Chapter 8

Findings, Contributions and Future Directions

Introduction

Corporate Social Responsibility (CSR) activities have enormous potential to create several distinct forms of values for the society. As social and environmental factors are becoming increasingly material, awareness and good governance evolve to address the sustainability mandate. However, what is lacking in attaining the sustainability mandate is the awareness of philosophical basis and philosophical legitimacy. The loss of societal legitimacy can lead to the countervailing power of social activism, restrictive legislation, or other constraints on the firm’s or even individual’s freedom to pursue economic and other interests.

In this study I have made ample attempts to connect the CSR profile to the philosophical basis and philosophical legitimacy from far and wide down the centuries to keep the societal legitimacy intact. Though they exist, most human beings are not aware of it unless they are constantly reminded and motivated. That is what Heidegger would rightly say, there is always something outstanding in *Dasein* which has not yet become real, although it remains as a possibility of its being. “A constant unfinished quality… lies in the essence of the constitution of *Dasein*.”

So too must a constant unfinished quality lie in the essence of society. In other words, we cannot give an account of a human being without reference to his or her projects, hopes, aspirations, intentions, etc. Hence, a human being is always in the process of becoming. The reference to the process of becoming, or striving for something, will define or describe a particular human being. Hence, an individual is necessarily unfinished or incomplete. Heidegger reminds us that society exits only as being-possible, ever immersed in its own capacity to be and thus open to questioning and reformulating itself.

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819 Ibid.
820 Christine Daigle, *Existentialist Thinkers And Ethics*, (McGill-Queen's University Press, Canada, 2006), 64.
Thus, this study made attempts to enhance the becoming nature of human being as I establish the philosophical basis of CSR and enhances the Dasein’s becoming in the society through establishing welfare and happiness.

8.1 Research Analysis
Research analysis has a very important role to play in any research. After gathering important research data, it is important to think about the significant findings. It helps the researcher to avail the significant findings for careful study and pondering. This is, perhaps, the most important part of the research process, for here one determines the relationships of elements, choosing what appears to be true and casting out false theories thereby validating the hypothesis for or against.

8.1.1 Research Problem
Once, a Journalist interviewed a hardcore Communist about the staunch concept and practice of communism. The Journalist asked the Communist, “if you were to have two houses, what would you do?”

The Communist replied, “I would certainly give to someone who does not have a house.”

The Journalist was quite happy with the reply. So he asked him again, “If you were to have two cars, what would you do?”

The Communist said unequivocally that he would give it to someone who does not have one.

The Journalist became pretty satisfied and felt sort of admiration for the man and his principles. However, the Journalist posed a third question. “If you were to have two chickens what would you do?”

The communist instantly said, “I would keep them for myself.”

“Why?” questioned the Journalist. The Communist said, “Because, I have two chickens at home.”

As we have already seen selfishness is intrinsic to human existence. It is easy to preach but to practice required conviction and awareness. In the current scenario where
individuals and corporations are frugal to part with their hard-earned money, there is a serious problem of lack of awareness of societal living and its importance. The research problem points directly at the human traits which are inherent in each of us to be selfish as it is there at the gene-level. But there is always lots of scope for reprogramming what is there at the gene-level with awareness as man is meant to be social animal and lead a societal life. Certainly, it is part of the process of becoming. Thus, without the awareness of the philosophical basis and legitimacy the process of becoming becomes difficult. So to say, CSR becomes a utopian concept unless the selfish gene is reprogrammed. Hence the research problem throws light into the importance of awareness and motivation that each human being must have to foster welfare and happiness in the society. In short, the question of philosophical basis and philosophical legitimacy axe at the grass-root of human existence where the change must be induced that CSR becomes part and parcel of human existence here on earth in this life itself.

