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**Corporate social responsibility and corona virus management:  
A moderating effect of organising and leading**

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**Abstract**

*The objective of this study is to analyse corporate social responsibility and corona virus management: An empirical perspective on corporate Nigeria. The study used Abraham Maslow's hierarchy of needs theory, stakeholder theory, and corporate social responsibility literature to investigate how businesses responded to the COVID-19 pandemic by implementing CSR initiatives to help vital stakeholders such as employees, customers, communities, and society as a whole. The research is based on cross-sectional survey and three (3) hypotheses were formulated in null form. The population of this study is eighty-four (84) respondents randomly selected from five companies in Akwa Ibom State. Linear and multiple regressions were used to analyse the data using SPSS 25.0 version software. The result of the study showed there exists a positive and significant influence of corporate social responsibility on corona virus management with equally positive and significant moderating effect of organising and leading. This indicates that business actions have both social and financial repercussions. Therefore, corporations must establish their social responsibility policies and manage them accordingly, taking into consideration external pressures in the sense that they may be claimed to promote the welfare of society as a whole. This study concludes that the way businesses handle their social responsibilities has an impact on their public image, likewise their ability to recruit and retain capable and devoted personnel.*

**Keywords:** COVID-19 management, corporate social responsibility, corporate philanthropy, economic concern

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**1. Introduction**

Business organisations come into existence via creative ideas and innovative actions of people with entrepreneurial mindsets from private and public sectors of a given economy (Robbins, DeCenzo & Coulter, 2011). Undoubtedly, these business enterprises exist in identified environmental contexts across the world. The business entities source their critical resource inputs from immediate and remote environmental contexts, transform them into semi-finished and finished products as well as services that are then shipped through choice distribution networks to the final end-users in the larger environment (Gibson, Ivancevich, Donnelly & Konospake, 2003; Weihrich,

Cannice & Koontz, 2013). Therefore, the situation of environment in a proper context is critical and tangential to the continuation of businesses at micro, small, medium and large-scaled levels. In the business environment, both micro and macro forces operate, which tend to limit organisations' optimal performance. The corona virus popularly known as COVID-19 for short is a global pandemic and macro environmental factor which, though birthed in Wuhan, Hubei, China in the late 2019, has its subterranean origin traced to Rockefeller Foundation in United States of America (Kennington, 2020).

Generally, the COVID-19 which is yet ranging has dealt devastating blows to the

global community, economy and businesses of which corporate Nigeria in general and Akwa Ibom State in particular is not an exception (Abulude & Abulude, 2020; Haudi, Aseh, Kenny & Pathmathan, 2020; Gigauri, 2020). In Nigeria, the first confirmed or index case was reported on February 27, 2020. (Anonymous, 2020). In specific terms and with exception of Taiwan, businesses in many countries all over the world comprising: industrial, aviation, manufacturing, construction, transportation and services have been viciously affected and rendered comatose (Abulude & Abulude, 2020). These businesses constitute the framework from which people eke out a living on the day-to-day basis (Baridam, 1993). Threats and actual lay-offs of staff as human capital assets of these business organisations are rife as evidenced by the sack of 800 workers in 340 branches of Access-Diamond Bank Plc in Nigeria has attested. The development accentuated immediate intervention of the Nigeria Bankers Committee under the auspices of the Central Bank of Nigeria (CBN), (Gibson et al., 2003; Jiang, 2014; Wigwe, 2020; Gigauri, 2020). There's been an acute demand vis-à-vis scarcity of basic necessities of life such as food and shelter as successive lockdowns are announced by national and sub-national governments. It is most likely that many other businesses will wind up in no distant future under the weight and impact of this unfortunate pandemic. The Nigerian mono-cultural product and fragile economy which subsists majorly on crude oil exports is seriously bartered as a barrel of crude oil sells at \$25.00 per barrel far below the revised crude oil benchmark of \$57.00 per barrel in the 2020 national budget (Johnson, 2020). Like cyber-crimes and major natural disasters such as tsunamis, earthquakes and hurricanes, COVID-19 has wrecked untold havocs on global economy and in particular, the experience

of corporate Nigeria will not be the same for a very long time to come (Abulude & Abulude, 2020). Esin (2017) states that "today, law enforcement agencies are witnessing the appearance of new categories of crime re-classified as cyber-crimes."

The management of COVID-19 as a global emergency can be defined as the process of mobilising available human and material resources to contain and arrest the spread of the disease with a view to returning life to normalcy. It entails what Henri Fayol (1947) cited in Mote and Heil (2000), Robbins *et al.*, (2011) identified as, planning, organising, commanding, coordinating and controlling which contemporary management scholars have streamlined into four basic managerial functions of planning, organising, leading and controlling (Schermerhorn, 2010; Robbins *et al.*, 2011; Amah & Nkuda, 2014; Nkuda, 2016, 2017). Technically, the management protocols to checkmate the spread of corona virus spans identification of an index case, isolation, contact tracing and treatment of positive cases along which continuum, the use of alcohol-based hand sanitizers, frequent washing of hands and use of face-masks (personal hygiene), provision of personal protective equipment (PPEs) where applicable, maintaining respiratory hygiene or etiquette, social distancing including stay-at-home (lockdown) are recommended by health authorities as routine precautionary control measures (OSHA, 2020). Recourse to World Health Organisation's source (2020) gave figures of cases that have been confirmed worldwide as 68,845,368 out of which 1,570,304 deaths had been recorded as at December 11, 2020. At the same time, the number of confirmed cases in Africa totaled 1,585,594. (World Health Organisation, 2020). Given the national statistics of 833,755 samples tested as at

December 12, 2020 with the prospect of rising cases in course of time and threats of the virus's second incarnation, Lagos and Federal capital Territory, Abuja recorded highest and second highest figures of 24,614 confirmed cases, 1, 069 number of admissions, 23,316 discharged cases and 229 deaths and 8,157 confirmed cases, 1,709 number of admissions, 6,364 discharged cases and 84 deaths respectively as at December 12, 2020 (Nigerian Centre for Disease Control, 2020). Akwa Ibom State as the reference point of this study recorded 362 confirmed cases, 29 number of admissions, 324 discharged cases and 9 deaths as at December 11, 2020 (Nigerian Centre for Disease Control, 2020).

Researches into COVID-19 pandemic are accumulating lately and past studies on impact of global pandemics such as COVID-19 have shown not significant correlations with the performances of affected business organisations except in few cases (Bayoud, Kavanagh & Slaughter, 2012; Rizman, Obiad & Ashraf, 2012; Haug, Chen & Ngugen, 2020; Haudi, Aseh, Kenny & Pathmathan, 2020). Corona virus prevention and treatment was investigated in this study using planning and controlling as measures away from the four managerial functions enumerated earlier on. While organising and leading were used as moderating variables. However, this empirical study on the corona virus's management, with emphasis on Akwa Ibom State, was conducted from the perspective of corporate social responsibility. The provisions a business organisation makes to accommodate the interests of its various stakeholders are known as corporate social responsibility. Wheelen and Hunger (2010) maintain that corporate social responsibility stipulates that corporate entities have responsibilities to the larger society beyond the motive of

maximising profits for their immediate stakeholders.

