

# Unravelling the Impact of Corporate Social Responsibility (CSR) on Organizational Success and Employee Layoffs amidst the COVID-19 Pandemic: A Conceptual Framework

Ashe Abdullahi Abdulrahaman<sup>1,2</sup>, Zulhamri Abdullah<sup>1</sup>, Nurul 'Ain binti Mohd Hasan<sup>1</sup>, Norliana binti Hashim<sup>1</sup>

<sup>1</sup>Communication Department, Faculty of Modern Languages & Communication, Universiti Putra Malaysia, Malaysia, <sup>2</sup>Department of Mass Communication, Faculty of Social Sciences, University of Maiduguri, Borno State, Nigeria  
Corresponding author's Email: asheabdul@unimaid.edu.ng

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v13-i10/18719> DOI:10.6007/IJARBSS/v13-i10/18719

**Published Date:** 04-10-2023

## Abstract

As an auspicious domain in CSR initiatives research, organizational success and employees' layoffs has established tremendous research considerations in recent times. The rationale of this conceptual article is to advance and authenticate a proposed conceptual framework for CSR efforts, organizational success and employees' layoffs. This conceptual framework is premeditated as a guide for upcoming studies to use and authenticate as a basis for quantitative studies to investigate the CSR efforts, organizational success and employees' layoffs amid the outbreak of the world's high-risk pandemic crisis such as COVID-19. The stakeholder and management crisis theories, were employed in this conceptual article as they are essential sources of support at work, especially during challenging events. This conceptual analysis applied CSR efforts, organizational success and employees' layoffs as a basis to develop the antecedents of retentive workforce and heighten organizational performance globally. This conceptual paper proposed that CSR efforts, organizational success and employees' layoffs results in the disruption of CSR efforts as experienced during COVID-19 pandemic due to the inappropriate implementation of CSR initiatives. This conceptual article has submitted research hypotheses that would be a foundation for future studies and if the framework is authenticated, recommendations would be offered to various stakeholders on how to improve on CSR efforts, organizational success and employees' layoffs during unexpected manifestations. Explicitly, the proposed conceptual framework if authenticated

would assist policymakers to suggest positive strategies and algorithms for the improvement of employees' layoffs and organizational success during unforeseen events.

**Keywords:** CSR, Organizational Success, Employee Layoffs, COVID-19 Pandemic

### **Introduction**

Employees are undeniably a valuable resource in today's organizations (Efendi, 2020). By doing the tasks assigned to them, employees contribute to the organization's conceptual, logistical, and functional vision, as indicated by their performance in the many departments (Bieńkowska & Sałamacha, 2020). The COVID-19 pandemic's effects on workforce management were profound (Montani & Staglianò, 2021; De-La-calle-dura'n & Rodríguez-Sa'nchez, 2021). Organizations had to change their working procedures when COVID-19 was discovered because it was necessary to increase social distance and limit movement to lower the chance of infection (Einwiller et al., 2021). To accommodate remote employment, organizations had to restructure their advancement strategies (Nicola et al., 2020). Employees who worked from home had to deal with several issues, such as setting up the workspace, adapting technology to allow for remote work, moving business communications online, and navigating virtual worlds (Bontrager et al., 2021). This fundamentally affected both the work's interpretation and the presentation mode.

It is significant to note that the COVID-19 epidemic's impacts still need to be formally established. The effect of organizational changes on employees' job outcomes and, consequently, on the organization's overall performance has not been convincingly proven in prior studies (Demirović et al., 2021; Graves & Karabayeva, 2020; Tu et al., 2021). Research suggests a negative influence, on the one hand. Employee performance can be negatively impacted by a variety of factors, including uncertainty about job growth, elevated pressure, and a scarcity of necessary resources, technical difficulties, a yearning to go back to work and issues making friends with coworkers, and a disturbing career compromise (Demirović et al., 2021; Graves & Karabayeva, 2020; Tu et al., 2021). Organizations anticipate the epidemic's detrimental effects, as shown by the fact that 46% of Chinese businesses surveyed anticipate a decline in performance due to COVID-19 (Narayanamurthy & Tortorella, 2021).

The national and international economies have been significantly impacted by COVID-19. Many businesses are coping with many issues that cause some loss. Businesses in particular are dealing with a number of issues, including a reduction in demand, interruptions in the supply chain, abandonment of export orders, a shortage of raw materials, and transportation delays, to mention just some (Bartik et al., 2020; Shafi et al., 2020). The COVID-19 pandemic is having a significant impact on businesses all around the world, though, as is abundantly clear. The COVID-19 outbreak's key issues are organizational performance and employee layoffs, mainly because management is ill-prepared for setbacks that are likely to endure lengthier than predictable (Bartik et al., 2020; Shafi et al., 2020).

