

A Comprehensive Study on Work-Life Balance, Job Satisfaction and Employee Well-Being among Working Professionals: Review

¹Neeraj Kumar Bhatt, ²Dr. Gurvinder Pal Singh (Supervisor)

Department of Business Management and Commerce,
Desh Bhagat University, Mandi Gobindgarh, Distt. Fatehgarh Sahib, Punjab, India
bhattneeraj82@gmail.com

Abstract: The present study focuses on examining how the balance between professional responsibilities and personal life influences employees' satisfaction with their job and their overall well-being. In the contemporary organizational environment, working professionals are required to manage increasing workload, long working hours, deadlines, technological changes, performance pressure and organizational expectations. At the same time, they also have personal and family responsibilities related to health, social life, family care and emotional needs. When employees are unable to manage these responsibilities properly, work-life imbalance occurs, which may lead to stress, dissatisfaction, emotional exhaustion and reduced workplace performance. Work-life balance is therefore an important factor that helps employees maintain harmony between work and personal life. According to Greenhaus and Beutell (1985), conflict between work and family roles occurs when the demands of one role interfere with the performance of another role. Similarly, Clark (2000) explained that employees move between work and family domains, and poor boundary management between these domains may increase stress and dissatisfaction.

Employee well-being is closely connected with both work-life balance and job satisfaction. Well-being includes physical health, mental peace, emotional stability, life satisfaction, motivation and positive functioning in professional and personal life. When employees experience a healthy balance between work and personal responsibilities, they get sufficient time for rest, family interaction, self-care and personal development. This improves psychological well-being and reduces stress. On the other hand, poor work-life balance may result in fatigue, anxiety, burnout, poor health and low motivation. Maslach and Leiter (1997) stated that continuous work pressure may lead to burnout, which includes emotional exhaustion and reduced personal accomplishment. Thus, employee well-being depends greatly on the quality of work-life balance and the level of job satisfaction experienced by employees.

The study is significant because employee well-being has become a major concern in modern organizations. A stressed and dissatisfied employee may show low productivity, absenteeism, poor concentration, weak commitment and turnover intention. In contrast, employees who experience better work-life balance and job satisfaction are more likely to remain motivated, loyal, healthy and professionally effective. Therefore, the findings of this study may be useful for human resource managers, organizational leaders and policymakers in designing employee-friendly workplace practices. The study concludes that work-life balance, job satisfaction and employee well-being are interrelated variables that collectively contribute to a healthy, productive and sustainable organizational environment.

Keywords: Work-Life Balance, Job Satisfaction, Employee Well-Being, Working Professionals, Psychological Health, Workplace Flexibility, Organizational Support, Employee Motivation, Occupational Stress, Professional Effectiveness.

1. INTRODUCTION

Work-life balance, job satisfaction and employee well-being have become highly significant areas of study in the contemporary organizational environment because modern working professionals are required to manage increasing work demands along with personal, family and social responsibilities. In the present competitive workplace, employees are expected to perform efficiently, complete assigned duties within deadlines, adjust to technological

changes, remain productive and contribute to organizational growth. At the same time, they also have responsibilities related to family care, personal health, social relationships, emotional stability and self-development. When employees are unable to maintain harmony between these professional and personal roles, they may experience stress, dissatisfaction, fatigue and reduced well-being. Work-life balance refers to the ability of employees to manage their work and non-work responsibilities in such a way that both areas remain meaningful and manageable. It does not mean equal division of time between work and personal life, but it refers to a satisfactory adjustment between job demands and personal needs. Greenhaus and Beutell (1985) explained that work-family conflict occurs when the demands of work and family roles become incompatible, making participation in one role difficult because of participation in another. This idea clearly shows that imbalance between work and personal life may negatively affect the overall functioning of working professionals.

