
Corporate Social Responsibility in The Post-COVID Era in Nigeria: Workplace Challenges

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Abstract

Corporate Social Responsibility (CSR) practices experienced dramatic changes during the COVID-19 pandemic due to the unprecedented global crisis that ensued. This led to many organisations adopting various strategies that respond to the new realities in the way businesses are transacted, educational pedagogy, health delivery, relationships, and even family activities. This research looked at Workplace Challenges encountered by companies as well as their employees in the way and manner their corporate social responsibility programmes are carried out in the post-COVID era in Nigeria. The study examined the challenges based on a qualitative research method approach, using a variety of media sources and the relevant academic literature reviewed to identify examples of corporate social responsibility activity related specifically to post-COVID-19. The work concluded that workplace challenges experienced during the pandemic are a result of global unpreparedness. In addition, the COVID-19 pandemic, no doubt, offers great opportunities for businesses to engage with their corporate social responsibility strategies and agendas actively even after. This study recommended that corporate communication departments in charge of corporate social responsibility activities should retool themselves with world-class strategies and ideas in the face of unforeseen crises.

Keywords: COVID-19 pandemic, Corporate Social Responsibility, Global crisis, Communication and Workplace

Background to the Study

The COVID-19 pandemic, a worldwide health emergency that started in Wuhan, China, in December 2019, has had a significant influence on many organisations worldwide. According to Ayenigbara (2020), the World Health Organisation (WHO) declared the novel coronavirus disease a global pandemic on March 11, 2020, due to its high mortality rate, unusually quick spread, and unpredictability.

The human tragedy of lost lives, broken families, and scarred communities; as the economic and social changes caused by a pandemic-driven lockdown; all constitute a global legacy that will live long in our memories and influence future generations. Covid-19 has indeed changed the world. UNDP (2021)

The pandemic represented one of the most significant environmental changes in modern marketing history, which had a profound impact on how businesses communicate using corporate social responsibility (CSR), consumer ethics, and primary marketing touchpoints. Adamolekun, Olatunji (2022) assert that as human beings, we engage in communication every day, every time, and everywhere.

Aina (2003) defines communication as the mutual sharing of Information, Ideas, thoughts, and emotions between a source and a receiver for mutual understanding, reduction of uncertainties, or appropriate action.

That, the COVID-19 pandemic, no doubt, offers great opportunities for businesses to communicate and engage with their CSR strategies and agendas actively. However, the pandemic has pushed many firms out of business, and if not, to the brink of collapse. (Business Day, 2020).

Adamolekun, Olatunji (2022) opined the massive global impact of COVID-19, a pandemic that is changing the world for good and has benefited from the awesome power of communication. Additionally, the

relationship between communication and CSR is all about social responsibility reporting which is based on the international campaign that companies operating in the extractive industries are not transparent and therefore should regularly disclose all the net taxes, fees, royalties, and other payments made to governments at all levels.

No doubt, the COVID-19 pandemic created immense and unprecedented pressures on business, with the survival of the firm being on the line in many cases. Corporate Social Responsibility, a rising business and ethical model suffered a great deal due to the disruption in businesses which necessitated dynamic adjustments in all facets of human endeavours.

Corporate Social Responsibility is the idea that a business has a responsibility to the society that exists around it. Firms that embrace corporate social responsibility are typically organised in a manner that empowers them to act in a socially responsible way to positively impact the world. Corporate Social Responsibility is also known by various names such as corporate social investment, license to operate, corporate conscience, corporate sustainability, corporate citizenship, social impact, and many more depending on operating organisations and purposes. Many organisations in consonance with their business principles always carry out environmental scanning to reposition and assess the environment in which they are operating and to re-energise relationships with their immediate communities. Therefore, organisations that operate in an environment or community strive to maintain cordial relationships in that community, and in doing so, many beneficial projects are carried out periodically. By so doing, the idea of community relations became a strategy for businesses.

Corporate social responsibility is a concept of corporate citizenship that encourages an organisation to identify and respond to its social, political, and economic responsibilities as defined not only by law, but also, and,

more importantly, by its stakeholders, baseness ethics, and social developmental imperatives. Every activity that portrays an organisation as being a good corporate citizen should be voluntary and derive from its core values and business objectives. It should also be deliberate, sustainable, proactive, and not a panic response to escape regulatory sanctions or appease aggrieved communities.