Furthermore, regular business transactions significantly affect how healthy organizations succeed (Shafi et al., 2020). As a result, many businesses are running out of inventory, others are struggling to stay afloat, and yet others are in danger of going out of business (Bartik et al., 2020; Shafi et al., 2020). The foundation of many economies worldwide is provided by organizations that provide revenue and employment for a sizable population. Due to the COVID-19 outbreak and lockdowns, businesses are suffering from unheard-of organizational effects (Bartik et al., 2020; Shafi et al., 2020).

A COVID-19 pandemic would have a disproportionately large negative impact on the world. Therefore, it is necessary to look at how the COVID-19 outbreak affected employee layoffs and organizational performance (Shafi et al., 2020). Additionally, the ongoing pandemic issue

would seriously hinder business operations because organizational success and employee layoffs are extremely reliant on the fiscal system, which has been significantly impacted by the pandemic (Shafi et al., 2020). Labor shortages, industrial slowdowns, a lack of raw materials, and transportation issues will significantly impact these firms. The result will be a tremendous impact on the entire global economy. In all parts of the world, the COVID-19 epidemic has been observed to significantly negatively affect organizational CSR, organizational success, and employee layoffs. Both rich and developing countries have been more severely impacted by these hazards, which also represent substantial risks to human health, the economy, and the ecosystem throughout their entirety.

There has yet to be any study examining how the global outbreak has affected employee layoffs and organizational performance. Therefore, to lessen the current outbreak's negative consequences and staff layoffs, a robust government response is also required and the main purpose of the current conceptual essay is to further develop and validate a conceptual framework that has been suggested for better CSR efforts, improved organizational efficiency, and to significantly lower employee layoffs due to unanticipated occurrences. In a similar vein, this conceptual framework is intended to serve as a roadmap for future research and to verify as a foundation for quantitative studies that examine CSR initiatives, organizational success, and a decrease in employee layoffs in the wake of the emergence of a high-risk pandemic crisis like COVID-19. Specifically, the suggested conceptual framework would support policymakers in government and organizations by offering helpful techniques and algorithms for the enhancement of employee layoffs and organizational performance during unanticipated factors, if it were to be validated.

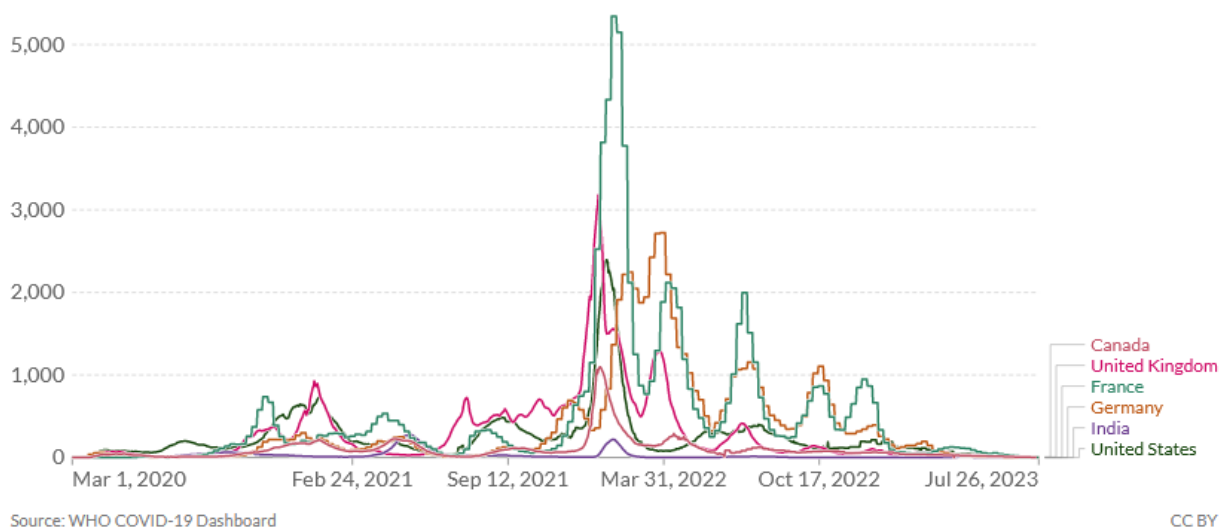


Figure 1: Total number of daily COVID-19 cases in the world from March 1, 2020-July 26, 2023

