



Antecedents of Work and Family Balance: Insights of Indian Women Employees in Hotel Industry

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Abstract *Women employees play an important role in family, industry and other groups. In India today women hold a strong positions in corporation field when compared to past. Indian hotel industry also shows the same way. Hotel industry is known for its long working hours culture which leads to key issues in work life balance for women employees. Although many reviews had explained about work and family balance, there is an absence of systematic analyzing about work family balance (WFB) and it had not been effectively monitored in hotel industry. The article elaborates on antecedents of WFB of female employees employed in hotels. The study describes about implications of applying WFB strategies as a part of organization practices. The data is accumulated from 272 female employees working in different hotels across India. The objectives were measured with the help of descriptive statistics, factor analysis, correlation, and multi regression analysis by applying SPSS 21.0. Structure Evaluation Model (SEM) analysis is applied through AMOS to elaborate the relationship between the variables. The results showed that antecedents have a significant and strong relationship with WFB. Moreover, demographic variables are strongly related with WFB. Since the study is limited with the data collected in limited time and areas, the results may not be generalized.*

Keywords: *Antecedents, Female/Women Employees, Hotel Industry, India, Work-Family Balance (WFB)*

INTRODUCTION

Work family balance (WFB) has come out as one of the crucial research area in hotel industry in developed and developing countries especially in India. Human resource or personnel resource are treated as a valuable asset in hotel industry (Khanna, 2012). In fact, the success of hotel industry completely depends upon their employees (Chand, 2016). One the major challenge faced by the female hoteliers in Indian hotel sector is WFB (Halpern, 2005; Khanna, 2012). Many professionals struggle to maintain their work and family roles. The concept WFB was generated as substantial interest in every popular press. It is one of the considerable concepts in hotel industry.

India is one of the economically developed nations. Over an extended period of time, India is influenced by western technologies and diverse socio-cultural groups (Pereira & Malik, 2015). Thereby it requires high level of human

resources to participate in all levels of organization (Datta & Agarwal, 2017). So, there is a need to understand about the organizational and individual factors affecting their demands. In India these factors particularly affect on female workers which is quite a revolution to maintain (Gupta & Saran, 2013). Female employees are to be treated as most valuable assets in any industry. So, to retain female employees for a longer period of time in Indian hotels, there is a need to come up with good quality work practices (Ambardar & Singh, 2017). Therefore, these situations had called for the study of antecedents of WFB of female employees in hotel industry. Recently the subject of WFB has given more awareness to female employees to balance their role needs since work and family have a conflicting demands with one another even though both seems to be important to be performed. Lack of balancing roles causes increase in personal stress and hardship of finance for female workers which impact the company too. For high demanded jobs like in hotel industry, provision of WFB services and support, appears to provide

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viable route to reduce strain (Chiang, Birtch & Kwan, 2010). With the rise of competitive nature, the organizations expect their employees to meet company demands by focusing on work than on employees personal needs which effects on WFB. Thereby striking WFB has become one of the challenging subjects that are needed to be analyzed.

WFB AND WOMEN EMPLOYEES

Gender role theory proposes that for male workers primary domain is job and for female workers, it is household (Rajadyaksha, Korbik & Aycan, 2015). For this reason, male workers report on increased level of work interference with family where as female workers report increased level of family on work. Moreover, family support is essential for female employees than male employees because as said family is the primary domain for female workers (Rupert, Stevanovic & Hartman, 2012). The extent of balance for female depends upon personal relationship, nature of work, work environment and support given by her organization and family members (Blach & Aluja, 2012). In India, men will indeed have more involvement in work domain, and women will have more participation in family domain. Therefore, WFB affect high for female employees.

LITERATURE REVIEW

WFB

The following definitions would explain the term WFB.

- The proportion, to which an employee is engaged, balanced and pleased with their demands.’ (Greenhaus, Collins & Shaw, 2003).
- An evaluation that an individual meet this work and family demands such that involvement of both the domains are effective’ (Voydanoff, 2005).