During the COVID-19 period, many things around corporate social responsibility obligations changed due to adjustments to work schedules which changed from the physical presence at work to hybrids of physical/remote and sometimes virtual all the way. Under these conditions, a firm's commitment to social responsibility will be tested, and employees' perceptions are likely to be shaped positively or negatively. The pandemic has therefore created organisational dynamics in which it becomes easier to study the underlying relationship between social responsibility perceptions and key employee outcomes. While corporate social responsibility has become a commonplace feature of businesses, it remains unclear how these organisations will react when faced with major crises in the future.

Recall that job markets, business models, and social protection mechanisms are undergoing disruptive changes driven by demographic shifts, the development of new technologies, the rise of digital workplace platforms, and environmental challenges as a result of COVID-19. UNDP (2021)

After COVID, it became a source of worry at how business firms continued to engage in their ethical and philanthropic discretionary activities despite the multiplicity of economic, health, and social challenges associated with the outbreak of the pandemic.

Statement of the Problem

The coronavirus outbreak struck in the early 2020s, the government issued an order for businesses to close (shut) to avoid the continuous spread of the virus.

Although, Adamolekun, Olatunji (2022) opined that face-to-face social responsibility programme planning and execution is rather the best form of appropriate and effective communication the COVID-19 pandemic disrupted the existing way of doing things as all forms of physical movements were restricted. Post-COVID-19 period, some measures adopted by employers to make provision for a variety of options for virtual/remote work were sustained while other improvements were adopted based on organisational preferences. The COVID-19 pandemic, no doubt, offered great opportunities for businesses to engage with their corporate social responsibility strategies and agendas actively.

Coincidentally, business models had operated physically over the years not until COVID came and changed the face of business while companies now opt for advanced technologies, strategic thinking, and planning. Business owners now adopt hybrid work where decisions can be taken faster eliminating the traditional office and practices. To look at workplace changes as a result of the shift, this work became imperative to the researcher to look at the various challenges.

Research Questions

The following research questions were raised from the objectives of the study:

- I. How did businesses engage with their corporate social responsibility strategies and agenda post-COVID period?
- ii. What are the corporate social responsibility strategies employed during and after the COVID-19 pandemic?
- iii. Does the pandemic offer an excellent opportunity for businesses to shift towards more genuine, authentic, and sustainable corporate social responsibility practices?

- iv. Are there workplace challenges experienced by corporate social responsibility executives in the post-COVID period?
- v. What specific roles did technology play during and after the COVID-19 pandemic that altered the well-established workplace culture?

Literature Review

The review of literature for this study covers relevant concepts, and theoretical underpinning the research relied on.

Conceptual Review Communication

Communication is the transferring of ideas, news, secrets, messages, orders, and Information from one person, group, or community to another. Ogwezzy (2008) described communication as the process by which a sender passes information to the decoder or receiver. Buttressing this position, Adesile (2022) states that communication is the coming together of people to share thoughts and ideas. Furthermore, Aina (2008) asserts that communication is a ubiquitous activity that enables us to relate with others everywhere. Communication serves many purposes depending on how it is deployed. It can serve purposes that are instrumental and strategic to manipulate or influence others; and consummatory purpose if done for self-gratification. In general terms, communication can be described as the act of sending and receiving messages from a source through a medium.

Podnar (2008) asserts that corporate social responsibility communication is a process of anticipating stakeholders' expectations, articulation of social responsibility policy, and the management of different organisation communication tools designed to provide true and transparent information about a company's or a brand's integration of its business operations, social and environmental concerns, and interactions with stakeholders.

Today, companies use different avenues, such as social media, advertisements, product labels, media relations, corporate social responsibility reports, and websites to communicate CSR practices. For instance, social media is currently one of the most important and powerful communication channels, providing great opportunities to interact with stakeholders and maintain permanent relationships.

While social media, advertising, and public relations are considered to be open communication, corporate social responsibility department reports and websites are considered to be subtle/closed communication. This shows the great importance of communication in the management of corporate social responsibility programmes

COVID-19 Pandemic

The coronavirus disease of 2019 (COVID-19) pandemic took the world and even high-income countries by surprise. The situation elicited social and medical responses from the private and public sectors of the global economy. In 2020, precisely on February 27, 2020, Nigeria recorded an index case from Italy. From then on, awareness and mitigating activities began nationwide.

