured and Unstructured interviews and analysis of life histories or biographies of eminent philosophers.

Focus group discussion

Focus group discussions have been conducted with 10 participants who holds with similar demographic variables of age around 35-45yearsand holding with managerial positions with average of 10years of experience in their profession and having Masters Degree in their respective positions.

- A brief introduction about the topic is provided and participants are requested to be free to come out with their opinions and points. Whole discussion has been anchored on the questions:
- Why Self management is important in everyone's life?
- What are the circumstances in which Self management is beneficial in professional and personal life?
- How one can manage self and ways to be adopted?

Discussion has been carried for long 2 hours and participants participated enthusiastically and important points specified by the participants are noted, not to miss with any information provided by the participants.

The results of discussion provided with more insights and deep knowledge about the topic. All participants gave positive response on the importance of self management in everyone's life. They specified in dealing with challenges at professional life like reaching targets, handling the pressures, dealing with subordinates and superiors at workplace, coping up with changing environment and also reaching the expectations of family are some circumstances where self management is essential. Respondents also expressed their views and opinions on the ways of managing self. Some of the methods or ways specified are:

- Checking our own behavior
- Analyzing the decisions that have been taken earlier and its effects
- Controlling our emotions
- Observing our thought process
- Developing the ability to analyze the situation or circumstances objectively
- Developing positive thinking and controlling negative emotions

- Adopting spiritual practices like meditation, yoga, reading spiritual books etc
- Developing the ability of identifying our own mistakes and weakness and accepting them with courage
- Self motivating to indulge in continuous learning
- Cultivating the habit of self talks
- Habituating disciplined life
- Updating ourselves to show good performance at workplace

Further research has been carried in the way of analyzing the life histories of eminent philosophers and gurus of Indian history, who stood as examples of 'Managing self'.

Interview Method

The next tool adopted to collect the quantitative data is through Interview method. Semi structured interview method has been adopted in which preconceived questions are posed to the respondents. The reason for adopting this method is that there will be a possibility of approaching the respondents personally that increases the chance of getting more reliable information. Group of respondents or interviewees are from three demographic characteristics- Age, Gender, and Profession. 50 respondents are interviewed and interview with each respondent has been carried for 20-25 minutes. The reason for selecting interviewees from diverse demographics is to perceive the concept of self management and analyze in different manner as the level of self managing varies on the basis of age, profession and also gender. Respondents fall under the age group of 25-60 years. Among them, 20 are female of age between 30-55 and 30 male respondents of age between 25-60 years. Open ended questions have been framed and respondents are given an assurance that their responses will be kept confidential and used for academic purpose only and won't be highlighted by their identity.

Interview includes following questions

1. What is all about 'Managing self' or 'self management'?
2. Does managing self really helpful in your life? Please elaborate your answer.
3. What are the circumstances in your life where self management is more required?
4. What behaviors or attitudes does an individual should develop or cultivate for managing self?
5. What skills and qualities can be acquired or achieved by adopting self management in one's life?
6. What are the ways or practices through which managing self is possible?
7. Share your experiences on the results if you have exercised any practices of self management in your life.
8. Give best example in your view, who attained success in their life by managing self. What qualities of those individuals influenced you?

Responses

Maximum participants responded that self management is important in every one's life and it is a basic necessity to handle pressure. Respondents mention that managing self is all about Controlling emotions and adopting and cultivating those attitudes which are appropriate to situations, developing resilience power to handle with turbulent circumstances, not to get in to negative influences, helping ourselves to live better

life, to reduce health problems, to maintain good relationships in personal and professional life, to have healthy body and mind.

Some respondents who fall under the age group of 25-30 responded that self management is very important to manage their outlook. These responses are subject to the question (1) & (2) in the interview process. Some respondents mention that self management is required in both personal and professional life. Male respondents advocate that self management is helpful at their workplace to handle with work pressures. Female respondent mentions that self management is necessary at both personal and professional life places and they adopt self management skills to fulfill their responsibilities in their personal life. Respondents of age around 25-30 years, both male and female, mentions that they adopt self management skills at the time of interviews, competitive exams, building up of their careers, reaching their targets at their jobs(responses for (7) & (3) questions).