### Methodology

Previous empirical research were gathered for this assessment of the literature, and a thorough search of high-impact journals was conducted. Science Direct, SAGE, Emerald, EBSCO, Web of Science, Taylor & Francis, Scopus, and Google Scholar were among the well-known electronic databases used. Furthermore, "CSR," "Organizational Success," "Employee Layoffs," "COVID-19," "Organizational Performance," and "Employees' Perception" were used as search terms to retrieve the pertinent articles. This led to the collection of high-quality articles that contained these terms. For the review, articles that had been published in the previous two decades, from 2002 to 2022, were extracted. The Centers for Disease Control and Prevention, the WHO, and the United Nations Sustainable Development Goals have all

produced reports in addition to the articles that have already been written. The Human and Health Services were equally employed.

### **The Epidemic of COVID-19**

Providing background information about this problem, which influenced the globe, companies, and people from many walks of life is useful without getting into the full history of the COVID-19 epidemic. The unique human coronavirus disease is now referred to as COVID-19. Since the 1918 flu pandemic, it has come to be acknowledged as the sixth pandemic to be scientifically documented. Initially discovered in Wuhan, China, COVID-19 later spread to other countries. The virus spreads quickly among humans and constantly evolves since it is so contagious (Liu et al., 2020). On January 30, 2020, the World Health Organization (WHO) deemed the disease a Public Health Emergency of International Concern, and on March 11, 2020, it recognized the epidemic as a pandemic (Chauhan, 2020). In the first half of 2020, COVID-19 went from being a rare illness in a particular area of China to a global pandemic that has caused lockdowns, slowdowns, and dangerous strains on hospital and medical systems, as well as a downturn in global economic growth (American Journal of Managed Care, 2020).

Nearly 2 million people had perished from the virus by January 2021, and some estimates go even higher because case reporting differs globally (Overberg et al., 2021). The rapid global spread of COVID-19 has created significant health, economic, social, and environmental problems for the whole human community. New viral cases were rapidly increasing across the US, Europe, and the rest of the world by the fall of 2020 (Mann, 2020). The scope of COVID-19's impact has included the entire world, numerous countries, cities, and stakeholder segments of societies, as well as organizations of all shapes and sizes, particularly those that serve as the backbone of the majority of economies. CSR as a business policy or strategy is useful to explore in general and how firms could envision their CSR as they meet COVID-19 concerns before exploring the implications and methods companies might adopt as they confront these enormous dangers.

### **Corporate Social Responsibility (CSR)**

The expression CSR refers to the notion that companies must take some responsibility for the economic, social, and environmental impacts of their operations, particularly in light of the organizational success and employee layoffs. The behavior of the workforce is governed by the activities of CSR in the organization, which makes it flexible and reliable (Albert et al., 2022). For various reasons, practical organizational efforts enhances employees' psychological states on their attachment to the organization's aims and values. According to the majority of the literature, CSR, Organizational success and employee's layoffs are a major concern. The personnel are at ease and satisfied because of their passionate dedication. The degree of accessible alternatives and their estimated costs determine how an organization and employee are encouraged to continue. Finally, motivation arises when an organizational success is pertinent or employees' retention is foremost. Therefore, these characteristics will be negatively impacted if employees' layoffs and CSR efforts are negatively implemented.

### **Organizational Success and Employee Layoffs**

This paper's discussion of organizational success, and employee layoffs, and the issue of what businesses are doing or should be doing in the face of the pandemic problem are one of its main goals. However, to make this easier, a general discussion of organizational success and employee layoffs is required to create a foundation for analysis. The concept of CSR

presupposes that a corporation has obligations to society in addition to its obligations under the law and the economy (Carroll, 2021). In the end, social responsibility refers to a public attitude toward society's economic and human resources and a readiness to ensure that they are used for wide social objectives rather than only for the narrowly defined interests of private individuals and businesses (Carroll, 2021).

No effort will be made to distinguish these from CSR's consequences and insinuations since they all share more similarities than distinctions. Since both theoretical and actual research have found the CSR interpretive concept useful, it looked like a good conceptual framework when discussing how organizations might respond to the COVID-19 epidemic regarding their social obligations (Carroll, 2021). The effects of COVID-19 and the obligations of organizations may depend on the categories in economics, law, ethics, and philanthropy to provide a framework for CSR. The world has been affected by COVID-19's influence, ramifications, and organizational CSR at many levels and in various sectors. It affects the natural world, including its ecosystems, continents, nations, states, and localities. It has also affected almost all major societal industries and sectors, including businesses, financial markets, governments, militaries, religious groups, public and private educational institutions, nonprofits, higher education, and so on.

