

Analysis of Organizational Commitment, Job Satisfaction and Individual Harmony Levels of the Jobholders from Public and Private Sector

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Abstract

It can be said that human capital which is formed by the jobholders raises its importance gradually under mentioned tough competition conditions. Nowadays the businesses using human resources in a very efficient and effective way do distinguish. Jobholders, that are getting the sense of organizational climate in their work place and feeling secure and having high individual harmony, feel organizational commitment and job satisfaction at a high level. In this research, the variance of organizational commitment, individual harmony and job satisfaction level of the jobholders from different group of ages, having different education backgrounds and different level of incomes, sweating in public or private sector based on their specifications and the relational analysis between these features have been studied by using parametric and nonparametric statistical techniques. As a consequence of the findings from the individual participated in the research, it's been identified that no meaningful relationship between organizational commitment and gender but meaningful relationship between individual harmony and ages.

Keywords: Organizational Commitment, Job Satisfaction and Individual Harmony.

JEL Classification:

1. Introduction

Providing applicable operating conditions on one hand brings effective practice of organizational scopes along and on the other hand creates comfortable work environment for the jobholders. Although the obligations depending on legal regulations are applied, there're still various factors having an effect on the mood of jobholders in the work place. Some of these factors are organizational commitment, job satisfaction, personal characteristics and individual harmony. The concepts mentioned within the introduction and the relations between mentioned concepts will be studied theoretically.

Business surrounding an important part of human life and the satisfaction acquired in the work place occupies an important place in business life. Motivation, commitment, performance and productivity of the jobholders who are having a high job satisfaction could set out an increase in comparison with the others. One of the essential elements of competitive capacity of competing companies is the global level of job satisfaction of their jobholders (Boymul and Özeltürkay, 2017). Different specifications are to be done for job satisfaction. According to Robbins (1984) job satisfaction is the 'general manner of an individual to his/her job'. It is an emotional reaction generated by practice of important business values of the individual or the perception of assisting to do it and is with the applicable level of personal requirements. (Toplu, 1998: 33). According to Locke and Tatham

(1990), job satisfaction is 'the consequence of positive evaluation of an individual towards his/her job in terms of ethics standards'. Organizational commitment concept, the second variance of this study is considered along with commitment concept. Commitment, can be called as the way of emotional expression of social instinct, is everywhere that society and social sensus is present (Balay, 2000: 14). Connection of organizational commitment with similar topics and attention of different research interests to organizational commitment increasing in the last years make it harder to set a definition for organizational commitment and comprehend it (Gül, 2003: 37-38). Therefore organizational commitment concept has been maintained in different ways and by different researchers in literature. Leong and his friends (1996: 1348) describes organizational commitment as the combination of commitment and identity unity and solidarity of individuals with specific organizations. According to Davis and Newstrom (1989: 179), organizational commitment is the level of identity solidarity between the individual and the organization s/he works for and wishing for remaining as the active member of this organization (Balay, 2000: 3) describes job satisfaction to be powerfully connected to the scope and values of the organization that the jobholder is included (Yenihan, 2014). Jobholders may perform different behaviors in business life. Some of the jobholders are eagerly, in pleasure and with enthusiasm in pursuance of meeting what's expected from them however some of them fulfil the expectations in reluctance and boredom and some of them rather than fulfilling the expectations neglect their duties and responsibilities (Ceyhan and Siliğ, 2005).

So many studies are encountered in the literature that make us think that the job satisfaction and organizational commitment are both qualifier and outcome of one another. Chiefly supported approach in literature is that these facts are in 'reciprocal correlation'. Mathieu and Zajac have indicated that job satisfaction and organizational commitment are by and large in a 'reciprocal correlation' (Sığrı and Basım, 2006).

Individual Harmony signifies the attitudes and behaviors that one performs in order to gain a reward or avoid any penalty (Aronson, 1999). In other words, harmony is formed of the instrumental behaviors that are performed to acquire the rewards (Mowday, Porter and Steers, 1982: 25). Harmony loyalty doesn't come out for shared values but to gain the rewards and what's in question in this loyalty is the charm of the reward and the disgust of the penalty. Harmony dimension of the organizational loyalty has the characteristic to be affected by the others with the inclusion of earnings of the jobholder, promotion and so on. That is to say the 'jobholder' accepts the fact in harmony dimension to be affected by the others in return for his/her earnings, promotion and so on (Sığrı and Basım, 2006).

