

Review of: "The Nexus between corporate social responsibility and corporate social performance in the Service-Based Enterprises Sector: Insights from Zimbabwe"

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The research questions explore the relationships between several dimensions of CSR and what Mapokotera et al. call corporate social performance (CSP). They examine the relationships between CSR dimensions and some aspects that may translate into competitive advantages, such as “customer loyalty, reputation, satisfaction, and trust”, that they consider to be encompassed by CSP.

I think Mapokotera et al. should not use the CSP to refer to these aspects. They mention that CSP “refers to the extent to which a corporation meets its social responsibilities and contributes to the well-being of society”. But customer loyalty, satisfaction, and trust, and company reputation are not measures of CSP. They are aspects of organizational performance that may result from CSP. In addition, they mention that “customer reputation refers to the perception and evaluation of a company or brand by its customers”. I would change the name of the variable to “company reputation”. For example, Reverte et al. (2016) (one of the references used by Mapokotera et al.) measure organizational performance quantitatively (e.g., market share, productivity, sales growth, ROA, and before-tax income) and qualitatively (e.g., brand image and corporate reputation, customer satisfaction, employees' motivation, quality of products or services and technological position). They do not refer to this as CSP, as Mapokotera et al. do. They could instead refer to this as “qualitative organizational performance”.

On the notion and measurement of CSP see:

Wood, D. J. (2010). Measuring corporate social performance: A review. *International Journal of Management Reviews* 12(1), 50-84.