The coronavirus disease of 2019 (COVID-19) pandemic gripped the world with shock, thereby overwhelming the health systems of most nations. The World Health Organization (WHO) declared the novel coronavirus disease (COVID-19) outbreak as a Public Health Emergency of International Concern (PHEIC) on January 30, 2020 (WHO, 2020). With over seven million cases globally as of June 7 (2020): the United States (over two million cases), Brazil (over 700,000 cases), Russia (over 500,000 cases), and Africa, South Africa (over 54,000 cases) and Egypt (over 38,000 cases) bear the greater brunt. Following the WHO declaration, the Coronavirus Preparedness Group was constituted on January 31 in Nigeria (a country with 36 States and a Federal Capital Territory [FCT]) with a population of about 200 million people.

WHO categorised Nigeria as one of the 13 high-risk African countries concerning the spread of COVID-19. Nigeria was also among the vulnerable African nations, given the weak state of the healthcare system. In Africa, there are still communities without healthcare facilities, apart from the scarcity of health workers (Amzat, 2011). The projection was that Africa could bear the greater burden of the COVID-19 pandemic if the countries did not institute effective measures to combat the pandemic. Many African countries survived COVID-19 with minimal casualties except South Africa where its impact was massive. The predictions that millions of dead bodies will be found on the streets of Africa mysteriously did not happen.

Carroll (1999) opined that the corporate social responsibility economic obligation of business firms was to perform in a manner consistent with maximising earnings per share which should be committed to being as profitable as possible just as Milton Friedman, the renowned Economist, and Nobel Laurel winner postulated in 1970, maintain a strong competitive position, maintain a high level of operating efficiency, and to be consistently profitable.

There is no doubt that the pandemic has made it exceedingly difficult for business firms to continue to fulfill their most fundamental corporate social responsibility-related obligations as they struggle to survive the aftermath of the pandemic. The COVID-19 pandemic has had an enormous negative impact on the world economy, thus also affecting the revenues and financial well-being of the corporate world along with its stakeholders.

Corporate Social Responsibility

Adamolekun, Olatunji (2022) described the goal of corporate social responsibility as a voluntary attempt by corporate bodies to develop a convivial relationship with their host communities. It maintained that

owing to the preset critical and pervasive reality that any corporate body practicing corporate social responsibility is necessarily owing with their reputation and probably their bottom line.

Corporate social responsibility is a broad concept that can take many forms depending on the company and industry. Through corporate social responsibility programmes, philanthropy, and volunteer efforts, businesses can benefit society while boosting their brands.

Companies that adopt corporate social responsibility programmes have often grown their business to the point where they can give back to society. Thus, corporate social responsibility is typically a strategy that's implemented by large corporations. After all, the more visible and successful a corporation is, the more responsibility it has to set standards of ethical behavior for its peers, competition, and industry.

Benefits of Corporate Social Responsibility

According to Gawel (2006) cited in Ijwo and Terfa (2018), the win-win benefits of corporate social responsibility activities are for the organisation, the society, and the environment. These benefits may include but are not limited to improved financial performance; lower operating costs; enhanced brand image and reputation; increased sales and customer loyalty; greater productivity and quality; greater to attract and retain professionals; reduced regulatory oversight; workforce diversity; and product safety and decreased liability Society: charitable contributions; employee volunteer programmes; corporate involvement in education; employee welfare programmes; and product safety and quality. Environment: greater material recyclability; better product durability and functionality; greater use of renewable resources; integration of environmental management tools into business plans including life-cycle assessment and costing as well as environment management standards Another view of benefits of corporate social

responsibility to business organisations according to Ajayi (2001) cited in Anaeto and Oni (2018) are staff stability; increased brand value; greater access to finance; recruitment of high-quality personnel; motivated people; customers' loyalty; high-quality reputation as a result of company's contribution to the welfare of the society; enhanced confidence and trust of stakeholders; growth of investors' confidence in company's shares; enhanced public image; healthier and safer place; harmony between the organisation and the society; and checks conflict between the organisation and members of the society.

Akinbola (2005) gives seven benefits an organisation can derive through corporate social responsibility. These are: attracting and retaining a responsible and innovative workforce; building a good reputation predicated on goodwill; increasing brand equity; improving and speedy decision-making on critical issues; reducing long-term cost; improving financial performance and access to capital; and managing risk more effectively. In implementing corporate social responsibility programmes, Akinbola (2005) highlights nine issues that an organisation should pay attention to. These are well-defined vision, mission, and value statements; articulate what you stand for; display a genuine commitment to behave responsibly; good corporate governance; long-term strategic planning; internal communication; education and training; institute systems of rewards and punishment for employees; and ensure corporate social responsibility monitoring, reporting, and evaluation.