According to Robbins *et al.*, (2011), corporate social responsibility is “a business firm's purpose to do the right thing and act in ways that are good for society beyond its legal and economic obligations.” In simplistic terms, corporate social responsibility evokes and stokes the concept of giving something back to society (Lindgreen, Swaen & Johnston, 2009). The pursuit and implementation of corporate social responsibility operate on the continuum of economic, legal, ethical and discretionary principles (Harrison & St. John, 2000). That is, strategic leaders labour in their strategic decisions to spell out clearly what must be done (economic principle), what should be done (legal principle), how what is to be done should be done (ethical principle) and what might be done (discretionary principle), (Harrison & St. John, 2000; Wheelen & Hunger, 2010). Literature on corporate social responsibility is rich and replete with different dimensions of the construct. Arsic, Stojanovic and Mihajlovic (2017) identify five dimensions of corporate social responsibility notably: economic, social, environmental, stakeholder and voluntariness. However, Cincalova (2018) states four dimensions of corporate social responsibility notably: economic, social, environmental and philanthropic out of which two were selected to operationalise the construct in this study. The two dimensions included: economic concern and corporate philanthropy (Cincalova, 2018; Haudi, Aseh, Kenny & Pathmathan, 2020).

The moderating role of organising and leading in relation to the influence of economic concern and corporate philanthropy on planning and controlling in the management of corona virus in Nigeria and Akwa Ibom State in particular



is crucial. The process of organising ensures the basic things or pieces of infrastructure needed to contain the virus are put in place. The leadership ensures people are mobilised, aligned and sufficiently motivated to give their very best in the bid to combat the virus. The absence of the roles of organising and leading could possibly undermine the effectiveness of the corporate efforts to fight and manage the exponential spread of the virus beyond the urban centres to communities. This explains, in effect, the vital role of organising and leading in the interplay of the corporate social responsibility's dimensions (economic concern and corporate philanthropy) on the corona virus management in terms of its measures notably: planning and controlling.

However, the major purpose of this research was to take a look at the possible influence of corporate social responsibility (CSR) on the management of Corona virus as well as the moderating influence of organising and leading in the process. The specific objectives of the study included the following: to identify the effect of economic consideration on the management of corona virus in Akwa Ibom State, Nigeria. To examine the influence of corporate philanthropy on the management of corona virus in Akwa Ibom State, Nigeria. To find out if organising and leading have moderating effect on corporate social responsibility in relation to the management of corona virus in Akwa Ibom State, Nigeria. The cognate research questions that arose were: what is the influence of economic consideration on the management of corona virus in Akwa Ibom State, Nigeria? What is the impact of corporate philanthropy on the management of corona virus in Akwa Ibom State, Nigeria? What are the moderating effects of organising and leading on the relationship between corporate social

responsibility and the management of corona virus in Akwa Ibom State, Nigeria? Accordingly, the following null hypotheses were formulated: there is no significant effect of economic consideration on management of Corona virus in Akwa Ibom State, Nigeria. There is no significant influence of corporate philanthropy and management of Corona virus in Akwa Ibom State, Nigeria. Organising and leading do not moderate the relationship between corporate social responsibility and management of corona virus in Akwa Ibom State, Nigeria.

The significance of this study in terms of benefits would accrue to public policy makers, health authorities, academia and the general public. First, the public policy makers would appreciate that corporate organisations are friends in need and partners in progress as evidenced by their contributions and support towards efforts to stem the tide of the virus and effectively stop the spread of it. Second, it would help to remove the veneer from the eyes of those at the helms of affairs in most health facilities in the country to see the capacity of the corporate organisations especially indigenous ones to produce certain health care equipment locally given the necessary recognition and supports. Third, academic literature in this aspect of sociology of knowledge would be enriched as the practical relevance of Abraham Maslow's theory is highlighted and re-inforced. Fourth and finally, the general public would step up their patronage of the products and services of the corporate organisations which, by their exemplary actions, have proven to be good corporate citizens with unassailable and enviable corporate reputation. The scope of this study covered the content scope, geographical scope and unit of analysis. The content scope revolved around the concepts of corporate social responsibility and management of Corona virus



including their dimensions and measures. The geographical scope focused on select sectors of Nigerian economy using Akwalbom State of Nigeria as the reference point. The unit of analysis scope was at the macro level (management level) with selective sampling of the views of some members of public who appreciate the enormity of the issue of Corona Virus and the role played by corporate organisations to tame it. Beyond this introduction, the remaining part of this article is structured in sections thus: section two deals with literature review, section three is concerned with methodology, section four contains results and discussion and section five deals with conclusion, recommendations and limitations of the study.

## 2. Literature Review

The literature review spanned empirical review, theoretical framework and conceptual discourse in that order.

### Empirical Review

Bayoud, Kavanagh and Slaughter (2012) did an observational investigation of the connection between corporate social responsibility disclosure and organizational performance: Proof from Libya. 40 firms chose in Libya and 110 yearly reports were analysed in course of the study. The results showed that corporate social responsibility disclosure (CSR/D) has positive relationship with organisational performance reflected in financial performance and corporate reputation. But no significant relationship was established in respect of employee commitment.

Anonymous (2000) states that a survey of 163 corporate managers in 1993 showed that corporate philanthropy correlated with increased market share, good corporate reputation and profitable outcomes.

Rizman, Obiad and Ashraf (2017) investigated impact of corporate social responsibility on default risk: Experimental proof from US firms. The study directed among 2000 and 2012 involved 1119 non-financial US firms. The outcomes showed that the higher CSR scores, the lower probability of defaults especially in relation to primary stakeholders such as employees, product quality, diversity and governance. From the mark of secondary stakeholders, non-significant relationship was recorded comparable to institutions such as environmental and community.

Huang, Chen and Nguyen (2020) enquired into corporate social responsibility and organizational resilience of COVID-19 emergency: An observational investigation of Chinese firms. The study which lasted for about six (6) months (January 20 – June 10, 2020) involved 1,597 listed firms in China. The study was anchored on three baseline theories notably: stakeholder theory, resource-based view theory and reputation perspective and means-end chain theory. The outcomes showed that organizations with higher pre-shock corporate social responsibility performance prior to COVID-19 outbreak would record less misfortunes and used relatively limited time to recuperate from the assault.

