

## **RELATION BETWEEN JOB PROFILE AND POLICE PERSONNEL'S PERCEPTION ABOUT CAUSES FOR STRESS**

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### **Abstract**

This study explores the relation between job profile and police personnel's perception about causes for stress. Using survey method from police constables in Thoothukudi district and concentrated on eight sub divisions comprising 52 police stations and the researcher collected 600 samples from grade police constables. 44 job related stress inventory used as measuring instrument. This research suggests that it is the stressors themselves .

**Key words:** *Constables, grade ,Job stress, police, stress*

## **INTRODUCTION AND RESEARCH DESIGN**

### **Introduction**

Stress is an important factor influencing individual efficacy and satisfaction in modern day occupational settings. Job stress is one of the most common afflictions among police personnel. Perhaps one of the most stress prone occupations is that of police profession. This is because the police department acts not only as a law enforcing agency but also as an instrument of social service, an agent of social change and the protector of the rights and duties of the people. Police personnel are often involved in dealing with criminals, VIP's security duties and collapse of other agencies of criminal justice system. Thus, it can be commented that police work is a human-service profession often regarded as physically and emotionally demanding. The evidence, however, is mixed regarding the nature of police work as inherently stressful. Researchers, police practitioners, health-care professionals, psychologists, as well as the lay community agree to the fact that police work is inherently stressful. It can be rightly stated that the entire life of police officers is full of tension and stresses.

### **Introduction**

In the field of administration, police men have an important role to play. In India, Police force is the coercive arm of the State, which is entrusted to perform the basic duty of the State, that is, maintenance of law and order. Therefore, law and order administration has acquired significance at the Central, State, Range, District and Sub-District level in rural and urban areas. Rapid growth of population, industrialization, urbanization and growing political consciousness lead to law and order problems. Agrarian and tribal revolts, political, caste and communal violence, labour and student unrest and terrorism are indications of law and order problems. In all societies, particularly in developing societies, these conflicts and tensions are inevitable and many manifest in different forms. Freedom and independence will not have meaning unless these basic issues are

properly attended. In this Unit, an attempt will be made to study the organisation of police at various levels; and critical issues that confront the Police Administration.

Police are one of the most ubiquitous organizations of the society. The policemen, therefore, happen to be the most visible representatives of the government. In an hour of need, danger, crisis and difficulty, when a citizen does not know, what to do and whom to approach, the police station and a policeman happen to be the most appropriate and approachable unit and person for him. The police are expected to be the most accessible, interactive and dynamic organisation of any society. Their roles, functions and duties in the society are natural to be varied and multifarious on the one hand; and complicated, knotty and complex on the other. Broadly speaking the twin roles, which the police are expected to play in a society are maintenance of law and maintenance of order. However, the ramifications of these two duties are numerous, which result in making a large inventory of duties, functions, powers, roles and responsibilities of the police organisation.

#### **4.1.1 Background of Police Administration in India**

In all societies, organizations were established to protect the life and liberties of people since the dawn of civilization. With the passage of time, complexities in the nature of societies have led to the creation of modern police. In the European context the term 'police' refer to a 'force for the city' and the police officer was known as Nagarpal, which means protector of the city and governance based on Dharma and Danda. Dandaneeti was an important ingredient of Statecraft. Manu talked about the prevention and detection 'of crime and also a system of collecting intelligence during the Vedic period. Vedas refer to different kinds of crimes and punishments for the criminals. During the Mauryan and Gupta periods, policing was undertaken systematically. Kautilya's Arthashastra gives a vivid picture of the nature of police organisation and their functions. During Mughal period, law and order administration was under the charge of Fauzdars. They were assisted by Thanedars who were in charge of Police Stations. He was also responsible for revenue functions. The office of the Kotwal was fairly important, as he was the chief of city police. His functions included patrolling the city at night, collection of intelligence, prevention of crime and social abuses and regulation of jails. During the British period, the police system that existed under the Mughals was allowed to continue with certain reforms to meet the changing needs.

The present Indian police system is based on the Police Act of 1861. Under this act the police were made subordinate to the Executive Government. Later, several changes were brought about in the structure as well as functioning of the police system. But the basic structure and characteristics as enshrined in the police act of 1861 continued to dominate over the police system in the country. By the time India attained independence in 1947; the Police Administration had developed into one of the best systems. After independence, the Government of India felt that the system was capable of facing new challenges and was also well developed to help the new Government to maintain stability.

