IJARSCT
International Journal of Advanced Research in Science, Communication and Technology
International Open-Access, Double-Blind, Peer-Reviewed, Refereed, Multidisciplinary Online Journal
ISSN: 2581-9429
Volume 6, Issue 1, July 2026
Impact Factor: 8.2

Employee Engagement in Cross Section Industries – A Study

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Abstract: *Employee engagement is a critical determinant of organizational success, impacting productivity, customer satisfaction, and retention across various industry. Employee engagement and organisational performance are related to one another. The studies done in the past attempted to extensively explore engagement within specific contexts, a cross-sectional understanding of how drivers and levels of engagement vary across industries remains limited. This study utilizes a qualitative and quantitative, analysis of and compare the factors influencing employee engagement in selected industries such as Information Technology (IT), Banking, Healthcare and Manufacturing industries. Preliminary findings indicate that while factors such as supportive leadership and clear expectations are universally important, the relative significance of other drivers, such as career growth opportunities in the IT sector versus compensation and organizational justice in the Banking sector, tend to vary. Hence, this study concludes that employee engagement is a universal concept but, industry or firm specific.*

Keywords: Employee Engagement, Cross-Section Industry, Information Technology, Banking, Healthcare, Manufacturing, Human Resource Management.

I. INTRODUCTION

Human resource management (HRM) is the strategic process of managing an organization's employees to achieve company goals, while employee engagement is the emotional commitment an employee has to the organization and its mission. HRM plays a crucial role in fostering engagement by strategically managing the entire employee lifecyclefrom hiring and onboarding to development, motivation, and retention.

Employee engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption. Engaged employees are considered invaluable assets, contributing to improved performance, commitment, and overall profitability. The importance of employee engagement is widely recognized in human resource management and organizational psychology literature.

Previous research has identified various antecedents of engagement, including leadership styles, communication, recognition, and development opportunities. However, most studies have focused on single industries or specific organizational contexts, leading to a gap in understanding industry-specific nuances in engagement drivers. This is problematic as different industries, such as the fast-paced IT sector, the regulated banking sector, and the production-focused manufacturing sector, possess distinct operational environments, work cultures, and employee expectations.

II. MEANING AND DEFINITION

Employee engagement is the emotional and psychological connection of employees have with their work, their team, and their organization. It represents the level of commitment and passion an employee has, which motivates them to contribute discretionary effort to help the organization achieve its goals. It is distinct from simple job satisfaction and is demonstrated through enthusiasm, motivation, and a willingness to go beyond the basic requirements of a role.

Emotional and psychological connection: Engaged employees feel a strong sense of purpose and care about the company's success, not just their paycheck.

Commitment and motivation: They are committed to the organization's goals and are motivated to put in extra effort and initiative.

Beyond job satisfaction: Engagement goes deeper than simply being happy at work; it involves a feeling that one's work matters and contributes to the bigger picture.

Observable behaviors: High engagement is visible through actions like consistent performance, taking initiative, collaborating with colleagues, and being loyal.

Impact on business: Organizations with highly engaged employees typically experience benefits such as increased productivity, better employee retention, and higher profitability.

III. FACTORS CAUSING EMPLOYEE ENGAGEMENT

Understanding the factors that influence employee engagement is essential for organizations aiming to create a workplace culture where employees feel motivated, valued, and committed. These factors encompass various aspects of the work environment, leadership, and organizational practices, all of which contribute to shaping employees' experiences and levels of engagement.

1. Organizational Culture

The organizational culture sets the tone for employee engagement. A positive, inclusive culture that values diversity, promotes transparency, and fosters collaboration creates an environment where employees feel supported and motivated to contribute their best.

2. Leadership Effectiveness

Effective leadership plays a pivotal role in employee engagement. Leaders who communicate openly, provide clear direction, and demonstrate empathy and support inspire trust and confidence among employees, driving higher levels of engagement.

3. Opportunities for Growth and Development

Providing opportunities for skill development, career advancement, and personal growth is crucial for employee engagement. Employees are more engaged when they see a clear path for advancement and feel invested in their professional development.

