



S A M &lt;ethan.eryn@gmail.com&gt;

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## Invitation to Review for the Measuring Business Excellence

1 message

**Measuring Business Excellence** <onbehalfof@manuscriptcentral.com>

Mon, Mar 13, 2023 at 4:24 AM

Reply-To: josvaniwaarden.MBE@gmail.com

To: ethan.eryn@gmail.com, keeshondenkeeshonden@yahoo.com

12-Mar-2023

Dear Dr. Anantadajaya,

Manuscript ID MBE-02-2023-0032 entitled "Impact of COVID-19 on CSR Performance Practices: A Study of SME Owners in the United Arab Emirates" has been submitted to the Measuring Business Excellence.

I invite you to review this manuscript. The abstract appears at the end of this letter. Please let me know as soon as possible if you will be able to accept my invitation to review. If you are unable to review at this time, I would appreciate you recommending another expert reviewer. Please click the appropriate link below to automatically register your reply with our online manuscript submission and review system.

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Once you accept my invitation to review this manuscript, you will be notified via e-mail about how to access Manuscript Central, our online manuscript submission and review system. You will then have access to the manuscript and reviewer instructions in your Reviewer Centre.

I realize that our expert reviewers greatly contribute to the high standards of the Journal, and I thank you for your present and/or future participation.

As an extra thank you all completed reviews will now receive complimentary access to Measuring Business Excellence.

Reviewer Resources are available here: <http://www.emeraldgroupublishing.com/reviewers/index.htm>

Yours sincerely

Dr. Jos van Lwaarden

Editor, Measuring Business Excellence

[josvaniwaarden.MBE@gmail.com](mailto:josvaniwaarden.MBE@gmail.com)

### MANUSCRIPT DETAILS

TITLE: Impact of COVID-19 on CSR Performance Practices: A Study of SME Owners in the United Arab Emirates

#### ABSTRACT:

The purpose of this paper is to examine the corporate social responsibility (CSR) performance among small and medium enterprise (SME) owners in the United Arab Emirates (UAE) before and during COVID-19. The study shows insights into the barriers that could affect the CSR performance practices of UAE SMEs, and related implications are discussed in the study.

This study employed a longitudinal qualitative research design. The research comprised thirty interviews from fifteen SME owners that were studied prior to and during the pandemic. The fifteen interview participants are the sole owners of these SMEs and are Emirati citizens. They were identified through personal contacts and referrals.

Study findings show that there was a clear shift during the pandemic to place more focus on employees. CSR performance practices are dominated by strategies for caring for the environment and employees. During the pandemic, the priority was paying employees at least a portion of their salary despite financial hardships and ensuring their health and wellbeing. Prior to the crisis, the key barrier to the implementation of CSR performance practices was a lack of knowledge. During the pandemic, barriers identified included uncertainty and financial constraints. Furthermore, all the owners believe that big corporations should be more socially responsible and SMEs should be the recipients of CSR practices. Lastly, the owners expressed their belief in the values of transparency, integrity, commitment, efficiency, and responsibility.

This study is a novel attempt to gain an in-depth understanding of CSR among SMEs in the UAE in the context of a pandemic. It looks specifically at the performance practices pursued by SME owners in the UAE before and during the COVID-19 crisis.



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1 message

**Measuring Business Excellence** <onbehalf@manuscriptcentral.com>

Mon, Mar 13, 2023 at 6:50 AM

Reply-To: josvaniwaarden.MBE@gmail.com

To: ethan.eryn@gmail.com, keeshondenkeeshonden@yahoo.com

12-Mar-2023

Dear Dr. Anantadajaya,

Thank you for agreeing to review Manuscript ID MBE-02-2023-0032 entitled "Impact of COVID-19 on CSR Performance Practices: A Study of SME Owners in the United Arab Emirates" for the Measuring Business Excellence. Please try your best to complete your review within the next 2 weeks.

In your review, please answer all questions. On the review page, there is a space for "Comments to Editor" and a space for "Comments to the Author." Please be sure to put your comments to the author in the appropriate space.