Organizational and economic repercussions and implications are fundamental. The COVID-19 pandemic has significantly and severely influenced global economies, particular industries or sectors, almost all organizations, and tiny businesses (Diab, 2022). The economic category is the core of free-market structures, and when viewed out of the viewpoint of specific organizations, it is a necessary prerequisite for existence and sustainability. Considering fiscal opportunities as a social responsibility component may initially seem strange. However, it is preserved here that they are essential since the community requires that enterprises create products, activities, and employment and be capable of sustaining themselves. The sole method this is achievable is to entice investors to make investments and have enough money to remain in job. Organizations must also provide these results with coordinated strategic decision-making, financial and operational effectiveness, and efficiency.

Numerous of these groups have failed and disappeared. The COVID-19 epidemic has caused and is still causing an unprecedented financial upheaval to the world's economies. It has triggered disruptions at the same time in an interlinked worldwide financial system. Infectious diseases have reduced the available labor force. The level of output has also been affected. Commercial cancellations, shutdowns, and suspensions have caused disruptions. Consumer spending and corporate investments have fallen as a result of layoffs, income losses brought on by illness, jail, layoffs, and deteriorating economic prospects. It has been said often that ambiguity is hated by businesses. The epidemic's course, intensity, and results have all been identified by dangerous uncertainty. This has created a vicious circle of consumer, employee, and corporate insecurity and tightened financial circumstances. As a result, businesses have reduced their investments and lost jobs. These circumstances have made it difficult to evaluate and comprehend its economic effects. Effects that are not linear and national externalities, and uncertainty regarding future economic conditions have complicated economic issues (Chudik et al., 2020).

Along with changing global trade and having typical financial effects on companies (Schlesinger, 2020), some of the personal effects of the economic downturn should be noted. The COVID-19 economy has widened the gap between the wealthy and the less fortunate. The well-educated and wealthy, who frequently work for companies that provide essentials or are connected have fared far greater in the digitalization economy. Alternatively, pretty low paid workers with less education who occasionally work for antiquated companies and

reside in areas dependent on tourism and public gatherings have fared far worse (Morath et al., 2020). The World Bank reports that thriving scarceness has increased due to the epidemic pushing over one hundred million individuals to live on less than \$2 a day (Zumbrun, 2020). Delivery, entertainment, eateries and inns, and mobility are a few of the business sectors that have been worst damaged. Even though it is frequently assumed, many CSR writers rarely discuss the economic responsibility concerning employee layoffs. However, this type of accountability has been urgent and underlined throughout the pandemic and after it.

Making money for owners is a noble goal sometimes articulated in terms of economic responsibility. However, in the context of the COVID-19 epidemic, financial sustainability is linked to unending of offering services, products, and jobs that CSR and its customers and employees require. Therefore, it is plausible to argue that businesses' economic obligations take precedence over all others and must be addressed during and after the pandemic concerning employee layoffs. It is crucial to address governance responsibilities since the organizations economic or financial responsibility is frequently linked to wise strategic decision-making from the board of directors and top executives. In this context, Lynn Paine has proposed significant novel perspectives on corporate governance, all aligned with the contemporary demand for CSR thinking (Paine, 2020). Paine suggests giving stakeholders more organized attention. The need to monitor stakeholder expectations, particularly those of the workforce, is increasing for boards.

Committees will need to pay more attention to how organizations and the public interact. The epidemic has highlighted the link between public concerns and corporate sustainability. Directors must pay closer attention to executive compensation. Massive salary inequalities in society and business have been exposed by the epidemic (Paine, 2020). A more deliberate approach to decision-making will be required when COVID-19 components are taken into account when formulating strategic decisions, the choices are no longer straightforward. Finally, addressing board composition regarding race and ethnicity will require more focus. This requirement would be introduced in reaction to the widespread uproar against racial unfairness that emerged and cannot afford to be disregarded throughout the epidemic. In essence, the panel's role and tactical policymaking duties have developed incredibly challenging, and it is anticipated that these requirements will continue long after the current pandemic outbreak (Paine, 2020).

These recommendations complies by means of financial obligations as fragment of CSR prospects. The requirement for a swift resolution is yet another crucial supervision act with regard to fiscal accountability. Speed matters is most important instructions taught from the COVID-19 epidemic thus far (McKay, 2020). This is true for all ready governmental levels, organizations, and public health agencies. With regards to quickly spreading viruses, the window of opportunity is small. It has been devastating to be caught off guard, and this has been true at all levels of authority. It is hardly surprising that organizations were unprepared if public health officials meant to specialize in this were caught off guard. The epidemic has taught us that in the future, management and readiness must be improved at all levels, particularly for health-related catastrophes like epidemic pathogens. Of course, anticipating every possible disaster is incredibly difficult and expensive.