4. Recognition and Rewards

Recognizing and rewarding employees' contributions and achievements reinforces positive behaviors and fosters a culture of appreciation. Whether through verbal praise, awards, or incentives, acknowledging employees' efforts boosts morale and enhances engagement.

5. Work-Life Balance

Supporting employees in achieving a healthy work-life balance is essential for engagement. Organizations that offer flexible scheduling, remote work options, and wellness programs demonstrate a commitment to employees' well-being, leading to higher levels of engagement and job satisfaction.

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6. Effective Communication

Open and transparent communication channels between management and employees foster trust, alignment, and engagement. Regular communication ensures that employees feel informed, heard, and valued, enhancing their sense of connection to the organization.

7. Job Design and Autonomy

Designing jobs that provide autonomy, challenge, and opportunities for decision-making empowers employees and increases engagement. When employees have control over how they perform their work and can see the impact of their contributions, they feel a greater sense of ownership and motivation.

8. Team Collaboration

Encouraging collaboration and teamwork fosters a sense of belonging and camaraderie among employees. When employees work together towards common goals, share knowledge and resources, and support one another, they feel more engaged and invested in the success of the team and organization.

9. Employee Well-being

Prioritizing employee well-being through initiatives such as wellness programs, mental health support, and work-life balance initiatives is critical for engagement. When employees feel physically, mentally, and emotionally supported, they are better able to perform their roles effectively and remain engaged in their work.

10. Alignment with Organizational Values

Employees are more engaged when they feel aligned with the organization's mission, values, and goals. Organizations that clearly communicate their values and demonstrate a commitment to social responsibility and ethical practices create a sense of purpose and meaning for employees, driving higher levels of engagement.

11. Inclusive Decision-Making

Involving employees in decision-making processes that affect their work and the organization demonstrates respect and empowerment. When employees have a voice and feel that their opinions are valued, they are more engaged and committed to the organization's success.

12. Continuous Feedback and Improvement

Providing regular feedback and opportunities for improvement enables employees to grow and develop in their roles. When employees receive constructive feedback, guidance, and support from their managers, they feel valued and invested in their professional growth, leading to higher levels of engagement and performance.

13. Invest in Modern Technology

A key factor in contributing to employee engagement is the technology the company uses daily. For employees to feel fully engaged in their work, they need the right technology. If the company invests in advanced technology like an employee experience platform, it keeps employees from becoming frustrated when they do their work**. Modern technology automates basic job functions and allows employees to be more productive during the work day.** They can focus on doing more interesting, enjoyable work and putting their efforts toward tasks where their education, skills and knowledge can help them stand out. The benefit for the company is that investing in up-to-date technology actually improves the bottom line. Employees work more efficiently and can spend more time on tasks that are profitable for the business.

DOI: 10.48175/IJARSCT-37660

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14. Flexible Schedules

Flexibility is one of the critical factors that influence employee engagement. Employees may be part of the "sandwich generation," which means they are caring for children and elderly parents at the same time. This doesn't mean they don't want to be engaged employees, but it does mean they have multiple commitments pulling on their available time.

A flexible schedule, which could mean working from home some days or starting work at an earlier or later time, means they can drop their children off at school or pick them up when necessary. It also means they can take their parents to medical appointments or visit them at long-term care facilities or in their homes. **These accommodations make for better, less stressed employees and improves employee productivity.**

15. Work Environment

The work environment also makes the list of factors of employee engagement. Now that many employees work remotely, the work environment is much more than just a physical workspace. It also includes these factors that affect employee engagement:

a) Atmosphere, climate, and culture
b) Behaviour and attitudes of company leaders
c) Digital work environment
d) Employees' behaviour and attitudes

All of these factors work in combination to influence employee engagement. **They can impact employees in either a positive or a negative fashion.**

Employees go to work and tend to soak up the atmosphere like a sponge. They may not even be aware of how the atmosphere, company culture, attitudes of the company leaders, and other factors are affecting their attitudes towards their own work. It can be very difficult to stay motivated and engaged when other employees aren't doing the same.