Job satisfaction is another central concept in the present study because it reflects employees' positive or negative feelings toward their job. It includes satisfaction with salary, promotion opportunities, recognition, working conditions, leadership support, job security, workload, professional growth and workplace relationships. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. This definition indicates that job satisfaction is not limited to financial benefits alone; it is also influenced by emotional, social and professional experiences at the workplace. When employees feel respected, supported and rewarded, they are more likely to be satisfied with their jobs. On the other hand, when employees experience excessive workload, poor supervision, limited growth opportunities, lack of recognition and work-life imbalance, their job satisfaction may decline. Thus, job satisfaction is closely connected with the quality of work life and the ability of employees to manage professional and personal responsibilities.

In modern organizations, employee well-being has become a strategic concern because organizations have realized that productivity cannot be achieved only through pressure, control and long working hours. Employees are human resources with emotional needs, personal responsibilities and psychological limitations. If organizations ignore employee well-being, they may face problems such as high turnover, absenteeism, low productivity, workplace conflict and poor organizational commitment. Herzberg, Mausner and Snyderman (1959) explained that satisfaction is influenced by motivators such as achievement, recognition, responsibility and growth, while dissatisfaction is influenced by hygiene factors such as salary, supervision, policies and working conditions. This theory is relevant to the present study because work-life balance, supportive leadership and healthy workplace practices can improve both satisfaction and well-being. Employees who receive organizational support are more likely to feel valued and remain emotionally connected with their workplace.

Organizational support plays a major role in strengthening work-life balance, job satisfaction and employee well-being. Supportive organizations provide flexible working hours, fair workload distribution, leave facilities, counselling support, employee assistance programmes, family-friendly policies and positive supervision. Allen et al. (2013) observed that flexible work arrangements and organizational support reduce work-family conflict and improve employee outcomes. When employees feel that their organization understands their personal needs, they develop trust, loyalty and satisfaction. Supportive leadership also reduces stress because employees feel comfortable discussing their problems and responsibilities. In contrast, rigid workplace policies, excessive workload, poor communication and lack of recognition may disturb work-life balance and reduce job satisfaction. Therefore, organizations must develop employee-friendly practices to promote a healthy and productive work environment.

Job satisfaction also has a direct impact on organizational performance. Satisfied employees are more likely to be punctual, cooperative, motivated and committed to their duties. They show better concentration, positive workplace behaviour and willingness to contribute to organizational goals. In contrast, dissatisfied employees may show low interest, poor performance, absenteeism and turnover intention. Spector (1997) stated that job satisfaction reflects how people feel about different aspects of their jobs. Therefore, organizations must understand the factors that shape satisfaction among employees. Work-life balance is one such factor because employees are more satisfied when their job allows them to maintain personal well-being and family responsibilities.

2. Understanding Work-Life Balance as a Foundation for Managing Professional Responsibilities, Personal Life Demands and Employee Adjustment

Work-life balance is an important foundation for managing professional responsibilities, personal life demands and employee adjustment in the contemporary organizational environment. In today's competitive workplace, working professionals are expected to perform multiple duties such as completing assigned tasks, meeting deadlines, achieving targets, handling communication, attending meetings, adapting to technological changes and contributing to organizational growth. At the same time, they also have personal responsibilities related to family care, health, social

relationships, household duties, emotional needs and self-development. When employees are able to manage both professional and personal responsibilities effectively, they experience better adjustment, emotional stability and satisfaction. However, when work demands become excessive and begin to interfere with personal life, employees may experience stress, fatigue, frustration and dissatisfaction. Therefore, work-life balance is not merely a matter of time management, but a broader concept related to mental peace, role clarity, personal well-being and professional effectiveness.

Work-life balance helps employees maintain harmony between their job roles and personal life roles. A working professional is not only an employee but also a family member, parent, spouse, friend and social individual. Each role carries certain expectations and responsibilities. When the demands of one role disturb the performance of another role, imbalance is created. For example, long working hours, excessive workload and office pressure may reduce the time available for family interaction, rest and personal care. Similarly, unmanaged personal responsibilities may affect concentration, punctuality and performance at the workplace. Thus, work-life balance supports proper role management by allowing employees to give suitable attention to both work and personal life. It helps them reduce role conflict and role overload, which are common causes of stress among working professionals.

