

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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Paper title: Enriching Competitiveness through Corporate Social Responsibility: A Study of Service-Based Enterprises in Zimbabwe

1. The paper addresses a research gap by exploring how CSR initiatives can boost competitiveness in the context of social business orientation. It employs a robust methodology, collecting data from 650 senior managers in Harare and using SmartPLS 4.0 for analysis.
2. The results emphasize environmental and charitable variables' role in fostering sustainable competitiveness, offering managers in developing nations insightful information. The assessment strikes a balance between the advantages and difficulties of implementing CSR. It provides useful advice for companies wishing to match their CSR initiatives with performance targets in Zimbabwe's service industry.
3. The literature review thoroughly examines the relationship between Corporate Social Performance (CSP) and CSR theories. It provides a comprehensive knowledge of CSR's by synthesizing multiple theories, including the legitimacy theory, stakeholder theory, and the triple bottom line.
4. The paper explores CSR dimensions (economic, ethical, environmental, and philanthropic) and their positive impact on CSP, emphasizing benefits like reputation enhancement and customer loyalty. Well-developed hypotheses and a balanced literature review provide a robust research foundation.
5. The extensive literature review, while informative, may overwhelm readers due to its length and complexity. It lacks clear distinctions between CSR theories and relies heavily on citations from previous studies. Critical analysis of conflicting viewpoints and addressing limitations in the existing literature are needed. It would be great to incorporate more practical and research instances.
6. The hypotheses stemming from the review are somewhat blurred, making the study-specific research questions unclear. Better organization and a clearer link to research objectives are necessary.
7. The use of Partial Least Squares Structural Equation Modeling (PLS-SEM) is commendable for testing hypotheses. Control variables enhance reliability, and a comprehensive questionnaire ensures a thorough evaluation of CSR and CSP.
8. Limited generalizability due to the focus on Zimbabwe's service sector and reliance on perception-based assessments introduces bias. Complex writing style and disorganized hypotheses presentation hinder reader-friendliness. A more

concise, structured approach is needed. Impressive demographic data analysis offers a comprehensive participant overview. The inclusion of a diverse sample strengthens the research. Rigorous statistical analysis enhances credibility.

9. The results presentation could be more concise; excessive tables may overwhelm readers. Streamlined presentations with visual aids would improve readability. Discussing potential limitations is essential.
10. The study provides a thorough examination of CSR's impact on CSP, supported by SmartPLS software and the PLS approach. Findings are presented clearly in tables, and the mediating role of philanthropic CSR (PHR) is well-supported.
11. While valuable, the study's results presentation in numerous tables can be overwhelming. A more concise format, possibly with visualization, is needed. Discussing limitations would offer a balanced perspective. Generalizability may be limited to Zimbabwe's service sector. Authors should take care of the readers' interest as well.
12. Valuable insights emphasize integrating CSR and sustainable practices, highlighting philanthropic CSR's potential to enhance customer loyalty and corporate social performance. Government policies promoting responsible business practices are recognized.
13. A more critical evaluation of methodology, sample size, and generalizability is helpful for the readers. Addressing potential biases in stakeholder perceptions and exploring additional variables affecting CSP is necessary for a comprehensive understanding of CSR's effects.
14. Last but not least, this paper contributes significantly. It needs a bit of attention to find gaps based on practice and concurrent research activities. Table after table is overwhelming; instead, adopt all these in a concise format and focus on new knowledge and futuristic directions.