IV. CROSS SECTION INDUSTRIES: IT, BANKING, HEALTHCARE AND MANUFACTURING SECTOR

4.1 Information Technology (IT) Industry

The **Information Technology (IT) industry** is a global industry focused on creating, developing, managing, and supporting computer systems, software, networks, databases, and digital technologies. It plays a vital role in almost every sector, including healthcare, education, banking, manufacturing, retail, and government. The Information Technology (IT) industry encompasses the development, maintenance, and use of computer systems, software, and networks for data processing and communication. It drives global digital transformation through major subsectors like cloud computing, artificial intelligence (AI), cyber security, and software development. India accounts for roughly 55% of the total global IT outsourcing market. IT and IT-enabled services (ITES) exports remain the driving force, and the market continues to see robust year-on-year spending growth in enterprise cloud services and software. The industry employs over 5.4 million professionals and is backed by a massive, highly skilled, and English-proficient talent pool.

The IT industry provides technology-based solutions that help organizations to store, process, and manage data, it is also help to develop software and mobile applications, to build and maintain websites, to secure digital systems and information, to manage cloud computing services, to analyze data for better decision-making and to automate business processes using AI and machine learning. There are some major sectors in IT industry such as

a) **Software Development** - Designing and developing applications for computers and mobile devices.
b) **Web Development** - Creating websites and web applications.
c) **Cloud Computing** - Delivering computing services over the internet.
d) **Cyber security** - Protecting systems and data from cyber threats.
e) **Data Science and Analytics** - Collecting, analyzing, and interpreting data.
f) **Artificial Intelligence (AI) and Machine Learning (ML)** - Developing intelligent systems that learn from data.

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g) **Networking and Infrastructure** - Managing computer networks, servers, and IT infrastructure.
h) **IT Consulting and Support** - Helping businesses implement and maintain technology solutions.

The IT industry is one of the fastest-growing and most influential industries. It drives innovation, improves business efficiency, and creates millions of jobs globally. For students and professionals, building technical skills and staying up to date with new technologies can open up a wide range of rewarding career opportunities.

4.2 Banking Industry

The **banking industry** is a sector of the economy that provides financial services to individuals, businesses, and governments. Banks help people save money, access credit, make payments, invest funds, and manage financial risks. A strong banking system supports economic growth by promoting savings, investment, and trade. The banking sector safeguards assets and supplies credit to individuals and businesses to drive economic growth. Modern systems include retail, commercial, and investment banks. Banks make money by lending deposits at interest rates higher than those paid to depositors. The Indian banking industry is the backbone of the economy. It comprises 12 public sector banks, 22 private banks, 46 foreign banks, and various cooperative and regional rural banks. The sector has been exhibiting strong performance with loan growth reaching about 18%, reinforcing confidence in credit expansion across the country. The Reserve Bank of India (RBI) regulates these institutions and ensures that systemic stability remains robust against global shocks.

The banking industry provides services such as accepting deposits from customers, providing loans and credit, processing payments and money transfers, offering savings and investment products, issuing debit and credit cards, supporting businesses with financial services and facilitating international trade and foreign exchange. There are various types of banks in the financial system including

a) **Commercial Banks** - Provide banking services to individuals and businesses.
b) **Retail Banks** - Focus on personal banking services such as savings accounts and personal loans.
c) **Investment Banks** - Help companies raise capital and provide financial advisory services.
d) **Central Banks** - Regulate the banking system and manage a country's monetary policy.
e) **Cooperative Banks** - Serve members and local communities with banking services.
f) **Digital Banks** - Offer banking services primarily through online and mobile platforms

The banking industry is a vital part of the global economy. It enables individuals and businesses to manage money, access credit, and invest for the future. As digital technologies continue to transform financial services, the industry offers diverse career opportunities for professionals with financial, technical, and customer service skills.

4.3 Healthcare Industry

The **healthcare industry** is a sector that provides medical services, products, and technologies to maintain and improve people's health. It includes hospitals, clinics, pharmaceutical companies, medical device manufacturers, health insurance providers, diagnostic laboratories, and public health organizations. The healthcare industry plays a vital role in improving quality of life and increasing life expectancy. The healthcare industry is a massive, multifaceted economic ecosystem dedicated to preventing, diagnosing, and treating diseases. It encompasses four main branches: **healthcare services** (hospitals, clinics), **pharmaceuticals** (drugs, biologics), **medical devices** (equipment, technology), and **healthcare financing**(insurance, managed care). Globally and locally, the sector is experiencing rapid expansion. In India, the healthcare sector is projected to reach approximately $638 billion, fuelled by an aging population, rising lifestyle diseases, and increasing digital health adoption. Similarly, medical tourism remains a major economic driver, with thousands of international patients travelling to India for high-quality, cost-effective procedures.