Professional responsibilities require discipline, concentration, decision-making ability and emotional control. Employees can perform these responsibilities effectively only when they are physically healthy and psychologically stable. Poor work-life balance may reduce energy, increase irritation and weaken motivation. In contrast, a balanced employee is more likely to remain focused, active and committed to work. Work-life balance also improves employee adjustment because employees who are not continuously stressed are better able to adapt to workplace culture, organizational rules, leadership expectations and team relationships. They can handle work pressure more calmly and respond positively to professional challenges. Therefore, work-life balance plays a significant role in improving workplace adjustment and professional behaviour.

Personal life demands are equally important in the life of working professionals. Employees need time for family, rest, health, social participation and personal development. These non-work areas provide emotional support and recovery from job pressure. When employees are unable to give time to personal life, they may feel emotionally exhausted and mentally disturbed. This may gradually affect their job satisfaction and well-being. A healthy balance between work and personal life allows employees to maintain positive relationships, fulfil family responsibilities and take care of their physical and mental health. As a result, they return to work with better energy, confidence and motivation. Thus, personal well-being and professional performance are closely connected through work-life balance.

Employee adjustment refers to the ability of employees to adapt successfully to the demands of their workplace and personal environment. Good adjustment means that employees are able to maintain stability, manage responsibilities and perform their roles without excessive stress. Work-life balance strengthens this adjustment by reducing conflict between work and personal life. Employees who experience balance are more likely to show job satisfaction, commitment, cooperation, punctuality and positive attitude toward the organization. On the other hand, employees with poor work-life balance may experience dissatisfaction, absenteeism, low productivity and emotional exhaustion. Therefore, work-life balance is essential for creating healthy, satisfied and well-adjusted working professionals.

The work-life balance acts as a foundation for managing professional responsibilities, personal life demands and employee adjustment. It helps employees maintain control over their roles, reduce stress, improve job satisfaction and enhance overall well-being. In the modern workplace, organizations must understand that employee productivity cannot be achieved only through pressure and performance targets. Employees need supportive policies, reasonable workload, flexible work practices, positive supervision and healthy workplace culture to maintain balance. When organizations promote work-life balance, employees become more satisfied, emotionally stable and professionally effective. Therefore, work-life balance is a key requirement for both employee well-being and organizational success.

3. Job Satisfaction among Working Professionals with Special Reference to Salary, Recognition, Career Growth and Workplace Environment

Job satisfaction among working professionals is an important aspect of organizational behaviour because it reflects how employees feel about their job, workplace conditions, responsibilities and overall professional experience. In the contemporary organizational environment, employees are not only concerned with earning income, but also with respect, recognition, growth, stability, supportive leadership and a healthy workplace culture. Job satisfaction refers to the positive emotional state that arises when employees feel that their job fulfils their expectations and professional needs. A satisfied employee is more likely to remain motivated, disciplined, productive and loyal to the organization. On the other hand, dissatisfaction may result in stress, absenteeism, poor performance, low morale and turnover intention. Therefore, job satisfaction is an essential factor for both employee well-being and organizational success.

Salary is one of the major factors influencing job satisfaction among working professionals. Employees expect fair and reasonable salary according to their qualifications, skills, workload, experience and responsibilities. When employees feel that they are paid fairly, they develop a sense of security and satisfaction. Salary helps employees fulfil their personal and family needs, maintain social status and plan for the future. However, if employees feel that their salary is low in comparison to their workload or market standards, dissatisfaction may develop. Salary alone may not create complete job satisfaction, but unfair salary can become a strong cause of dissatisfaction. Therefore, organizations must ensure fair compensation, timely increments and transparent pay structures to maintain employee satisfaction.