All respondents irrespective of their demographics, mentions that to manage self, one has to cultivate the attitude of being honest to self and should involve in continuous analysis of their behaviors and mistakes. Some respondents of age 45-60 mention that sacrificing the worldly things and giving up of negative emotions is the best way of managing self. Respondents of age 25-40 age group stresses on self checking of their mistakes and using their potentials to maximum extent is the best way of managing self. Female respondents of 35-55 age group mentions that attitude of maintaining patience and positive outlook helps to manage self (responses for (4) & (5) questions).

The set of skills or qualities that can be acquired through self management that have been mentioned by respondents are as follows:

- Confident and consistent
- Adaptable to any situation
- Able to work under pressure
- Enthusiastic towards continuous learning
- Able to meet targets without pressure
- Able to balance professional and personal life
- Positive approach
- Become initiative
- Appropriate utilization of resources in hand
- Fulfilling responsibilities successfully
- Able to recognize and utilize one's potentials

Many respondents mention that they adopt practices like yoga, meditation which helps to manage self and their emotions. Respondents of 25-35 age group adopts practices like yoga, walking, jogging and attending personality development programs. Some have adopted spiritual practices like prayer, reading spiritual books, personality development books, attending spiritual meetings. Some respondents preferred to read the biographies of well known philosophers like Mahatma Gandhi, Swami Vivekananda. The life history of Mahatma Gandhi is considered as best example of self management. Even A.P.J.Abdul kalam's life history has been considered as an influential and best example for self managing (responses for (6) & (8) questions).

RESULTS

Respondents highlighted the characteristics of managing self as follows:

- Love towards others
- Selflessness
- Able to sacrifice
- Honest in finding our own mistakes
- Accepting them with courage
- Repenting on our wrong behaviors
- Putting efforts to correct them
- Analyzing self continuously, involving in continuous improving
- Utilizing the potentials to full extent

After thorough analysis of qualitative data that has been collected from discussions, interviews, and in-depth analysis of special cases (eminent personalities), it become possible to list the set of attitudes (in the form of statements) through which self management is possible.

- Identify our own mistakes and weakness
- Analyzing self continuously.
- Involving in correcting our attitudes.
- Collecting feedback on our own behaviors.
- Ability to sacrifice in concern for others.
- Selflessness behavior.
- Putting others' requirements front in comparison to our own benefits.
- Involves in continuous learning.
- Showing interest in upgrading or updating in profession.
- Improving and utilizing one's own potentials to maximum extent.
- Not involving in defending our mistakes or wrong behavior.
- Accepting our own mistakes, if any.
- Putting sincere efforts to identify our own behaviors which are not accepted.
- To feel sorry for our own mistakes.
- Remembering mistakes, so that not to repeat them in future.

QUANTITATIVE RESEARCH METHODS

To achieve the fourth objective of the research, it is necessary to adopt quantitative methods.

Profile of respondents

Questionnaire has been administered to 300 participants. Sample has been selected from the population of software engineers. A simple random sampling technique has adopted. The sample consists of 175 male and 125 female respondents. The mean age of the respondents is 37.5 years and their average work experience is 7.5 years.

Testing of Instrument

The developed scale consists of 11 items. Responses are collected from seven point likert scale with highest value, 7= strongly agree; 6=agree; 5=somewhat agree; 4= neutral; 3= somewhat disagree; 2=disagree; 1=strongly disagree to lowest value, 1= strongly disagree.

Reliability and Validity test has been conducted to examine the psychometric properties of the scale.

Reliability

Depending on the cronbachα values, consistency between various items is decided. $\alpha = 0$, implies no consistency and $\alpha = 1$ implies complete consistency in the multiple item scale. If $0.8 \leq \alpha \leq 0.95$ implies very good reliability; $0.7 \leq \alpha \leq 0.8$ implies good reliability; $0.6 \leq \alpha \leq 0.7$ implies fair reliability and $\alpha < 0.6$ is poor reliability.

The internal consistency of the scale has been measured by cronbach's Alpha is 0.904.

Construct validity: It refers to whether a scale measures or correlates with the theory. Exploratory factor analysis has been conducted to identify and confirm the underlying structure of the items. The principle component analysis is the method of extraction and varimax rotation is used to assess the construct validity of the research instrument.

