



WORKPLACE MENTORING AND EMPLOYEES' PERCEPTIONS OF WORK-LIFE BALANCE: A QUALITATIVE STUDY IN THE INSURANCE INDUSTRY IN GUANGZHOU, CHINA



Tian Long*, Oyyappan Duraipandi

Original Article

Lincoln University College, 47301 Petaling Jaya, Selangor D. E., Malaysia

*Corresponding Author's Email: tianlong@lincoln.edu.my

Abstract

This study examined employees' perceptions of the impact of workplace mentoring (WM) on work-life balance (WLB) in the insurance sector in Guangzhou, China. A qualitative, cross-sectional design was employed to investigate employees lived experiences and views of mentoring relationships and their contribution to maintaining a balance between professional and personal responsibilities. Purposive sampling was used to select 30 insurance-sector employees with direct experience of WM. Primary data were gathered through semi-structured, face-to-face interviews conducted between March and May 2025. The interviews were conducted in Mandarin Chinese and explored employees' experiences of WM, emotional support, workplace advice, and boundary management. The data were analysed using inductive coding and thematic analysis. Data saturation was reached by the 27th interview; three further interviews confirmed that no new significant themes emerged. Four main themes were identified. WM was perceived as a source of emotional and psychological support, practical guidance on time and boundary management, increased confidence and reduced work-related stress, and a reciprocal relationship that enhanced overall well-being. The findings showed that WM helped employees manage workplace pressure and organise their workloads. However, the findings also indicated that the effectiveness of mentoring depended on the quality and nature of the mentoring relationship, as negative mentoring experiences could contribute to emotional exhaustion and work-life conflict. The study concluded that supportive and well-organised mentoring relationships have the potential to promote employees' WLB and overall workplace well-being in the Chinese insurance industry.

Keywords: *Employees' Perceptions; Insurance Sector; Work-Life Balance (WLB); Workplace Environment; Workplace Mentoring (WM)*

Introduction

Work-life balance (WLB) has become an increasingly important issue for employees and organisations alike as modern workplaces place growing demands on employee productivity, adaptability, and overall employee well-being. In the context of the insurance sector, employees often face heavy workloads, performance expectations, customer demands, regulatory obligations, and long working hours [1]. These conditions can make it difficult to maintain an adequate balance between work responsibilities and personal life. Accordingly, companies have increasingly considered workplace practices that can help sustain employees' well-being while supporting organisational performance [2]. Workplace mentoring (WM) is one of the most significant practices influencing employees' WLB. Mentoring involves a developmental relationship in which experienced employees provide advice, understanding, motivation, feedback, and professional assistance to less experienced colleagues [3]. Beyond career growth, WM may provide employees with emotional and practical support that helps them manage workplace demands. Mentors may help employees organise tasks, develop coping strategies, navigate organisational expectations, and gain confidence in handling professional



challenges. Such support may influence how employees perceive their ability to maintain boundaries between their professional and private lives [4].

The association between WM and WLB is especially relevant in the insurance sector, where interpersonal relationships, performance pressures, customer service demands, and career advancement can affect employees' everyday functioning. Guangzhou, the capital of Guangdong Province and a major financial and commercial centre in southern China, provides a suitable setting for exploring the relationship between WM and WLB. The city has a high concentration of financial and insurance companies and a diverse, skilled workforce operating in a competitive environment [5]. Understanding employees' experiences can provide deeper insight into how WM relationships may support or constrain their ability to balance work and personal responsibilities. Thus, the current study examined employees' perceptions and experiences of WM regarding WLB within the insurance sector in Guangzhou. The study also sought to provide a qualitative understanding of how WM relationships are experienced and how they may affect employees' perceptions of achieving a balance between professional and private life.