Recognition is another important factor that contributes to job satisfaction. Working professionals want their efforts, achievements and contributions to be noticed and appreciated by supervisors and the organization. Recognition may be given through verbal appreciation, awards, certificates, promotions, incentives, performance feedback or public acknowledgment. When employees receive recognition, they feel valued and respected. This increases their confidence, motivation and emotional attachment to the organization. In contrast, when hard work is ignored, employees may feel neglected and demotivated. Recognition creates a positive workplace environment because it encourages employees to perform better and remain committed to organizational goals. Thus, appreciation and respect are powerful sources of job satisfaction.

Career growth also plays a significant role in job satisfaction among working professionals. Employees do not want to remain stagnant in the same position for a long time. They expect opportunities for promotion, skill development, training, professional learning and advancement. When organizations provide career development opportunities, employees feel that their future is secure and their abilities are being utilized properly. Career growth gives employees a sense of progress and achievement. It also increases their commitment and willingness to contribute more effectively to the organization. However, when there are limited promotion opportunities, lack of training and unfair advancement policies, employees may become dissatisfied and may search for better opportunities elsewhere. Therefore, career growth is essential for maintaining long-term job satisfaction.

The workplace environment is also a key determinant of job satisfaction. A positive workplace environment includes safe working conditions, supportive leadership, healthy communication, teamwork, fair policies, respect among colleagues, manageable workload and emotional support. Employees spend a large part of their day at the workplace, so the quality of the work environment directly affects their mood, motivation and performance. A healthy workplace allows employees to express their ideas, solve problems, cooperate with colleagues and perform their duties with confidence. On the other hand, a negative workplace environment marked by conflict, poor supervision, excessive pressure, discrimination or lack of support may reduce satisfaction and increase stress. Therefore, organizations must create a respectful, safe and supportive environment to enhance employee satisfaction.

Job satisfaction is also connected with work-life balance and employee well-being. When salary is fair, recognition is regular, career growth is available and the workplace environment is supportive, employees feel more balanced and emotionally stable. They are better able to manage professional responsibilities and personal life demands. Satisfied employees generally show higher involvement, better performance and positive workplace behaviour. They are more willing to cooperate with colleagues, accept responsibilities and contribute to organizational development. In contrast, dissatisfied employees may feel disconnected from the organization and may show low interest in work. Therefore, job satisfaction is not only a personal feeling but also an important factor affecting organizational productivity and effectiveness.

The job satisfaction among working professionals depends on several important factors, especially salary, recognition, career growth and workplace environment. Fair salary provides financial security, recognition gives emotional motivation, career growth ensures professional development, and a positive workplace environment supports healthy performance. These factors together create satisfaction, motivation and commitment among employees. Organizations that focus on these areas are more likely to retain skilled employees, improve productivity and build a positive organizational culture. Therefore, job satisfaction should be treated as a strategic priority for achieving employee well-being and organizational success.

4. Employee Well-Being in the Contemporary Workplace: Psychological Health, Emotional Stability and Quality of Work Life

Employee well-being in the contemporary workplace has become an important concern for organizations because the success of any institution depends greatly on the physical, mental and emotional condition of its employees. In the present competitive work environment, working professionals face several challenges such as workload, deadlines, performance pressure, technological changes, workplace competition, job insecurity and difficulty in maintaining

work-life balance. These factors directly affect their psychological health, emotional stability and quality of work life. Employee well-being refers to the overall condition of an employee in terms of mental peace, physical health, emotional balance, job satisfaction, motivation, social relationships and professional adjustment. A healthy employee is not only able to perform assigned duties effectively but also contributes positively to teamwork, organizational culture and workplace productivity.

Psychological health is a major component of employee well-being. It includes mental peace, confidence, positive thinking, concentration, motivation and the ability to handle work-related stress. When employees work in a supportive and respectful environment, they feel mentally secure and confident. They are able to concentrate on their duties, take decisions properly and participate actively in organizational activities. However, excessive workload, poor leadership, lack of recognition, role ambiguity and unfair treatment may disturb psychological health. Employees who continuously experience pressure may suffer from anxiety, irritation, low confidence, mental fatigue and burnout. Therefore, organizations must create a workplace environment where employees feel safe, valued and supported.

