

## The impact of the organization's future vision on enhancing social value (Analytical research at the Ministry of Labor and Social Affairs)

Ass. Prof. Dr. Ali Mawat Al-Sudani<sup>1</sup> Rafid Jabbar A`jel Al-Haddad<sup>2</sup>

1 College of Administration and Economics - University of Baghdad.

2 The Ministry of Labor and Social Affairs

alsudanyali@coadec.uobaghdad.edu.iq

rafid.ajel1203@coadec.uobaghdad.edu.iq

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### Abstract:

#### Extract

The current research aims to determine the nature of the future vision relationship and its role in enhancing the social value of the organization on which the research was conducted (Ministry of Labor and Social Affairs), as the future vision represents the compass that directs the organization's activities towards achieving its goals, including creating and maintaining social value in the community in which the organization is located. The statement of problem revolved around exploring the nature of the relationship between the future vision and the creation of social value, and for this purpose the researcher adopted the descriptive analytical approach, and the Ministry of Labor and Social Affairs was chosen as a research community with a number of (850) individuals, while the research sample was deliberately chosen from the research community, represented by the general managers and their assistants, department managers and their assistants, division officials and their assistants, with a number (265), and the questionnaire was used as a research tool with a recovery rate of (98.1%). And the research came out with a set of recommendations, the most important of which is the necessity of owning the organization. The respondents have a clear future vision, with the fact that they must be characterized as expressing the organizational goals in a clear way and what they aspire to, with the ability to be applied in a practical way in addition to the need to be convincing to its members, as well as working to strengthen and diversify the social activities of the organization as it is necessary to achieve its social value.

**Keywords:** future vision, social value.

### Introduction

The presence of a clear and distinct future vision will serve as the cornerstone for building and achieving the goals set for the organization.

It reflects the current situations and circumstances or gives an impression of the desired future state and clarifies the future direction of activities that include many things, including meeting the needs of the beneficiaries of the organization's activities, which is important to do. By satisfying them, this vision must be integrated and comprehensive for the various work and activities of the organization.

On the other hand, social enterprises arose by integrating social and economic value for the betterment of society, however, unlike commercial enterprises that stress economic value, social enterprises give priority to maximizing social value, so the future vision if properly and integrated. It will contribute to directing the organization's activities towards creating and enhancing the social value of social institutions, which aim to advance the well-being of people and societies.

This research came to consider the nature of the relationship between the future vision and the creation of social value for the organization in question through four topics. The first topic dealt with the research methodology, and the second topic dealt with the theoretical framework of the research represented by the future vision and social value, and the third topic included the practical aspect of research, and finally The fourth topic is devoted to the conclusions and recommendations reached by the research.

### The first topic / research methodology

- The statement of problem

Starting from the two main research variables (future vision and social value) and to define the statement of problem more accurately, it was important to ask the following question: Does formulating the future vision in an elaborate manner have a role in creating and strengthening the social value of the organization?

A set of sub-questions emerge from it that support the main research problem, namely:

- 1- What is the interest of the Ministry of Labor and Social Affairs in the research variables (future vision and social value)?
- 2- Is there a correlation between the "future vision" and "social value" in the research sample?
- 3- Is there an influence relationship for the "future vision" variable on the "social value" in the research sample?

- **The significance of research**

The significance of research comes from being an attempt to frame the theoretical and applied contributions to the subject of the future vision, and to clarify its role in enabling organizations to create current social value and enhance it in the future, predicting results and planning in a way that reflects positively on their reputation and social position.

- **The objectives of research**

This research seeks to achieve a set of goals, the most important of which are the following:

- 1- A statement of the size of the gap for the Ministry of Labor and Social Affairs to adopt the concepts of the future vision and social value and the extent of its commitment and interest in them.
- 2- Clarify the nature of the link or not between the future vision and the social value in the organization in question (Ministry of Labor and Social Affairs).
- 3- A statement of the impact of the future vision on the social value of the organization in question (Ministry of Labor and Social Affairs).