Background of study

With globalisation, mentoring programmes have become a more common practice in the managerial activities of multinational corporations involving employees from Western and non-Western cultures. In China in particular, mentoring programmes are becoming popular in many firms, both multinational and domestic, for purposes such as supporting the career planning of early-career employees and managing organisational restructuring. China has become one of the major markets attracting investment from around the world, owing to its rapidly growing economy and its increasingly central position in the global economy [6]. Meanwhile, occupational stress among Chinese employees has risen, and there is a greater need for Employee Assistance Programmes within organisations and at the societal level in terms of facilities and resources (for example, occupational health psychologists and counselling centres for work stress management). In China, according to a basic principle of Confucian dynamism, junior and senior members of a social group bear reciprocal obligation to each other. In other words, senior members are expected to provide advice and consideration to junior members, and junior members should show respect and obedience to senior members [7].

The concept of mentoring embodies this value, and the mentoring process has become an integral component of the social environment, including the work environment in China. At the same time, employees must cope with increasing job stress. To reduce such stress, employees tend to seek instrumental or emotional mentoring support informally from more experienced colleagues, who in many cases are their immediate supervisors [8]. However, mentoring can also be a source of stress because of the mentor's legitimate authority over performance assessment and the reciprocal obligations of such interpersonal relationships. Consequently, the dual role of the mentor (as both a stressor and a support provider) may partly explain the higher levels of emotional stress arising from other stressors. Likewise, for employees who are already dissatisfied with the supervisory relationship, receiving work assistance from the supervisor may only heighten the strain in that relationship [9].

Purpose of the research

The objective of the research was to investigate the perceptions of WLB among employees working in the insurance sector of Guangzhou, Guangdong Province, China, with respect to WM. The study aimed to explore employees' experiences of mentoring relationships and their perceptions of the impact of mentors' guidance, emotional support, advice, and interpersonal help in facilitating their WLB. Furthermore, the research was intended to identify the workplace factors that made WLB easier or more difficult for employees. A qualitative method was used to capture employees' experiences and views rather than to measure relationships between variables. The research also sought to add context-specific data about mentoring and supportive practices in the insurance sector of Guangzhou that may be important for employee health, satisfaction, retention, and productivity. A further purpose was to offer practical information to help insurance companies design mentoring schemes and workplace environments conducive to better WLB for employees.

Literature Review

The empirical evidence on WM and WLB has grown alongside increasing awareness of employee well-being and organisational support. Existing research has investigated WM, WLB, job satisfaction, mental well-being, and overall employee performance. A study by Bahrami et al. [10] found that WM played a significant role in supporting women's WLB. Mentoring supported employees in managing competing work, family, and social commitments through enhanced role management. The findings showed that effective mentoring boosted women's confidence, empowerment, job satisfaction, and proficiency in managing multiple duties. Nevertheless, the benefits of mentoring were influenced by organisational, individual, interpersonal, cultural, environmental, and family-related factors. Supportive mentoring relationships could therefore contribute to more effective management of work and personal roles. The research also suggested that companies could benefit from effective mentoring through enhanced employee well-being, stronger workplace relationships, and women's sustained participation and growth in employment [10]. In addition, a study by Dzingwa and Terblanche [11] revealed that coaching provided significant support for women in leadership roles who faced difficulties in sustaining WLB. The research findings demonstrated that coaching helped women develop greater self-awareness, clarify personal and professional priorities, and identify practical strategies for handling competing responsibilities. Coaching also helped employees establish healthier boundaries between work and personal life while maintaining their confidence in managing leadership needs. The research also indicated that supportive coaching connections could assist women in managing workplace stresses and enhance their overall well-being. The findings highlighted coaching as a useful developmental intervention for promoting sustainable leadership and WLB among female employees [11].

