

The Job Satisfaction of Detectives Investigating Economic Crime in the Police Directorates of Ljubljana-Maribor and Some Reasons for their Fluctuation

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An average person spends almost a third of his life at work. It is therefore very important that the person is satisfied with their job. We could define job satisfaction as a factor with an important influence on increased quality in both professional and private life. The dissatisfaction of employees with their jobs is usually followed by fluctuation. This can be very damaging to an organization since employees are one of the most important resources.

This article presents the results of various surveys on the satisfaction of police officers and detectives with their work, on fluctuation as a phenomenon and some of the reasons for it.

In the empirical part of this article, the authors present a study done among the economic crime detectives working in the police directorates of Ljubljana and Maribor. The study showed that economic crime detectives are somewhat satisfied with their work but are still willing to change their jobs and leave the police for a better salary. The main factor for dissatisfaction is the low pay for their performance.

Key words: job satisfaction, fluctuation, police, detectives

Zadovoljstvo z delom gospodarskih kriminalistov na policijskih upravah Ljubljana – Maribor in nekateri vzroki za fluktuacijo

Povprečen človek preživi skoraj tretjino življenja na delovnem mestu. Zaradi tega je zelo pomembno, če je pri delu, ki ga opravlja zadovoljen. Tako lahko zadovoljstvo pri delu označimo, kot dejavnik, ki pomembno vpliva na večjo kakovost delovnega in zasebnega življenja. Nezadovoljstvo zaposlenih pri delu običajno spremlja fluktuacija, ki lahko povzroči organizaciji veliko škodo, saj tudi zaposleni predstavljajo za organizacijo določen kapital.

V prispevku so predstavljeni rezultati nekaterih raziskav o zadovoljstvu policistov in kriminalistov pri njihovem delu ter fluktuacija kot pojav in najpogostejši vzrok zanjo.

V empiričnem delu prispevka je predstavljena raziskava, opravljena med kriminalisti, ki preiskujejo gospodarsko kriminaliteto na policijskih upravah Ljubljana in Maribor. Ta je postregla z rezultati, da so gospodarski kriminalisti srednje zadovoljni z delom, ki ga opravljajo in so pripravljeni zamenjati svojo službo za boljše plačano službo izven policije. Kot enega večjih dejavnikov nezadovoljstva pri delu so opredelili prav slabo plačo, prejeta za delo, ki ga opravljajo.

Ključne besede: zadovoljstvo, fluktuacija, policija, kriminalistična policija

1 Introduction

An individual's occupation reflects their social status and is a guarantee of their quality of life. The police, like other public authorities, has a pay system arranged by law and which is tied to the state budget. Due to the social role of the police force, there is no market driven competitive-

ness. This fact is reflected in the unstimulating pay system. Above all, this applies to the highly trained professionals inside the police force on which state has invested considerable resources. However, too many of these professionals have been leaving the police force. They often state better offers for their skills and services from other parties as the reason for their departure.

Therefore, we have to consider the fluctuation inside the police force, which tends to be highest among the detectives investigating economic crime.

In this article, we first discuss job satisfaction, both in general and specifically relating to the job satisfaction of detectives. We also examine the fluctuations in skilled detectives as a phenomenon and look into the reasons for its occurrence. Then we present some results from various investigations done in the field of the job satisfaction of police officers and detectives. The next part of this article talks about fluctuations inside the police force and the current methods in place to prevent it. The empirical part of this article is based on research done among detectives who work on economic crime in the Ljubljana and Maribor police directorates; we wanted to see what their level of job satisfaction was and find out some reasons for its fluctuation.

2 Job Satisfaction

Employees everywhere complain far too often that they are not satisfied with their work and say that they frequently think of changing their jobs. We often hear that it would be difficult to motivate them again to perform their work. When inquiring into the reasons for their lack of job satisfaction and for their non-compliance with the expectations, we get very diverse answers. Frequent ones are: wanting more stimulating pay, better working conditions, better working hours, less desk work, better internal relations and various other benefits that employees think they should have.

An individual reaches his full job satisfaction only when all the diverse needs he or she may have are satisfied, because the tendency and desire to satisfy such needs is an integral part of the physiological and personal structure of an individual (Svetlik, 1996).