- **The hypothetical scheme**

The research adopted the following hypothetical model:

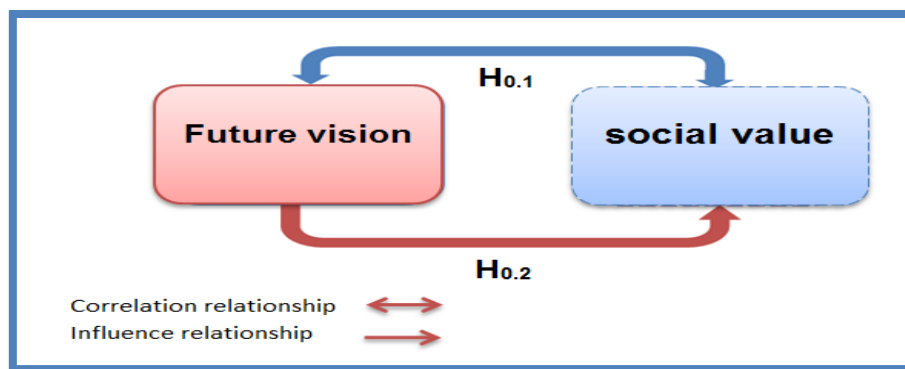


Figure (1) The hypothetical model of the research

Source: Created by researchers

- **The hypotheses of research**

According to the research problem and its questions, and taking into account the achievement of the research objectives and its hypothetical model, the researchers formulated the following hypotheses:

- ❖ **The first main hypothesis H0.1:** There is no statistically significant future vision and social value correlation at the level ( $\alpha \leq 0.05$ ) in the research sample.
- ❖ **The second main hypothesis H0.2:** There is no statistically significant effect of the future vision on the social value at the level ( $\alpha \leq 0.05$ ) in the research sample.

- **Research Methodology**

In this research, the two researchers relied on the descriptive analytical approach to accomplish the requirements of the research and to answer the questions of the research problem in order to achieve the objectives of the research, as cognitive polemics and intellectual propositions about the research variables (future vision and social value) were presented.

- **The population of research and its sample**

It included the departments of the Ministry of Labor and Social Affairs concerned with the activity of small and medium loans, and the research sample was a deliberate (intentional) sample of (265) individuals represented by general managers, department managers, people's officials and their assistants in these departments, because they are the most knowledgeable people in how to perform the mentioned activity. At the level of these sections, (265) questionnaires were distributed and (260) were retrieved from them, with a response rate of (98.1%).

• **The search scale**

The researchers relied on the research questionnaire as a main source in collecting primary information from the research sample, as well as in obtaining the answer of the research sample and its views regarding its paragraphs for the purpose of conducting statistical analysis, where the Likert scale was used to measure the response of the sample to the paragraphs of the questionnaire, and they relied on the standards contained in the sources mentioned in Table (1):

**Table (1) Sources of Research Scale**

Variable	Number Of Paragraphs	Source
future vision	5	What was agreed upon by: (Alisari, 2017), (Mahmoud, 2019).
Social value	5	What was agreed upon by: (Al-Abadi and Al-Jubouri, 2017), (Son et al., 2018).

**Source: Created by researchers**

**The second topic / theoretical framework**

**A- The future vision**

It means the mental awareness of things and comparison, to form the image that the organization should have in the long run, and it reflects the aspirations and interests of the organization, and directs the organization towards the future of its plans, and the future vision as one of the dimensions of the strategic intelligence of successful leaders is the key to the success of the strategic change process, and through it The organization’s leaders are able to face the challenges surrounding it, monitor competitors’ moves and learn their capabilities” (Hussain & Abbas, 2019: 550).

According to (Blom & Josefsson, 2013), “the future vision and strategic slogans (phrases) are not easily translated into action on the ground, and this also applies to the organization’s orientation towards customers, as the organization must be able to build a clear future vision that can be translated into goals. It is measurable, and it must be communicated to all executives, as ambiguity in the vision will have a negative impact on the organization, and therefore the specifications of a good vision are: First, The clarity and accuracy of the future vision, that is, its distance from ambiguity. Second, The future vision must be applicable on the ground, and not be just ink on paper, Third, The future vision must be measurable. (Blom & Josefsson, 2013: 13)

**B- The social value**

Social value can be defined as “the relative importance that one might place on the changes he experiences in his personal or societal life, and if these values are captured by a market setting, then we have a social business opportunity” (Blaga, 2017: 24).

