

Peer Review

# 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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## Reviewer Suggestions and Recommendations:

### 1. Abstract

- The abstract could better highlight the theoretical contribution and novelty of the findings.
- Consider refining the final sentence to emphasize scholarly implications rather than managerial advice alone.

### 2. Introduction

- The theoretical framing is mentioned but not yet integrated into the problem statement.
- Some citations could be synthesized to avoid redundancy and improve narrative flow.

### 3. Literature Review

- The review is descriptive; it could benefit from more critical synthesis and clearer linkage to the hypotheses.
- The transition from theory to empirical gaps needs tightening.

### 4. Hypotheses Development

- The rationale behind each hypothesis could be more explicitly tied to the theoretical framework.
- Consider clarifying the expected directionality of relationships (e.g., positive, negative, conditional).

## **5. Research Materials and Methods**

- The justification for using perceptual data (managerial responses) could be more critically discussed.
- Cross-sectional limitations should be acknowledged with suggestions for future longitudinal designs.

## **6. Data Analysis**

- Descriptive statistics could be summarized more concisely or moved to an appendix.
- Interpretation of central tendency and dispersion could be streamlined for clarity.

## **7. Results**

- Non-significant findings (e.g., ECR and ETR → CSP) deserve deeper theoretical reflection.
- Consider visualizing key results for improved readability.

## **8. Discussion and Conclusions**

- The discussion could better integrate theoretical implications and challenge existing assumptions.
- Conclusions should more clearly differentiate between empirical insights and normative recommendations.

## **9. Implications**

- Theoretical implications could be expanded to address cross-sectoral or cross-cultural generalizability.
- Policy recommendations might benefit from more concrete examples or regulatory references.

## **10. Limitations and Future Research**

- Could elaborate on alternative variables (e.g., innovation, employee engagement) that may influence CSP.
- The call for future research could be more sharply aligned with the theoretical gaps identified earlier.

Based on the strengths and areas for improvement identified across each section of the article, the most appropriate recommendation would be:

**ACCEPT WITH MAJOR REVISION**

Justification for Recommendation:

- **Theoretical Contribution:** The article offers a valuable multi-theoretical framework and addresses a geographic gap in CSR literature. However, the integration of theory into hypothesis development and discussion needs deeper articulation.
- **Methodological Rigor:** The use of PLS-SEM and SmartPLS is sound, and the validation procedures are thorough. Yet, the reliance on perceptual data and cross-sectional design requires more critical reflection.
- **Empirical Insights:** The findings—especially the mediating role of philanthropic responsibility—are novel and contextually relevant. Still, the interpretation of non-significant paths and their theoretical implications is underdeveloped.
- **Narrative and Structure:** The article is rich in data but would benefit from streamlining statistical sections, sharpening the discussion, and enhancing the clarity of implications.

## **Declarations**

**Potential competing interests:** No potential competing interests to declare.