Several empirical studies have investigated the significance of WM in enhancing WLB and overall employee satisfaction. A study by Tsagkanou et al. [12] found that WM significantly affected employees' work-family balance and job satisfaction in the hotel sector. The findings showed that supportive mentoring relationships helped employees manage the demands of work and family more effectively. A positive, engaging working environment and greater workplace flexibility also reinforced these outcomes. The research also demonstrated that employees who experienced supportive organisational conditions were more likely to achieve a more satisfactory balance between their professional and private life responsibilities [12]. However, research by He et al. [13] found that negative mentoring experiences had a significant adverse impact on mentors' WLB. The findings indicated that adverse experiences within mentoring relationships increased emotional exhaustion, which in turn reduced mentors' ability to maintain a balance between workplace and private life. Emotional exhaustion thus played an essential mediating role in the relationship between negative mentoring experiences and WLB. The research also found that prosocial motivation moderated this relationship by influencing how mentors responded to negative mentoring experiences and emotional demands [14].

Work/Family Border Theory (WFBT) and Social Exchange Theory (SET) are the most appropriate theories for the current study. WFBT helps explain how WM may affect work-family boundaries, while SET clarifies how mutual assistance, obligations, and relationship quality shape employees' perspectives on WLB. According to Clark [14], WFBT explains how people manage the borders between the work and family domains. The theory proposes that employees cross between these domains daily and experience varying levels of integration, segmentation, flexibility, and permeability. WLB depends on how effectively individuals manage these boundaries. WFBT also emphasises the impact of the work and family environments, relationships, and expectations on employees' ability to achieve balance between professional and private responsibilities [14]. Several studies have used WFBT to explain the importance of maintaining adequate WLB. Research by Adisa et al. [15] found that the COVID-19 pandemic substantially altered employees' boundary management and WLB by blurring the separation between the work and personal domains. Employees encountered greater difficulties in preserving boundaries as work increasingly entered the home environment, creating overlapping duties and interruptions. The study used WFBT to describe how employees navigated these shifting boundaries. The research revealed that employees developed new boundary-management strategies to cope with greater work-family integration, emphasising the significance of individual choices and organisational support in sustaining WLB [15]. These findings inform the present research by suggesting how mentoring may support employees' boundary

management, reduce work-family interference, and enhance perceptions of WLB within the insurance sector of Guangzhou.

According to Homans [16], SET describes social behaviour as an exchange process in which people seek rewarding outcomes and avoid costly experiences. Individuals assess relationships based on the advantages and costs related to their interactions. In WM, employees may value guidance, support, recognition, and career development received from mentors. When perceived rewards outweigh costs, employees are more likely to maintain positive relationships. Therefore, mentoring experiences can shape employees' perceptions of, and attitudes towards, the workplace [16]. Numerous empirical studies have employed SET to explain mentoring as a reciprocal relationship that influences WLB. A study by Dai and Zhen [4] found that WM positively influenced employee satisfaction, with WLB playing a crucial mediating role in the relationship. The research findings indicated that supportive mentoring assisted employees in more effectively managing professional and private duties, therefore improving satisfaction. The technological environment also moderated these relationships, showing that workplace technology could strengthen or weaken the effects of mentorship. SET was employed to describe mentorship as a reciprocal association in which mentors deliver guidance, assistance, understanding, and resources, while employees reciprocate through positive attitudes and behaviours. Therefore, SET assisted in explaining how perceived support and reciprocity within mentoring relationships contributed to enhanced WLB and employee satisfaction [4]. The research findings support the present study by showing that mentoring can affect WLB through supportive relationships, providing a foundation for analysing employees' perceptions of WM within Guangzhou's insurance sector.

Research question

- What are employees' perceptions regarding the influence of workplace mentoring on their work-life balance within the insurance industry?

Methodology

Research Design and Procedure

Subjects or Data Sources

The researchers conducted one-to-one interviews using a semi-structured interview guide to collect the data for the present research. Data were collected from Chinese employees in the insurance industry in Guangzhou, China. The interview guide had two parts: (a) questions on participants' demographic information and (b) semi-structured, open-ended questions on WM processes and employees' perceptions of maintaining WLB. This format allowed participants' experiences to be explored in depth through qualitative analysis.