Initially, the suitability of the data for the factor analysis is explored. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy of the instruments is 0.856 and it is greater than 0.5 which indicates that factor analysis could be used for the given set of data. Bartlett's test of sphericity tests the significance of correlation matrix of variables which indicates that correlation is significant (i.e. correlation matrix is not identity matrix).

Bartlett's test of sphericity for the significance of the correlation matrix of the variables indicates that the correlation coefficient matrix is significant as indicated by the p value corresponding to the chi-square statistic=2060.516 with df 55. The p value is 0.000 which is less than 0.05, the assumed level of significance. This indicates that correlation matrix of the variables is significant. All these values justify the use of factor analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	2060.516
	Df	55
	Sig.	.000

As per Kaiser Criterion, only factors with Eigen values greater than 1 areretained. The factor analysis extracted two factors which explained 65.033% of variance with item loading exceeding 0.5. The percentage of variance explained for each factor is 52.919% and 12.113%. The eigen values of two factors are 5.821 and 1.332. The screen plot (Fig: 1) also shows two factors should be retained. The two factors can be labeled as F1 as Actualization and F2 as Introspection. Principal component analysis with varimax rotation has been adopted for rotated extracted factors or components with cut off 0.4. Table 2 provides items with their respective loadings ranging from 0.5 to 0.8.
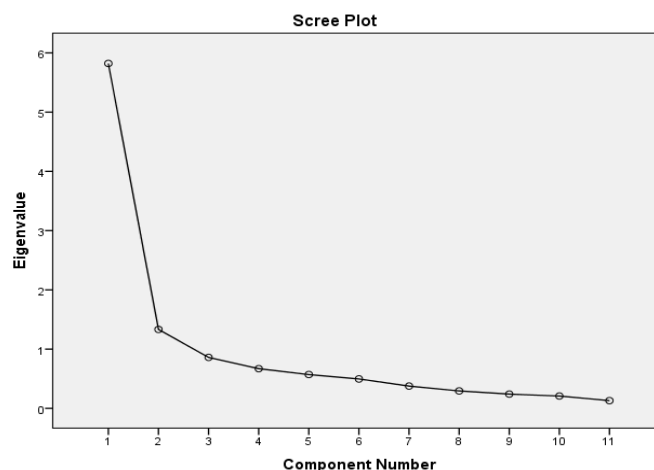

Scree Plot

Table 2

Factor loadings

ITEMS	Actualisation	Introspection
SM8	.896	
SM6	.795	
SM10	.762	
SM5	.757	
SM7	.726	
SM11	.722	
SM1	.542	
SM3		.895
SM2		.862
SM4		.746
SM9		.501

Convergent validity

Along with construct validity, another factor analysis using within scale is used to test the convergent validity.

Convergent validity refers to measuring all items in a construct actually loading on a single construct. It is established when all items fall into one factor are theorized. It also established to obtain judgment of the unidimensionality. The two factors displayed unidimensionality with Introspection (F1) KMO was .721 explaining 65.808% of variationand Actualization (F2) KMO was .868 explaining 63.190% of variation. Thus analysis provides support for convergent validity.

Table 3

Total Variance Explained			
Component	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	2.632	65.808	65.808
Extraction Method: Principal Component Analysis.			

Table 4

Total Variance Explained			
Component	Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	4.423	63.190	63.190
Extraction Method: Principal Component Analysis.			

Discriminant validity

It refers to the independence of variables and is based on the assumption that observed construct should not be highly correlated to each other ie multicollinearity. Further, correlations of variables that are not above+/- 0.9 in the correlation matrix indicate that scale is free from multicollinearity. The observed variables should be discriminating or distinct. This can be identified by calculated

correlations among the variables are significantly different from 1.0. The correlation among the two factors is 0.622. It means that all factors that are correlated were significantly different from 1.0 at 0.01 significant levels.

Table 5

		Actualization	Introspection
	Correlations		
Actualization	Pearson Correlation	1	.622[**]
	Sig. (2-tailed)		.000
	N	300	300
Introspection	Pearson Correlation	.622[**]	1
	Sig. (2-tailed)	.000	
	N	300	300
**. Correlation is significant at the 0.01 level (2-tailed).			