Measures of social value provide the full comprehensive range of outcomes, which is necessary to establish impact and provide an enhanced understanding of reality. Among the predominant tools used to assess the broader social value of services or interventions are (Ashton et al., 2020: 2):

- Social Cost Benefit Analysis (SCBA) that places a monetary value on pre-determined outcomes that are not traditionally measured by other economic methods, such as the well-being of individuals and broader stakeholders such as the family or society.
- Social Return on Investment (SROI) that considers the economic, social and environmental impacts of investments, thus helping organizations move away from purely financial accounting towards more comprehensive accountability for the value that is created through an inclusive process of stakeholder engagement.

**The Third Topic: The Practical Side**

**A- The Statistical Results Of The Research Sample**

This section specializes in presenting and interpreting the results related to the research variables through the use of some statistical methods. The results related to the dimensions of the research variables will be presented and discussed, based on the answers of the research sample members on the questionnaire paragraphs to identify the differences in their opinions and provide a comprehensive perception of their views on the nature of the two variables. And the Likert scale was adopted to investigate the opinions of the research sample, as the answer level ranged between the highest value and the lowest value (1–5) and at five levels as in Table (2):

**Table (2) Likert Five Scale and Answer Direction**

Scale degrees	Totally agree	Agreed	Neutral	I do not agree	I don't totally agree
Average values	5	4	3	2	1
Categories lengths	4.21-5	3.41-4.20	2.61-3.40	1.81-2.60	1-1.80
Interpretation	Very available	Available	Around the middle	Weak	Very weak
The direction of the answer	The agreement		Not sure	Lack of agreement	

Source: was prepared by researchers based on the results of statistical analysis

The trends of the research sample were analyzed, and for this purpose, the frequency distributions and percentages of the answers of the research sample were extracted about the paragraphs of the questionnaire for the research variables, and accordingly, the arithmetic means were extracted (to estimate levels) compared to the hypothetical mean, and the standard deviation was calculated (to estimate the extent of dispersion in the answers about arithmetic means), and the relative importance index, noting that Hypothetical mean = (sum of weights / number of alternatives) =  $(5 + 4 + 3 + 2 + 1)/5 = 3$

The previous table will be used to find out the weighted arithmetic means for all the paragraphs of the dimensions of the research variables for the purpose of explaining their availability and thus the possibility of answering the questions of the research problem.

**1- Variable future vision**

From Table (4), which shows the results of the statistical analysis of the future vision dimension, we note the following:

**Table (4) Results of the statistical analysis of the future vision variable**

	Paragraphs	Arith. mean	standard deviation	coeff. of relative variance	The relative importance index	Rank	direction level answer
1	The organization has a comprehensive vision.	3.5	0.89	0.254	0.7	4	agree.
2	Most of the organization's decisions are related to its future vision.	3.52	0.889	0.253	0.704	3	agree.
3	The organization's vision is characterized by its practical application.	3.6	0.88	0.244	0.72	1	agree.
4	The organization relies on the vision to unify the efforts of its employees and to achieve its goals.	3.57	0.878	0.246	0.714	2	agree.
5	The organization has the ability to convince its employees of its future vision.	3.49	0.928	0.266	0.698	5	agree.
<b>Total variable indices</b>		<b>3.536</b>	<b>0.893</b>	<b>0.253</b>	<b>/</b>	<b>/</b>	<b>agree.</b>

Source: Prepared by the two researchers using the (spss) program.