Antecedents of WFB

In many organizations employees have their own perception or attitudes about work. They have their own satisfaction with work or non-work related attributes (Lee, 2013). But changes in demographic structures, technology and practicalities highlighted the development in relevance to WFB in India (Ellen, Susan & Sherry, 2002). This gave raise to work complexity, family structure and women’s career progression. In result these antecedents affect WFB. Antecedents such as demographic variables, family relationships, nature of work, stress management, work environment and psychological wellbeing particularly increase or decrease the level of WLB. Therefore the following antecedents would help us

to analyze the relationship with WLB of women employees.

Demographic Variables (DV)

DV are found to play a key role in WFB. There are many reviews done to understand the effect of DV on WFB. DV’s such as age group, remuneration, qualification, experience and marital status effects on WFB of women employees. Mavin (2001) identified that many working women has imbalanced roles. Marital status, family structure, spouse employment status have related to WFB of many women employees (Landau & Arthur, 1992). According to HCT (Human capital theory), organizations consider marital status as a substitute for responsibility and balance. Married women especially working mothers would look for convenient timings for their job with less income so that they need not juggle with domestic roles. It is moreover working mother immensely effects on the emotional development of the children (Mc Ginn, 2015). It is observed that working mothers would relatively have more difficult to balance their demands when compared with childless women employees. Working mothers like to spend more with children activities (Gupta, 2012). Children are said to be one of the cause of WFB (Comer & Doe, 2006). Age is another determinant which effect WFB. Increase in age increase challenges in balancing the roles played in work and family (Emslie & Hunt, 2009). Income is another major DV that influence WFB (Wei, Ying & Liangliang, 2009). Difference in income may not propose that there is significant differences in WFB since employees perceive differently in demographic groups (Dash, Anand & Gangadharan, 2012). Therefore, WFB is related with DV with includes marital status, income, children, age, experience and family structure.

Stress Management

It is the important factor that affects WFB. It effects on employee’s performance, commitment and engagement. Stress impact on physical and psychological distractions (Aiswarya & Ramasundram, 2012). Most of the times work overload and domestic role pressures are the reasons that cause stress (Burley, Milburn, Kemmer, 2006). Lucie, Francious, Olga & Martine (2009), in their study observed that women employees are exposed to more stress when compared to men because they have more family roles interface with work. Due to this female employees have low commitment, emotional exhaustion and high intention to quit their job. Sometimes working wives and mothers with dependent elders might need to spend more time with family which might increase their stress. Therefore level of stress might depend upon their family demands (Joanna, Christina & Mark, 2010).

Personal/Family Relationships

Family relationships in India depend on two factors: 1. Support given by their families. 2. Employee who have determination from their family/society that would insulate them. (Winifred & Srirupa, 2005). Working women expressed that social support received from their managers, peers, friends, spouse, relatives, parents can decrease work family imbalances (Geertje, Tineke & Willemsen, (2006). Good family relationships are important to women employees to maintain their health and wealth but these relations might be hampered due to organizational and social policies (Roxanne, Andrew & Allison, 2007). Julie and Diane (2009) expressed those women employees who have weak family relationship would have considerable less productivity and have more intention to quit their job.

Nature of Work

Work nature or working conditions or dimensions of work may effect on WFB (Diane, 2002). Nature of work includes work hours, work ambiguity, work overload, salary/income, and working system which show a significant influence on WFB (Nizam & Kahn (2018). A study worked by Higgins, Duxbury & Johnson (2000), explained that part time job and flexible work (Tomlinson & Durbin, 2010) would help them to balance their demands raised from work and family. Such women employees with this type of work nature are comparatively more successful and reported greater WFB than full time work (Hill, Martinson, Ferris & Baker, 2004) and for this reason many working women choose part – time work (Ines & Pal, 2006). Many organizations support their employees with working hour culture to balance their work and family (Wood & Newton, 2006).

Psychological Wellbeing

It means the extent were employee undergo with happiness, job satisfaction, positive emotions and affection towards their job (Diener, 2000). It means that an employee experience happiness when positive and satisfaction with work and family are high. A study by Bharathi, Mala & Bhattacharya, (2015) in Indian company's result that psychological well-being balances work and family. Organizations which encourage physical wellbeing programs like gym, center for yoga, meditation, and promote employees to have balanced diet are said to have better WLB. And also it is observed that employees having balanced psychological fitness like good sleep, active involvement in hobbies and low stress. Moreover employees have adequate family attention,

sufficient time to spend with children. Employees who have work family imbalances and low psychological well being would feel depressed, suffers with high blood pressures and heart diseases along with professional challenges. Therefore psychological well being influences WFB.