The healthcare industry provides services such as preventing diseases through health education and vaccinations, diagnosing illnesses and medical conditions, treating patients through medicines, surgery, and therapy and also providing emergency and critical care, supporting rehabilitation and long-term care and promoting public health and disease prevention. There are so many job roles in healthcare industry such as Doctors, Nurses, Pharmacist, Medical

Laboratory Technician, Radiology Technician, Physiotherapist, Healthcare Administrator, Health Information Manager, Medical Coder, Public Health Officer and Hospital Manager. There are some major sectors in healthcare industry as follows

a) **Hospitals and Clinics** – Provide medical treatment and patient care.
b) **Pharmaceutical Industry** – Researches, develops, and manufactures medicines.
c) **Medical Devices** – Produces equipment such as scanners, monitors, and surgical instruments.
d) **Health Insurance** – Covers healthcare costs for individuals and families.
e) **Diagnostic Services** – Conducts laboratory tests and medical imaging.
f) **Telemedicine and Digital Health** – Delivers healthcare services through digital platforms.
g) **Public Health** – Focuses on disease prevention and community health programs.

The healthcare industry is one of the most important sectors of the economy. It focuses on preventing disease, treating illnesses, and improving overall well-being. With ongoing advancements in medicine and technology, the industry continues to create rewarding career opportunities while making healthcare more effective and accessible for people around the world.

4.4 Manufacturing Industry

The **manufacturing industry** is a sector of the economy that transforms raw materials and components into finished products using machinery, tools, labor, and technology. It is one of the most important industries because it produces the goods used in everyday life and supports economic growth, employment, and international trade. The manufacturing industry transforms raw materials into finished goods using machinery, labor, and technology. It is the backbone of the global economy, driving technological progress and employment. The sector is generally divided into **discrete manufacturing** (assembling distinct items like cars and electronics) and **process manufacturing** (creating bulk, continuous products like chemicals and pharmaceuticals).

In India, manufacturing contributes significantly to the GDP and employment base. Government initiatives like the *Make in India* campaign and Production-Linked Incentive (PLI) schemes have catalyzed industrial growth, drawing massive foreign direct investments and boosting localized electronics, semiconductor, and IT hardware manufacturing. The manufacturing industry is responsible for converting raw materials into finished products, designing, producing, and assembling goods, maintaining quality standards during production, packaging and distributing products and improving production efficiency through automation and technology. The job roles comes under this manufacturing industry such as Production Engineer, Manufacturing Engineer, Quality Control Inspector, Machine Operator, Production Supervisor, Industrial Engineer, Maintenance Technician, Supply Chain Manager, Plant Manager, Operations Manager etc. There are some major sectors in manufacturing industry as follows

a) **Automobile Manufacturing** – Produces cars, motorcycles, trucks, and vehicle parts.
b) **Electronics Manufacturing** – Manufactures computers, smartphones, televisions, and electronic components.
c) **Food and Beverage Manufacturing** – Processes and packages food and drinks.
d) **Textile and Apparel Manufacturing** – Produces fabrics, clothing, and footwear.
e) **Pharmaceutical Manufacturing** – Develops and manufactures medicines and healthcare products.
f) **Chemical Manufacturing** – Produces chemicals, fertilizers, paints, and industrial materials.
g) **Machinery and Equipment Manufacturing** – Produces industrial machines and tools.

The manufacturing industry is a key driver of economic development. It produces essential goods, creates employment, and supports innovation across many sectors. As technology continues to advance, modern manufacturing is becoming more efficient, automated, and environmentally sustainable, offering a wide range of career opportunities.

V. EMPLOYEE ENGAGEMENT AND PERFORMANCE IN CROSS SECTION INDUSTRIES

Employee engagement has emerged as one of the most significant determinants of organizational performance across industries. Engaged employees demonstrate higher commitment, greater enthusiasm, stronger emotional attachment to organizational goals, and increased willingness to contribute beyond formal job responsibilities. Organizations that cultivate employee engagement experience improvements in productivity, innovation, customer satisfaction, employee retention, and financial performance.