One of the most important effects of the individual harmony is the decrease in performance. Decrease in the level of individual harmony brings excessive stress along and while on one hand it leads decrease in costs in different ways (absence, increasing health expenses etc.), on the other hand in parallel with decreasing job satisfaction causes decrease in cost and service production in unit of time and eventually decrease in organizational performance as a whole. Doubtlessly operating under stress all the time would lead high labor turnover inside the organization. Albrecht indicates the fact that the two third of the labor turnover inside the organization depends on the reasons such as retirement, leaving on his/her own accord and dismissal due to specific reasons, nevertheless the rest of third depends directly or indirectly on stress (Kayihan, Tepeli and the rest. 2015: 374-390).

Work-related tension and stress, evaluated as nested concepts with individual harmony concept, are generally substituted concepts. According to Lazarus (1993), stress is an external burden or a request on a biological, social or psychological system. In addition to this, tension is the breakdown generated by the stress on the system (Lazarus, 1993: 2). A great deal of researchers approach work-related stress as a psychological case and describes as the psychological reactions to the stressors in the environment (Van Dyne, and the rest. 2002: 59; de Croon, and the rest. 2004: 443). There are two fundamental approach for the root causes of these reactions. First of the two is environmental factors approach and according to this approach work-related organizational and socio-psychological conditions lead work-related tension. However according to the personal factors, the second approach, personal characteristics have an effect on the way that the jobholder comprehend the stressors and the

reactions (Beehr and Newman, 1978) and so some individuals are apt to comprehend the stressors in further due to the personal characteristics (Gemmill and Heisler, 1972).

2. Research and Method

In the research, the specifications are primarily outlined by means of the frequency distribution, average standard deviation and standard error identifier statistics. Later on consistency of the data to the normal distribution have been tested by using One Modelling Kolmogorov-Smirnov Test. The analysis of job satisfaction and individual harmony scores which signify normal distribution are studied by the parametric test methods, and the analysis of organizational commitment scores which don't signify normal distribution are studied by the non-parametric methods.

2.1. Objective of the Research

The objective of the research is to study the similarities and discrepancies between the levels of individual harmony, job satisfaction and organizational commitment of the jobholders from public and private sectors. Depending on the objective, the variance of organizational commitment, individual harmony and job satisfaction level of the jobholders from different group of ages, having different education backgrounds and different level of incomes, sweating in public or private sector based on their specifications and the relational analysis between these features have been studied by using parametric and nonparametric statistical techniques.

2.2. Modelling of the Research

Questionnaire technique is utilized as the data collection method of this research. In the first chapter, there are the questions addressed to the participants in order to identify the demographic mapping. In the second chapter, data collection on the addressed questions is on job satisfaction, personal characteristics and organizational commitment measurement oriented. At practice stage of the survey, "job satisfaction" and "organizational commitment" modelling questionnaire have been conducted to 73 from public organization and 59 from private sector so in total 132 participants. Statistical hypotheses are taken as a base on the evaluation of the findings and comments and evaluations that are constructed in the light of the findings are included in outcomes chapter.

2.3. Model of the Research

Descriptive statistics, several parametric and non-parametric techniques have been used in the research carried by using qualitative and relational screening model. "Screening models are the research approaches aiming to describe a case existing in the past or in the current moment the way it is. Event, individual or object that is the subject of the research are to be described in the way they are or in their own terms. No effort is made to influence or to change them into any ways." (Karasar, 2009, p: 77). By studying averages, standard deviations and score intervals in the scope of descriptive statistics of the variances, existing levels are proved on dimension levels.

2.4. Hypothesis of the Research

- 1- Ho: Modelling group that is used in the research is retrieved from the same population.
H₁: Modelling group that is used in the research is not retrieved from the same population.
- 2- Ho: There is no relation between the incomes and organizational commitments of the jobholders.
H₁: There is a relation between the incomes and organizational commitments of the jobholders.
- 3- Ho: There is no relation between the job satisfaction and individual harmony of the jobholders.
H₁: There is a relation between the job satisfaction and individual harmony of the jobholders.
- 4- Ho: There is no relation between the individual harmony and gender of the jobholders.

5- H1: There is a relation between the individual harmony and gender of the jobholders.
 Ho: There is no relation between the ages and marriage duration of the jobholders.

6- H1: There is a relation between the ages and marriage duration of the jobholders.
 Ho: There is no relation between the commitments and ages of the jobholders.

7- H1: There is a relation between the commitments and ages of the jobholders.
 Ho: There is no relation between the individual harmony and ages of the jobholders.

8- H1: There is a relation between the individual harmony and ages of the jobholders.
 Ho: There is no relation between the ages, marriage duration and incomes of the jobholders.

H1: There is a relation between the ages, marriage duration and incomes of the jobholders.