### **Statement of Problem**

Occupational stress research has an impressive history with more than three decades of sound studies that show clear correlations between certain organizational factors and stress. However, as best as can be determined, there are very few quantitative studies that measure the impact those stressors may have on police performance in Indian context. Occupational stress among police personnel can reduce productivity, encourage absenteeism, lower morale, and increase conflict with others, cause physical and emotional problems and poor satisfaction in life. Part of the problems may be that defining performance has been a challenge for many years and there is no consensus among scholars how to operationalize the concept. Compounding the problem is the definition of stress and the instruments used to measure it in police work. This has led researchers to move away from generic stress scales and into domain-specific scales that measure the unique characteristics of policing. The present study represents a focused interest in stress research in that it seeks to isolate specific self-reported organizational stressors that may negatively impact police performance, as well as analyze the extent to which the coping techniques have been adopted by the policemen. The researcher believes that of all occupations police work could be considered, highly stressful. Establishing the levels of stress police personnel experience and the coping strategies they apply would benefit intervention effort to address the problem i.e., stress management or say, reducing stress levels.

### **Scope of the Study**

The overall goal of the study is to explore the major personal and cognitive factors with occupational stress, and to identifying the relationship between amount of stress Anovarelation between Job profile and police personnel's perception about causes for stress,. The current study will be useful to a wide spectrum of police officials, policy makers and authorities in understanding the nature and causes of occupational stress faced by the police constables and it may help to frame strategic visions to overcome their stress.

### **Objectives of the Study**

- To analyze the gap between police officers' perception about their occupational stress and its occurrence frequencies

### **Importance of the Study**

Occupational stress among police is often viewed as an unlucky, but expected part of police work. Police men are like real heroes, but most of the people are unaware of the amount of stress that police personnel face every day. Police work involves protection of life, safeguarding property through vital patrol techniques, enforcement of laws and ordinances in the place for which the Police station is responsible. Police who are out in the street, every day during their duty struggle throughout. They are the first line of protection for the society against the criminals. During their duty, unexpectedly they may encounter situations involving major crisis without any warning. There are several factors like 24 hours availability and administration problems involved make policing a most stressful job.

Police occupational stress is a widespread problem because of its numerous negative effects on individuals and on police organizations. Officers who experience high levels of occupational stress report a high incidence of physical ailments and psychological problems that affect their work performance. In particular, they suffer from poor health, frequently absent themselves from work, experience burnout, dissatisfied with their jobs and because of weak organizational commitment, they may not fully invest themselves in their work or they may retire prematurely. When individuals are overwhelmed by occupational stress they suffer from increased chronic stress, depression, heart disease, stomach disorders, alcohol and drug use and abuse, divorce, and even suicide attempts. It is therefore critical to understand the sources of police occupational stress (i.e., the stressors) and to implement strategies for reducing stressors or, if they cannot be reduced, for assisting officers in coping effectively with them.

## **Research Methodology**

The research methodology of the study consists of two stages.

**Stage I:** First stage of the research is exploratory by nature. This is done in two phases. The initial phase is to undertake detailed secondary data search about occupational stress, causes and effects of stress on police personnel. This forms the desk research work where the reviews of available secondary literature for the study were collected. This exploratory search forms the basis for preparing the questionnaire for the next stage.

**Stage II:** A descriptive research has been carried out at the second stage by applying a survey method. Data for the study were collected from police constables both men and women working in Thoothukudi District, Tamilnadu. The tool used for data collection was a well-structured questionnaire.

### **3.4 Tool Applied in the Study**

The data collected through the questionnaire were classified and tabulated for analysis in accordance with the outline laid down for the purpose of justifying the objective and the hypotheses framed at the time of developing research design.

1. The frequency distribution of the variables has helped the researcher to calculate distribution value of variables tested.
2. Weighted arithmetic means and Likert's Summated scales helped in interpreting the averages, police personnel's perception about occupational stress, frequency of its occurrences and stress coping styles.
3. One-way ANOVA test was applied to measure the association between job profile of the police officers and their perception about their occupational stress.
4. With the support of Rotation Factor analysis existing similarities in the police officers' perception about their occupation stress, its occurrence frequency and outcome of stress were established by the researcher. The same test is applied to segregate the data based on the stress coping styles adhered to by the police officers in different grades and work experiences, based on their designation.
5. Paired 't'test is applied to measure the existing gap between the police officers' perception about their occupation stress and its occurrence frequencies.