Instrumentation and Data Analysis

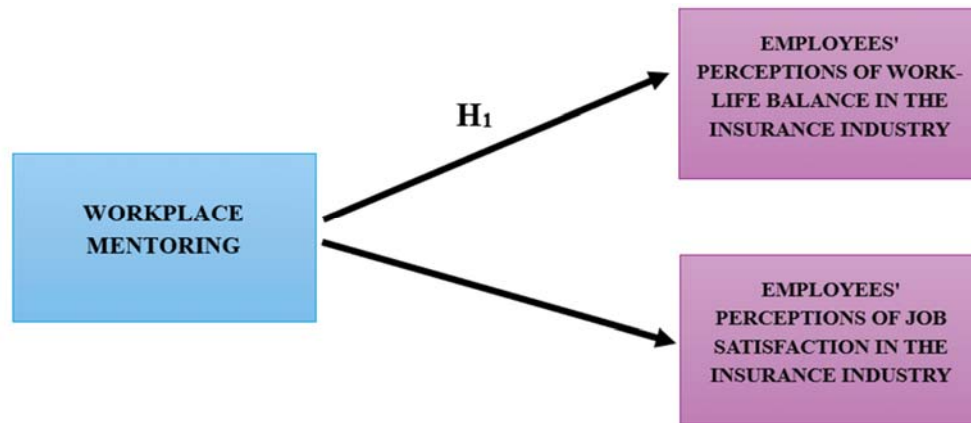
Semi-structured interviews were conducted with 30 selected insurance-sector employees to gather qualitative data until data saturation was achieved and all planned interviews were completed. The researcher employed thematic analysis to analyse the collected data. In this procedure, the underlying themes were used to organise the data from the collected interview responses. The researcher also employed an inductive coding approach to organise the data into themes. Condensed representations of the data facilitated a contextual understanding of the study setting drawn from the interviewees' knowledge and perspectives.

Limitations

The findings may not be generalisable to broader populations or other geographical regions because of the study's small sample size. This is one of the limitations of a qualitative study design. As the interviewer's viewpoint could affect data collection and analysis, subjectivity and bias were possible concerns. Additionally, it may be difficult to replicate the findings exactly with semi-structured interviews because of the flexible, relatively unstructured nature of this data

collection method. Finally, the findings depend on subjective interpretation rather than objective quantitative measures, which makes it difficult to draw broad conclusions from the current study.

CONCEPTUAL FRAMEWORK



Results

Thematic analysis of the 30 interview transcripts produced four main themes related to the relationship between WM and employees' perceptions of WLB in the insurance industry. Data saturation was reached at the 27th interview. The themes are presented below with supporting participant quotations (participants are identified by number to preserve anonymity).

Theme 1: Mentoring as Emotional and Psychological Support

Most participants (22 out of 30) described mentoring as an essential source of emotional and psychological support that helped them cope with workplace pressure and reduced its spillover into their private lives. Mentors provided a safe, non-judgemental space in which to discuss stresses associated with sales targets, demanding clients, and extended working hours. Participant 09, a female underwriter with approximately three years of experience, said, "When I feel overwhelmed by the monthly targets, my mentor listens without judgement and reminds me that it is normal to feel stressed. After talking to her, I can go home and switch off more easily." Similarly, Participant 14, a male sales agent with five years of experience, explained, "Having someone who understands the pressure makes me feel less alone. I no longer take all the anxiety home to my family." These accounts showed that mentoring helped participants manage stress and maintain healthier work-life boundaries.