3. Findings and Comments

1. Distribution of the Subjects Based on the Ages As shown in Table 1, 11% of the subjects participated in the research are younger than 26, 52% of the subjects are between 26 and 35, and 37% of the subjects are older than 36 years.

Table 1: Distribution of the Subjects Based on the Ages

		Frequency	Percent	Current Percent	Total Percent
YAS	25 and Below	14	10,6	10,6	10,6
	Between 26-35	69	52,3	52,3	62,9
	36 and Over	49	37,1	37,1	37,1
	Total	132	100,0	100,0	100,0

2. Organizational Commitment Levels of the Subjects As shown in Table 2, average score of the organizational commitment of the subjects participated in the research is 12,08. While the standard error value indicating the distribution of the values acquired from the modelling is 0,37, the standard deviation of the distribution is 4,365.

Table 2. Organizational Commitment Levels of the Subjects

	N	Average	Standard Deviation	Standard Deviation
Commitment Level of Subjects	132	12,0833	,37993	4,36510
N	132			

3. Organizational Commitment, Job Satisfaction and Individual Harmony Levels of the Subjects
 As shown in Table 3, while the score distribution of the job satisfaction and individual harmony of the subjects participated in the research are in accordance with normal distribution, the score distribution of commitments are not. Therefore in the future analysis parametric test methods are used for the analysis related with satisfaction and individual harmony scores that the normal distribution is observed and non-parametric test methods are used for the analysis related with commitment scores that normal distribution is not observed.

Table 3. Results of One Sample Kolmogorov Z Test Belonging to Distribution of the Organizational Commitment, Job Satisfaction and Individual Harmony Levels of the Subjects

		Commitment Level of the Subjects	Satisfaction Level of the Subjects	Individual Harmony of the Subjects
N		132	132	132
Normal Parameters (a,b)	Average Std. Deviation	12,0833 4,36510	37,6894 8,83274	109,3409 20,50948

Extreme Differences	Absolute Pozitive Negative	,182 ,182 ,104	,100 ,100 ,090	,052 ,041 ,052
Kolmogorov-Smirnov Z Significance (2 sided)		2,089 ,000	1,154 ,139	,602 ,862

4. Distribution of the Subjects Based on the Organizational Commitment Level As shown in Table 4, as a consequence of Chi-Square test which was performed in order to specify if the distributions based on the commitment level of the subjects differ significantly, it has been identified that the difference between the distribution in question is significant and perform a non-homogeneous distribution based on the commitment level of the subjects (Chi-Square= 141,667; $p < 0.00$).

Tablo 4. Results of The Chi-Square Test Belonging to Distribution of the Subjects Based on the Organizational Commitment Level

	Observed N	Expected N	Difference	Chi-Square	Degrees Of Freedom	Significance
3,00	2	6,0	-4,0			
4,00	4	6,0	-2,0			
5,00	3	6,0	-3,0			
6,00	2	6,0	-4,0			
7,00	6	6,0	,0			
8,00	4	6,0	-2,0			
9,00	7	6,0	1,0			
10,00	21	6,0	15,0			
11,00	14	6,0	8,0			
12,00	26	6,0	20,0			
13,00	6	6,0	,0			
14,00	4	6,0	-2,0	141,667	21	0,00
15,00	5	6,0	-1,0			
16,00	5	6,0	-1,0			
17,00	7	6,0	1,0			
18,00	4	6,0	-2,0			
19,00	2	6,0	-4,0			
20,00	3	6,0	-3,0			
21,00	3	6,0	-3,0			
22,00	1	6,0	-5,0			
23,00	2	6,0	-4,0			
24,00	1	6,0	-5,0			
Total	132					

5. Relation between Incomes and Organizational Commitment Level of the Subjects As shown in Table 5, as a consequence of Spearman Correlation analysis which was performed in order to specify if there is any significant relation between the incomes and organizational commitment level of the subjects, no significant relation has been identified between the variances ($r = -0,179$; $p > 0.05$).

Tablo 5. Results of Spearman Correlation Analysis Belonging to Relation between Incomes and Organizational Commitment Level of the Subjects

			Income Level of Subjects	Commitment Level of Subjects
Spearman	Income Level of Subjects Commitment Level of Subjects	Correlation Coefficient Significance (2 sided) N Correlation Coefficient Significance (2 sided) N	1,000 .114 -,179 ,057 114	-,179 ,057 114 1,000 .132

6. Relation between Job Satisfaction and Individual Harmony Level of the Subjects As shown in Table 6, as a consequence of Pearson Correlation analysis which was performed in order to specify if there is any significant relation between the job satisfaction and individual harmony levels of the subjects, significant relation has been identified between the variances ($r = 0,765$; $p < 0.01$). The relation in question is positive.