6. Reliability and F test were applied to measure and test the stress coping styles adhered to by the police officers in different grades and work experiences, based on their designation.

## **REVIEW OF LITERATURE**

Dhillan T K Sharma (1992)<sup>1</sup>examines the amount of experience role stress among three levels of management upper, middle and lower. The analysis reveals a significant effect of hierarchical level of management on overall role stress and its five dimensions, with the lower level managers perceiving the maximum amount of role stress followed by middle and upper level managers. McCafferty (1992) attributes suicide of police members due to stressors at work. Factors that may contribute to distress include authoritarian structure, lack of participation in decision-making, poor inter-personal relationships with supervisors, lack of administrative support, unfair discipline, unfair promotion and the nature of police work. The irregularity of working hours, poor working conditions and the experience of constant fear and trauma contribute to making police members more susceptible to suicide. Working in shifts, low salaries and the dangers involved in the police job seem to be related to stress and suicidal tendencies. Srivatsava et.al (1994) compares organizational role stress and job anxiety among three groups of employees in a private sector organization. Results show that middle level manager faced greater stress and anxiety when compared with top level manager and workers. In a recent re-examination of Jackson and Schuler's meta-analysis of role stress research, Beehr (1995)pointed out that 11 of the 15outcomes examined were psychological or emotional strains (e.g. job dissatisfaction and tension). It may be that including outcomes that are valued by the organization in role stress research has a practical advantage. Research based solely on individually valued states may provide managers a weak rationale for reducing role stress; they may ask how reduced role stress benefits the organization as well as the individual. Stewart Collins (1995) research article focused upon the impact of environmental stress and demands on social work. Stress is experienced as an individual phenomenon by social work lecturers, but is considered within a structural and an institutional context. In particular, it is examined against the background of recent developments in higher education generally, such as the Higher Education Funding Council quality assessment visits and the research assessment exercise. In recent years, there have been significant alterations to the shape of social work education with the establishment of the DipSW (Diploma in Social Work), its modification and review, and the development of Post Qualifying Consortia. Classic features of stress have been imposed on social work lecturer

particularly by their institutions and other organizations, leading to a lack of control, an imbalance of demands over resources, role overload and role conflict. These stressors impact negatively upon interpersonal relationships with colleagues and students. Some suggestions are made for improving the structural and especially the organizational coping resources available to social work lecturers in order to assist them to develop more effective responses to stress.

### Analysis and Interpretation

#### RESULT OF ANOVARELATION BETWEEN JOB PROFILE AND POLICE PERSONNEL'S PERCEPTION ABOUT CAUSES FOR STRESS (JOB DEMAND)

Variables	Age		Educational Qualification		Designation Grade		Years of Experiences		Monthly Income	
	F value	Sig	F value	Sig	F value	Sig	F value	Sig	F value	Sig
<b>Job demand</b>										
Assignment of disagreeable duties	62.38	.000	1.43	.234	917.59	.000	42.39	.000	1024.55	.000
Assignment of new or unfamiliar duties	78.31	.000	1.90	.129	1084.58	.000	45.87	.000	1207.60	.000
Performing tasks not in job description	104.19	.000	3.15	.025	2359.32	.000	71.38	.000	3319.59	.000
Periods of inactivity	85.91	.000	1.71	.163	969.21	.000	55.27	.000	1137.85	.000
Assignment of increased responsibility	78.03	.000	1.20	.310	702.93	.000	53.09	.000	829.31	.000
Competition for advancement	98.91	.000	2.57	.054	1598.02	.000	68.12	.000	2038.42	.000
Frequent changes from boring to demanding activities	81.96	.000	1.84	.138	1238.57	.000	56.64	.000	1497.35	.000
Shift work	126.31	.000	1.94	.122	1024.73	.000	68.71	.000	1181.22	.000
Delivering a death message or bad news to someone	121.03	.000	1.73	.159	1080.65	.000	70.30	.000	1257.74	.000
Attending to incidences of domestic violence	96.96	.000	2.76	.042	1015.48	.000	67.06	.000	1212.66	.000
Reorganization and transformation within the organization	106.56	.000	3.77	.011	1978.74	.000	75.25	.000	2668.12	.000