Challenges of Corporate Social Responsibility

Corporate social responsibility in some instances faces challenges. These problems usually inhibit or negatively impact the success of corporate social responsibility programmes. Anaeto and Oni (2018) list such challenges as; Unfavourable government economic policies affecting local manufacturing organisations; population explosion; high unemployment rate; high rate of company closure and lack of government

support for organisations engaging in corporate social responsibility activities especially lack of tax deductibility.

Adeleke, Adinlewa, and Ojih (2018) add that further challenges of corporate social responsibility are poor communication, sabotage, poor maintenance culture of the people, and lack of collaboration between development agencies. Ogbemi (2020) adds to the challenges - substandard social responsibility activities by organisations, kidnapping of personnel of the organisations, militancy in the host community, rejection of corporate social responsibility projects by the community, and violence in the host communities. Igben (2008) cited in Ogbemi (2020) says these constraints and difficulties which companies face in their corporate social responsibility programmes include selfish host community representatives who pursue personal agenda to the detriment of the host community and insistence on using community contractors when they are not qualified for the task. Other challenges include misapplication of funds, intra-communal war over project location sites, inability to articulate and prioritize felt needs, demands that are almost impossible to meet, and unending shifts in the wants and needs of the communities (Ogbemi, 2020).

Corporate Social Responsibility Strategies during COVID-19

The COVID-19 pandemic came unannounced disrupting the modus operandi of businesses and people's livelihood, hence many corporate social responsibility teams adjusted to the paradigm shift and aligned charitable activities to meet the urgent demand of the time. Consequently, the 2020 corporate social responsibility strategies as researched during field study show that many companies fine-tuned their programmes to robustly support the government's gesture in curtailing the spread of COVID-19, among other identified needs to make the community better. Corporate bodies in the private sector in Nigeria such as banking and financial institutions, oil and gas companies, telecommunications,

manufacturers, Foundations, Non-profits, and several others under the auspices of Coalition Against COVID-19 (CACOVID) rallied support and donated N27.76 million. Adamolekun, Olatunji (2022). These donations enabled the government to offer palliatives to the people nationwide. Other corporate social responsibility gestures carried out include advocacy and online training on health and well-being during health emergencies such as the pandemic.

COVID-19 and Post-COVID Workplace Challenges

Despite the disruption in the economic order as a result of the COVID-19 outbreak, business was confronted with various workplace challenges that continued even after the pandemic. Although many businesses adopted remote working not every employee can work from home, some still need to go to work to keep operations running. The workplace challenges listed are:

- 1) **Contingency plan for special roles in the case of JAPA:** The post-COVID era has been characterized by JAPA. There is a possibility that employees may Japa or fall ill and may not be able to carry out their duties. Thus, organisation needs to identify such roles, determine the needed skills to fill those positions and establish who can replace those key individuals. To mitigate the loss of any critical roles, it is important to identify those skill gaps and organise the training of candidates. Adesile (2022).
- 2) **Establishment of Crises team:** To ensure business continuity, businesses need to act as fast as possible to lessen any negative impact while preparing the organisation for future developments that may arise. To centralise all efforts, organisations may wish to establish a core crisis team to coordinate response efforts and define objectives. This team can also be responsible for reviewing crisis and business continuity plans, developing different scenarios, and putting them to the test to prepare for unknown variables surrounding the outbreak. This team will act as the go-to

personnel throughout the crisis, to ensure consistency across all departments and functions.

- 3). **Flexible Work Arrangement:** To ensure minimal contact between employees, as well as between employees and customers, suppliers, and other stakeholders, flexible work arrangements should be considered. For staff that are not required to be in the office, remote working should be enabled. If this is not possible imminently, we suggest splitting teams as previously stated to avoid mass spread. This measure will not only eliminate unnecessary onsite personnel from being in contact with one another but also ease the challenges being faced by working parents due to school closures for the year. Considering a reduced work week, reduced hours per day, or a compressed work schedule might be some other options to support employees.
- 4) **Split Team Arrangement:** A way to mitigate the unnecessary spreading of the virus and to ensure business continuity is to split teams. If one person within a team is infected, the rest will most likely be put into quarantine meaning they will not be able to work (if their position does not allow for remote working). A way to avoid this could be through physical segregation of teams, for example, splitting call centre staff into two locations. Another example is having teams working different shifts of days. This could for example apply to staff working in a warehouse or construction workers working at the same site.

