

## Opponent's Review of Doctoral Dissertation Thesis

Thesis Title:	<b>Corporate Social Responsibility (CSR) in the Banking Industry: A Model for Increasing Financial Performance</b>
Author of the Thesis:	Felix KOMBO, MSc.
Opponent Reviewer:	Doc. Ing. Adam Pawliczek, Ph.D.
School of Doctoral Examination:	Faculty of Management and Economics, Tomas Bata University in Zlín, Czech Republic

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**a) Actuality and urgency of the dissertation topic**

The presented topic of CSR and financial performance in banking sector can be considered as current, original regarding geographical scope (Kenya) and socially urgent, especially for increasing general public accuse of corporations for different socially problematic causes in context of their growing wealth and power. CSR is than a response, but its financial performance effect is an issue.

**b) Fulfillment of the goals and objectives set in the dissertation**

Structured objectives of the thesis are formulated explicitly and set in the chapter 3. Central research question follows four sub questions. Four hypotheses were consequently formulated. Raised goals are suitably fulfilled with regards to applied methodology and evaluation of hypotheses.

**c) The solving procedure of the problem and the results of the dissertation, indicating the specific contribution of the student**

Methodological procedure of the thesis is sufficiently and well-constructed. Detailed description of the methodology is given in the chapter 4.

Theoretical part is based mainly on the available international literature and internet sources (87) and is appropriately and systematically processed for the purpose of the thesis. Synthetic table summarizing results of most important literature sources and more detailed content analysis of WoS/SCOPUS databases regarding research topic would be beneficial.

Applied research methodology covers e.g. conceptual frame working, operationalization of variables, quantitative and qualitative research, data sampling and collection, questionnaire research (650 valid responses) and leading interviews (10). As performance variables of interest were selected ROA, ROE and PPE. Data analysis include descriptive statistics, regression and correlation, reliability and validity calculations, analyses of variance and modelling. The methods and techniques used for processing of the work correspond to the requirements of this type of work. SPSS 22.0 statistical software package was utilized.

The results of the work are appropriately processed and interpreted in the chapter 5. Research findings and hypotheses evaluation are presented in chapter 6.2.

Contribution of the thesis lies in clarification of research questions on the base of hypotheses and proposition of the model.

**d) The relevance to the practice and development of the field of science**

Contribution to the science and the practice is described in the chapter 7 and is satisfactory. The practical relevance and benefit of this work lies in the insight into which CSR activities can be

implemented to increase financial performance. The study further demonstrates to banks that practicing CSR related activities alone is not enough to achieve financial returns.

Development of the specific field of science and advancement of CSR theory is supported by proposing of CSR framework model to increase financial performance and identifying the positive relationship between CSR and financial performance. The thesis supports previous related studies of the topic.

**e) Formal adjustment of the dissertation thesis and its language level**

Formal adjustment of the work, including linguistic and stylistic levels, graphic design of the work, as well as the thesis range and citation style, are conducted at very good level. Some tables could be better formatted (tab. 2, 3, 11, 16).

The structure of the work does adhere IMRAD rules of research work. The English language level is good.

Plagiarism was not subject of examination in presented review.

**f) Publication activity of the student**

Publication activity of the Ph.D. student is above average level and covers journals as well as conference papers. Publications are related to the examined topic.

Questions of the reviewer:

1. Describe what/ in which pillar are the most popular CSR activities of examined banks?
2. Which activities influence financial performance most strongly?
3. Explain which financial performance indicator (ROA, ROE, PPE) is mostly influenced by CSR activities?

I can express that the author has fulfilled objectives of the dissertation thesis on adequate level, I hereby **recommend** doctoral dissertation thesis of Mr. Felix Kombo, MSc. to defense procedure and after its successful accomplishment to grant academic degree Ph.D.

Zlín, 5. November 2018



Adam Pawliczek