Managerial and operational thinking should place a high premium on developing preemptive and predictive plans for dealing with emergencies. For many years, I have noticed that deep understanding' strategies don't really incorporate crises mitigation concepts. In the end, four crucial economic indicators may determine an organization's capacity to respond effectively to the COVID-19 financial system (Crabtree & Berg, 2020). (Crabtree and Berg, 2020). (1) Public consumption levels, or the percentage of persons who claim to buy products and

services in public places; (2) confidence in their ability to protect themselves from the virus; (3) support for full-time, in-person schooling, which has important workforce ramifications by enabling parents who are unable to work from home in order to preserve sustainable growth; and (4) readiness to get vaccinated against COVID-19. The recovery depends on consumers and workers (Crabtree & Berg, 2020).

Legal ramifications, repercussions, and obligations are crucial components of the social contract. Societies have legitimized economic systems by allowing and expecting organizations to play a productive role and have also established the guidelines or framework within which organizations are expected to function. As a result, all economic operations are governed by rules and regulations that specify corporations' obligations to society and its diverse stakeholders (Carroll, 2021). The majority of legal issues are intended to shield society from the detrimental effects, unfavorable decisions, and unfavorable policies that corporations may adopt (Carroll, 2015). As ethical alarms preceded many laws and regulations, the law can be considered the game's guidelines of commerce. It can also be considered codified ethics (discrimination, environmental pollution, unsafe products, dangerous working conditions, and so on). As a result, society expects and demands that organizations carry out their economic missions following the guidelines established by their respective legal systems.

Interestingly, because the pandemic has just recently spread over the world, not enough time has passed to assess the legal concerns the pandemic may cause thoroughly. Nevertheless is projected that these legal challenges and concerns will become much more common, especially regarding employment, distribution networks, and the manufacturing, shipment, and advertising of products and services, given the contentious culture in which we already live. There will likely be additional regulations at all levels, not just local ones that encourage individuals to stay away from large crowds or wear masks in public. Immigration laws have already been altered, and this pattern may persist. This raises significant issues for sectors of the economy that have traditionally relied heavily on both skilled and unskilled labor. Novel laws governing the safety of goods, services, and employees will likely enter the new workplace economy swiftly. Regarding legal and ethical concerns, the health and happiness of the workforce will be prioritized.

Most businesses are using and foreseeing an increase in remote work, a trend that will raise a host of legal liability concerns as employees turn their residences into workspaces and attempt to negotiate and combine business and lifestyle obligations that will unavoidably arise and may cause disagreements at remote jobs situations. Certain judicial issues that are currently being raised at the organizational governance level give an indication as to the obligations that organizations have and anticipate having. For instance, Conference Board (2020) has noted the subsequent as significant queries that might be influencing corporations' legal obligations at the strategic level: What effects have the COVID-19 outbreak had on the law and government? What should boards of directors and enterprises be in charge of amid the crisis? How do corporate law departments keep up with the most recent orders from federal, state, and municipal authorities? Given that various stakeholders will be evaluating their choices, how will boards strike a balance between "survivability" and "sustainability" (Conference Board, 2020)?

The responsible company will become familiar with and adhere to the various laws and regulations that have become crucial during the epidemic, according to the Centers for Disease Control and Prevention (CDC). The Health and Human Services (HHS) Secretary is empowered by the Public Health Service Act to support the states in responding to public crises containing infectious diseases and store them in the Strategic National Stockpile. The

Food and Drug Administration (FDA) is also in charge of safeguarding the security and safety of our country's nutriment source, as well as the efficacy and safety of human and veterinary medications, physical products, and medical devices. This is in addition to CSR and the COVID-19 pandemic 321 (CDC, 2020a). Organizations must pay close attention to the rules and legislation promulgated by these and other recognized governmental entities to fulfill their legal obligations. Workplaces and organizations will need to "plan, prepare, and respond," as the CDC has stated (CDC, 2020b).

The assumption that businesses will fairly handle the rising number of lawsuits affecting employees is part of their legal obligations during the pandemic (Adamy, 2020). Families of employees who feel their loved ones contracted fatal cases of COVID-19 at work have sued companies in the past and will do so in the future. Since the epidemic started to affect workplaces, some large, wealthy employers have been charged with malicious prosecution or incompetence. Organizations are alleged to have omitted to provide protection for their employees and should compensate the relatives of the workers. Further losses, such as medical expenses and lost future wages, are being sought by the survivors. Businesses are defending themselves by asserting that they take efforts to protect the workers, including screening staff for symptoms, enforcing the usage of masks, sanitizing workplaces, requiring social segregation, and restricting the number of clients permitted inside their premises (Adamy, 2020). It is hardly unexpected that some businesses have chosen to shut down rather than deal with the unavoidable lawsuits they would face as liability issues are becoming more prevalent.