Work Environment

Work environment is to facilitate policies that associate positive WFB outcomes. Hotel workers consider their work environment in terms of who they work with and wellness provided (Lee, 2013). Broadly there are two categories that can explain work environment in view of employees: (Jessica & Viswesvaran, 2006). (1) Work – family programs such as work flexibility, maternity leave, medical leave, work sharing, family friendly policies, employee assistance programs and compressed work hours (Niharika & Supriya, 2010). (2) Friendly work culture such as organization support through supportive policies, manager's support, co-workers support and job security (Gregory & Milner, 2009). Superior's support, job security and salary are the three most important attributes that help hoteliers to improve work environment (Lee, 2013). In India, the major factor influencing WFB of women employees is providing good work environment else which would lead to role disturbances and health upsets (Mathew & Panchanatham, 2009).

OBJECTIVES

The study is undertaken to understand the relationship of antecedents with WFB of women employees in India.

HYPOTHESES OF THE STUDY

H1: Demographic variables negatively influence WFB of women employees.

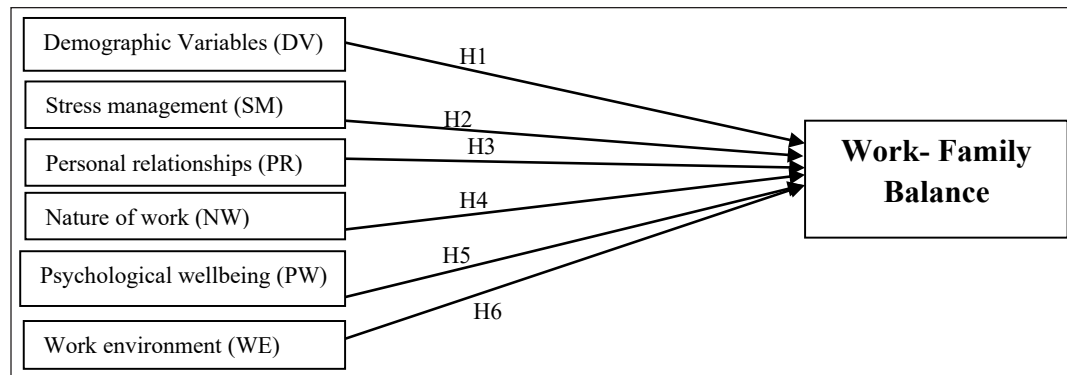
H2: Stress management positively influences WFB of women employees.

H3: Personal relationships positively influence WFB of women employees.

H4: Nature of work negatively influences WFB of women employees.

H5: Psychological wellbeing positively influences WFB of women employees.

H6: Work environment positively influence WFB of women employees.



(Source: Developed by the researcher)

Fig. 1: Research Framework

RESEARCH METHOD

Data Collection

To attain the objective of the study, the data had been collected with convenience sampling method from 272 women employees working in various hotels across India. Hotels situated in Bangalore, Chennai, Delhi, Kolkata, Gangtok, Vijayawada and Hyderabad was considered for the study. Majority of the respondent's data is collected from five star, four star and three star hotels. A total of 450 female employees were targeted to whom a structured questionnaire was given out of which 272 (60.44% of the questionnaires were received). The data is collected from various departments such as front office, back office, housekeeping, food and beverages and marketing.

Characteristics of Sample

The characteristics found in the study include age, income, type of family, number of family dependents and marital status. Out of the respondents it is observed that 56.7% were between 23-30 age, 36.1 percent were between 30-40 age, 7.2% were above 40 years of age. As far as with experience 51.2% were below five years experience, 24.4% of employees were between 5 to 10 years of experience, 20 percent of employees were between 10 to 20 years of experience and 4.4% of employees were between 20 to 30 years of experience. With regard to income 55.6% was earning income between three to six lakhs per annum and 6.1% of employees are earning above seven lakhs of income per annum. Regarding marital status 71.1% of employees are married and 28.3% of samples are unmarried. Further with type of family 32% of the members are living with joint family and 68% of members live in nuclear family.

