

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

Djoutsa Wamba Léopold¹

¹ University of Maroua

Potential competing interests: No potential competing interests to declare.

Comments for authors

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

1/ Purpose of the article

The topic addressed by the authors seems relevant in the context of a developing country (Zimbabwe), where the greatest challenge facing companies is their sustainability. However, in general, the introduction to this article is too general. There is no sense of the relevance or importance of conducting such a study in Zimbabwe, and more specifically in the service sector. At this point, we might ask ourselves: 1/ What is the authors' motivation for tackling such a subject? What is the CSR situation of Zimbabwean companies? Are they committed or not? The authors should review the context of their study. At the end of the introduction, we also note the absence of a plan for structuring the article. The objective of the research, which is to verify or analyze the link between CSR and the social performance of companies in the service sector in Zimbabwe, deserves to cover all aspects of the main relationships. As formulated at present, however, it does not account for the intermediation of the philanthropic dimension of CSR with the other dimensions of CSR and social performance.

2/ Review of the literature/ theories used / conceptual framework of the research

The first section of this study (a literature review) presents the theories used, the dimensions of social performance, and the development of hypotheses.

The theories used are in line with the study conducted. The dimensions of performance are also well defined by the authors. However, it would be important for the dimensions of CSR to be debated on a theoretical level as well. Why not use the six areas defined by international organizations (ILO, UN, OECD, and EU) through their recommendations, conventions, guiding principles, and declarations for the attention of states and companies? These are: human rights, human resources management, the environment, customer-supplier/subcontractor relations, corporate governance, social commitment.

This invites the authors to justify the dimensions of CSR used in their studies.

As far as the basis for the hypotheses is concerned, the criteria for understanding each of the CSR dimensions selected by the authors are well defined. However, we regret the absence of previous studies establishing the relationship between these different CSR dimensions and social performance. The authors would be well advised to put into perspective any empirical work or theoretical justification that might point to the existence of a relationship between these different dimensions of CSR and social performance.

3: Data and methodology

Sampling and data collection methods are clearly defined. The measurement of variables is also clearly defined. To model the phenomenon, the authors have used a structural equation model. This seems to us to be the right approach.

4/ Presentation and discussion of results

The results are very well presented, analyzed, and discussed. It would be even more interesting if the authors had included financial performance, since it goes without saying that CSR has an influence on social performance. This would not necessarily be the case for financial performance.

5/ Conceptual, empirical, and managerial contributions

The study has the merit of highlighting three main enriching implications: managerial, theoretical, and political.

6/ Formal remarks

The document still contains many mistakes and errors. We advise the authors to proofread this work thoroughly to eliminate any typos.

7/ Conclusion

Despite a few shortcomings, the strong points observed in this article in terms of methodology and analysis of results lead us to recommend publication of this article, subject to the minor modifications requested.