Emotional stability is another important aspect of employee well-being. A workplace often includes situations of pressure, criticism, competition, conflict and sudden change. Employees with emotional stability are able to manage these situations calmly and professionally. They do not easily lose motivation and are better able to maintain healthy relationships with supervisors, colleagues and clients. Emotional stability helps employees control anger, frustration and disappointment. It also improves communication, decision-making and teamwork. On the other hand, emotionally disturbed employees may become irritated, withdrawn, dissatisfied or less productive. Thus, emotional stability is necessary for maintaining professional behaviour and workplace harmony.

Quality of work life is also closely linked with employee well-being. It refers to the overall quality of employees' experience at the workplace, including salary, working conditions, job security, workload, recognition, career growth, leadership support, communication, participation in decision-making and work-life balance. A good quality of work life helps employees feel satisfied and motivated. When employees receive fair salary, growth opportunities, respectful treatment and supportive supervision, they develop a positive attitude toward their job. They feel that the organization cares about their personal and professional development. In contrast, poor quality of work life may lead to dissatisfaction, stress, absenteeism and turnover intention.

Employee well-being is strongly connected with work-life balance and job satisfaction. When employees are able to manage their professional responsibilities along with personal and family needs, they experience better emotional health and satisfaction. Work-life balance gives employees time for rest, family interaction, health care, social participation and personal development. These activities help them recover from work pressure and maintain mental strength. Similarly, job satisfaction improves well-being because satisfied employees feel valued, respected and motivated. They are more likely to remain committed to their organization and perform their duties with dedication.

In the contemporary workplace, organizations must understand that employee well-being is not a luxury but a necessity. Productivity cannot be maintained for a long time if employees are stressed, emotionally exhausted and dissatisfied. Therefore, organizations should adopt employee-friendly practices such as flexible working arrangements, counselling support, fair workload distribution, health programmes, recognition systems, transparent communication and supportive leadership. These practices help reduce stress and improve psychological health, emotional stability and quality of work life. A workplace that supports employee well-being can create healthier, happier and more productive employees.

The employee well-being in the contemporary workplace depends on psychological health, emotional stability and quality of work life. Employees who are mentally healthy, emotionally balanced and satisfied with their workplace conditions are more productive, committed and professionally effective. On the other hand, poor well-being may result in stress, low morale, reduced performance and dissatisfaction. Therefore, organizations must focus on creating a healthy and supportive work environment where employees can maintain balance, satisfaction and overall well-being. This will benefit not only employees but also the organization as a whole.

5. Relationship among Work-Life Balance, Job Satisfaction and Employee Well-Being in Enhancing Organizational Effectiveness

Work-life balance, job satisfaction and employee well-being are closely interrelated variables that play a significant role in enhancing organizational effectiveness. In the contemporary workplace, organizations cannot achieve long-term success only through technology, capital or strict supervision; they also require satisfied, healthy and balanced employees. Work-life balance helps employees manage their professional duties and personal responsibilities in a proper manner. When employees are able to give suitable attention to work, family, health, rest and personal development, they experience less stress and greater emotional stability. This balanced condition increases their

satisfaction with the job because they do not feel that their work is continuously disturbing their personal life. Therefore, work-life balance acts as a foundation for job satisfaction and employee well-being.

Job satisfaction develops when employees feel positive about their job role, salary, recognition, promotion opportunities, supervision, workplace environment and organizational policies. A satisfied employee is more likely to remain motivated, punctual, disciplined and committed to organizational goals. When job satisfaction is high, employees develop a positive attitude toward their organization and show better involvement in work. Work-life balance strengthens job satisfaction because employees feel that the organization respects their personal needs along with professional contributions. For example, flexible work arrangements, fair workload distribution, leave facilities, supportive leadership and healthy communication help employees perform efficiently without feeling overburdened. As a result, employees feel valued and emotionally connected with the organization.