Tablo 6. Results of Pearson Correlation Analysis Belonging to Relation between Job Satisfaction and Individual Harmony Level of the Subjects

			Satisfaction Level of Subjects	Individual Harmony of Subjects
Pearson	Satisfaction Level of Subjects	Correlation Coefficient Significance (2 sided) N	1 132 ,765(**) ,000 132	,765(**) ,000 132 1 132
	Individual Harmony of Subjects	Correlation Coefficient Significance (2 sided) N		

** Correlation is Significant at the 0,01 Level.

7. Relation between Individual Harmony Level and Gender of the Subjects As shown in Table 7, as a consequence of Unpaired t-test which was performed in order to specify if there is any significant relation between individual harmony level and gender of the subjects, no significant relation has been identified between the variances ($t = 0,750$; $p < 0.455$).

Tablo 7. Results of Independent Sample t-test Belonging to Relation between Individual Harmony Level and Gender of the Subjects

	Gender of Subjects	N	Average	Average Difference	t	Significance
Individual Harmony Level of Subjects	Male Female	66 66	110,6818 108,0000	2,681	0,750	0,455

8. Relation between Job Satisfaction and Individual Harmony Levels of the Subjects As shown in Table 8, as a consequence of Paired t-test which was performed in order to specify if there is any significant relation between job satisfaction and individual harmony levels of the subjects, significant relation has been identified between the variances ($t = -55,332$; $p < 0.01$). When the relation in question has been studied by considering the averages of both groups, it is comprehended that individual harmony scores are higher than satisfaction scores.

Tablo 8. Results of Paired Sample t-test Belonging to Relation between Job Satisfaction and Individual Harmony Levels of the Subjects

	Average	N	t	Degrees of Freedom	Significance
Satisfaction Level of Subjects Individual Harmony Level of Subjects	37,6894 109,3409	132 132	-55,332	131	0,00

9. Relation between Ages and Marriage Durations of the Subjects As shown in Table 9, as a consequence of Wilcoxon Analysis which was performed in order to specify if there is any significant relation between ages and marriage duration of the subjects, significant relation has been identified between the variances ($z = -6,358$; $p < 0.01$). When the relation in question has been studied by

considering the average ranks of both groups average age groups are higher than average marriage duration groups.

Table 9. Results of Wilcoxon Analysis Belonging to Relation between Ages and Marriage Durations of the Subjects

		N	Average Rank	Total of Rank	z	Significance
Ages&Marriage of Subjects	Minus Ranks	62(a)	33,85	2099,00		
	Plus Ranks	4(b)	28,00	112,00		
	Links	64(c)				
	Total	130			- 6,854	0,00

10. Relation between Organizational Commitment Level and Ages of the Subjects As shown in Table 10, as a consequence of Kruskal Walls Analysis which was performed in order to specify if there is any significant relation between the commitment levels and ages of the subjects, significant relation has been identified between the variances ($\text{Chi-Square} = 8,621$; $p < 0.05$). When the relation in question has been studied by considering the average ranks of both groups, it is comprehended that commitment level of the subjects that are 36 years or older are less than others.

Table 10. Results of Kruskal Walls Analysis Belonging to Relation between Organizational Commitment Level and Ages of the Subjects

	Ages of Subjects	N	Average Rank	Chi-Square	Degrees of Freedom	
Loyalty Level of Subjects	25 and Below	14	79,14			
	Between 26-35	69	72,53			
	36 and Over	49	54,40			
	Total	132		8,261	2	0,016

11. Relation between Individual Harmony Level and Ages of the Subjects As shown in Table 11, as a consequence of Analysis of Variance which was performed in order to specify if there is any significant relation between individual harmony level and ages of the subjects, significant relation has been identified between the variances ($F = 5,871$; $p < 0.00$).

Table 11. Results of Variance Analysis Belonging to Relation between Individual Harmony Level and Ages of the Subjects

	N	Average	Standard Deviation	Standard Error	F	Significance
25 and Below	14	124,4286	17,31035	4,62639		
Between 26-35	69	110,0435	19,43877	2,34015		
36 and Over	49	104,0408	20,87459	2,98208		
Total	132	109,3409	20,50948	1,78512	5,871	0,004

12. Relation between Individual Harmony Level and Ages of the Subjects As shown in Table 12, as a consequence of Post Hoc (LSD) Analysis which was performed in order to specify between which age groups the relation is significant between individual harmony level and ages, it is comprehended that the relation is significant between 25 years-younger age groups and between 26 and 35 years age group ($p < 0.05$).