This dimension consists of five paragraphs, which refers to the arithmetic means and standard deviations related to the analysis of the researched sample for the future vision variable, as the mentioned table showed that the arithmetic means for all the paragraphs of this variable were close and ranged It is between (3.49-3.6), and the

overall arithmetic mean in general for this variable (relatively high level) is (3.536), which is higher than the standard hypothetical mean of (3), and the total standard deviation is equal to (0.893), which is relatively acceptable, either The dispersion of the answers of the sample in terms of the relative coefficient of difference equals (0.253), which is also acceptable, which reflects the availability of this variable and the consistency of the good research sample in its answers and that the direction of the level of its answer was “agreement” according to what was mentioned in the previous table (2), and this indicates a strong homogeneity In the opinions of the research sample about the content of this variable, which reflects the organization’s possession of a comprehensive vision through which it can determine the direction of business, and that most of its decisions are related to its strategic vision, which is characterized by the possibility of its practical application, and its reliance on it in unifying the efforts of employees and persuading them to achieve its goals, As for the paragraphs, the results were as follows:

- The results of the statistical analysis showed that the paragraph (3) obtained an arithmetic mean (3.6), which is the highest value in the results of this variable. Practical application) with a standard deviation (0.88) acceptable in terms of the relative difference coefficient (0.244), which was the lowest value among the rest of the paragraphs, and its relative importance index was the highest among the paragraphs of this dimension (0.72), which indicates a high homogeneity in the opinions of the research sample about it.
- The results showed that the paragraph (5) obtained the lowest arithmetic mean of (3.49), which is a value that is considered relatively high for the members of the research sample on the paragraph (the organization has the ability to convince its employees of its future vision) and with a standard deviation of (0.928) acceptable in terms of the relative coefficient of variation ( 0.266), which was the largest value among the rest of the paragraphs, and its relative importance was the lowest among the paragraphs of this dimension (0.698), which indicates an acceptable homogeneity in the opinions of the research sample about it.

**2- The social value variable**

From Table (5), which shows the results of the statistical analysis of the social value dimension, we note the following:

**Table (5) results of the statistical analysis of the social value variable**

	Paragraphs	Arith. mean	standard deviation	coeff. of relative variance	The relative importance index	Rank	direction level answer
1	The organization considers its activities an important force for the creation of social value in the country.	3.85	0.731	0.19	0.77	1	agree.
2	The organization seeks, through its work, to remove obstacles to institutional integration with members of society.	3.58	0.794	0.222	0.716	5	agree.
3	The organization's programs contribute to reducing unwanted side effects in society.	3.67	0.819	0.223	0.734	3	agree.
4	The roles and tasks of the organization are manifested in spreading the spirit of cooperation, teamwork and voluntary work to build a social value for itself and for	3.69	0.895	0.243	0.738	2	agree.

	society as a whole						
5	The organization invests available resources in new ways to solve social problems.	3.62	0.921	0.254	0.724	4	agree.
<b>Total variable indices</b>		<b>3.682</b>	<b>0.832</b>	<b>0.226</b>	/	/	<b>agree.</b>

Source: Prepared by the two researchers using the (spss) program

This variable consists of five paragraphs, which refers to the arithmetic means and standard deviations related to the analysis of the researched sample of the social value variable, as the mentioned table showed that the arithmetic means for all the paragraphs of this dimension were close and ranged It is between (3.58-3.85), and that the overall arithmetic mean in general for this variable (high level) is (3.682), which is higher than the standard hypothetical mean of (3), and the general standard deviation was (0.832) and the dispersion of the sample answers is also acceptable in terms of a coefficient Relative difference (0.226), which reflects the availability of this dimension and that the direction of the answer level to it was “agreement” and the consistency of the good research sample in its answers, and this indicates a strong homogeneity in the opinions of the research sample about the content of this dimension, which reflects the sample’s opinion that the organization considers its activities a strength It is important to achieve social value, which is achieved through its work to remove obstacles to institutional integration and the contribution of its programs to reducing unwanted side effects, and by spreading the spirit of cooperation and teamwork and voluntary work to build a social value for itself and for society as a whole, provided that this is done through its investment of natural resources. For available new ways to solve social problems, either at the level of paragraphs:

- The results of the statistical analysis showed that the paragraph (1) obtained an arithmetic mean (3.87), which is the highest value in the results of this variable, and it indicates a high level (according to what was stated in Table (2)) for the members of the research sample on the paragraph (the organization considers its activities a strength important to achieve a social value in the country) with a standard deviation (0.758) acceptable in terms of the relative difference coefficient (0.196), which was the lowest among the rest of the paragraphs, and its relative importance was the highest among the paragraphs of this dimension (0.774), which indicates a high homogeneity in the opinions of the research sample about it .
- The results also showed that the paragraph (2) obtained the lowest arithmetic mean of (3.58), which is a value that is considered relatively high for the members of the research sample on the paragraph (the organization is working on measuring the social impact resulting from achieving the social mission) and with a standard deviation of (0.794) acceptable in terms of a coefficient The relative difference (0.222), which was the highest among the rest of the paragraphs, and its relative importance was the lowest among the paragraphs of this dimension (0.716), which indicates an acceptable homogeneity in the opinions of the research sample about it.

**B- The Hypothesis Test**

**1- The Correlation Hypothesis Test**

The first main hypothesis H0.1 states that: "There is no statistically significant correlation between future vision and social value at the level ( $\alpha \leq 0.05$ ) in the research sample". And From Table (4):

**Table (6): The relationship between the future vision and the social value**

Dependent variable	Future vision	
	correlation coefficient	
Social value	Pearson Correlation	0.667**
	Sig.(2-tailed)	0.000
	N	260
<b>The decision</b>	<b>hypothesis rejected</b>	

Source: Prepared by the two researchers with the benefit of the SPSS program

Which shows the correlation between future vision and social value, this table showed a direct significant relationship between future vision and social value, and it was strong below the level of significance (0.05), and as follows:

The correlation coefficient between the future vision with the social value was (0.667), which is a strong and statistically significant direct correlation at the level of significance (0.05), meaning that there is a statistically significant correlation between the future vision and the social value at the level ( $\alpha \leq 0.05$ ) in the research sample. And the increased interest in formulating the first (future vision) and striving to achieve it leads to an increase in enhancing the social value of the organization in question.

According to the foregoing, we reject the first main hypothesis, and accept an alternative hypothesis, that is, "there is a statistically significant correlation between the future vision and the value at the level ( $\alpha \leq 0.05$ ) in the research sample".

**2- The Impact Hypothesis Test**

In order to test the hypotheses of the effect of the independent variable "strategic intelligence" in "social entrepreneurship", the researchers will resort to applying the (F-TEST) test, and the hypothesis will be accepted when the value of F that is calculated is greater than its tabular value at the level of significance (0.05), and on the contrary, it will be rejected Impact hypothesis, the researchers calculated the coefficient of determination "R<sup>2</sup>" that explains the percentage of the influence of the independent variable on the dependent variable, then the researchers statistically extracted the value of the regression coefficient "β" to show the amount of change in the value of the "dependent variable" in the event of a change in the value of " independent variable" by one unit, and the results were as follows:

From Table (7), which shows the influence relationships between the future vision (X) and the social value (Y), as follows:

**Table (7) Determining the impact of the future vision on social value**

The Ind. Variable	signi. value	The coeff. of determ. R <sup>2</sup>	Y=α+β(X)		The Calcu. (F) Value	Free.Degr ee (df)	THE (F) tab. value
			α	β			
Future vision	0.000	0.444	1.496	0.618	206.297	1	161.45

Source: Prepared by the two researchers with the benefit of the SPSS program

The calculated (F) value of (206.297) which is greater than its tabular value (161.45), with a significant value (sig.) equal to (0.000), which is less than the level of significance (0.05), and this means that there is an effect of the future vision (X) on the variable The respondent is the social value (Y), and as the coefficient of determination (R<sup>2</sup>) indicates the percentage of difference that explains that the future vision (X) contributes to (44.4%) of the changes in the social value (Y), and the remaining percentage (55.6%) is due to variables other, to express the acceptance of the effect model, and the regression equation was:

$$Y=1.496+0.618(X)$$

According to the foregoing, we reject the second main hypothesis, and accept an alternative hypothesis that is, "there is a statistically significant effect of the future vision on the social value at the level ( $\alpha \leq 0.05$ ) in the research sample".