Job satisfaction is increasingly seen as an indicator of the health of an organization, its level of survivability as well as its competitive advantage on the market. Common job satisfaction indicators are: sick leave, termination of employment, a threat of industrial action or the industrial action itself (Gorišek, 2001).

Svetlik (1996) presented six groups of factors that lead to job satisfaction. The first is job content. In here, the author considers the possibilities of using knowledge, gaining new knowledge and the attraction of the job. The second group of factors consists of various factors related to individuality at work, such as decision making ability, the individuals' organization of work and being a part of the decision making process inside an organization. The third group of factors covers pay, bonuses and other advantages given by the job. The fourth group of factors is the organizational structure and the leaderships' incentives, where Svetlik (1996) considers factors such as flexible leadership, recognitions and commendations, expressing worries and concerns, the focus of the leaders on people or work and ensuring an uninterrupted course of work. The fifth group of factors covers relations at work. Svetlik (1996)

classifies a good atmosphere for work, team spirit and relaxed communication between peers and superiors in this section. In the sixth and last group of factors, Svetlik (1996) places working conditions such as safety, reduced physical effort and the reduction of harmful environmental factors like humidity, dust, noise and temperature.

We also have to mention some of the implications of job dissatisfaction. Lipičnik (1998), states that dissatisfied employees:

- tend to talk about their job dissatisfaction to many of their acquaintances,
- tend to neglect their work duties in order to perform non-work related activities in their working time,
- tend to spend time at work thinking about the things that bother them instead of thinking of potential opportunities,
- tend to withhold information about their work progress,
- tend to see their managers as bad managers.

These tends to have a bad influence on a company in which employees are building their careers. This is mostly shown in a:

- reduction of the reputation of an organization
- reduction of the effectiveness of an employee
- lack of respect from employees towards leadership (Lipičnik, 1998).

2.1 Job Satisfaction in the Police Force

Areh and Umek (2002) discuss factors that influence job satisfaction within police organizations. Their opinion is that job satisfaction is based on two groups of factors. The first group covers personal behavioural factors and second covers work related behaviour. Often there is also a third factor indicated, that of the individuals' general satisfaction with life. There are also other influencing factors such as: the seniority of your position inside the organisation, the level of education and the length of service. On top of all of these, we must also consider the working conditions, which always seem to show up as extremely important for job satisfaction in police organizations.

Job promotion plays a major part in the job satisfaction since we see that police officers who have been promoted show higher job satisfaction. Leadership positions demand a higher level of responsibilities but also offer better life status. We tend so see that employees in positions of leadership show a higher level of job satisfaction then workers in non-leadership positions. These non-leadership positions are more often occupied by younger workers, female workers and representatives of minorities they and typically show lower job satisfaction than older male employees. Older police officers who have not been promoted tend to feel that their career is not progressing and they are more frequently considering alternative job opportunities. When talking about personal characteristics, we usually talk of: gender, age, personality type and race. When correlating age and job satisfaction, we see that older employees seek work that would bring them

better job satisfaction. Most of them usually find alternative jobs and, through them, a higher level of job satisfaction. Above all, the impact of personality on job satisfaction is shown by stable personality features. The more sensitive an individual is to stress, depression, concerns and pessimisms, the less satisfied that individual will be with his job (Areh and Umek, 2002).

There are various factors that influence job satisfaction. Gorenak (2004) exposes the importance of interpersonal competencies in co-workers and the interpersonal competencies of superiors, which explains the 21.5 % variance of satisfaction police officers have with their work.

Gorenak and Pagon (2006) have studied the influence of organizational communication on the job satisfaction of police officers in Slovenia and found that 40.1 % of job satisfaction cases can be explained by how organizational communication is conducted.

Various factors that influence job satisfaction among police officers have also been studied by Krope (2002), Lepoša (2002), Pergovnik (2002) and Anželj (1995). Their findings can be collated into the following factors: interesting work, working with people, job security and good interpersonal relations at work. The same authors also looked into what contributes to job dissatisfaction, such as working conditions, basic salary and overtime pay.

3 Fluctuation

Jerovšek (1982) defines fluctuation as a complex social phenomenon caused by various social, psychological, economical and other factors. Fluctuation is a form of mobility that is, in its broader sense, seen as changing positions within a certain system and, in a narrower sense, as the dynamical movement of workers inside the organisation and between organizations.