Today, many of the workplace challenges continue to linger due to unfavourable economic policies that have continued to mitigate business and employees.

Theory and Literature Review

Stakeholder theory and social responsibility theory as a managerial mechanism indicate that an organisation ought to ensure the interests,

everything being equal, who can influence or are influenced through the exercises of a company to accomplish its required hierarchical targets and deliberate social government assistance thought processes (Freeman, 1984). Freeman (2004) further adroitly distinguished a partner as an individual or an individual from any gathering with persuasive force to influence endurance and achievement. The partner hypothesis sheds light on the central subject of the connection between organisations and their representatives, clients, networks, what's more, social government assistance in general (Donaldson & Preston, 1995). It has likewise arisen and progressed as the main worldview in the writing to illuminate corporate social responsibility (Francis et al., 2019). With the direction of partner hypothesis, as a vital the board apparatus, corporate social responsibility is used as a component of companies for dealing with an assortment of partners, who can significantly impact organizations' licenses to work their business activities in the general public like investors, business partners, representatives, providers, clients, neighborhood networks, non-government associations (NGOs), government officials (GOs), and the climate (Cuesta-Valino et al., 2019). With the full scope of partners, the most important partners for organizations are workers (an inner partner gathering) and purchasers and networks (two particular outside partner gatherings; Brulhart et al., 2019). These partner bunches affirm the focal highlights of all CSR reports, as they are indispensable partners for organizations' business development and firms' drawn-out endurance in social orders (Oberseder et al., 2014).

Methodology

The survey research design was adopted for this study using interviews to identify and ascertain the challenges of corporate social responsibility in the post-COVID-19 pandemic workplace. The rationale for using interviews in this survey research design is underscored by the need to elicit responses from those who carry out corporate social responsibility activities in various organisations in Lagos which was the epicentre of

activities during the pandemic. The population of this study comprises Five public relations experts in Lagos who carried out corporate social responsibility strategies during and after COVID-19. Responses to questions drawn from the research questions provided relevant answers to the discussion.

Discussion of Findings

The findings from this study are discussed in this section in answer to the research questions formulated earlier in the Study.

Research Question One: How did businesses engage with their CSR strategies and agendas during the post-COVID period?

The findings from the investigation of how businesses engage with their corporate social responsibility strategies and agenda during the post-COVID period reveal that all corporate social responsibility strategies for each year are usually flexible while some are fixed to support certain yearly initiatives, others were tied to accommodate emergencies like what was experienced during the lockdown where movement was restricted. Businesses also ensured that both physical and virtual programme sponsorship were accommodated in difference to the locked down order.

Research Question Two: What are the CSR strategies employed during and post-COVID period?

Before: It was learned that during COVID-19, most corporate social responsibility strategies and agenda were jettisoned and concentration was on giving back to people in the communities – palliatives and other incentives.

The initial budget was concentrated on creating massive awareness and advocacy, raising funds to support the production of nose masks, medications, and other facilities that the COVID-19 pandemic required

such as running water, distancing, and several others. Some other companies invested funds in gadgets to enable workers to switch to remote work options.

Post COVID-19: The experience of COVID-19 offers great opportunities for businesses to engage with their corporate social responsibility strategies and agenda actively unlike before when there was only physical attendance at work - no flexibility. Companies are now spending money on training and retraining never to be caught unaware anymore and taking advantage of the evolutionary hybrid workplaces.

Research Question Three: Does the pandemic offer an excellent opportunity for businesses to shift towards more genuine, authentic, and sustainable CSR?

It could be deduced that the pandemic offers organisations the right opportunity to shift towards authentic, genuine, and sustainable corporate social responsibility.

Adamolekun, Olatunji (2022) described corporate social responsibility as corporate social investment, corporate social impact, corporate governance, corporate citizenship, corporate accountability, corporate conscience, social suitability, sustainable business, sustainable development, civic responsibility, conscious capitalism, creative capitalism creating shared value, responsible business would be expected to be of great interest to every company. Anything short of this is not authentic corporate social responsibility.

COVID-19 made organisations engage with their corporate social responsibility strategies and agenda actively unlike before.

Research Question Four: Are there workplace challenges experienced by CSR executives in the post-COVID period?