8.1.2 Aims and Objectives
The research aimed at unraveling the philosophical implications and undertone of CSR that it could bring more awareness and motivation to bring about welfare and progress in the society. To a great extent, I think the research aims were accomplished as it necessitates the need for awareness and transformation at personal levels, emphasizing the very fact that every transformation in the society happens not at the societal level rather it is has to happen at the very grass-root level which is person itself. Undoubtedly, the entire research could trigger the concept of personal transformation only can catapult progress and welfare in the society. Thus, the objective of encouraging more corporations to undertake CSR to bring about better standards of living and to establish equilibrium in the society, is clearly accomplished through this research. Nevertheless, the research also enunciates the importance of adhering to the Law of Nature and Humanistic principles as a universal model which can be universally followed, irrespective of place and time.
8.1.3 How Research was Conducted

In pursuit of finding philosophical basis and philosophical legitimacy I have used descriptive research method utilizing secondary sources of literature from the present to down the centuries. So that how the practice of CSR may improve the lives of human beings and bring about happiness and welfare. I find this approach to be appropriate, as my objective is to get more information about the philosophical perceptions of thinkers from East and West as far as their personal development and the progress of the society is concerned.

Conducting such a philosophical research offers me the opportunity to get a deeper understanding of development and welfare from the philosophical point of view. Apart from the flexibility that the research offers, it makes room for researchers to actually appreciate the changing nature of society and the dynamic characteristics of the human behavior.

Also I made close observation of the lifestyle and development level of the modern society apart from the extrapolation of literature. The perception and thinking of human beings in the twenty-first century that I observed are very important in this research and they serve as my main source of data other than the literature motivating me to undertake an enquiry into the philosophical basis and legitimacy of CSR.

An empirical survey was commissioned in a selected few multi-national corporations to get the plus of awareness level about the CSR activities at employee levels. About 160 questionnaires were circulated among the top and middle management executive levels. Their privacy was maintained with the anonymous survey questionnaire which was posed to them with 16 relevant questions to analyze the current awareness levels in the industry and society. A few of the key questions and the responses below would give the awareness that currently society has about CSR. The rest of the questions are given in the appendix-2 with their responses.
Are you familiar with the concept of CSR?

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<th>Certainly</th>
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<td>Question - 1</td>
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Is CSR necessary for the progress of the society?

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<th>Certainly</th>
<th>May be</th>
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<td>Question 2</td>
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As the graph shows out of 160 populations, most of the respondents were optimistic and were aware the concepts and the possible positive impact CSR can effect on progress and development on the society.

A sample questionnaire which was circulated among the respondents attached in the appendix which was circulated among the respondents.
8.1.4 Research Questions and its Implications

As I embarked on this research I had formulated five relevant questions which I thought would probe deeper into the subject matter to unravel the philosophical basis and philosophical legitimacy of CSR from East and West. Each of the five questions enabled me to delve deeper into the matter and bring out the best result through this interdisciplinary research. I have taken the best of my ability to address each question in its fullness with the clear understanding that perfection is a distant dream. However, my humble efforts in addressing each question chapter-wise has become fruitful in this thesis and helped me to come out with clarity in addressing them individually at times and even in general when and where it required. I would like to enlist each question here in this session and expose the implications and relevance through the coming chapters.

1. Does CSR have a philosophical background?

Chapters 1 & 3 specifically deal with the philosophical background of the CSR. Chapter 1 begins with defining —what is CSR and then as it moves to establish that CSR is built on strong foundations of the philosophies of the thinkers from East and West. As I probed into the nitty-gritties of time and space I realized that there existed a strong foundation for CSR irrespective of time, space, color, caste, gender etc… It is meticulously embedded in the DNA of the human genes. However, the saddening fact is those most human beings or have forgotten about it or ignore about it in the rat-race of self-accomplishment or achievements. If Richard Dawkins said, it is the selfishness in the genes, then I would counter it by saying that CSR is also embedded in the genes. If we are able to by-pass the selfishness in the genes to become a social animal, then we could also become conscious of the CSR to be more altruistic. Thus, I think, selfishness and CSR are two sides of the same balance. When the selfishness side is heavy, the other side which is goodness (CSR) suffers. So it is our duty to consciously make the goodness side heavier that we really become social animals who contribute positively to the progress and welfare of the society at large. In short, these two chapters throw ample lights into the either ignored or neglected goodness in each human being with whatever name it appears with a wakeup call to look at reality constantly.
2. Is CSR a practical aspect in this modern competitive, profit making scenario?
Chapter 2, probes into CSR’s relation to other disciplines. It exposes how CSR interconnects other disciplines to work for the betterment of the society. This chapter also explores the inter-disciplinary nature of this research which unravels the multi-faceted elements which plays a vital role in fostering the CSR to maintain equilibrium in the nature and welfare in the society.