Florjančič and Možina (1987) talk about macro and micro fluctuation levels. They see fluctuation on a macro level as an unorganised and unplanned movement of human resources between organizations, while on a micro level it is seen as a result of the frustration and dissatisfaction of the employees. Fluctuation is essentially seen as employees leaving one organization with the intention of getting a new job in another.

In addition, Jerovšek (1982) distinguishes between potential and actual fluctuation. Potential fluctuation is where we see workers who are thinking about changing their job or are in a process of looking for a new job. Actual fluctuation, on the other hand, is when workers have already decided on leaving their present positions and have already found new jobs. A distinctive characteristic of this type of fluctuation is that it can be reduced, but never totally prevented.

The dictionary "Veliki splošni leksikon" (2006) defines fluctuation as a continuous oscillation or wave motion. In industrial sociology, fluctuation represents the movement of workers between companies and between work places. Furthermore, "Veliki splošni leksikon"

(2006) states that fluctuation is high when the work load is full and varies between different branches of industry. An education unsuitable for meeting the actual requirements of the markets also tends to fuel these labour market corrections, resulting in fluctuations of labour.

Too much fluctuation tends to be damaging to every level of an organization and to its performance. One of biggest losses is the departure of individuals with knowledge and experience, which will have a long-term implication on the organisation's ability. Organizations with high fluctuations suffer in their public image, since many companies or individuals tend to think that there is something wrong with organizations that can not keep their employees. Applying a cost-benefit framework shows that an organization with a high fluctuation level will incur increased expenses from hiring and training new staff.

3.1 Fluctuation in the Slovenian Police

Just as with many other organisations, the police force – and in particular the economic crime investigation branch of the police force – suffers from fluctuation in their skilled workforce. Especially problematic is the fluctuation of detectives, which directly determines the success and effectiveness of the police organization as a whole. Recently it has been predominantly detectives working in the area of economic crime investigation who have been leaving the police force. This has a negative implication on the everyday work and success of the force, which depends highly on the detectives' level of experience.

According to the General police administration (Statistični podatki policije, 2007), there was a total of 260 highly trained detectives that have left the police force between 1996 and 2002. If we add another 114 detectives that have retired (the so called natural fluctuation) and 5 that have died, we can see that altogether there are now 379 fewer detectives on the force. On average that is 62 fewer detectives every year.

At the end of 2003, research was done to determine the causes for this concerning high level of fluctuation among detectives. The research included every detective currently employed and all those that left the police force between 1996 and 2002. Česnik and Vozelj (2004) state that there is a high level of dissatisfaction among the employed detectives concerning salary, the rewards system, the promotion system, working conditions, interpersonal relations and how their job is underrated in society, as well as other minor factors that influence job satisfaction.

These factors present the main reasons why most detectives will consider other jobs at some point or why they are already doing this. The three biggest issues are the system of promotions, the awards system and the recognition of their work compared to other employees within the state administration. The highest level of dissatisfaction was seen in detectives with university or college degrees. This dissatisfaction was shown in the above survey to be the main reason for leaving the police force. Detectives

who have already left the force were also dissatisfied with the awards system and the recognition of their work in comparison with other employees inside the state administration.

4 Description of the Sample and Methods

4.1 The Purpose and Goals of the Research

In this article, we are examining the level of work satisfaction felt by detectives investigating the area of economic crime and the influence of that job satisfaction on fluctuation.

The goals of this research are:

- To determine the level of job satisfaction among detectives working in the area of economic crime in the Ljubljana and Maribor police directorates.
- To determine whether the level of job satisfaction among detectives working in the area of economic crime in the Ljubljana and Maribor police directorates influences their fluctuation.

4.2 Sample

As a basic population, we are taking into consideration all the detectives who work in the field of economic crime in the Ljubljana and Maribor police directorates. Additionally, we have also taken all their department heads and task group leaders into the population. By 20th march 2006 there were a total of 88 funded posts for detectives investigating economic crime in both directorates - 59 in Ljubljana and 29 in Maribor.

The research included 57 employees who were interviewed and, out of that, 47 were male and 10 were female. As far as education is concerned, 39 interviewees had college diplomas and the other 18 had university diplomas. 16 of the interviewees are currently enrolled in a process for gaining a higher level of education.