Corporate social responsibility helps to increase customer retention and loyalty, increases employee engagement, improves brand imaging, and attracts investment opportunities and top talent. In the post-COVID era which was characterized by job loss, workers now work both physically and remotely. This consequential mode of work has a direct impact on work culture, productivity, and employment. Also, as a result of economic strictures, there is now a limitation to movement and travel which has affected the erstwhile regular interface communities to enquire their exact needs for attention.

Also, companies are folding up and people are losing jobs. This has also slowed down corporate social responsibility activities in the post-COVID era.

Research Question Five: What is the role of Information and Communication Technology in navigation business and social life post-COVID-19?

The role of Information and Communication Technology in navigating business and social life post-Covid is providing necessary tools and systems to aid and enable communication processes in supporting productivity in unique and efficient ways. Also, ICT assists in data management, situation analysis, and decision-making activities. Virtual meetings and work can take place once there is a vital decision to be taken compared to the traditional physical meetings of the past.

Information technology (IT) is the backbone of technological innovations. These innovations have played a strategic role in developing business management options in the 21st century. In addition, it would be difficult to see a business today in this digital age that does not use at least one or more IT tools and systems to conduct day-to-day operations, design marketing strategies, and even recruit employees.

Thus, the role of ICT in post-COVID-19 is now more evident than in the past. Before COVID-19, businesses operated with intrinsic weakness and could not decide whether to use technology or not but today, businesses now need ICT to survive and to lessen the burden of workers with the aid of technological tools.

Conclusion

Corporate social responsibility activities in the post-COVID era have received a lot of intentionality compared to the past. Today, COVID-19 has made organisations engage with their corporate social responsibility strategies and agenda actively so that their operations are seamlessly pursued. Many businesses are now concerned with satisfying social responsibility expectations and communicating their corporate social responsibility policies unambiguously. Thus, corporate social responsibility communications have become a vital tool for building and sustaining the legitimacy of companies in their relationship with the stakeholders.

The research found that the workplace challenges experienced during the pandemic are a result of the unpreparedness of the entire human race since the last pandemic happened almost a century before this episode. Thus, those challenges have continued to linger as employees continue to make decisions on work change as well as “Japa” Syndrome which has continued to sweep around corporate organisations with the best brains leaving. The COVID-19 pandemic, no doubt, offers great opportunities for business owners to creatively apply the tools that technology has made available for humanity to cope with these new realities. It is important moving forward that corporate communication departments in charge of corporate social responsibility activities should retool themselves with world-class strategies and ideas in the face of unforeseen crises. In addition, they should also provide incentives that can make their best brains stay or consider the option of relocation which is now the new wave.

Recommendations

The COVID-19 pandemic has made businesses adjust in the way things are done globally. Corporate social investment is the practice where an organisation invests in the business of its stakeholder for the stakeholder to remain in business thereby ensuring the continued operations of the organisation that invested in the business of the stakeholder.

By carrying out corporate social investment inquiries as a corporate social responsibility programme, it will align with the standpoint that it is better to teach a man how to fish rather than giving him a fish. It will also be in agreement with Kolade (2005) that corporate social responsibility should respond to the real needs of people and society. This is underlined by Osho and Alakija (2008) that businesses should be proactive in their corporate social responsibility practices and that businesses must meet the needs and aspirations of their stakeholders. The corporate social investment will ensure that communities make inputs to the corporate social responsibility activities thereby removing the disconnect between the organisations and the stakeholders as submitted. With this, the sustainability of the projects will be ensured and the problem identified by this study will be reasonably resolved. In addition, the communities will have many small and medium-scale businesses which will, in the long run, increase the number of organisations that will be providing corporate social responsibility activities for the communities. This is because small and medium-scale businesses will also contribute their quotas to the development of the communities thereby bringing to the fore the strategic contributions of the selected companies to society.

The following recommendations are hereby offered:

- 1) Although in Post COVID-19, we can now fully automate many tasks as a result of advanced technologies, strategic thinking, and planning but execution still requires a strong element of human judgment, objectivity, morals, and intelligence while

communicating with the communities who are the beneficiaries of corporate social responsibility programmes which cannot be found in machines.

- 2) Businesses should also provide incentives that can make their best brains stay or consider the option of relocation which is now the new wave.
- 3) Social and technological change worldwide is accelerating towards a highly uncertain future, corporate social responsibility departments should be more proactive.
- 4) Organisation should continue to be socially responsible to people and communities around them irrespective of the imbalance.

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