Although employee engagement is universally important, its drivers and outcomes vary across industries due to differences in work environments, organizational structures, technological advancements, customer interactions, and operational challenges. This chapter examines employee engagement and organizational performance in four major sectors like Information Technology (IT), Banking, Healthcare, and Manufacturing Industry.

Overall, recent reports show that employee engagement performance varies significantly across different industries, with IT and Banking sectors showing strong growth in engagement, Healthcare remaining stable but facing challenges like burnout, and Manufacturing demonstrating steady improvement. However, specific performance metrics differ based on the distinct drivers and challenges within each sector.

5.1 Employee Engagement in the Information Technology Industry

The Information Technology industry is characterized by rapid technological change, project-based work, innovation, digital transformation, and intense global competition. IT professionals frequently encounter high workloads, tight project deadlines, continuous learning requirements, and evolving customer expectations. Employee engagement has become a strategic priority for IT organizations because knowledge workers represent their most valuable asset. Research identifies several important engagement factors in the IT sector such as career development opportunities, continuous learning and skill enhancement, leadership support, recognition and rewards, flexible working arrangements, work-life balance, organizational culture, job autonomy, innovation opportunities and psychological safety. Employees are more engaged when organizations provide opportunities to learn emerging technologies and participate in meaningful projects.

Relationship Between Employee Engagement and Performance within IT firms:-

Numerous studies indicate a strong positive relationship between employee engagement and organizational performance within IT firms. Highly engaged IT employees typically demonstrate higher software development productivity, better project completion rates, greater innovation, lower employee turnover, improved customer satisfaction, increased quality of software products and better collaboration among teams. Organizations with highly engaged workforces also experience reduced recruitment costs due to lower attrition.

5.2 Employee Engagement in the Banking Industry

The banking sector operates in a highly regulated environment requiring accuracy, customer trust, compliance, and operational efficiency. Digital banking has transformed employee roles by increasing technological dependence while maintaining high service quality expectations. Employee engagement directly influences customer satisfaction and organizational profitability. Here are some important engagement factors include fair compensation, career progression, recognition programs, supportive supervision, employee participation, training and development, work-life balance, job security and organizational transparency. Banks increasingly emphasize employee well-being as digital transformation changes traditional work practices.

How Employee Engagement in the Banking Industry impact on Organizational Performance:-

Employee engagement drives organizational performance in the banking industry by increasing front-line productivity, reducing costly turnover, and significantly enhancing customer satisfaction. Highly engaged bank staff go above and beyond standard service delivery, directly leading to better financial results and stronger customer loyalty. Secondary studies consistently demonstrate that engaged banking employees contribute to higher customer satisfaction**, b**etter financial performance**, i**ncreased sales performance**,** lower absenteeism**,** reduced employee turnover**,** stronger customer relationships and higher employee productivity. Customer-facing employees with high engagement levels are more likely to provide superior service, directly influencing customer loyalty.

5.3 Employee Engagement in the Healthcare Industry

Healthcare organizations depend heavily on employee engagement because patient outcomes are directly influenced by healthcare professionals' commitment, motivation, and emotional well-being. **Employee engagement in the healthcare industry** refers to the emotional commitment, passion, and dedication that medical professionals and staff have toward their organization and patients, which drives them to consistently deliver high-quality care and support the facility's mission. In the healthcare sector, employee engagement is the emotional investment workers have in their mission, extending well beyond basic job satisfaction to directly influence the quality of patient care. Robust research indicates that higher levels of employee engagement in the healthcare industry lead to a measurable drop in hospital-acquired complications and improved patient satisfaction. To combat systemic burnout, the hospital administration launched a new wellness program aimed at boosting employee engagement in the healthcare industry and increasing staff retention. Prioritizing employee engagement in the healthcare industry ensures that nurses and doctors feel supported, which reduces turnover rates and prevents the loss of experienced medical staff.