Coming with number of dependents 25% of employees have no dependents, 60.6% of employees have one to three dependents, 13.2% of employees have three to six number of dependents and 1.2% of respondents have above six dependents.

MEASURES

Demographic Characteristics (Independent Variable): Considering prior empirical studies, six demographic items (marital status, age, income, experience, type of family and family dependents) were chosen for the study. Categorical divisions for each variable were used for analyzing the study.

Stress Management was measured by taking three items developed by Carlson, Michele & Williams, (2000). One of the item is 'I am able to manage the stress in work'.

Personal Relations was assessed with two items given by Caplan, Cobb, French, Harrison & Pinneau, (1975). 'Others help me when I have heavy workload'.

Nature of Work was assessed by two items given by Carlson et al. (2000). 'I am always worried about my work'.

Psychological Wellbeing was measured by taking two items given by Alan, Yuan & Grace (2001). Sample item is 'My organization understands and supports employee's family responsibilities.'

Work Environment is measured by two items developed by Spector (1985). Sample item is 'I am pleased with the benefits I get'.

WFB (Dependent Variable)

Twelve items scale was developed that are given by Carlson, et al. (2000) to measure the WFB. Likert scale is used by taking the range of strongly agree (5) and strongly disagree (1). Sample of the item is 'I am able to balance my work and family'.

RESULTS

Factor Analysis

Reliability

Reliability of the data depicted by Cronbach alpha is 0.712 which shows highly reliable.

KMO Measure of Sampling Adequacy as given in Table 1 is 0.880 which is more than 0.5. Therefore the results are appropriate to factor analysis of the study.

Table 1: KMO and Bartlett's Test

KaiserMeyerOlkin Measure of Sampling Adequacy		.880
Bartlett's Test of Sphericity		3552.451
	DOF	136
	Significance (p value)	.000

Source: Authors' own findings.

Table 2: Factor Loadings

Sr. No	Construct	ITEM	Loadings	Eigen Value	% of Variance	Mean	SD
1.	Demographic variables	• DV1	.933	5.33	31.373	4.71	0.489
		• DV2	.957			4.69	0.496
		• DV3	.925			4.68	0.530
		• DV4	.855			4.66	0.546
		• DV5	.985			4.71	0.472
		• DV6	.952			4.69	0.494
2.	Stress Management	• SM1	.715	1.588	9.340	4.19	0.619
		• SM2	.637			4.32	0.880
		• SM3	.748			3.93	0.868
3.	Personal Relationships	• PR1	.618	1.369	8.055	4.79	0.484
		• PR2	.833			4.79	0.411
4.	Nature of work	• NW1	.683	1.173	6.897	3.84	1.010
		• NW2	.586			2.33	1.045
5.	Psychological Wellbeing	• PW1	.702	1.152	6.777	3.46	1.168
		• PW2	.668			4.96	0.187
6.	Work environment	• WE1	.687	1.045	6.146	3.80	0.582
		• WE2	.581			4.68	0.519

Source: Authors' own findings.

The data subjected to factor analysis brought six factors in all explaining 68.588% of total variance (Table 2). The extracted communalities ranged between 0.581 and 0.985. Factor loadings that are more than 0.500 were considered for defining the factors. The factor names, variables loaded on the respective factors and eigen values of the factors that are included in Table 2. The six factors derived were demographic variables, stress management, personal relationships, nature of work, psychological well being and

work environment. Table 2 also includes mean and standard deviation of each item in factor analysis.

Multiple Regressions

The researchers used multiple regression analysis for exploring the relationship of various factors revealed in factor analysis with the WFB (dependent variable). The results of multiple regression analysis are shown in Table 3.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig. F. Change	Durbin Watson
1	.710a	.644	.622	1.085	0.001	1.807

Source: Authors' own findings.