Killing someone in the line of duty	117.77	.000	1.54	.202	621.35	.000	62.42	.000	692.56	.000
Handling	117.35	.000	1.95	.120	767.55	.000	67.09	.000	878.53	.000
Having to handle a large crowd/mass demonstration	141.79	.000	2.19	.088	828.30	.000	73.84	.000	940.96	.000
A forced arrest or being physically attacked	104.08	.000	3.65	.013	2196.62	.000	76.69	.000	3071.68	.000
Having to go to court	114.03	.000	1.61	.187	1753.51	.000	67.78	.000	2222.83	.000
Having to deal with the media	140.20	.000	2.25	.081	870.32	.000	73.70	.000	992.03	.000
Seeing criminals go free (for example because of lack of evidence, court leniency)	119.13	.000	0.50	.681	561.09	.000	63.57	.000	627.02	.000

Level of Significance: 5 per cent

**TABLE: 5.22****RESULT OF ANOVARELATION BETWEEN JOB PROFILE AND POLICE PERSONNEL'S PERCEPTION ABOUT CAUSES FOR STRESS (LACK OF RESOURCES)**

Variables	Age		Educational Qualification		Designation Grade		Years of Experiences		Monthly Income	
	F value	Sig	F value	Sig	F value	Sig	F value	Sig	F value	Sig
<b>Lack of resources</b>										
Lack of opportunity for advancement	117.49	.000	1.22	.302	674.02	.000	59.29	.000	766.01	.000
Fellow workers not doing their job	90.02	.000	1.86	.136	1159.98	.000	59.72	.000	1396.23	.000
Inadequate support by supervisor	99.81	.000	2.52	.057	868.06	.000	68.81	.000	1021.56	.000
Lack of recognition for good work	111.18	.000	1.55	.201	767.76	.000	63.31	.000	882.40	.000
Inadequate or poor quality equipment	89.43	.000	2.85	.037	2585.10	.000	64.61	.000	3717.01	.000
Inadequate salary	100.76	.000	3.39	.018	1617.67	.000	74.13	.000	2085.40	.000
Difficulty getting along with supervisor	109.64	.000	2.55	.055	1796.52	.000	75.26	.000	2341.76	.000
Insufficient personnel to handle an assignment	102.92	.000	3.30	.020	1167.36	.000	77.90	.000	1433.46	.000
Lack of participation in policy-making decisions	112.29	.000	1.09	.354	724.57	.000	61.88	.000	833.25	.000
Poor or inadequate supervision	88.96	.000	1.67	.172	1035.62	.000	59.16	.000	1227.62	.000
Noisy work area	99.55	.000	2.41	.066	1489.66	.000	65.63	.000	1871.38	.000
Insufficient personal time (e.g., coffee breaks, lunch)	108.86	.000	4.43	.004	1509.41	.000	77.05	.000	1939.27	.000
Poorly motivated co-workers	99.63	.000	3.14	.025	1320.80	.000	71.37	.000	1637.83	.000
Staff shortages	127.63	.000	2.09	.101	742.82	.000	67.42	.000	843.52	.000

Level of Significance: 5 per cent

**TABLE: 5.23****RESULT OF ANOVARELATION BETWEEN JOB PROFILE AND POLICE PERSONNEL'S PERCEPTION ABOUT CAUSES FOR STRESS (POLICE STRESS/OCCUPATIONAL STRESS)**

Variables	Age		Educational Qualification		Designation Grade		Years of Experiences		Monthly Income	
	F	Sig	F	Sig	F	Sig	F	Sig	F	Sig