Haudi, Aseh, Kenny and Pathmathan (2020) in the study of “CSR initiatives: The predictor of financial performance in energy sector” in Malaysia used survey design methodology. The review zeroed in on the energy area which included oil and gas. Difficulty to access population of the study warranted the utilization of Raosoft Sample size calculator which at a default number 20,000 yielded a minimum sample size of 377. Four hundred copies of questionnaire were self-administered on 400 employees out of which 380

respondents comprised of 180 males (48%) and 200 females (52%) were retrieved and utilised. The ten-item used to survey corporate social responsibility was adapted from Carroll (1979) and a 5-point Likert's scale was used to grade or scale the statement items. The analytical technique was not disclosed. The results showed that both economic & legal responsibility and philanthropy as dimensions of corporate social responsibility have positive and significant correlations with the measures of performance in terms of ROA, ROE and EBITDA.

### **Theoretical Framework**

The baseline theories on which this study was anchored are Abraham Maslow's hierarchy of needs theory and Richard Edward Freeman's stakeholder's theory as explained below:

#### **Hierarchy of Needs Theory**

The theory was propounded as the name implies by Abraham Maslow in 1943. The theory stipulates that human needs are arranged or prioritised in hierarchical order which satisfaction proceeds from the lower order needs progressively to the higher order needs (Schermerhorn, 2010; Robbins *et al.*, 2011; Sapru, 2013). Specifically, these needs include the physiological needs of food, shelter, clothing and sex; safety needs made up of security; affection needs of having a feeling of belonging; respect-related esteem needs, social status and self-actualisation needs which symbolizes point of self-realisation and high accomplishment. The theory bears close affinity to the subject of this research as practical experience of people generally depicts. In Nigeria and Akwa Ibom State, there is clear evidence through personal observation that what mattered most to the majority of the people who fall below the poverty line including the well-to-do were food and shelter as experienced during the

lockdowns. During the periods, people were urged to stay at home as markets remained closed and palliatives when it comes to foods and in some cases, cash were disbursed to the pro-poor or vulnerable in the societies estimated at 82.9 million representing 40.1% of Nigerian population according to National Bureau of Statistics report cited in (Johnson, 2020; Poroma, 2020). The physiological need of food and shelter more than any other thing else assumed the priority of place in the scale of preference of the generality of the people. Therefore, this theory aptly undergirds this study.

### **Stakeholder's Theory**

The stakeholder's theory is associated with Richard Edward Freeman and the theory was propounded in 1984. This theory obligates on business organisations to strive to cater for the interests they've ever had stakeholders beyond the sheer pursuit of profits for its investors. Poroma (2020) states that stakeholder's theory has to do with the necessity for corporate organisations to identify people and groups to whom they are accountable. These individuals and groups include claimants such as: employees, customers, suppliers, contractors, investors, shareholders, communities, governments etcetera (Harrison & St. John, 2000; Amadi & Bayo, 2020; Poroma, 2020; Weihrich, Cannice & Koontz, 2013). These individuals and groups impact corporate organisations on one hand as well as the business organisations, in turn, also impact them both explicitly and implicitly. It is hard to fancy any corporate organisation that can function without this stakeholder eco-system. Corporate Nigeria being aware of these symbiotic relationships with stakeholders as well as the fact that it doesn't operate and function in isolation, has to rise up to the occasion in the face of the corona virus global outbreak to see what contributions in cash and/or kind it



could make in collaboration with governments to combat the spread of the virus. This succinctly explains why stakeholder's theory is adjudged suitable and appropriate to ground this study.

### **Conceptual Framework**

The discourse on the concepts in the study proceeded as follows:

#### **Corporate Social Responsibility**

There is no doubt that corporate organisations are products of environments to which their outputs in terms of physical products and/or services are distributed. This systems-interaction between corporate organisations and their environments confers on business organisations certain obligations beyond their statutory and economic concerns. This scenario triggers a keen debate between scholars led by Milton Friedman who hold the views that the maximisation of profits for its stakeholders remains the only moral and economic obligations of an average business enterprise (Harrison & St. John, 2000; Wheelen & Hunger, 2010). In the words of Milton Friedman cited in (Wheelen & Hunger, 2010) "there is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the game, in other words, is a completely open and unrestricted competition without deception or fraud." This view contends that, undertaking corporate social responsibility attracts additional cost which tends to reduce the profits accruing

to the company. This archaic belief describes what Harrison and St. John (2000) call "short-sightedness."

Alternative extreme perspective of a set of scholars led by Archie B. Carroll maintains that social responsibility confers obligation on the business to proceed beyond its statutory mandate of profit maximisation to incorporate the well-being of immediate community and larger society in which it operates (Harrison & St. John, 2000; Carroll, 1999; Carroll (1991) cited in Wheelen & Hunger, 2010). This line of thought stresses the requirement for corporate organisations to fulfill economic and legal obligations and in addition, social responsibilities defined and governed by ethical and discretionary concerns. Failure of corporate organisations to undertake social responsibility may lead to unethical practices which inflict or cast poor corporate reputation resulting in poor patronage and low profits as well. At this point, both schools of thought share a common ground (Wheelen & Hunger, 2010). Nevertheless, it is preferably more strategic for corporate managers like David Thomas (1969) of Wendy Restaurant, Anita Roddick (1973) of Body Shop and Earl G. Graves, Sr., (1970) of Black Enterprise Magazine (cited in Schermerhorn, 2010) to be socially responsible as businesses of choice in order to reap the attendant benefits than to act otherwise. The link between corporate social responsibility (CSR) and corona virus management is conceptualised as follows:

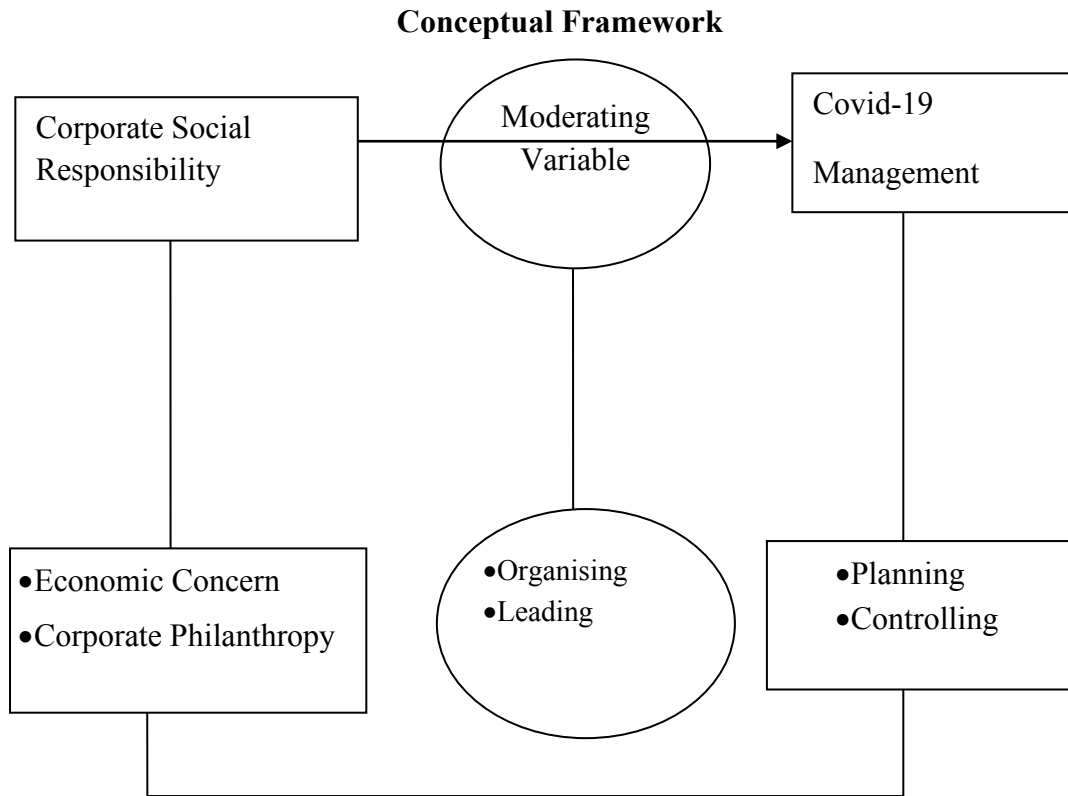


Fig. 1.1: Corporate Social Responsibility and Corona Virus Movement: The Moderating Effect of Organising and Leading.

Source: Researchers Conceptualisation (2021).

### Economic Consideration

Business enterprises are basically products of environment from which resource inputs are sourced and to which, after necessary transformation, the resultant outputs of physical goods and/or services are shipped or distributed for patronage and consumption. This explains why Cagle (2016) holds that without environment, there is neither society nor economy. The integrative approach states this much as it holds that society is the key to resource inputs and absorber of the outputs to prop the continued existence, survival and expansion of the businesses (Marom & Lussier, 2020). Business enterprises exist to consummate certain economic ends often couched in what is described as strategic intent which encapsulates vision,

mission, business definition, targets and goals (Kazmi, 2002; Thompson & Strickland, 2003). It is one thing to have strategic intent and another thing to source, harness and mobilise the requisite resource inputs to accomplish the strategic intent and remain sustainable as a profitable going-concern. The much-needed resource inputs include a combination of people, physical, financial assets and information (technical, marketing) etcetera (Hirschey, Pappas & Whigham, 1995). This boils down to the economic responsibility of the business which entails generating profits to enhance its survival and makes the society better (Marom & Lussier, 2020; Nkuda, 2020).



Given a careful analysis using economic model and the notion of the “3 nested-dependencies-model”, business enterprises have to leverage on available resource inputs and transform them to generate outputs in physical goods and/or services to engender and ginger the market-driven economy (Moir & Carter, 2012). This can be seen in the way commodities and services are produced and distributed, creating employment opportunities, ensuring the betterment of the society in general and preservation of the environment (Hirschey *et al.*, 1995; Schumpeter (1934) cited in Simpeh, 2011; Weihrich *et al.*, 2013; Nkuda, 2020). In accordance with tenet of the 3-nested-dependencies-model, business enterprises need not only be content with the satisfaction of the motive of profit-maximisation but also meet the welfare needs of the society and healthy environment within the context of which they operate (Moir & Carter, 2012; Carroll, A. B cited in Wheelen & Hunger, 2010; Nkuda, 2020). Eells and Walton (1974) corroborate that “insofar as the business system as it exists today can only survive in an effectively functioning free society, the corporate social responsibility movement represents a broad concern with business’s role in assisting and enhancing that social situation order.” This narrative logically explains the linkage or nexus between economic concern as a proxy of corporate social responsibility (CSR) and Corona Virus management in the nation leading, nevertheless, in response to this hypothesis:

**H<sub>01</sub>:** *There is no significant influence of economic consideration on corona virus management in Akwa Ibom State, Nigeria.*

### **Corporate Philanthropy**

Corporate philanthropy connotes the process of corporate giving towards public-spirited or charitable cause(s). Steiner and Steiner (2012) define corporate philanthropy as “charitable giving of money, property or work for the welfare of the society.” Corona virus pandemic is a public emergency or unseen enemy that shakes global human civilisation to its foundation thereby stoking and triggering corporate giving across nations of the world. Corporate philanthropy is a notable practice of making cash, material or both donations to meet defined charitable causes. The practice of corporate philanthropy is a social phenomenon that started in the 20<sup>th</sup> century and began to take root after the Second World War particularly between 1975 and 1985 and beyond. In certain climes, corporate entities set up foundations specifically saddled with the supervision, managing and facilitating of their corporate philanthropic activities which may be strategic philanthropy, cause marketing philanthropy or philanthro-capitalism (Steiner & Steiner, 2012).

Normally, these foundations are tax-exempts as is adjudged to be funded from pre-tax profits of companies concerned. Corporate philanthropy is not undertaken aimlessly but rather, in the best and enlightened self-interest of business organisations concerned. The enlightened self-interest can be embedded in and spanned marketing strategy to boost corporate sales fueled by increased and sustained customers’ patronage, good corporate reputation, meeting strategic or targeted goals based on cost-benefit analysis and bracing up to domestic and international competition driven by globalisation. In Nigeria and sequel to the outbreak of the novel corona virus pandemic, the following corporate bodies rose to the occasion and made donations in



cash, material and both to the Federal Government and Akwa Ibom State government to help combat the menace:

**Table 2.1: Donations to Federal and Akwa Ibom State Government**

Name of Individual/organization	FGN and other states	Akwa Ibom state government	Cash	Materials	Source of Information	Remarks
Sundry Sources	√	-	√	√	Covidtracka: <a href="https://civichive.org">https://civichive.org</a> .	Nil
Anchor Insurance Company Ltd.	-	√	-	-150 cartons of face mask. -30 cartons of hand gloves. -45 cartons of hand sanitizers.	Dr. Elijah Akpan-Chairman of Board. Reported by: Emmanuel, U. (2020). Anchor Insurance donates medical wares to AkwaIbom State government. <i>Opera News</i> ,: 1. <a href="https://operanews.com">https://operanews.com</a> . Accessed on 01/08/2020.	Donation accepted.
Catholic Bishops Conference of Nigeria	√	-	-	425 health facilities for use	Archbishop Ignatius Kaigama. Reported by Anonymous (2020). Southern Kaduna Killings: Kaigama supports CAN on self-defence. <a href="https://thelawyer.com">https://thelawyer.com</a> . Accessed on 01/08/2020.	DonationAccepted
BUA Group	-	√	-	5 ambulances and 100,000 reusable cartons of face masks.	AderemiAdekunle (2020). <a href="https://businessamlive.com">https://businessamlive.com</a> . Accessed on 12/12/2020.	Donation accepted.
ExxonMobil	-	√	-	10 used vehicles.	ChiomaOnuegbu (2020). <a href="https://www.vanguardngr.com">https://www.vanguardngr.com</a> . Accessed on 12/12/2020.	Donation rejected.
VKS Nigeria Construction Ltd.	-	√	Undisclosed	Tons of rice and garri	NdianaIsong, Group HR Manager. <a href="https://vkconstructio.com">https://vkconstructio.com</a> . Accessed on 12/12/2020.	Donation accepted.
Moni-Polo	-	√	-	One ambulance and 2,000 bags of rice	Dr. (Mrs.) Seinye O. B. Lulu-Briggs/ Chief Itama B. Ekpe. <a href="https://www.legendvibes.com">https://www.legendvibes.com</a> . Accessed on 12/12/2020.	Donation accepted.

**Source:** Researcher's Desk research (2020)

There isn't any doubt however that these donations were made in anticipation of achieving certain economic and strategic outcomes or benefits for the companies concerned later on. The following null hypothesis was therefore formulated to be able to verify the veracity of this assertion:

**H<sub>02</sub>:** *There is no significant effect of corporate philanthropy on corona virus management in Akwa Ibom State, Nigeria.*

## 2.2 Corona Virus Management

Management as an academic discipline and course of study in tertiary institutions world-wide has a long history which dates back to 5000 B.C., when Sumarian priests deployed written records to work with the conduct of chain of governmental and commercial activities of the time (Baridam, 1993; Schermerhorn, 2010; Robbins *et al.*, 2011). From the mix of process, functional and administrative perspectives, management can be characterized as the most common way of finishing things through and with individuals in manners that guarantee productivity and adequacy to accomplish wanted results utilizing the administrative elements of preparation, arranging, driving and controlling (Robbins *et al.*, 2011; Amah and Nkuda, 2014; Weihrich *et al.*, 2013). While managers are noted as people or individuals who get things done through, also with individuals, the managerial tasks may assume routine, challenging or novel problems or both (Robbins *et al.*, 2011). However, comparable to corporate social obligation, conventional planning takes on the characteristic of strategy – i.e., it becomes or translates into strategic planning. In the expressions of Taiwo and Idunnu (2010), strategic planning can be alluded to as the “process by which we can envision the future and develop the necessary

procedure and operations to influence and achieve that future.”

Coincidentally, corona virus management is a novel social phenomenon of recent history which has posed great threat to global human community with which corporate managers and political leaders at national and sub-national levels of sovereign nations of the world are grappling. Corona virus management can therefore be described as the process of controlling the flow of the spread of the pandemic via collaborative efforts within and across national boundaries focused on the planning, organizing, leading, and controlling with care of activities and programmes tangential to the arrest of the pandemic's rapid spread. To put it another way, corona virus management signifies the process of tailoring managerial functions along a given collaborative continuum to checkmate further spread of the pandemic which Rockefeller Foundations described as plandemic (Kennington, 2020). While the administrative elements of planning and controlling were utilized as measures of corona virus management, organising and leading served as the moderating variables as depicted in the conceptual schema given above.

### Planning

Planning can be described as process setting objectives or goals and specifying the strategies to deploy in order to accomplish set objectives or goals within a given time limit and context (Mote & Heil, 2000; Schermerhorn, 2010; Robbins *et al.*, 2011; Weihrich *et al.*, 2013). Planning being a future-oriented activity becomes germane given because of this, operating environment is beclouded by uncertainty and available resources to meet set objectives are usually limited. Planning as the premier managerial function sets the stage for other managerial responsibilities

to play out. Planning helps to chart the course along which scarce resources should be prudently utilised to accomplish nominated objectives within the specified time frame (Amah & Nkuda, 2014). Although planning is both time-bound and step-wise process, it entails resource distribution, environmental adaptation, internal coordination and strategic organisational awareness (Mote & Heil, 2000). The planning cocktail in respect of corona virus management involves identification of victims, testing at designated and approved testing centres, isolation, placement on ventilators where need arises, treatment etcetera.

### **Controlling**

The controlling function helps to double-check how far the planning objectives have been achieved or otherwise. Gomez-Mejia and Balkin (2002) corroborate that “controlling consists of measuring performance, comparing it to objectives, implementing necessary changes, and monitoring progress.” In terms of both quality and quantity, controlling processes vis-à-vis Corona Virus have been intensified to halt the disease's spread among communities in the country. The qualitative aspect targets behavioural change given the era of new normal inaugurated by outbreak of the virus. Specifically, It's related to frequent hand washing, wearing the nose or face-masks, sanitising the hands and surfaces of tables and door handles etc. Quantitatively, daily statistics of the victims of the virus categorised into the number of people that died, recovered and overall infection figures at the state and national levels are published. The totality of the control measures aims at checkmating the widespread of the disease in the country.

### **Moderating Variables**

Leading and organising functions are included as moderating variables in this study's conceptual framework to analyze their respective implications on the relationship between corporate social responsibility and COVID-19 management in the country. Further discourse therefore focuses on leading and organising as managerial functions as follows:

#### **Organizing**

Organising is used to describe a process of determining the total workload and creating structure which designates people as individuals (positions) and in groups (departments, sections and units) and to which available resources are allocated and monitored or tracked to ensure effective results of the assigned tasks (Nkuda, 2020). Griffen (2005) confirms that organising determines how activities and resources are going to be grouped. Theoretically and in practice, organizing can lead to mechanistic or organic designed structure depends on the state of the environment in which the business organization or institution in this case functions, as well as the defined goals to be met. Regardless however, the design of structure is influenced by factors as an example, size of the organisation, technology deployed, operating environment, strategy and goals (Amah & Nkuda, 2014). Organisational structure also has elements such as division of labour, concentration or decentralisation, span of management, formalisation and departmentalisation (Amah & Nkuda, 2014). Concerning the administration of COVID-19, the structure has been more or less organic as it incorporates the functions of governments at the sub-national levels. For instance, isolation as well as testing centres were initially at the Federal Capital Territory, Abuja and Lagos where the virus hit hardest. However, as time goes by, most sub-nationals have also set up



isolation and molecular testing centres to avail many people opportunities to be tested. The precautionary measures and public enlightenment campaigns as defined by Nigerian Centre for Disease Control (NCDC) are yet on-going to sensitise the people on the prevalence of the virus and the need to keep safe by observing the precautions and management protocols. Granted that these collaborative efforts were not put in place, the containment of the spread of the epidemic virus would have been relatively more difficult to manage and cope with.