For the purpose of the research, we needed to know how long the interviewees had been employed on the police force and how long have they been working as detectives in the area of economic crime. The data gathered is shown in Tables 1 and 2.

We found that 25 interviewees had been allocated to the position of economic crime detective at their own re-

Table 1: Number of years working for the police force

NUMBER OF YEARS WORKING FOR THE POLICE FORCE	NUMBER OF ANSWERS
Up to 5 years	10
5 to 10 years	18
10 to 15 years	0
15 to 20 years	12
20 to 25 years	2
25 to 30 years	1

Table 2: Number of years working as an economic crime detective

NUMBER OF YEARS WORKING AS AN ECONOMIC CRIME DETECTIVE	NUMBER OF ANSWERS
Up to 5 years	24
5 to 10 years	28
10 to 15 years	2
15 to 20 years	2
20 to 25 years	0
25 to 30 years	0

quest. Another 29 consented to being placed in this position, while 3 detectives had objected to the placement.

4.3 The Presentation of the Questionnaire and the Procedure Used for Interviews

For the purpose of this research, we designed a questionnaire with 63 questions with which we measured the job

satisfaction of detectives and the possible reasons for fluctuation.

44 questions were been formulated as statements where interviewees had to respond on a 1 to 5 scale, where 1 was "I do not agree at all with the statement", 2 was "I agree a little bit", 3 was "I partially agree", 4 was "I mostly agree" and 5 was "I totally agree".

One question was aimed to measure how satisfied the interviewees were with their work. The interviewees also

responded here on a 1 to 5 scale, where 1 was "I am totally dissatisfied", 2 was "I am generally dissatisfied", 3 was "I am partially dissatisfied", 4 was "Somewhat satisfied" and 5 was "I am very satisfied".

Furthermore, we set up 8 questions to measure the extent a certain reason would influence the decision of the interviewees to change their job. Interviewees also responded here on a 1 to 5 scale where, 1 was "Not at all", 2 was "To a small extent", 3 was "To some extent", 4 was "To a quite large extent" and 5 was "To a very great extent".

In the final part of the questionnaire, interviewees answered 8 demographical questions, where they selected from pre-set answers or wrote down the data asked for. The final question was an open question where interviewees could write down their opinion.

4.4 The Procedures Used for Analysis

When preparing this article, we used a non-experimental method of research – a field study using a pre-designed questionnaire. We processed the data gathered with the help of MS Excel and SPSS for Windows. We used descriptive statistics and co-relational analysis as a means of analysing the data.

5 The Results of the Analysis

5.1 Analysis of the United Variables

We have combined the statements into five logical sections. In the first section we have combined the following variables: "he is trying to have successful communication with subordinates", "he is trying to be relaxed when communicating with subordinates", "he listens to subordinates", "he advises the subordinates", "he considers suggestions given by the subordinates", "he respects subordinates", "he is ready to discuss an issue with subordinates", "he is trying to have a respectful relationship with subordinates", "he often appraises good performance", "he encourages the creativity of subordinates", "he supports subordinates in their work", "he trusts his subordinates", "he encourages participation of subordinates in decision-making processes relating to operative tasks", "he motivates subordinates", "when creating schedules, he takes the wishes of his subordinates into consideration when possible" and "he fulfils his promises towards subordinates". With these statements, we measured the relationship between the leader and his subordinates and called this variable: *Relationship with the superior*.

We combined the following statements into the second logical section: "I am satisfied with working for police", "I am motivated to work in my current position", "The work I do is interesting", "If I was making career decisions now I would make the same choice again", "If I could earn the same amount of money, I would quit my job with the police force", "If I would earn more money, I

would quit my job with the police force" and "I like to help people and work with people in general". With these statements, we measured the job satisfaction of interviewees and are calling this unified variable: *Job satisfaction*.

In the third section, we combined the statements with which we measured satisfaction with interpersonal relations: satisfaction with peer to peer relations, satisfaction with superiors, satisfaction with the level of independence at work and satisfaction with the variety of work and self distribution of workload. We have united these statements under a unified variable called: *Satisfaction with relations at work*.

In the fourth section, we combined the following statements: "we have nice offices", "we have enough vehicles", "we have enough computers", "we have adequate protective equipment for work" and "our technical equipment is adequate". With these statements, we measured the level of satisfaction with the working conditions of interviewees and we are calling this unified variable: *Satisfaction with working conditions*.