Theme 2: Practical Guidance on Time Management and Boundary Setting

Eighteen participants said that mentors provided practical advice on handling workloads, prioritising assignments, managing client communication, and safeguarding private time. Participants indicated that such advice helped them organise their day-to-day duties more effectively and establish clearer boundaries between work and home. Participant 07, a female claims adjuster with four years of experience in the insurance sector, remarked, "My mentor showed me how to schedule the most important client meetings in the morning and leave the afternoons for paperwork. Now I can leave the office by 7 pm most days." She explained that this approach reduced excessive overtime and helped her complete tasks within more predictable hours. Likewise, Participant 21, a male agency manager with seven years of experience, explained, "He taught me to say 'no' politely to last-minute requests after 8 pm. Before mentoring, I used to answer every WeChat message even at midnight." These experiences indicated that mentoring enabled participants to develop useful time-management skills and set healthier boundaries on work-related availability, thereby maintaining a more satisfactory balance between work and individual responsibilities.

Theme 3: Increased Confidence and Reduced Work-Related Anxiety

Fifteen participants reported that frequent feedback, reassurance, and encouragement from mentors boosted their confidence in handling job demands and reduced work-related anxiety. Participants explained that supportive mentors helped them recognise their abilities, respond more effectively to challenges, and feel less nervous about meeting performance expectations. This improved confidence also enabled participants to disengage from work during their private time and concentrate more fully on family and leisure activities. Participant 03, a female sales consultant with two years of experience, said, “Knowing that my mentor believes I can meet the targets reduces the constant fear I used to have. I can now enjoy weekends with my children without checking my phone every ten minutes.” Her account showed that mentoring provided emotional reassurance while boosting professional self-belief.

Theme 4: Mentoring as a Reciprocal Relationship that Strengthens Overall Well-being

Twelve participants regarded mentoring as a reciprocal relationship that provided emotional support, mutual trust, and a stronger sense of belonging in the workplace. Participants indicated that feeling appreciated and supported by their mentors increased their motivation and contributed positively to their overall well-being. The relationship was perceived as extending beyond professional guidance, as mentors showed genuine interest in participants’ growth and personal experiences. Participant 18, a male risk analyst with six years of experience in the field, said, “It is not only about advice. Feeling that someone in the company cares about my development makes me more motivated at work and more relaxed at home.” Overall, WM supported workplace relationships and a healthier WLB.

Discussion

The study findings showed that WM was generally perceived as a useful mechanism for maintaining employees’ WLB in the insurance sector in Guangzhou. Across all four themes, participants described WM as a source of emotional support, practical guidance, and confidence, and as a reciprocal relationship that enhanced overall well-being. The findings therefore suggest that WM influences WLB through several interconnected pathways rather than a single mechanism. This interpretation is consistent with the aim of the current study, which examined employees’ understanding of WM and their perceptions of its impact on professional and private responsibilities.

The first theme revealed that WM provided significant emotional and psychological support. Twenty-two participants reported that their mentors had helped them cope with workplace stressors, such as sales targets, demanding clients, and extended working hours. Participants greatly valued having a trustworthy, non-judgemental person with whom they could discuss stressful incidents. This finding is supported by Bahrami et al. [9], who analysed WM and women’s WLB and found that WM enhanced role management, confidence, empowerment, and the ability to handle competing duties. This similarity suggests that the emotional dimension of WM may help employees manage workplace pressure before it spills over into family and private life. The current research extends this evidence by demonstrating how employees in an insurance setting experienced emotional support in day-to-day circumstances, especially when dealing with performance stress [17].

The second theme revealed that WM provided practical advice on time and boundary management. Eighteen participants said that mentors had helped them prioritise tasks, organise customer communication, manage workloads, and protect private time. This finding is supported by the study of women leaders by Dzingwa and Terblanche [10], which found that coaching enabled participants to develop WLB strategies, improve self-awareness, and handle competing professional and household duties. Although coaching differs from mentoring, the findings showed that developmental relationships can help employees translate general support into practical boundary-management strategies. The current research thus demonstrated that WM was valuable not only because mentors listened to employees but also because they provided concrete strategies for managing workplace demands.