Organizations' legal obligations are anticipated to increase continuously. Thus socially conscious businesses must be ready to be open, adhere to appropriate safety precautions, and resolve these matters equitably. In conclusion, from a CSR standpoint, firms must faithfully and fully adhere to all implicit and written legal requirements and laws. As businesses try to reorganize and restore the proper proportion between their debts and liabilities and ethics and philanthropy for the next few years, these and related concerns will become increasingly onerous. Impacts, ramifications, and obligations in terms of ethics, although necessary, laws and regulations alone are insufficient. Even though they frequently are not yet codified into laws or regulations, businesses need to uphold the standards and practices expected or disallowed by society. Organizations have an ethical obligation to uphold both the letter and the spirit of the law. The whole range of norms, standards, values, and expectations that reflect what customers, employees, shareholders, the community, and other stakeholders deem to be fair and consistent with respecting and defending stakeholders' moral rights is what is embodied by ethical obligations (Carroll, 1991).

These typical, daily humane preconceptions and social standards, as well as stakeholders' clusters are superimposed on the implied tiers of sustainability practices recommended by an evaluation justice, rights, utilitarianism, virtue, caring, and other important qualities are among the great universal ethical concepts of moral philosophy. Existing moral thinkers discussing how their areas may assist in navigating the moral conundrums of the COVID-19 crisis, from allocating scarce resources to the recovery of the economy to assisting establishments in preparing for upcoming conundrums (Goldstein, 2020). In general, philosophers up to this point have a tendency to follow their usual do: examine various problems and potential methods of activity of the various ethnic thinkers or schools of ideology might adopt. How, for instance, should Aristotle, Immanuel Kant, or John Stuart Mill approach the COVID-19 issues? Most ethical problems are approached differently by each, as one can also discover when examining these problems from the perspectives of various ethical notions. The ethical duty supersedes or permeates the other obligations, including the



fiscal, permissible, and charitable ones, even though it is considered a separate CSR category in this article. Ethics impacts every stakeholder group that the company deals with. The ethical obligations of the business are deep and extensive since almost no commercial choice or strategy is free from virtuous insinuations, particularly during a pandemic when so many stakeholders are exposed and at risk of harm.

Working parents have been under a great deal of stress due to the closure or online operation of many schools. The FMLA's provisions were momentarily extended by legislation signed by President Trump, including the provided eligible employees with the right entitled paid sick leave after taking into account certain circumstances. If an employee is in quarantine, caring for sick family members, or has children whose schools or daycare facilities have been closed, they are entitled to the first two weeks of paid leave under the FMLA. Depending on the situation, some workers may be eligible if they have lost childcare owing to school or daycare closures, an additional ten weeks at half pay (Feintzeig, 2020). Companies are professionally required in these circumstances substantially to administer these prospects and possibly extend them to help employees cope with these issues. Employers must also refrain from retaliating against employees who use such methods. Organizations should make a strong effort to demonstrate that they actually value employees who are low-income, uneducated, from minority groups, or who fit other stereotypes.

There is much evidence to suggest that these populations are suffering the most. 2020 has seen widespread racial justice protests in the US and around the globe, raising difficult expectations for businesses to be morally aware. In this area, businesses can make an effort to lease and encourage more people of color, recompense workers an improved or active salary, offer remunerated sickening and household dispensation due to the COVID-19 pandemic, of course, ensure that every employee has a healthy and safe work environment, just not those with higher salaries and nicer offices. Additionally, businesses can work to diversify the C-suite by adding more minority executives to the leadership teams, increasing the number of minority board members, and pushing for shareholder reforms (Walker, 2020). Gender issues have also been raised by the pandemic, adding to the ethical pressure on corporations to recognize them and respond appropriately. The global spread of the virus has a disproportionately negative economic and societal impact on women. Women make up the majority of workers in the fields of nursing, healthcare, education, the service industry, and flight attendants.