3. How relevant is CSR for the progress and the development of the society?
Chapter 4 exclusively addresses the need to promote CSR for the welfare of the society taking the ideologies of great personalities from East and West. This chapter also deals with individualism and the need for being altruistic by transcending the individualistic tendencies of human nature. Thus, convergence of individualism and altruism is what can possibly bring progress and development in the society which becomes the backbone of CSR at all times.

4. Does CSR justify corporation’s role of contributing to the wellbeing and development of the nation and world at large devoid of basic human nature of greed, self-interest, self-centeredness, selfishness, jealousy, egoism etc.?
Chapter 5 specifically delve into the question with a philosophical overtone that such basic human nature can be subjugated with self-awareness and love for the other human being.

5. As a human being in this world what is my responsibility to me and to the society?
Chapter 6 directly address this research question and reminds every human being to live a responsible life in this world. Thus responsibility to self becomes the expression of responsibility to others. And that is the culmination of awareness that each human being should foster to bring about welfare and happiness in the society which is the yardstick and hallmark of the CSR philosophy itself.

8.1.5 Research Results Drawing from the Hypothesis
Is philosophy an intellectual tamasha (joke)? Definitely, not. The research on CSR and its impact on society have realized that philosophy has a crucial role to play in the life of every human being as it seeks ways and means to eliminate suffering and miseries in
life to make life on earth a joyful and unforgettable event. After probing into the great wisdoms of the ages, it reminds us that for a happy and contented life we need to follow strict disciplines of philosophical concepts as it enriches and enhances human life. Life is nothing greater than living. We cannot have a different definition for life than LIVING. So every human being wants to make the LIVING a memorable experience as it is a once time opportunity. So philosophy adheres its best in making that one time experience called LIFE a pleasant one throughout the ages. As the literature review outlined from East and West of different culture and times substantiate how it has helped the humanity to find happiness amidst the misery and challenges of everyday life experiences. Always there has been a support system to give support sustain the needy and weaklings of the society all through the history of humanity. Sympathy and empathy has been there from the start of the human history. Different generations and times have branded it differently and attached their own philosophy as per the need of the time. However, the research bottom-lined the fact that society needs support at all times. The haves have the responsibility to support the poor and needy of the society. They cannot be blind towards the misery and sufferings of the society. Thus, this research has reaffirmed the need for awareness to have empathy for maintaining a happy society and responsibility for keeping the equilibrium of nature.

The research substantiated the need for awareness first at individual levels and then such awareness be expanded to the corporate levels as individuals are the lamp bearers of corporations. However, the study confirms the need for awareness and transformation at individual levels. Thus philosophical systems can really boost the awareness at the individual level which the grass-root of everything. Thus, support was found for the hypothesis that philosophical systems have positively contributed towards the better functioning of CSR practices in making its impact in the society.

Similarly, other hypothesizes such as:

- CSR practices followed by corporations make an impact on the society.
- A responsible human being positively contribute towards progress of the society.
- Corporations are successful in returning progress to the society.
Also establishes adequate support that CSR positively contribute to the progress of the society. The strongest benefit that philosophy contributes to CSR is that it instills awareness in human beings to be responsible and empathetic to fellow beings and nature thereby making this world a heaven on earth where “greatest happiness of the greatest number” or lokasamgraha of Tilak and such other great philosopher’s thoughts, fostering the becoming nature of human being.

8.1.6 Theoretical Support for CSR and its Impact on the Society
Humanism and Law of Nature are two theories that would give support to the philosophical basis and legitimacy for CSR. The findings are discussed critically in this section in way off lashing further relevant insights and identifying concrete theoretical implications.

8.1.7 Limitations of the Research
The topic has an overtone of wide range making it too general and it is spread over to many disciplines. The inter-disciplinary nature of the research would likely to confuse anyone if there can be any possible outcome.