The third theme showed that WM improved confidence and reduced work-related stress. Fifteen participants reported that encouragement and feedback from mentors had made them feel more capable of meeting performance expectations. Reduced stress enabled participants to detach from work and enjoy private and family time. This finding is consistent with Bahrami et al. [9], who reported that WM increased confidence and role-management abilities. The finding is

further supported by Dzingwa and Terblanche [10], whose results revealed that coaching improved self-awareness and helped women leaders develop strategies for balancing professional and private duties. These similarities suggest that confidence serves as a vital cognitive mechanism through which developmental support can contribute to WLB.

However, the findings were not entirely consistent with all prior studies. In their study of hotel employees, Tsagkanou et al. [11] found that career mentoring was positively related to work-family balance, whereas socio-emotional mentoring was negatively related to it. This partly contrasts with the current findings, in which emotional and psychological support was one of the most prominent positive themes, with 22 participants describing it as beneficial. In the current research, emotional support was evidently experienced as trustworthy and non-judgemental, whereas socio-emotional mentoring in the hotel setting may have involved different expectations or relational dynamics. This comparison suggests that WM cannot automatically be assumed to enhance WLB; its effects may depend on the quality and nature of the mentoring relationship.

The fourth theme indicated that WM was perceived as a reciprocal relationship that strengthened employees' sense of being valued by the organisation and of belonging. Twelve participants said that knowing someone in the workplace cared about their development had increased their motivation and helped them feel more relaxed outside work. This finding supports SET, as participants appeared to view mentor support as a valuable organisational and interpersonal exchange. Dai and Zhen [3] likewise noted that WM positively affected employees' job satisfaction, with WLB playing a significant mediating role. The results thus support the proposition that supportive mentoring relationships can foster positive attitudes and behaviours through reciprocity and perceived organisational support.

Nevertheless, caution is needed, as WM can also become a source of workplace anxiety. As noted in the background to this study, Yang et al. [8] indicated that mentoring relationships can serve as both support mechanisms and potential stressors, especially when mentors also have legitimate authority over performance assessment. This point is important because employees may feel anxious about maintaining favourable relationships with their mentors, creating additional emotional demands. Similarly, He et al. [12] reported that negative mentoring experiences increased emotional exhaustion and thus weakened WLB. These findings challenge any assumption that WM is universally helpful and show that the quality, reliability, and design of mentoring relationships are important.

Conclusion

The current research concluded that WM was perceived as an essential factor in maintaining employees' WLB in the insurance sector in Guangzhou, China. The findings showed that WM contributed to WLB through emotional and psychological support, practical guidance, enhanced confidence, and reciprocal workplace relationships. Participants reported that mentors had helped them manage workplace pressure, organise workloads, establish boundaries, and reduce work-related stress. These experiences enabled employees to detach from work more effectively and devote greater attention to family and private activities. The research also indicated that the effectiveness of WM depended on the quality and nature of the mentoring relationship. Although supportive mentoring enhanced employees' overall well-being and perceptions of WLB, the literature indicates that negative mentoring experiences can contribute to emotional exhaustion and work-life conflict. Hence, WM is not universally beneficial and requires supportive, reliable, and well-organised relationships. Overall, the current research showed that WM provided both emotional and practical support that helped employees manage professional and private obligations. The findings further suggest that insurance companies could benefit from developing supportive mentoring programmes and a workplace environment that encourages healthier WLB, employee well-being, and sustainable corporate performance.

Conflict of Interests

The authors declare that they have no conflict of interests.

Acknowledgement

The authors are thankful to the institutional authority for completion of the work.