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You can also access the manuscript by logging in to the Measuring Business Excellence - Manuscript Central site at <https://mc.manuscriptcentral.com/mbex>. Your case-sensitive USER ID is [ethan.eryn@gmail.com](mailto:ethan.eryn@gmail.com). For security purposes your password is not listed in this email. If you are unsure of your password you may click the link below to set a new password.

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If you wish to view the manuscript and the review form simultaneously, click on the HTML or PDF icons – the manuscript will open in a new window. Leave the new window open, switch back to the main window, and open the score sheet by clicking on the Score Sheet tab. Follow the instructions for reviewers provided in the Manuscript Central site. I strongly encourage you to elaborate on your review in the space provided. Your specific comments will offer valuable feedback to improve future work. It is essential that you click the "Save" button if you wish to exit the review before you submit it to the Editor. Otherwise, none of the information that you have entered will be saved in the system. When you have completed your review and are ready to submit it to the Editor, click on "Submit."

All communications regarding this manuscript are privileged. Any conflict of interest, suspicion of duplicate publication, fabrication of data or plagiarism must immediately be reported to me.

Thank you for evaluating this manuscript.

Yours sincerely

Dr. Jos van Iwaarden

Editor, Measuring Business Excellence

[josvaniwaarden.MBE@gmail.com](mailto:josvaniwaarden.MBE@gmail.com)

MBE-02-2023-0032 - [View Abstract](#)Impact of COVID-19 on CSR Performance Practices: A Study of SME Owners in the United Arab Emirates



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 Yes No

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**\* 1. Originality: Does the paper contain new and significant information adequate to justify publication?**  
**\* 2. Relationship to Literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?**  
**\* 3. Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?**  
**\* 4. Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?**

the discussion is nice to show the impact or influential nature. However, it does not have substantial nature in judging this a satisfactory papers

**\* 5. Implications for research, practice and/or society: Does the paper identify clearly any implications for research, practice and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?**

this is wrong that the title is managed this way as it does not show any relevance of academic papers

**\* 6. Quality of Communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc.**

- references are automated = Mendeley & Zotero  
 - maintain in updated information, perhaps use the most update sources  
 - qualitative & judgmental perhaps try to have this layout to mirror more quantitative & less judgmental  
 - lots of this is using interviews only? Try to derive things a bit more on supportive nature  
 - where the questions on interviews?  
 - there were 14 people = with the vast variation of ages with 11 people of having 46-55 years. I am doubtful

### \* Recommendation

- Accept  
 Minor Revision  
 Major Revision  
 Reject

### Confidential Comments to the Co-Editor

ΩSpecial Characters

### \*Comments to the Author

ΩSpecial Characters



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## Thank you for submitting your review of Manuscript ID MBE-02-2023-0032 for the Measuring Business Excellence

1 message

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**Measuring Business Excellence** <onbehalf@manuscriptcentral.com>

Tue, Apr 4, 2023 at 11:59 AM

Reply-To: josvaniwaarden.MBE@gmail.com

To: ethan.eryn@gmail.com, keeshondenkeeshonden@yahoo.com

04-Apr-2023

Dear Dr. Samuel Anantadjaya:

Thank you for submitting your review of MBE-02-2023-0032 for Measuring Business Excellence. We are very grateful for the contribution you have made to the journal by providing your review. We recognise the value that is added by our reviewers and would therefore like to thank you for your work, by granting you free personal access to up to 40 Emerald journal articles (excluding Backfiles) within a three-month period.

Early next month, we will send an email that will contain all the information you need to activate your personal free access.

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On behalf of the Editors of Measuring Business Excellence, we appreciate the valuable and efficient contribution that each reviewer gives to the Journal and we hope that we may call upon you again to review future manuscripts.

Yours sincerely,

Dr. Jos van Iwaarden  
Editor, Measuring Business Excellence  
[josvaniwaarden.MBE@gmail.com](mailto:josvaniwaarden.MBE@gmail.com)