While this study has provided fruitful philosophical insights into CSR interfaces from a theoretical perspective, the research, admittedly, has a number of limitations. The findings stem from a single-source investigation which is secondary source dependency on present and past literature. This may imply that the results cannot be readily generalized, although they are likely to have wider relevance and applicability on every nook and corner of the world. The philosophical research has adopted a descriptive style that might raise the possibility of a potential non-empirical bias. Non-empirical bias has indeed been noted to be particularly salient in the context of finding a philosophical basis and philosophical legitimacy for CSR today.

8.2 Findings and Recommendations
The research on CSR and its impact on the society stumbled upon interesting findings as it will drive attention of the individuals and corporations to be more responsible and
concerned of the societal welfare to establish social equity and justice to whatever extent it is possible. It is noted that bringing equilibrium in the society is rather a Herculean task but doing it to the extent possible is the first step towards it.

Keeping in view the broad results of the research, the following findings and recommendations are listed for serious consideration by all concerned stakeholders, researchers, CSR practitioners etc… to build a symbiotic relationship between the business and society.

- At the outset it is found that CSR has deep rooted legacy establishing the philosophical basis and philosophical legitimacy. However, there is a lack of awareness about it though everyone knew what it is. CSR has taken different forms and names over the centuries with different people and circumstances. Yet the core philosophy — being responsible for the self, others and nature — remained unchanged like the old wine in the new bottles.

- It is found that CSR is the inner call of every human being to part-take in the bigger picture to maintain equilibrium in the world to live a happy life in this life.

- It is found that over the age’s sages and philosophers engaged themselves to share the ideals of Law of Nature to their fellow beings in the respective culture with the demands of the time.

- The research and survey results acknowledge the ignorance that is prevailing about CSR and its effectiveness to the progress of the society. So it is found that there is a need for creating awareness about CSR and how it can impact on the progress of the society amidst the general public to make the CSR initiatives effective. Thus, conscientization is the most important area in the CSR propaganda in India. It can bring about transparency in the approach and attitude of the common man towards CSR initiatives of corporations. Such efforts will certainly motivate corporations to venture into CSR and address issues such as access to education, health care and livelihood opportunities for a large number of people in India through their innovative CSR practices. Thus, CSR propaganda desperately needs spread awareness both at the giver and received levels to make social justice concern meaningful.
• The research findings stress the selfish nature of the human being which forces man to be selfish. However, with awareness we need to reprogram those selfish genes to be selfless. So that we are able to contribute effectively for the progress of the society and thereby accomplishing the greatest happiness of the greatest number.

• It is recommended that partnerships between all stakeholders as well as the non-public sector, employees, local communities, the government and society generally are either not effective or not effectively operational at the grassroots level within the CSR domain. This situation usually creates barriers in implementing CSR initiatives. It's counseled that acceptable steps be undertaken to deal with the issue of building effective bridges amongst all vital stakeholders for the self-made implementation of CSR initiatives. As a result, an extended term and property perspective on CSR activities ought to be designed into the prevailing and future ways of all stakeholders concerned in CSR initiatives.

• It is found that most of the companies still do not engage in CSR activities. Thus, a government initiative like CSR bill would be handy in making it mandatory for such corporations to at least spare some part of their profits for the welfare of society and get a chance to be responsible corporate citizen.

• Governmental interference is mandatory to bring small and medium enterprises (SMEs) under the CSR domain to partake in the developmental activities especially a country like India where government is currently unable to handle the basic needs of its ever growing population single handedly. Thus, the involvement of small and medium enterprises in the CSR domain will be essential.

• It is noted that currently only a few medium and large corporations are engaged in CSR activities, that too in selected geographical areas. Though the pulse of India is sensed at the rural level where still 70 percentage of Indians reside. Spreading the CSR initiatives through rural parts of the country would remain a major concern.
• It is highly recommended that a campaign be launched both to spread awareness on CSR issues amongst the general public as well as to involve SMEs to participate more actively in CSR initiatives. This will help CSR reach out to other locations and cover a large number of communities and help corporations to play a valuable role in addressing various social and developmental issues. This approach will aid the CSR concept to get ingrained into the DNA of core business activities of corporations.

• It is found that many CSR initiatives and programs are taken up in urban areas and localities. As a result, the impact of such projects does not reach the needy and the poor in the rural areas. This does not mean that there are no poor and needy in urban India; they too equally suffer from want of basic facilities and services. While focusing on urban areas, it is recommended that companies actively consider their interventions also in rural areas on education, health, girl child and child labor as this will directly benefit rural people.