References

1. Nabawanuka H, Ekmekcioglu EB. Millennials in the workplace: perceived supervisor support, work–life balance and employee well–being. *Ind Commer Train*. 2022;54(1):123–44. <https://doi.org/10.1108/ICT-05-2021-0041>
2. Avadhani VD, Menon RB. Development and standardization of the work-life balance scale for the insurance sector employees. *Cogent Bus Manag*. 2022;9(1):2154994. <https://doi.org/10.1080/23311975.2022.2154994>
3. Yan P, Natarajan B. The Function of Educators in Expanding their Professional Competence through Exploration. *International Journal of Advances in Business and Management Research (IJABMR)*. 2025 Mar 12;2(3):18-24. <https://doi.org/10.62674/ijabmr.2025.v2i03.003>
4. Dai Y, Zhen Y. Effects of mentorship on work-life balance and employee satisfaction: the mediating role of work-life balance and the moderating role of technological environment. *Humanit Soc Sci Commun*. 2026;13(1):1270 <https://doi.org/10.1057/s41599-026-07632-y>
5. Zheng Y, Surienty L. A qualitative study of the factors affecting the work-life balance of employees in China. *Glob Bus Manag Res*. 2024; 16:140. <https://doi.org/10.64451/mwznqb13>
6. Zhang Q, Song C, Li L, Zhou Z, Wang Z. Mentoring on protégés' career satisfaction: the roles of organizational inclusion and mentors' cultural competence in Chinese workplaces. *Asia Pac Bus Rev*. 2025;1–25. pp. 1–25. <https://doi.org/10.1080/13602381.2025.2459876>
7. Wei X, Yu G. How do mentors influence the career satisfaction of protégés: dual processing mechanism of cognition and emotion. *Career Dev Int*. 2023;28(5):572–85. <https://doi.org/10.1108/CDI-09-2022-0248>
8. Badaruddin B, Surianto S, Fatmasari F. Work-life balance and professional development: their impact on employee performance. *Paradoks J Ilmu Ekon*. 2024;7(4):409–24. <https://doi.org/10.57178/paradoks.v7i4.986>
9. Yang F, Liu P, Xu S. How does mentoring influence protégés' work engagement? Roles of perceived organizational support and family-like employee-organization relationship. *Chin Manag Stud*. 2022;16(1):197–210. <https://doi.org/10.1108/CMS-10-2019-0364>
10. Bahrami P, Nosratabadi S, Palouzian K, Hegedűs S. Modeling the impact of mentoring on women's work-life balance: a grounded theory approach. *Adm Sci*. 2022;13(1):6. <https://doi.org/10.3390/admsci13010006>
11. Dzingwa N, Terblanche N. Coaching to support work-life balance of women in leadership positions. *SA J Hum Resour Manag*. 2024;22:2509. https://hdl.handle.net/10520/ejc-sajhrm_v22_n1_a2509
12. Tsagkanou M, Polychroniou P, Vasilagkos T. The impact of mentoring on work-family balance and job satisfaction in the hotel industry in Greece: the mediating role of working environment and flexibility. *J Hum Resour Hosp Tour*. 2022;21(4):572–92. <https://doi.org/10.1080/15332845.2022.2106617>
13. He T, Chen J, Wu B, Zhao Z. Effects of mentor's negative mentoring experiences on work-life balance: moderated mediating effect of prosocial motivation and emotional exhaustion. *Int J Organ Leadersh*. 2025;14(2):342–58.
14. Clark SC. Work/family border theory: a new theory of work/family balance. *Hum Relat*. 2000;53(6):747–70. <https://doi.org/10.1177/0018726700536001>

15. Adisa TA, Antonacopoulou E, Beauregard TA, Dickmann M, Adekoya OD. Exploring the impact of COVID-19 on employees' boundary management and work-life balance. *Br J Manag.* 2022;33(4):1694–709. <https://doi.org/10.1111/1467-8551.12643>
16. Homans GC. Social behavior as exchange. *Am J Sociol.* 1958;63(6):597–606. <https://doi.org/10.1086/222355>
17. Dyageti SR, Kiran KU. The Role of HR in Driving Organizational Sustainability through Employee Well Being Programs. *International Journal of Advances in Business and Management Research (IJABMR).* 2025 Aug 8;3(Suppl 1):78-85. <https://doi.org/10.62674/ijabmr.2025.v3isuppl1.010>