

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

- The authors have established a firm background for the study with a clear discourse on arguments for and against CSR, while linking CSR concepts and theories to a variety of firm/business outcomes. To improve the interconnectedness of factors and show relationships between key elements brought out in the background:
  - Consider unpacking ESG (impact models, ESG in the context of Africa- especially with respect to performance, capacity and progress).
  - Introduce the service-based sector in Zimbabwe.
  - Link ESG and CSR to master strategies, sustainability theories (evolutionary) and adoption metrics
  - In stating the problem, the authors highlight lack of a balanced approach in CSR implementation/evaluation(these should be clearly reflected in the RQs, Operationalisation, findings and discussion sections or closed out in the methodology section. Is the main question tending towards a balanced approach? If so, how do we aggregate/integrate RQ1-RQ4? (In a sentence).
  - In a sentence, introduce competitiveness as a construct of Corporate Social Performance and support in with literature. SCA also needs to be defined within the context and scope of these enterprises. Where does brand reputation, loyalty, recommendations, profitability, sales volume etc fit in? Are they part of corporate performance?These concerns are addressed later in the literature review section; consider adding an introductory sentence in the background & abstract section so that the reader can anticipate it. Are there any models/theories that link the same, do they have other composites, if so, I suggest that you mention them and close them out or propose them as areas for further study.
  - The empirical review is well done & structured.
  - Given the numerosity of elements mentioned in the study, remember to clearly state what the study will not focus on.
- The authors have managed to identify an array of theories to support the study. The Stakeholder theory has evolved over time with scholars contributing new approaches to fulfilling social contracts and managing stakeholders effectively. It is important to recognise these contemporary developments and contributions, especially because they address the key problem.

- The discussion on hypotheses is well laid out.
- The test model is well conceptualized and gives the reader a clear view of the discussions in the background and literature review sections. The BSC model is however coming in way later, al though it seems to be an underpinning framework for the study.
- The research design and sampling criteria/ techniques is sufficiently and logically discussed. This also applies to ethical considerations and quality of research. However, the outcomes of the validity/reliability tests are not presented but can be inferred.
- Overall, the research methodology (philosophies, design, techniques, tools, administration and tests) is fit for purpose in the context of the study.
- The findings are well presented, organized and interpreted based on the data analysis outcomes, RQs and hypothesis' statements.
- The references are valid, the CSR and performance areas of study have been actively researched therefore adequately resourced.