	value		value		value		value		value	
<b>Police stresses/occupational stress</b>										
Working overtime	106.27	.000	3.25	.022	1253.81	.000	75.81	.000	1550.09	.000
Dealing with crisis situations	131.97	.000	2.10	.099	1076.68	.000	81.36	.000	1276.75	.000
Experiencing negative attitudes toward the organization	106.88	.000	4.29	.005	1575.95	.000	78.30	.000	2047.89	.000
Making critical on-the-spot decisions	96.49	.000	2.66	.048	1205.80	.000	67.21	.000	1468.88	.000
Personal insult from customer/consumer/colleague	125.92	.000	2.20	.087	775.70	.000	68.76	.000	885.54	.000
Frequent interruptions	63.62	.000	1.22	.300	962.28	.000	38.46	.000	1084.79	.000
Excessive paperwork	80.48	.000	1.67	.173	989.49	.000	51.82	.000	1160.73	.000
Meeting deadlines	100.28	.000	2.47	.061	1460.88	.000	66.30	.000	1830.27	.000
Covering work for another employee	109.78	.000	3.32	.020	1120.57	.000	75.18	.000	1363.60	.000
Conflicts with other departments	121.33	.000	1.44	.230	1389.61	.000	73.55	.000	1686.96	.000
Too much supervision Stressful Job-Related Events	124.37	.000	2.28	.078	867.99	.000	74.31	.000	999.86	.000
A fellow officer killed in the line of duty	126.26	.000	2.01	.112	685.55	.000	66.25	.000	770.86	.000

Level of Significance: 5 per cent

### Results of Statistical Analysis and Hypotheses Testing

In recent years India police administrators have stated realizing the impact of stress on police personnel. In the process of literature review and analysis of previous research work it has been understood that Srivatsava et.al (1994) compares organizational role stress and job anxiety among three groups of employees in a private sector organization. Results show that middle level managers faced greater stress and anxiety when compared with top level managers and workers. Alappendren (2003) indicated that stress appeared to arise when there was a departure from what is considered as the optimum condition that the individual is unable to control. Stress is the result of an imbalance between a demand placed on an organism and the organism's capacity to make the necessary adjustment, or to cope with the demand. Priyanka Sharma (2013) found that there exists a significant relationship between perceived organisational climate and stress level of the group of police personnel but an insignificant relationship exists between perceived organisational climate and stress for the police personnel at different hierarchical levels. The author found no significant relationship between perceived organisational climate and stress for both sexes. From the review of elaborate literature survey it has been inferred that stress among the police

personnel varies according to their cadre, working environment and individual emotion & problem solving ability. Based on this literature understanding the researcher framed five hypothetical statements and tested these with appropriate statistical tools. The data indicate in the above table shows that probability value of ANOVA at 5 per cent level establishes good relationship between the variables tested. Therefore, the null hypothesis framed stands accepted and it concluded that there exists no association between job profile of the police officers' and their perception about their occupational stress

### **Conclusions and Recommendations**

Police work is often regarded as an extremely stressful occupation, and personnel involved in field duties often report variety of psychological, behavioral and health-related problems. In India, there are a sizeable number of police members who are stressed and are coping with ineffectively. From the study the primary causes identified for occurrence of occupational stress among the police personnel are: when the police personnel see the criminals go free because of lack of evidence, court leniency and when a fellow officer killed in line of duty. It has also been inferred that majority of the police constables get stress, when they do not get the opportunity for career advancement. Similarly, frequency of burnout and stress symptoms are observed to be more when police constable face the problem of handling the criminals, at the time of staff shortages and lack of participation in policy making decisions and also when the their fellow officers were killed in the line of duty. Due to constant stress the police personnel experiences stress outcome symptoms like: loss of sexual interest or pleasure, crying easily and thoughts of ending one's life i.e., committing suicide. Further the study reveals that at stress situations 61.25 per cent of police constables on average seek solution from the other police personnel, 60.50 per cent of the sample subjects have opined that they positively take an attempt to get out of stress, 47.75 per cent of the sample police constables have said that they practice negative coping strategies like denying to accept the problems and they restrict themselves from doing other acts; 58.25 per cent of the sample subjects have said that they search for alternative ventilation; 25 per cent of the police constables under stressful situation restrain themselves from doing anything quickly and 47.75 per cent daydream about thinks other than stress causes. Other forms of stress can come from management. All of those not in management positions know we can do it better. We have better ideas, better plans and would change as much as we could. We create that stress upon ourselves. We should see our own ideas as helpful suggestions to be brought in work group meetings as a way to promote a better situation for all involved. Management is a difficult position to have in any place of employment. The police have to handle all of the office politics, personal issues and be able to work well with those above and below cadres. It is a delegate balance that put you in the middle everyday he goes to work. Managing requires that not only to take orders; the police have to issue them too. Stress will come from knowing some of the orders the police give will not make

him a popular person. Management is not a popularity contest though and the personal feelings again have to put aside in order to achieve the ultimate goal. To be successfully in charge of people that will do the job that is given them to do the best of their ability whether or not they agree with it.

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