Employee well-being is the outcome of a healthy relationship between work-life balance and job satisfaction. Well-being includes psychological health, emotional stability, physical wellness, motivation and overall quality of life. Employees who experience good work-life balance and job satisfaction are generally more energetic, confident and mentally peaceful. They are better able to handle workplace pressure, maintain positive relationships with colleagues and contribute creatively to organizational tasks. In contrast, poor work-life balance and low job satisfaction may lead to stress, fatigue, absenteeism, burnout, dissatisfaction and reduced performance. Thus, employee well-being is essential for maintaining a productive and positive work environment.

The relationship among these three variables directly contributes to organizational effectiveness. Organizational effectiveness refers to the ability of an organization to achieve its goals, maintain productivity, retain employees, ensure quality performance and create a positive work culture. When employees are balanced, satisfied and healthy, they work with greater concentration, cooperation and commitment. They are also more likely to accept responsibilities, support organizational change and contribute to teamwork. Such employees help reduce turnover, improve morale and strengthen organizational productivity. On the other hand, stressed and dissatisfied employees may show low motivation, poor performance and weak organizational attachment.

The work-life balance, job satisfaction and employee well-being together form a strong base for organizational effectiveness. Work-life balance reduces stress and supports personal adjustment, job satisfaction improves motivation and positive work attitude, while employee well-being strengthens psychological health and professional performance. Therefore, organizations should develop employee-friendly policies, supportive supervision, flexible work systems, recognition practices and healthy workplace culture. When employees feel balanced, satisfied and well-supported, they contribute more effectively to organizational growth, stability and long-term success.

6. Conclusion

In conclusion, work-life balance, job satisfaction and employee well-being are strongly connected and play an important role in improving organizational effectiveness. When working professionals are able to manage their professional responsibilities and personal life demands properly, they experience less stress, better emotional stability and higher satisfaction with their job. Job satisfaction increases when employees receive fair salary, recognition, career growth opportunities, supportive leadership and a positive workplace environment. Similarly, employee well-being improves when organizations provide flexibility, fair workload distribution, healthy communication and employee-friendly policies. A balanced, satisfied and healthy employee is more motivated, productive, committed and capable of contributing positively to organizational goals. Therefore, organizations should treat work-life balance and employee well-being as essential human resource priorities, because they not only improve employees' quality of life but also strengthen workplace performance, employee retention and long-term organizational success.

REFERENCES:

1. Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345–376.
2. Beehr, T. A., & Newman, J. E. (1978). Job stress, employee health, and organizational effectiveness: A facet analysis, model, and literature review. *Personnel Psychology*, 31(4), 665–699.
3. Carlson, D. S., Kacmar, K. M., & Williams, L. J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational Behavior*, 56(2), 249–276.
4. Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770.
5. Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456.

6. Frone, M. R. (2003). Work–family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of occupational health psychology* (pp. 143–162). American Psychological Association.
7. Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10(1), 76–88.
8. Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531.
9. Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255–279.
10. Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The motivation to work*. John Wiley & Sons.
11. Judge, T. A., & Klinger, R. (2008). Job satisfaction: Subjective well-being at work. In M. Eid & R. J. Larsen (Eds.), *The science of subjective well-being* (pp. 393–413). Guilford Press.
12. Kossek, E. E., Pichler, S., Bodner, T., & Hammer, L. B. (2011). Workplace social support and work–family conflict: A meta-analysis clarifying the influence of general and work–family-specific supervisor and organizational support. *Personnel Psychology*, 64(2), 289–313.
13. Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer Publishing Company.
14. Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Rand McNally.
15. Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. Jossey-Bass.
16. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89.
17. Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). Pearson Education.
18. Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes and consequences*. Sage Publications.
19. Voydanoff, P. (2005). Work demands and work-to-family and family-to-work conflict: Direct and indirect relationships. *Journal of Family Issues*, 26(6), 707–726.
20. Warr, P. (1990). The measurement of well-being and other aspects of mental health. *Journal of Occupational Psychology*, 63(3), 193–210.