**Fourth topic: conclusions and recommendations**

**A- Conclusions:**

- 1-The results of the analysis showed that there is good consistency for the research sample in its answers about the future vision variable and that the direction of the answer level for it was "agreement", and this indicates a strong homogeneity in the opinions of the research sample about the content of this variable, which reflects the organization's possession of a comprehensive vision that can Through it, it determines the direction of business, and that most of its decisions are related to its future vision, which is characterized by the possibility of its practical application, and its reliance on it in unifying the efforts of employees and persuading them to achieve its goals.
- 2-The results of the analysis of the research sample showed that the paragraphs of the future vision variable had obtained the following order of relative importance: Paragraph (4) (the organization relies on the vision in unifying the efforts of its employees and achieving its goals) received the highest attention in terms of importance, followed by the paragraph (3) (The organization's vision is characterized by the possibility of its

- practical application), then paragraph (1) (the organization has a comprehensive vision through which it can determine the direction of business), then paragraph (2) (most of the organization's decisions are related to its future vision), while the paragraph won (5) (The organization has the ability to convince its employees of its future vision) on the last rank in terms of relative importance, according to the opinions of the research sample.
- 3-The results of the analysis showed that there is good agreement and harmony among the members of the research sample in their answers about the social value variable and that the direction of the answer level for it was "agreement", and this indicates a good homogeneity in the opinions of the research sample about the content of this dimension, which reflects the sample's opinion that The organization considers its activities an important force to achieve social value, which is achieved through its work to remove obstacles to institutional integration and the contribution of its programs to reducing unwanted side effects, and by spreading the spirit of cooperation and teamwork and voluntary work to build social value for itself and for society as a whole, provided that this is done by investing the available resources in new ways to solve social problems.
  - 4-The results of the analysis of the research sample showed that the paragraphs of the social value variable had the following order of relative importance: Paragraph (1) (the organization considers its activities an important force to achieve social value in the country) received the highest attention in terms of importance, followed by paragraph (4) (The roles and tasks of the organization are manifested by spreading the spirit of cooperation, teamwork and voluntary work to build a social value for itself and for society as a whole), then paragraph (3) (the organization's programs contribute to reducing unwanted side effects in society), then paragraph (5) (the organization invests available resources With new methods for solving social problems), while paragraph (2) (the organization seeks through its work to remove obstacles to institutional integration with community members) ranked last in terms of relative importance according to the opinions of the research sample.
  - 5-The results of the analysis showed a strong correlation with statistical significance between the future vision and the social value at the level ( $\alpha \leq 0.05$ ) in the research sample.
  - 6-The results of the analysis showed that the future vision has a statistically significant effect on the social value at the level ( $\alpha \leq 0.05$ ) in the research sample.

#### **B- Recommendations:**

1. Increasing the interest of the researched organization in the research variables (future vision, social value) and working to gain them the required acceptability at the level of the organization's members by establishing the characteristics of these two variables among its employees, which will make them a feature and an integral part of the organization's culture and core capabilities.
2. The process of enhancing the future vision of the organization will help in building the capabilities and capabilities that enable it to develop ideas, plans and future projects, and this is done through the necessity of the organization in question having a clear future vision, with the necessity that it is characterized as clearly expressing the organizational goals and what it aspires to, with the ability to The application should be practical in addition to the need to be convincing to its members.
3. The organization's need for its future vision to be of a more comprehensive nature, which will enable it to invest the resources available to it in new and innovative ways to solve social problems, and thus its reflection on enhancing its social value in society.
4. The necessity of working to strengthen and diversify the social activities of the organization, as it is necessary to achieve its social value, and it will limit the unwanted side effects in society.
5. The need for the organization to intensify its roles and tasks in spreading the spirit of cooperation and teamwork and voluntary work to remove obstacles to institutional integration with members of society and thus build a social value for itself and for society as a whole.

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