Table 12. Results of Post Hoc (LSD) Analysis Belonging to Relation between Individual Harmony Level and Ages of the Subjects

(I) Deneklerin Yaşı	(J) Ages of Subjects	Average Difference (I-J)	Std. Error	Significance
25 and below between 26-35 36 and over	Between 26-35	14,38509(*)	5,80000	,014
	36 and over	20,38776(*)	5,99633	,001
	25 and below	-14,38509(*)	5,80000	,014
	36 and over	6,00266	3,69654	,107
	25 and below	-20,38776(*)	5,99633	,001
	Between 26-35	-6,00266	3,69654	,107

* Average Difference is Significant at the 0,05 Level.

13. Relation between Age, Marriage Duration and Incomes Levels of the Subjects

As shown in Table 13, as a consequence of Friedman Analysis which was performed in order to specify if there is any significant relation between ages, marriage duration and income levels of the subjects, significant relation has been identified between the variances ($\text{Chi-Square} = 30,438$; $p < 0.01$). When the relation in question has been studied by considering the average ranks of three groups, it is comprehended that average age groups are higher than average marriage duration and income level groups.

Table 13. Results of Friedman Analysis Belonging to Relation between Age, Marriage Duration and Incomes Levels of the Subjects

	N	Average Rank	Chi-Square	Degrees of Freedom	Significance
Deneklerin Yaşı	112	2,34			
Evlilik Durumu	112	1,76	30,438	2	
Gelir Düzeyi	112	1,89			0,00

14. Relation between Organizational Commitment Levels and Gender of the Subjects As shown in Table 14, as a consequence of Mann Whitney U Test which was performed in order to specify if there is any significant relation between commitment levels and gender of the subjects, no significant relation has been identified between the variances ($z = -1,047$; $p > 0.05$).

Table 14. Results of Mann Whitney Test Belonging Relation between Organizational Commitment Levels and Gender of the Subjects

	Gender of Subjects	N	Average Rank	Total Rank	Mann Whitney U	Z	Significance
Commitment Level of Subjects	Male	66	69,96	4617,50			
	Female	66	63,04	4160,50	1949,5	-1,047	
	Total	132					0,295

4. Summary and Concluding Remarks

In this research, the variance of organizational commitment, individual harmony and job satisfaction level of the jobholders from different group of ages, having different education backgrounds and different level of incomes, sweating in private sector based on their specifications and the relation between these features have been studied by using parametric and nonparametric statistical techniques. 11% of the jobholders participated in the research are younger than 26, 52% of the subjects are between 26 and 35, and 37% of the subjects are older than 36 years. As a consequence of Chi-Square test which was performed in order to specify if the distributions based on the organizational commitment level of the jobholders differ significantly, it has been identified that the difference

between the distribution in question is significant and perform a non-homogeneous distribution based on the commitment level of the subjects. As a consequence of Pearson Correlation analysis which was performed in order to specify if there is any significant relation between the job satisfaction and individual harmony levels of the jobholders, significant relation has been identified between the variances. As a consequence of Spearman Correlation analysis which was performed in order to specify if there is any significant relation between the incomes and organizational commitment level of the jobholders, no significant relation has been identified between the variances. As a consequence of Unpaired t-test which was performed in order to specify if there is any significant relation between individual harmony level and gender of the jobholders, no significant relation has been identified between the variances. As a consequence of Paired t-test which was performed in order to specify if there is any significant relation between job satisfaction and individual harmony levels of the jobholders, significant relation has been identified between the variances. As a consequence of Wilcoxon Analysis which was performed in order to specify if there is any significant relation between ages and marriage duration of the subjects, significant relation has been identified between the variances. When the relation in question has been studied by considering the average ranks of both groups average age groups are higher than average marriage duration groups. As a consequence of Kruskal Wallis Analysis which was performed in order to specify if there is any significant relation between the commitment levels and ages of the subjects, significant relation has been identified between the variances. When the relation in question has been studied by considering the average ranks of both groups, it is comprehended that commitment level of the subjects that are 36 years or older are less than others. As a consequence of Analysis of Variance which was performed in order to specify if there is any significant relation between individual harmony level and ages of the subjects, significant relation has been identified between the variances. As a consequence of Friedman Analysis which was performed in order to specify if there is any significant relation between ages, marriage duration and income levels of the jobholders, significant relation has been identified between the variances (Chi-Square= 30,438; p < 0.01). When the relation in question has been studied by considering the average ranks of three groups, it is comprehended that average age groups are higher than average marriage duration and income level groups. As a consequence of Mann Whitney U Test which was performed in order to specify if there is any significant relation between organizational commitment levels and gender of the jobholders, no significant relation has been identified between the variances.

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