Good fit of the model

Good fit of themodel can be checked by looking at the summary of the percentage of the non-redundant residuals at the Reproduced correlation matrix. A model that is good fit will have less than 50% of the non-redundant residuals with absolute values that are 0.05. In the analysis of present case, residuals are computed between observed and reproduced correlations. There are 25 (45%) non redundant residuals with absolute values greater than 0.05, which concludes that model has good fit with variables

Reproduced correlation

Reproduced communalities

validity of the instrument changes with one group of participants to another, it is beneficial and recommended to establish the psychometric properties for the specified population.

* Self Management questionnaire

1. I put sincere efforts to identify behaviors which are not accepted.
2. I constantly observe my thoughts and emotional state.
3. The act of looking within myself helps me to correct my attitudes and behaviors.
4. I do feel sorry for the wrong decisions; I had taken in the past.
5. I use all my potentials and abilities to reach my goals.
6. I can able to give-up my preferences in concern of others.
7. I show interest on continuous development of myself in all aspects.
8. The analyzing of self helps to close the gap between current and desired performance.
9. I can recognize my characteristics that are not accepted.
10. I am not selfish in my actions, thoughts, and words.
11. Regretting for my past actions will make me conscious for future actions.

	sm1	sm2	sm3	sm4	sm5	sm6	sm7	sm8	sm9	sm10	sm11
sm1	.392[a]	.374	.377	.457	.488	.532	.493	.519	.308	.482	.504
sm2	.374	.781[a]	.807	.723	.359	.431	.413	.263	.486	.337	.450
sm3	.377	.807	.834[a]	.742	.357	.432	.415	.256	.499	.334	.453
sm4	.457	.723		.727[a]	.497	.569	.537	.449	.489	.479	.568
sm5	.488	.359	.742	.497	.634[a]	.681	.628	.704	.336	.631	.636
sm6	.532	.431	.357	.569	.681	.735[a]	.679	.746	.384	.676	.690
sm7	.493	.413	.432	.537	.628	.679	.628[a]	.684	.362	.623	.639
sm8	.519	.263	.415	.449	.704	.746	.684	.814[a]	.304	.706	.685
sm9	.308	.486	.256	.489	.336	.384	.362	.304	.329[a]	.324	.383
sm10	.482	.337	.499	.479	.631	.676	.623	.706	.324	.629[a]	.630
sm11	.504	.450	.334	.568	.636	.690	.639	.685	.383	.630	.652[a]
			.453								
b)Residuals											
sm1		-.003	-.016	-.104	-.095	-.065	-.115	.036	.071	-.063	-.113
sm2	-.003		-.048	-.129	.071	-.020	-.095	.038	-.083	.082	-.029
sm3	-.016	-.048		-.030	.014	.005	.015	.055	-.167	-.007	-.031
sm4	-.104	-.129	-.030		-.057	.038	.086	-.046	-.108	-.012	.006
sm5	-.095	.071	.014	-.057		-.024	-.076	-.021	-.029	-.092	-.065
sm6	-.065	-.020	.005	.038	-.024		-.013	-.049	-.072	-.117	-.011
sm7	-.115	-.095	.015	.086	-.076	-.013		-.066	-.045	-.120	.003
sm8	.036	.038	.055	-.046	-.021	-.049	-.066		.017	.008	-.129
sm9	.071	-.083	-.167	-.108	-.029	-.072	-.045	.017		-.036	-.016
sm10	-.063	.082	-.007	-.012	-.092	-.117	-.120	.008	-.036		-.008
sm11	-.113	-.029	-.031	.006	-.065	-.011	.003	-.129	-.016	-.008	

Extraction Method: Principal Component Analysis.
a) Reproduced communalities
b Residuals are computed between observed and reproduced correlations. There are 25 (45.0%) nonredundant residuals with absolute values greater than 0.05.

CONCLUSION

The qualitative data that has been collected from the analysis of cases, focus group discussions and semi structured interviews made clear about the importance of self management and its influential factors through which self management is possible. All responses from participants are listed in the form of statements. On the basis of these, 11 item scale* has been formulated. The scale has satisfied reliability and validity test which proves that scale is appropriate for predicting the level of self management. As the reliability and

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