Countless of these females are also impacted by their domestic roles, including caring for their houses, watching their children in school, and de facto teaching their children at home, among other things (Fox, 2020). Women's positions in the workplace need to be given special care in order to prevent gender disparity from getting worse. Legally, businesses may not be compelled to make accommodations for women, but ethically, as part of CSR, businesses should consider this carefully. Employee mental health issues are a new field of human resource ethics that the epidemic has sparked. Burnout, stress, and weariness among employees are some of the most significant recurring issues. According to a survey conducted by one Employment Company, more than a third of professionals report feeling more burned out than they did a year ago. Since commercial organizations have long lagged in providing mental health services, perhaps the current epidemic will increase their awareness of and sensitivity to this problem on an ethical level (Kaye, 2020). Many workers are hesitant to voice these concerns because mental health issues still carry a stigma. However, this is an area where businesses should use imaginative ethical leadership to meet employees' demands.

On this subject, a few businesses have assumed leadership roles. For instance, at the beginning of the pandemic, Starbucks said that it will provide its staff with 20 counseling with

a mental health professional each year with coach or therapist. Supplementary corporations, like Salesforce chosen for different tactic via presenting their staff members' access to free web- or app-based mental health solutions. Other companies are eliminating co-pays for mental health doctor visits or getting their insurance provider to do so (Kaye, 2020). Effects on stakeholders who are consumers have been another important stakeholder group that has been greatly impacted by the COVID-19 epidemic, along with employees. The quality and safety of their goods and services and problems with advertising are common concerns for consumers. The epidemic and the Supply chain inefficiencies have had a big influence on customers' ability to get their hands on products. Medical supply shortages for healthcare professionals have been a major issue. This includes a lack of necessities like face shields, gloves, personal protective equipment, and other products.

More important medical supplies including ventilators, hospital beds, and ICU beds have supply difficulties as well. Numerous of these problems are still being addressed. Other common household items, including tissues, sanitizing wipes, sanitizing sprays, paper goods, and diapers, have also been in low supply. These and other product shortages at grocery shops result from supply chain interruptions, which have been exacerbated by consumer stockpiling. Abridged hours and closures of eateries and taverns businesses, on which customers have come to rely, have also significantly impacted them. As they get ready to handle their ethical obligations in the wake of the pandemic, CSR-proactive businesses must seriously consider innovation and entrepreneurship. Organizations now have broad and profound ethical responsibilities (Munro, 2020). It will be crucial to have ethical leadership. Impacts, ramifications, and obligations related to philanthropy. Since almost all of the company's answers in this area are made in the guise of philanthropy or business giving, the discretionary responsibility category—originally intended to be voluntary or discretionary social responsibilities—was renamed "philanthropic" (Carroll, 1991).

Businesses are responding to the demands brought forth by COVID-19. By the middle of 2020, 70% of corporate funders had boosted their donations, according to the Charities Aid Foundation of America. With the support of this money, 30% of funders widened the scope of their emphasis on issues, 78% offered immediate aid, and 32% boosted employee involvement in developing their giving strategy. Nine out of 10 respondents said they have started giving current grantees more flexibility (Philanthropy News Digest, 2020). Moreover, raising bequests, COVID-19 and the epidemic could influence what businesses in this sector are doing. Although some larger NGOs benefited, it has been noted that the epidemic has had a particularly negative effect on smaller nonprofits. Early indications suggest that both people and organizations are reconsidering charitable giving strategies. Here are a few examples of how COVID-19 influences this philanthropic CSR area. Examples of charity include emergency funding, grants with fewer restrictions, and supporting ethnic NGOs (Ward, 2020). Emergency funding: Due of the pandemic's quick start and spread, numerous companies and charitable organizations have set up emergency savings and are rethinking how to provide assistance to individuals in need more quickly.

The Center for Disaster Philanthropy reports that in 2020, nearly 850 COVID-19 emergency service funds were created. Many companies use trusts to make charitable donations. COVID-19 emergency-funding cooperation was established by Communities Foundation of Texas, together. To make it easier for organizations to work together on grants and for NGOs to obtain funding, 30 other donors and United Ways developed a single application. They anticipate that more businesses and donors will include emergency finance in their routine operating procedures by allocating a portion of their budgets (Ward, 2020). Less Restrictive Awards: Similar to emergency financing, these grants have worsened as the pandemic has

worsened. Less rigid criteria became necessary to provide businesses and contributors more leeway than was available with their standard operating procedures. In response to the situation, the Council on Foundations said in March 2020 that it would make future awards as open-ended as feasible. Wider grant aims would help organizations fight for survival and make philanthropy more readily obtainable (Ward, 2020). The COVID-19 pandemic and CSR 325 Supporting Minority Nonprofits: Giving money to minority nonprofit groups has allowed businesses to make a real difference throughout the pandemic.