### **Leading**

Leading, though occupies the third position in the series of administrative capacities, helps to knit all the elements in the managerial process remarkably: planning, organising and controlling together with a view to pursuing the put forward objectives. Leading can be characterized in various manners relying upon the persuasions of individual scholars. Northouse (2010) defines leading as the process of which a person influences the behaviours of others to accomplish a common set of goals. Leading can likewise be characterized as the process of creating a vision founded on a common set of goals towards the realisation of which a person courts and rallies organisational members' efforts (Nkuda, 2016). The administration of COVID-19 calls for effective and strong leadership to make the much-desired impact in decelerating the velocity by which the virus spreads. To achieve this, involves the need to build collaboration and synergy across board and motivating all the stakeholders to be alive to their respective responsibilities.

To ensure effectiveness of the leadership at all levels, intra and inter-states lockdowns were enforced for specific periods of time and reviewed accordingly,

stay-at-home restrictions, closure of churches and even markets were enforced. Defaulters of the restrictions were arrested, subjected to manual labours and fines by specialised mobile courts just as demolitions of hotels and churches where the precautionary measures were established, beyond reasonable doubts, to have been blatantly flouted with impunity. Therefore, leadership is used in this study to moderate the relationship between corporate social responsibility and corona virus management leading to the hypothesis thus:

**H<sub>03</sub>:** *Organising and leading do not have moderating influence on corporate social responsibility and management of corona virus in, Akwa Ibom State, Nigeria*

### **Corporate Social Responsibility and Corona Virus Management**

Corporate social responsibility has to do with the obligations that a corporate entity opts to assume and discharge to its stakeholders. Griffen (2005) states that social responsibility represents the obligations a business organisation takes on to secure and upgrade the cultural conditions where it works. The spaces of interest covered by corporate social responsibility include: natural environment, stakeholders and general social welfare in respect of which some corporate organisations place selective degree of emphases. The episode of corona virus falls squarely within the domain of general social welfare as its epidemic impact affects an expansive range of the global society. In the series of groups influenced by the virus are: creditors, suppliers, employees, customers, local governments, owners/investors, local community, state/federal governments, trade unions, interest groups, courts, colleges/universities, foreign governments and contractors (Griffen, 2005; Wheelen &





Hunger, 2010). The academic debate on corporate social responsibility to be or not to be is replete in the literature. Nevertheless, there are more superior arguments for the pursuit of corporate social responsibility than against its practices. Griffen (2005) keeps up with that the activities of business associations create problems which they should help to solve, be good corporate citizens, have the wherewithal to better help solve identified problems and with governments, remain partners in the improvement, development and progress of the general society.

Success anticipated in containing and curtailing the continued spread of the infection, no doubt, requires effective management. In functional terms, management alludes to the most common way of finishing things through and with individuals. The full supplements of the administrative capacities prominently: planning and controlling moderated by leading and organising should be applied as a powerful influence for the synergistic endeavours to stem the tide of COVID disease. Griffen (2005) asserts that social responsibility ought to be seen as a challenge that requires careful planning, decision making, consideration and evaluation. This implies that individual and corporate donations in cash and kind to the governments at national and sub-nationals as critical stakeholders in the fight against COVID-19 should be harnessed, properly managed, coordinated and disbursed to targeted groups, individuals and vulnerable in the society. Griffen (2005) buttresses that aside from being responsible to natural environment and critical stakeholders, corporate organisations should make donations and provide support, inter-alia, to public health and education. It is, however, unfortunate that a portion of the relief materials such as palliatives and other food stuffs were diverted and hoarded thereby tempting

people to vandalise noticeable warehouses where such palliatives were suspected to have been kept as a single of fall-outs or aftermaths of end-sars protest. The ugly development smacks of poor management and insincerity on the parts of the governments saddled with the administration of corona virus pandemic. Hence, the justification for this investigation undertaken to x-ray possible influences of corporate social responsibility and corona virus management.

### **3. Methodology**

The design of the study was descriptive and cross-sectional survey was adopted. The population consisted of five companies randomly selected from the twelve different sectors of Nigerian economy notably: financial and business services, agriculture, construction, oil and gas, film and music, hospitality, information technology, manufacturing, real estate, telecommunication, education and wholesale and retail trade sectors (Obasanko, 2017; The Nigerian Stock Exchange, 2020). This resulted in 100 respondents out of which 10% (10) completed copies of questionnaire were piloted to determine the adequacy and correctness of the instrument. The piloted copies were excluded in the final analysis of the research instrument. A simple random sampling was used to select two (2) companies from each of the five (5) sectors while the human resource departments of the respective companies provided data on the sampling units or respondents comprising top management - 10, middle-level management- 35 and first-level management – 45 totaling 90 respondents. The research data were obtained via structured questionnaire weighted on 5-point Likert's scale. The statement items in regard of the predictor variable - corporate social responsibility



were adapted from Milano Finaza China Award 2010. The battery items in respect of measures of corona virus management notably: planning and controlling and those of the moderating variable (organising and leading) were adopted from secondary sources and extant literature. The research instrument was subjected to face and content validity as well as confirmatory factor analysis (CFA). The reliability of the instrument was based on Cronbach’s alpha value  $\alpha = \geq 0.70$ . The simple linear regression and the multiple linear regressions were used to examine the moderating effect of organizing and leading in the management of corona virus in Akwa Ibom. Therefore, the model specifies that the management of corona virus is function of economic concern, corporate philanthropy and organizing and leading which service as a moderating effect in this study. This was mathematically stated as follows:

$P = f(EC, CP, OL) \dots\dots\dots 1$

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \dots\dots\dots 2$

Where:

*EC = Economic Concern*

*CP = corporate Philanthropy*

*OL = Organizing and Leading, the moderating effect*

*INT = Interest Rate*

*IMP = Import*

*A = Intercept*

*X<sub>1</sub> – X<sub>3</sub> = Coefficient of the independent variables*

*E = Error term*

**4. Results and Discussion**

The useful and abandoned copies of questionnaire were recorded and displayed on tables. Table 4.1 shows the examination of questionnaire issued and the percentage of copies retrieved were used in our analyses. A sum of 90 (100%) copies of questionnaire were administered to the five (5) firms from financial and business services, agriculture, construction, oil and gas, film and music, hospitality, information technology, manufacturing, real estate, telecommunication, education and wholesale and retail trade sectors. The obtained useful copies were 88(88%), This result indicates that huge number of the respondents participated in providing data for this study. This shows a success in questionnaire administrations.