In the final fifth segment, we combined the following statements: "I have an appropriate salary", "I receive appropriate bonuses to my salary", "The system of paying travel expenses is adequate" "The system for paying for overtime work is adequate", "Overtime that I do I can compensate for at some other time", "The benefit of early retirement or payment towards a second retirement plan is stimulating me", "I have the option to be promoted", "I have the option to get additional training", "I have the option of changing my work area" and "I have the option to choose my place of work". With these statements, we measured the level of satisfaction with the material and other working conditions of the interviewees and that is why we combined these statements under a unified variable called: *Satisfaction with material and other working conditions*.

In Table 3, we present arithmetical middles of unified variables.

Table 4 shows the most common reasons for quitting the job.

As we can see from Table 4, the interviewees report that they would most likely quit their job due to salary, their own need for personal growth and promotion and due to wanting new opportunities. The lowest numbers have been given to the following two reasons: lack of experience and pretentiousness of work.

5.2 Correlation Analysis

Next, we make a correlation analysis of the combined variables. The results are shown in Table 5.

We can see from Table 5 that some united variables are positively correlating with others and are distinctly statistically correlated.

We can see that the interviewees who positively evaluate *Job satisfaction* also more often positively evaluate *Relations with superiors*.

Table 3: The arithmetical means of unified variables

UNIFIED VARIABLE	MEAN	STANDARD DEVIATION
Relations with superiors	3.66	0.98
Job satisfaction	3.42	0.99
Satisfaction with relations at work	3.71	0.89
Satisfaction with working conditions	2.73	1.12
Satisfaction with material and other working conditions	2.49	0.97

Table 4: The most common reasons to quit the job

STATEMENT	MEAN	STANDARD DEVIATION
Interpersonal relations at work.	2.74	1.16
Working conditions.	3.25	0.99
Social status.	3.23	1.05
Satisfying the need for personal growth.	3.60	0.96
Salary.	4.04	0.93
Lack of knowledge and experience.	2.65	1.08
Pretentiousness of work	2.95	1.09
Seeking new opportunities.	3.33	1.09

Table 5: Correlation analysis of the combined variables

UNITED VARIABLES	Relations with superiors	Job satisfaction	Satisfaction with relations at work	Satisfaction with working conditions
Job satisfaction	.459**			
Satisfaction with relations at work	.597**	.446**		
Satisfaction with material and other working conditions	.288*	.474**	.335*	.460**

$p < 0.05$

** $p < 0.01$

Furthermore, we can see that those interviewees who more positively evaluate *Satisfaction with relations at work* also more often positively evaluate *Relations with superiors* and *Job satisfaction*.

Finally, we can see that those interviewees who more positively evaluate their level of *Satisfaction with material and other working conditions* also more often positively evaluate *Relations with superiors*, *Job satisfaction*, *Satisfaction with relations at work* and *Satisfaction with working conditions*.

6 The Findings and Some Suggestions for Practice

The general findings of our research is that detectives working in the area of economic crime in the Ljubljana and Maribor police directorates claim that they have good relations with their superiors. This is confirmed by the arithmetical middle of the combined variable, which is 3.66. Thus we conclude that interpersonal relations bet-

ween detectives working in the area of economic crime and their superiors in the Ljubljana and Maribor police directorates are generally good.

The interpersonal relations between detectives working in the area of economic crime and their superiors are not the reason for fluctuation. Department heads should continue to maintain good interpersonal relations with detectives and their superiors. Good interpersonal relations are a key to a successful working environment, which is reflected in the employees' results.

When looking into the job satisfaction of detectives working in the economic crime field in both the Ljubljana and Maribor police directorates, we can say that they are partially satisfied since the arithmetical middle of the combined variable is 3.42. Detectives look forward to working with people and helping them as well as to the fact that they find their work interesting. We cannot say that these results contribute to fluctuation either. Department heads should leave more decisions on how to plan their work to detectives themselves; they should also encourage creativity, which would improve the results of their work in general.

Further, we observe a high level of satisfaction with relations at work, since we have established that the arithmetical middle of the combined variable *Satisfaction with relations at work* is 3.71. Detectives working in the area of economic crime are especially satisfied with their independence at work, the variety of work and their scheduling system. From what we have seen, we can say that detectives working in the area of economic crime are satisfied with their relations at work and the work they perform itself and therefore we cannot see this as an important issue when dealing with fluctuation. Also, in this area, leadership must further work towards and maintaining good interpersonal relations. There must be special care given to the area of work organization so that detectives still feel that they can plan their work on their own, have interesting things to do and also participate in scheduling.