Predictors: (Constant), psychological wellbeing, nature of work, stress management, personal relations, work environment, demographic variables

The multiple linear regressions in Table 3 are statistically better fit as R^2 is .644 and Table 4 ANOVA shows that it is significant at 5% level. The Durbin Watson value is 1.807. It is between 0 - 2.0. There is a positive correlation among the variables.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.182	6	3.197	3.739	.001 ^a
	Residual	301.815	353	.855		
	Total	320.997	359			

a. Predictors: (Constant), WE, PW, PR, NW, SM, DV b. Dependent Variable: WFB

Table 5 brings out the correlation between WFB (WFB) and the antecedents such as demographic variables (DV), stress management (stress), personal relations (PR), psychological wellbeing (PW), nature of work (NW) and work environment (WE). It is observed that there is a negative relationship between WFB and demographic variables and nature of work. And there is a positive relationship between WFB and stress management, personal relationship, psychological wellbeing and work environment.

Table 6 indicates the regression results of WFB with demographic variables, nature of work, work environment, stress management, psychological wellbeing and personal relations. It is observed from Table 6 that all the elements are statistically significant at 5% level of significance.

Table 5: Correlations

		WFB	DV	SM	PR	PW	NW	WE
Pearson Correlation	WFB							
	DV	-.019						
	SM	.045	.081					
	PR	.198	.023	.007				
	PW	.120	.081	.080	-.039			
	NW	-.006	-.063	.003	.005	-.041		
	WE	.036	-.028	.017	.029	.006	.032	

WFB-WFB; DV- demographic variables; SM-stress management; PR- personal relationships; PW- psychological wellbeing; NW- nature of work; WE- work environment

Table 6: Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Remarks (Significant Level) *p<0.05, **p<0.01, ***p<0.001
		B	Std. Error	Beta			
1	(Constant)	.780	1.122		.695	.008	
	DV	-.077	.104	-.038	-.733	.004**	Significant
	SM	.083	.116	.037	.712	.027*	Significant
	PR	.553	.140	.205	3.958	.000***	Significant
	PW	.219	.089	.128	2.464	.014**	Significant
	NW	-.004	.071	-.003	-.051	.059*	Significant
	WE	.106	.125	.044	.850	.036*	Significant

Dependent Variable: WFB Independent variables: DV- demographic variables; stress-stress management; PR- personal relationships; PW- psychological wellbeing; NW- nature of work; WE- work environment

In order to broaden the explanation of relationship between the variables, a structural equation model using Amos software is performed. Fig. 2 brings out the values of the

regression between the factors and WFB. Table 7 brings out the values of standardized regression weights of WFB and factors extracted.