Doctors, nurses, technicians, and administrative staff operate in emotionally demanding environments requiring teamwork, compassion, and continuous learning. Research identifies several engagement determinants such as supportive leadership, adequate staffing, professional autonomy, recognition, career development, psychological safety, team collaboration, training opportunities, workplace safety and employee well-being. Employee engagement became particularly important following the COVID-19 pandemic due to increased occupational stress.

How Employee Engagement in the Healthcare Industry Relationship with Organizational Performance:-

In the healthcare industry, employee engagement is a critical driver of organizational performance; highly engaged medical professionals directly contribute to superior patient care, lower medical error rates, and increased institutional profitability. Healthcare systems that prioritize staff engagement observe measurable performance outcomes such as

a) **Patient Care:** Engaged staff reduce patient mortality by up to 23% and increase patient satisfaction scores by 12%.
b) **Safety:** Highly engaged environments experience a 48% drop in safety incidents and significantly fewer malpractice claims.
c) **Retention:** Committed employees decrease staff turnover costs by 40%, directly stabilizing organizational finances.

Research on healthcare dynamics indicates that staff who feel supported by management are more likely to deliver excellent results. Engaged healthcare professionals contribute significantly to improved patient safety, better quality of care, reduced medical errors, higher patient satisfaction, better teamwork, lower staff turnover and increased organizational effectiveness. The studies indicate that hospitals with highly engaged employees often achieve higher patient satisfaction scores and stronger clinical outcomes.

5.4 Employee Engagement in the Manufacturing Industry

Employee engagement in the manufacturing industry is the emotional and physical commitment workers have to their organization. High engagement on the shop floor drives critical operational outcomes, directly reducing safety incidents, minimizing quality defects, and boosting overall productivity. "Prioritizing **employee engagement in the manufacturing industry** directly leads to fewer workplace injuries and a significant reduction in quality control defects. Improving **employee engagement in the manufacturing industry** is vital for combating high turnover rates and retaining skilled machine operators. "When supervisors actively listen to floor workers, it dramatically boosts **employee engagement in the manufacturing industry,** resulting in higher daily production outputs. Fostering

DOI: 10.48175/IJARSCT-37660

employee engagement in the manufacturing industry shifts the workplace culture from treating staff as replaceable parts to valuing them as essential contributors.

Manufacturing organizations rely on operational efficiency, quality control, innovation, workplace safety, and continuous process improvement. Employee engagement directly influences production performance and operational excellence. There are some major employee engagement factors in manufacturing industry such as safe working conditions, skill development, employee involvement, recognition, fair compensation, leadership support, communication, career opportunities, teamwork and job security. Employees who participate in continuous improvement initiatives demonstrate higher engagement levels.

How Employee Engagement in the Manufacturing Industry Impact On Organizational Performance:-

A highly engaged manufacturing workforce reduces safety incidents, decreases costly turnover, and boosts productivity. Cultivating this dedication ultimately drives higher operational efficiency and profitability. Research indicates that high employee engagement in the manufacturing sector directly drives organizational performance by increased productivity, improved product quality, reduced defects, higher operational efficiency, better workplace safety, lower absenteeism, reduced employee turnover and greater innovation.

Fostering employee engagement in manufacturing environments leads to superior organizational performance by promoting safer work practices, lowering absenteeism, and significantly reducing errors. Employee participation programs such as Lean Manufacturing and Total Quality Management further strengthen engagement and organizational performance.

VI. CONCLUSION

Employee engagement is a critical strategic resource that contributes directly to organizational success in the Information Technology, Banking, Healthcare, and Manufacturing industries. Although engagement drivers differ according to industry characteristics, the evidence consistently indicates that engaged employees produce superior organizational outcomes, including higher productivity, improved service quality, greater innovation, stronger customer satisfaction, and lower employee turnover. Organizations seeking long-term competitiveness should therefore invest in comprehensive employee engagement strategies that combine supportive leadership, continuous learning, recognition, employee well-being, career development, and an inclusive organizational culture. Such initiatives not only improve individual employee performance but also enhance overall organizational effectiveness and sustainability in an increasingly competitive business environment.

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IJARSCT

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International Open-Access, Double-Blind, Peer-Reviewed, Refereed, Multidisciplinary Online Journal

ISSN: 2581-9429

Volume 6, Issue 1, July 2026

Impact Factor: 8.2

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