• It is recommended that CSR as a subject or discipline be made compulsory at business schools and in colleges and universities to sensitize students about social and development issues and the role of CSR in helping corporate houses strike a judicious balance between their business and societal concerns. Such an approach will encourage and motivate young minds, prepare them face future development challenges and help them work towards finding more innovative solutions to the concerns of the needy and the poor.

• It is also found that in the current scenario, though governments have traditionally assumed sole responsibility for the improvement of the living conditions of the population, society's needs have exceeded the capabilities of governments to fulfill them. So the concept of CSR attracts social momentum as it becomes the need of the hour.

• It is recommended that involvement of professionals from the corporate sector, non-governmental organizations and business schools as it would be key in ensuring youth participation in civic issues.
• It is recommended that there be more researches, seminars, symposiums etc…, in order to raise the general awareness level in the society.

• It is also recommended that the government and other agencies offer scholarships and grants to undertake CSR researches to be catalyst for CSR implementation and enhancing the CSR literature.

• The research also found that life has a purpose and that purpose is accomplished through living. Thus, narrowing down life as LIVING.

### 8.3 Contributions & Future Direction

CSR to a certain extent reduces the imbalance in the society as it brings progress and welfare whether it is individual or corporate. There are numerous reasons why individuals and corporations should engage in CSR practices, but it is clear that most common and important reason is that it affects the bottom line. However, making profits is neither bad nor undesirable. When the survival itself is based on the amount of what you earn and how much you make, why would anyone do anything that would not him to help earn profits? In fact, making profits is part of the reason companies exist whereas finding better levels of happiness is the aspiration of every human being. However it is not the only reason. Yet, the fact that companies only resort to socially responsible practices in response to image crises is the issue. Social responsibility needs to become ingrained in the individuals and organization’s modus operandi, and not just used as a short-term fix. Corporations that engage in CSR practices are not abandoning their corporate responsibility, but are also accepting the need to act socially responsible. Corporations need to understand that by engaging in socially responsible practices they will decrease their negative impacts and increase their positive impacts on local communities, as well as society as a whole. Corporations that engage in CSR practices are considered by consumers to be better companies, are viewed in a more positive light, and because of this, consumers are more likely to buy the goods and services offered from said companies. However, this desire to act socially responsible needs to be real corporation’s need to think holistically.
The bottom line needs to be a focus in every company; however it cannot become the sole purpose of existence for a company, as it has for many today. We need to understand that it is more important to think holistically than to solely focus on the bottom line. A current view of a corporation’s relationship to society uses the metaphor of a parasite, in which the corporation sucks all it can from society. We need to change this view, and focus on corporations acting more socially responsible because of their concern with the overall welfare of everyone. Corporations need to be motivated to do the right thing, because doing what is right is beneficial for society, and because everything is connected, it is in turn beneficial for companies as well. Corporations need to be socially responsible citizens. If this approach is incorporated in organizations their sole purpose of existence will be based upon an agreement with society, in which companies will benefit society, and society will benefit companies, establishing a reciprocal relationship between the two.

Social goals need to be given the same level of importance the economic goals currently have. A corporation’s motivation for creating CSR programs needs to change from being profit-driven to a holistic approach. In order for desirable change to come about, we need to change the reason for why companies do the thing: they need to be concerned with the whole. However, if the motivation changes within companies, positive change can come about.

As a society, we need to change the definition of a good company. We need to define a good company by not only what the company does, but also the reasons and motivation behind the corporation’s actions. If we are to see change, we need companies to understand that economic survival is dependent on social responsibility. It may appear that the relationship between companies and society is not inherently strong, nor present, and that there is a disconnect between the two. However, we must remember that everything is interrelated and therefore, every action a corporation takes has some effect upon society and vice versa (regardless if the effects are positive or negative). Corporations that understand this principle and alter business practices to reflect this new understanding will not only fare better in the business world, but will have accomplished
something far more important than quarterly earnings, they will have helped preserve our society for future generations.