**Table 1. Demographic (Descriptive) Data Analysis**

Age of the Respondents	Response Rates	Percentage (%)
21-25 years	8	9.1
26-30 years	10	11.4
31-35 years	37	42
36-40 years	16	18.2
41-45 years	13	14.8
46 years and above	4	4.5
<b>Total</b>	<b>88</b>	<b>100%</b>
Years of Operation	Response Rates	Percentage (%)
1-5 years	6	6.8
6-10 years	33	37.5
11-15 years	27	30.7
16-20 years	12	13.6
21-25 years	10	11.4
<b>Total</b>	<b>88</b>	<b>100%</b>



Level of Education	Response Rates	Percentage (%)
First School Leaving Certificate	8	9.1
School Certificate/ GCE	22	25
B.Sc./B. A.	51	57.9
M.Sc./MBA	5	5.7
Ph.D.	2	2.3
<b>Total</b>	<b>88</b>	<b>100</b>

Source: Research output, 2021.

The result on table 1 showed that 37(42%) of the respondents indicated as being in ages 31-35, 16(18.2%) of the respondents indicated as being in ages 36-40 years, 13(14.8%) of the respondents indicated as being in ages 41-45 years, 10(11.4%) of the respondents indicated ages 26-30 years, 8(9.1%) of the respondents indicated ages 21-25 years and 4(2.55) of the respondents indicated ages 46 years and above. The evidence of the result indicates that majority were 31-35 years.

The result on table 4.5 regarding respondent's years of operation shows that 33(37.5%) has 6-10 years of operation; 27(30.7%) has 11-15 years; 12(13.6%) were between 16-20 years; 10(11.4%) has 21-25 years; and 6(6.8%) has 1-5 years of operation. This result shows that huge respondents indicated between 11-15 years

From table 1, 51(57.9%) were B.Sc./B.A. certificate holders, 22(25%) were school certificate/ GCE certificates holders;

while, 8(9.1%) were first school leaving certificate holders, while 5(5.7%) were M.Sc/MBA degree and only 2(2.3%) were Ph.D. degree holders. Thus, from the result, high percentages were B.Sc./B.A. educational qualifications.

### Univariate analysis

In this part the variables were measured on Likert's 5-point scale through the items on the questionnaire. The benchmark for acceptance depended on the mean score of items on Likert scale 5-point scale. The mean score of 3.00 was the acceptable mean and was derived from the following computation;

$$Criterion \quad mean = \frac{1+2+3+4+5}{5} = 3.00$$

This implies that only response rate to items that meet the criterion mean of 3.00 or above were accepted.

**Table 2. Results of univariate analysis of the study variables**

Item Statistics			
Variables	Mean	Std. Deviation	N
Economic Concern	3.8376	.98524	88
Corporate Philanthropy	3.8917	1.11853	88
Planning	3.8632	.95234	88
Controlling	3.7949	.81281	88
Organizing	3.1731	.85101	88
Leading	3.0844	.93251	88

Source: SPSS Output, 2021.

The result on univariate analysis of the study variables shows that the mean score of the items are above 3.00 which is the benchmark mean. This implies that majority of the respondents provided answers and agrees to the items on these variables.

## Hypotheses Testing

### Hypothesis I

**Table 4.1: The result of simple linear regression on the effect of economic concern on the management of corona Virus in Akwa Ibom State**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.519 <sup>a</sup>	.270	.261	.94785	1.778

a. Predictors: (Constant), EconomicConsideration

b. Dependent Variable: ManagementofCoronaVirus

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.509	1	28.509	31.733	.000 <sup>b</sup>
	Residual	77.264	86	.898		
	Total	105.773	87			

a. Dependent Variable: Management of Corona Virus

b. Predictors: (Constant), EconomicConsideration

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.141	.207		5.510	.000
	Economic Consideration	.509	.090	.519	5.633	.000

a. Dependent Variable: Management of Corona Virus

Source: Researcher's Computation (2021)

The result of linear regression analysis indicates a positive and significant influence of economic concern on the management of corona virus in Akwa Ibom State, with R<sup>2</sup>- value of .270, F-value of 31.733 P- value of .000 and the corresponding t-value of 5.633, Durbin Watson-value 1.778 and beta coefficient of

.509 respectfully. This implies that economic concern can account for 27.0% change in the management of corona virus in Akwa Ibom State. Also, the result reveals that economic concern is effective in predicting the management of corona virus in Akwa Ibom State. This result is supported by beta coefficient of .509

which indicates that I unit increase in economic concern would lead to 50.9% increase in management of corona virus in Akwa Ibom State. However, to evaluate the presence of autocorrelation, the Durbin Watson test was used to examine the residuals and the result indicates that Durbin Watson value of 1.778 which is greater than 1 but less than 3.00 which means that there is absent of autocorrelation, meaning that the error

terms are not correlated as suggested by field (2013). Also, the result further indicates F-value of 31.733 and t-value of 5.633 which means that the result is statically significant at .000 ( $P < 0.05$ ) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that economic concern has positive and significant influence on the management of Corona Virus in Akwa Ibom State.

**Hypothesis II**

**Table: 4.2: The simple linear regression Analysis on the influence of corporate philanthropy**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.728 <sup>a</sup>	.531	.525	.75979	2.524

a. Predictors: (Constant), Corporate Philanthropy

b. Dependent Variable: Management of Corona Virus

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	56.127	1	56.127	97.227	.000 <sup>b</sup>
	Residual	49.646	86	.577		
	Total	105.773	87			

a. Dependent Variable: Management of Corona Virus

b. Predictors: (Constant), Corporate Philanthropy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.498	.187		2.667	.009
	Corporate Philanthropy	.742	.075	.728	9.860	.000

a. Dependent Variable: Management of Corona Virus

Source: Researcher's Computation (2021)

The result of linear regression analysis indicates a positive and significant influence of corporate philanthropy on the management of corona virus in Akwa Ibom State, with R<sup>2</sup>- value of .531, F-value of 92.227 P- value of .000 and the

corresponding t-value of 9.860, Durbin Watson-value 2.527 and beta coefficient of .742 respectfully. This means that corporate philanthropy can account for 53.1% variation in the management of corona virus in Akwa Ibom State. Also,



the result reveals that economic concern is effective in predicting the management of corona virus in Akwa Ibom State. This result is supported by beta coefficient of .742 which indicates that I unit increase in corporate philanthropy would lead to 74.2% increase in management of corona virus in Akwa Ibom State. Thus, to evaluate the presence of autocorrelation, the Durbin Watson test was used to examine the residuals and the result indicates that Durbin Watson value of 2.524 which is greater than 1 but less than .3.00 which means that there is absent of autocorrelation, meaning that the error terms are not correlated as suggested by field (2013). Also, the result further

indicates F-value of 92.227 and t-value of 92.227 which means that the result is statically significant at .000 ( $P < 0.05$ ) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that corporate philanthropy has positive and significant influence on the management of Corona Virus in Akwa Ibom State.