Satisfaction with working conditions is a weak point for detectives working in the area of economic crime in both the Ljubljana and Maribor police directorates since the arithmetical middle of the combined variable is only 2.73. The biggest dissatisfaction is ageing equipment and unsuitable or ageing computer equipment, as well as insufficient equipment for personal protection. According to the current regulations of police force, there should be one computer for every three detectives working in the area of economic crime. With the rapid development in IT technology, this is unacceptable in this day in age to say the least. Here, the Criminal Police Directorate of the Republic of Slovenia should act and in accordance with the Strategies for controlling economic crime in Republic of Slovenia (2003), provide suitable equipment for all detectives working in the area of economic crime. The quantity of computers is not the sole issue. The quality of the equipment should also be improved since ageing equipment cannot support the new software that is being implemented throughout the public administration in Slovenia.

Detectives working in the area of economic crime also tend to show a high level of dissatisfaction with the

material and other working conditions, since the arithmetical middle of the combined variable is only 2.49. Dissatisfaction is shown at all levels, with the most problematic being the fact that the detectives' wishes on location and their field of work are not considered. Detectives also show dissatisfaction with the way their overtime payment is being implemented. The bonuses and the salary itself are considered inappropriate considering the nature of work they do. The Criminal Police Directorate of the Republic of Slovenia and the General Police Directorate and the Ministry of internal affairs should review the current payment & rewards system. We have seen some measures to improve the payment system for detectives working in the area of economic crime in the past but they have not proved to be much of a success. We have seen an attempt to give more credit to some positions by adding performance-related coefficients to the base salary, but still without any serious possibility for advance in salary or promotion. The detectives in our study have evaluated their chances for promotion and additional training extremely poorly. This leads us to conclude that the Criminal Police Directorate of the Republic of Slovenia should focus on this area and consider a more stimulating method of awarding performance.

In the context of these findings, we can say that the working conditions and material conditions is a possible factor in the fluctuation of economic crime detectives. This could be contained using a better salary system with improved performance related pay. The current performance coefficients are the same for all detectives and policemen working in the area of economic crime and that is just not appropriate. Even resources that were once in place for stimulating detectives to be successful have now been withdrawn and now successful and efficient detectives cannot be recognized and appreciated at all.

As far as reasons for changing jobs go, detectives working in the economic crime field in the police directorates of Ljubljana and Maribor say that they would first and for most change their jobs because of salary, where the arithmetical middle was 4.04. Second to that was personal growth and prosperity, where the arithmetical middle was 3.60. Seeking new opportunities came third, with an arithmetical middle of 3.33, followed closely by working conditions, with an arithmetical middle of 3.25, social status at 3.23 and so on. These are the most commonly stated factors why detectives would change their jobs. On the other hand, we can hardly see any of them that would change their job due to interpersonal relations or lack of experience and knowledge.

From what we have seen, we can conclude that the job of economic crime detective is underplayed compared to other comparable professions. The job does not offer any bonuses and does not give appropriate social status considering the education and difficulty of the work. There is a lot of dissatisfaction with aging equipment, especially computers and other technical instruments.

Economic crime detectives would rarely leave their current job because of the pretentiousness of their work, interpersonal relations or their lack of knowledge and ex-

perience, which shows that we are dealing with highly trained employees with high moral standards. These employees are willing to do additional training, to adapt to newly formed situations and handle the most difficult cases.

The biggest obstacle in this situation seems to be the fact that the police, as an organization, is very rigid and seldom adaptive to change. This proves an obstacle to the growth and development of otherwise very capable personnel who are willing to adapt to changes in everyday situations, and there also seems to be an obstacle in the system of rewarding detectives.

The General Police Directorate and the Criminal Police Directorate should strictly implement the actions stated in the Strategies for controlling economic crime in Republic of Slovenia (2003), which, among other things, plans: the career paths of economic crime detectives, improvements to computers and other technical devices, a stimulating pay system, consistent and better evaluation of the positions of economic crime detectives, their further training and other measures to prevent fluctuation.

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