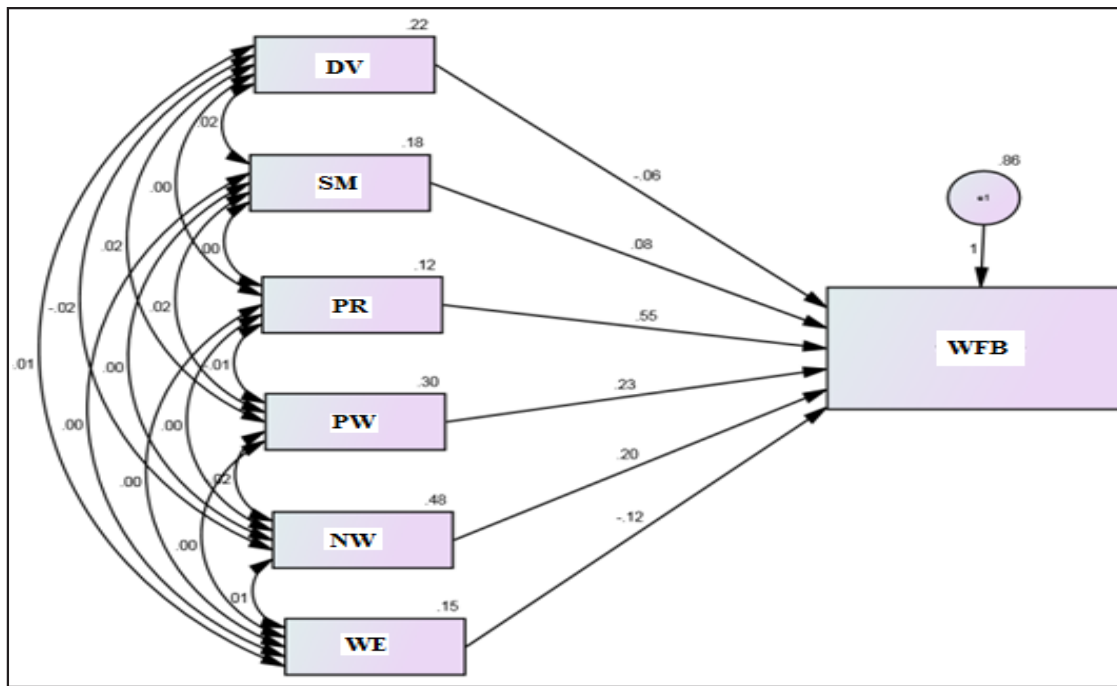


Fig. 2: Structural Equation Model

Table 7: Standardized Regression Weights: (Group Number 1 - Default Model)

WFB	<---	DV	-.029
WFB	<---	SM	.035
WFB	<---	PR	.200
WFB	<---	PW	.131
WFB	<---	NW	-.003
WFB	<---	WE	.047

WFB-work family balance; DV- demographic variables; SM-stress management; PR- personal relationships; PW- psychological wellbeing; NW-nature of work; WE- work environment.

DV’s (age, marital status, experience, family dependents, annual income and type of family) affect WFB. The value is found to be negatively related and significant in Table 6 ($b = -.077, p < 0.01$). Therefore H1 which stated that demographic variables negatively influence WFB of women employees is accepted.

H2 stated that stress management positively influence WFB of women employees is found to be positive and significant in Table 6 ($b = .0833, p < 0.05$). Therefore H2 is accepted. H3 stated that personal relationship positively influence WFB of women employees is found to be positive and significant at $p < 0.001$ (Table 6, $b = .553$). Hence H3 is found to be supported.

In case of H4, it is defined that nature of work negatively influence WFB of women employees. Given in the Table 6, it is observed that nature of work is negatively related with WFB of women employees and also significant at $p < 0.05$ ($b = .071$). Therefore H4 is accepted.

H5 defined that psychological wellbeing positively influences WFB of women employees. Table 6 showed that there is positive relationship with WFB of women employees ($b = .219$) and also significant at $p < 0.01$. Hence H5 is said to be acceptable.

And finally H6 stated that work environment positively influence WFB of women employees and it is found at Table 6 to be positive ($b = .106$) and significant at $p < 0.05$. Therefore H6 is accepted.

DISCUSSION

The findings are in conformity to other studies done. A study by Wei et al. (2009), expressed that age group, experience, qualification education and number of children (Mathew & Panchanatham, 2009) are the major factors that affect WFB. From the analysis it can be inferred that demographic variables are one of the main factor effecting WFB of women employees.

Stress management is another important factor that influences WFB of women employees. Many of the working women express that work at office cause them stress. Women employees who are able to manage the stress with the help of alternative support strategies either from work or family can reduce stress. Also policies that reduce stress and organizational support could manage stress, work and family (Amazue & Onyishi, 2015).

Another factor that can help WFB is personal relationships. Female employees to have a successful career and

supportive family life there is a need to build good personal relationships with everyone. A conducive personal relationship with family members, colleagues and friends can build better WFB. And also it is understood that hotels which has supportive policies for medicos will be successful comparatively.

Nature of work is also important factor affecting WFB. If the employees are worried about their work and physically & mentally exhausted because of work, it will have an adverse impact on WFB. If the working hours are long, they get exhausted and cannot dedicate time for personal life. Overtime work culture in many organizations may be difficult for working mothers (Wood & Newton, 2006). On other side nature of work have a favorable impact on WFB for women employees who have supportive working conditions and working hours that can help them to enhance better WFB. Therefore organizations should provide standard working hours for women employees.

The present study also revealed that psychological wellbeing is another important factor that affects WFB (Aiswarya and Ramasundram, 2012). If women employees are exposed to intensive workload, they might suffer with psychological issues like upset, depression, change in attitude and conduct. It will adversely impact WFB of women employees. Hotel organizations implementing wellbeing programs such as yoga, meditation and providing training to give awareness on good food habits, good sleep and to maintain proper health would help them to have better WFB (Bharathi et al., 2015).