**Hypothesis III**

Table 4.3: The multiple Regression Analysis on the moderating effect of organising and leading on the management of corona virus in Akwa Ibom State

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.826 <sup>a</sup>	.682	.671	.63285	2.398

a. Predictors: (Constant), Organizing and leading, Economic Consideration, Corporate Philanthropy

b. Dependent Variable: Management of Corona Virus

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	72.131	3	24.044	60.034	.000 <sup>b</sup>
	Residual	33.642	84	.401		
	Total	105.773	87			

a. Dependent Variable: Management of Corona Virus

b. Predictors: (Constant), Organising and leading, Economic Consideration, Corporate Philanthropy

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.014	.177		-.080	.936
	Economic Concern	.094	.073	.096	1.294	.199
	Corporate Philanthropy	.458	.080	.450	5.729	.000
	Oganisingand leading	.427	.075	.428	5.725	.000

a. Dependent Variable: Management of Corona Virus

Source: Researcher's Computation (2021)

The result of Multiple regression analysis indicates a positive and significant influence of the moderating effect of organising and leading on the management of corona virus in Akwa Ibom State, with  $R^2$ - value of .682, F-value of 60.034 P-value of .000 and the corresponding Durbin Watson-value 2.398 and beta coefficient of .094,458 and .427 respectfully. This further indicates that organising and leading can account for 68.2% variation in the management of corona virus in Akwa Ibom State. Also, the result reveals that the moderating effect of organizing and leading is effective in predicting the management of corona virus in Akwa Ibom State. This result is supported by beta coefficient of .094,458 and .427 which indicates that 1 unit increase in organising and leading would lead to 09.4%,45.8% and 42.7% increase in management of corona virus in Akwa Ibom State. Thus, to evaluate the presence of autocorrelation, the Durbin Watson test was used to examine the residuals and the result indicates that Durbin Watson value of 2.398 which is greater than 1 but less than 3.00 implying that there is absence of autocorrelation. This means that the error terms are not correlated as suggested by field (2013). Also, the result further indicates F-value of 60.034 which means that the result is statically significant at .000 ( $P < 0.05$ ) level of significance. Therefore, since the P-value of .000 is less than alpha value of 0.05, it can be affirmed that organising and leading have positive and significant moderating effect on the management of Corona Virus in Akwa Ibom State.

### **Discussion of Results and Implications**

The outcomes obtained have allowed us to determine the relationship between corporate social responsibility and management of corona virus. In these results, three hypotheses emerged. In the

first group, the hypothesis was stated in the null form; there is no significant relationship between economic consideration and management of corona virus in Akwa Ibom State, Nigeria. The result indicated that there was a positive significant relationship between the variables and this was corroborated by the studies of Kazmi (2002) and Thompson and Strickland (2003) who posited that business enterprises exist to consummate certain economic ends often couched in what is described as strategic intent which encapsulates vision, mission, business definition, goals and objectives. Nkuda (2020) and Maron and Lussier (2020) further stressed that this boils down to the economic responsibility of the firm which entails generating profits to enhance its survival and make the society better.

In the second group, the research result of the second hypothesis reveals that there is a positive significant relationship between corporate philanthropy and management of corona virus in Akwa Ibom State, Nigeria. This concurs with Porter and Kramer (2002) who posited that philanthropic investments by individuals from a group, either exclusively or collectively, can powerfully affect cluster's competitiveness and the performance of all its constituent organizations. Philanthropy can regularly be the savviest way - and sometimes the only way - to improve competitive context. It empowers organisations to use their own assets as well as the current endeavors and framework of philanthropies and different establishments. Finally, because of philanthropy's broad social advantages, businesses are frequently able to form alliances with non-profit organizations and governments that might otherwise be leery of cooperating on projects that benefited only one corporation.



In the third cluster, we assessed the moderating role of organising and leading on the relationship between corporate social responsibility and management of corona virus in Akwa Ibom State, Nigeria. The result showed that organising and leading significantly moderate the relationship between corporate social responsibility and management of corona virus. This agrees with Amah and Nkuda (2014) who posited that the design of structure is influenced by factors such as the size of the organisation, technology deployed, operating environment, strategy and goals. This has elements such as division of labour, concentration or decentralisation, span of management, formalisation and departmentalisation. Concerning the administration of COVID-19, the structure has been more or less organic as it incorporates the functions of governments at the sub-national levels. For instance, the isolation and evaluation centres were initially at the Federal Capital Territory, Abuja and Lagos where the virus hit hardest. However, as time passes, most sub-nationals have also set up isolation and molecular testing centres to avail many people opportunities to be tested. Also, the administration of COVID-19 calls for effective and strong leadership to bring about the much-desired impact in decelerating the velocity with which the virus spreads. To achieve this, involves the necessity to build collaboration and synergy across board and motivating all the stakeholders to be alive to their respective responsibilities.

### **5. Conclusion and Recommendations**

The people worldwide live through an unexpected time with the fast spread of the COVID-19 pandemic that is full of fear and uncertainties. At this time, the number one priority is always the safety of people's lives with good health. According to the findings of this study, Nigerian CSR leaders use a variety of techniques to

protect their employees and maintain client loyalty services and caring communities through diversified CSR cum COVID-19 initiatives. While the global impact of the COVID-19 pandemic is changing every day, now is not the best moment to band together (while preserving social distance practices and following health professionals' instructions) to save people and make the world a more beautiful place than it has ever been. Firms should consider not only financial performance but also the benefit of society and the wellbeing of their stakeholders, including partners, families, employees, consumers, and communities, at this time.

To summarize, corporate social responsibility policies can be a helpful and effective instrument for dealing with the pandemic's worldwide challenges, limiting the social externalities caused by COVID-19's effects and the security measures that it necessitates. In this case, ethical management and sound corporate governance processes are unquestionable. From a practical standpoint, managers must recognise that the epidemic will raise society's expectations of businesses, and their decisions must prioritise investment in CSR initiatives that enable mutually and interconnected achievement of economic, environmental, and social goals. Strategies that promote a balance of profitability and stakeholder harmony will maintain the company's long-term viability.

### **6. Limitations of the Study**

The corporate Nigeria consists of thirty-six (36) states and the Federal Capital Territory, Abuja. But this study, for obvious reasons, focused on only Akwa Ibom State and to that extent, constituted a limitation. Corporate organizations were progressively reopening after months of closure during the time of our study. As a result, the research population and sampling units may not be the best fit,



given that about 30% of the workforce was expected to be at work. As a result, even though corporate social responsibility is typically determined at the higher echelons of management, the opinions of members of the public with awareness of the issues were also sampled.

7. Because the research is not financed by any institution or institute, there are no competing interests.

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