Conclusion
In researching the philosophical basis and philosophical legitimacy, this study has surveyed the literature and explored the perceptions and interpretations for CSR and its impact on the society. The first and the most important conclusion that can be safely drawn is that CSR should not be considered and sustained independently. CSR does need a philosophical basis and support to sustain the test of time now and in the future too. Understanding the fact that there is a close-nit vis-à-vis relationship exists in between CSR and progress of the society. In order to pursue a genuine CSR each human being needs to feel a sense of responsibility and awareness which can be imparted only through the support of philosophy. Let us not forget the fact that CSR is a philosophical concept that has gained worldwide acceptance and acquired a new resonance in the global economy. CSR interventions risk being taken for societal welfare attempts particularly when the CSR orientation is not rooted in the context of a solid responsibility and philosophical foundation. Conversely, CSR is not entirely effective without a sustainable philosophical basis and philosophical legitimacy because every human being is expected to behave as per the need of the hour especially in the twenty-first century where the whole world is looking for a new world order.

These observations suggest in turn that the link between CSR and society is unequivocally a salient two-way relationship — a life of responsibility and a life of happiness. In this respect, research findings support the insights of great many Eastern and Western philosophers and philosophies that the CSR agenda is progressively an extension of the Law of Nature and is the responsibility of every human being. As noted in this study, the nature of a CSR sets the overall tone to live human life with responsibility and awareness to make it a happy event here on earth in this life. As Bentham points out, “the greatest happiness of the greatest number.” In light of this Philosophical investigation, we have put forth a number of theoretical propositions that
can serve to guide further research on the topic, suggesting importantly that CSR is a necessary pillar for maintaining an equilibrium of the nature and society.

Reflecting further on the theoretical and practical implications of this research, my findings challenge the usefulness of agency theory\textsuperscript{821} as the dominant paradigm in this CSR research in favor of Law of Nature. Because, Law of Nature governs everything in the universe to keep an equilibrium in the nature for eternity. Thus Law of nature theory indeed seems to be a promising theoretical lens for future research relating to CSR and its impact on society. Moreover, the findings suggest that institutional theory could provide fruitful insights when exploring patterns of global convergence in CSR research. Findings of this philosophical research indeed support the path dependence hypothesis in the context of CSR, suggesting that national history trajectories and specific institutional constellations stand as potential barriers to convergence CSR domains.

Further research can seek to shed light on the diffusion of CSR and its impact on the society, particularly in developing countries, and the multi-faceted nature of CSR and their complex interfaces. There is room in this respect for research on the interplay of philosophical foundations of CSR in specific institutional contexts and how these reflect in turn and mold peculiar CSR orientations to bring awareness and responsibility in every human being. There is also room for research on the largely voluntary accountability paradigm advocated in the context of CSR, and how this agenda can be reconciled with agency theory and law of nature theory. Of particular interest is the trend to articulate international standards and obligations in the CSR domain and how these potentially cross-connect with international CSR codes and principles.

Notwithstanding the limitations, I believe this study makes important contributions and constitutes a significant awareness and advancement in the CSR practice and research. The study indeed has explored relatively new ground by investigating CSR conceptions

\textsuperscript{821} A supposition that explains the relationship between principals and agents in business. Agency theory is concerned with resolving problems that can exist in agency relationships; that is, between principals (such as shareholders) and agents of the principals (for example, company executives). The two problems that agency theory addresses are: 1.) the problems that arise when the desires or goals of the principal and agent are in conflict, and the principal is unable to verify (because it difficult and/or expensive to do so) what the agent is actually doing; and 2.) the problems that arise when the principal and agent have different attitudes towards risk. Because of different risk tolerances, the principal and agent may each be inclined to take different actions.
from philosophies and philosophers, suggesting that both philosophies of East and West need to be considered as complementary pillars for sustainable growth in a globalizing environment. This research also embeds the awareness to the humanity that whether it is East or West, black or white, male or female that every human being is endowed with the responsibility to self, other and nature. This research, moreover, challenges the hegemony of agency theory and stakeholders theory as the dominant paradigm in CSR research, highlighting in turn the usefulness of Law of Nature theory as the theoretical lens in affirming a complex blend of normative and instrumental motivations and orientations in bringing the waves of responsibility and awareness in the heart of every human being. These initial trends can hopefully be further explored and validated through future research on the topic.