If work environment is favorable and the hotels are providing supportive WFB policies, it facilitates better WFB for women employees. Many female employees feel that to have a better WFB, there is a need for customized working environment policies such as flexible work timings, part – time work option, child care facilities, emergency leaves etc. (Niharika & Supriya, 2010).

LIMITATIONS

The study has been limited only with six antecedents of WFB. The study measured only the relationship of these antecedents and WFB, but there are many other factors like job ambiguity, salary, benefits, spouse profession, family environment and many more that can be related with WFB which are ignored in this study. And moreover the study is focused on hotel industry as sample at a point of time that can be considered as another limitation of the study.

IMPLICATIONS

Women employees should see that they integrate both work and family simultaneously with the extent of support they

get from supervisor, family, co-worker and friends. This could help them to increase WFB and also effective bonding with people around them.

Employee performance depends upon understanding and application of ergonomic practices followed. Therefore employee safety and health is considered to be one of the important human resource functions for any hotel organization. It is one of the significant and responsible factors for an employee inspiration and more over employee retention in any hotel organization (Ambardar, 2013). Welfare facilities, social security measures, safe and healthy environment, basic facilities related with employee well being would encourage an employee in hotel industry to manage their stress and helps as motivational dimension (Ambardar & Singh, 2017).

Organizations which have supportive work place are found to lower turnover among women employees (Thomas & Ganster, 1995). Hotels should work actively for conducting psychological wellbeing programs like mentoring, sponsorship, friendly benefits, and family programs reduce their conflict and increase WFB (Ballout, 2008). Organizations should understand the importance of WFB for women employees and support them by building WFB strategies. Hotels that formulate the WFB policies would help both the employees and the employer. It would reduce the percentage of turnover, absenteeism and increase employee engagement, job satisfaction, commitment which in turn help them to increase their performance outcome and thereby balance their work and family role demands. Human resource management practices and perceived organizational support could affect employee creativity with regard to organizational innovation performance (Chand & Ambardar, 2020).

CONCLUSIONS

Today, tourism and hospitality industry has been appreciated as a big giant at global level and India is no exception in this context (Chand & Garge, 2017). Now a day's many hotels are identifying the importance of WFB for women employees and started implementing the strategies according to convenience of female employees so that they can be part of the organizational prosperity. Recognizing multi accepted benefits depends on the growth of the industry. In fact few organizations consider them as a valuable resource for growth and development. Certain eco-friendly practices which prevail in Indian hotel industry and out of those practices there is a specific set of practices which emerges as most important for the future growth of the hotel industry (Chand & Garge, 2017). Therefore hotel organizations started implementing more WFB practices in order to increase women employee's welfare and many women employees are satisfied with their WFB in hotel industry

(Khanna, 2012). The organizations in order to retain female employees should help them to balance their role demands both in work and family. Such hotels would have successful growth and contribute more to the career progression for women (Naithani, 2010). Therefore there is a need to understand antecedents of WFB of women employees and provide more appropriate WFB measures and thereby help them to enjoy their work and family life.

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APPENDICES

Sr. No	Construct	ITEM	
1.	Demographic variables	DV1 DV2 DV3 DV4 DV5 DV6	Age group Marital Status Experience Income Family type Family dependents
2.	Stress Management	SM1 SM2 SM3	I am able to balance my work and family. I am able to manage stress at work. My organization conduct entertainment programs to come out stress.
3.	Personal Relationships	PR1 PR2	Others help me when I have heavy work load. My spouse, parents and relatives make my work life easier
4.	Nature of work	NW1 NW2	I feel overburden with my work. I am always engaged with my company work while I am at home.
5.	Psychological Wellbeing	PW1 PW2	My organization understands and supports employee's family responsibilities. I feel that organization should provide certain facilities like gym, yoga, meditation for psychological wellbeing.
6.	Work environment	WE1 WE2	I am happy with the benefits provided by my company. I think work house equity strategy in our company must be modified according to our needs.