A paper on ethnic prejudice in subsidy contends that sponsoring Black-led NGOs will benefit and alleviate ethnic imbalances throughout the epidemic. Research indicates that donations frequently favor non-minority purposes. One strategy to maintain a bigger civil rights movement and meet urgent needs is to support Black-led groups disproportionately impacted by the pandemic (Ward, 2020). Significant potential exists for businesses to imaginatively target their donations toward urgent pandemic-related challenges, whether charitable donations are driven by compassion or align with the company strategy for bottom-line results. An emphasis on employee health and well-being, poverty reduction, lowered inequality, and sustainable cities and communities should be prioritized from a community-oriented approach. Unsurprisingly, all of these subjects are covered by the United Nations Sustainable Development Goals (SDGs) (United Nations SDGs, 2020); they indicate ongoing problems, not urgent ones.

This might call for creative problem-solving, but when a catastrophe like this unheard-of pandemic strikes, there is good reason to review, refocus, or update what businesses have been doing in the past. Unique assets of companies, and; 5) Support a charity. In order to conclude this section, it is important to discuss the CSR principles related to philanthropy that have been learned from the COVID-19 situation. In spring 2020, more than 500 firms contributed \$640 million in catastrophe backing, as well as sustenance through offering, minor deeds of kindness, and communal gifts to 79,000 universal reasons, according to a significant study on COVID-19 aid. The lessons discovered in this report included the following: Provide flexible funding, foster shared value partnerships, encourage employee engagement through gift matching programs, use ingenuity to make the most of each company's unique advantages, and adopt a nonprofit (Paz, 2020).

Observations at the end. It is clear that the COVID-19 pandemic has significantly affected and ramifications for most corporate fields or sectors. Of all, many stakeholders—actual people—in the corporate world- are harmed by the crises' negative outcomes. The top three groups most heavily impacted are employees, consumers, and communities, although many other societal stakeholder groups are also affected. An encouraging aspect that this narrative is, unlike other times in contemporary memory now is a good time for businesses to step up, reevaluate, and possibly rearrange their CSR plans, policies, and activities. Given the worldwide outbreak, CSR is being put to the assessment, and a lot of the newly available data is consistent with the notion that many businesses are working to reframe their CSR activities and thinking as they recognize that the public expects them to pass the tests. Starting with the board and top managerial roles, decisions that are motivated by CSR and COVID-19 must be made. If improved procedures and results are to follow, these organizations must show a strong commitment and buy-in.

Sustainability expert Coro Strandberg claims that CSR activities and pledges can be classified along a continuum, ranging from deep CSR through CSR Lite, CSR acquiescent, CSR Strategic, and CSR Incorporated (Strandberg, 2002). To provide the kind of visionary leadership needed to deal with COVID-19, businesses must reside on the continuum's strategic integrated deep end. Stakeholder engagement will become the norm due to these strategic stances, which

will call for more significant stakeholder responsibilities. At the same time, we anticipate changes in other connected and impacted stakeholders. Greater morally conscientious consumer impact, innovative critical planning among NGOs and staff taking an active role in CSR, growing financial backing for CSR, and upregulation in the global supply chain at all levels could all contribute to this. Strandberg recently cited a study of firms conducted in Canada that showed numerous post-CSR and are moving toward becoming more oriented. This might be seen as progressing beyond Profound CSR.

Their idea of purposefulness is that they would become socially oriented rather than profit-oriented (Strandberg, 2020). These businesses would adopt their communal goal justification for their existence at this point on the CSR continuum. Whether this transition is merely another utopian vision or develops a structural realism. This sounds quite similar to the already-existing benefit corporations. An interesting finding is that management failed to make the shift that early CSR adopters over the years called for. The next difficulty in resolving this matter is whether these top CSR companies can implement COVID-19 policies to make resolving this most recent crisis the centerpiece of their CSR or purpose initiatives. Even though most of the systems frequently treat corporations' most recent promises to perform better with suspicion (Carroll et al., 2018) that tend to excel at social responsibility in ways that go above and beyond the norm will be successful in making COVID-19 replies their focal point that the dominant culture will continue CSR adopters shortly will probably follow. In other words, businesses and management will have a fantastic opportunity to improve their CSR performance and impact during the coming years.

The effects of the COVID-19 epidemic on academia will be discussed in the conclusion. The majority of reports confirm that the epidemic has had a considerable impact on colleges and institutions. Today's teachers are expected to perform in three areas: teaching, research, and service. Although some teaching is still done in person, most teaching methods have been changed to accommodate additional online learning opportunities creatively. Anecdotal accounts have not been good, but research hasn't yet conclusively shown how well students have learned to be impacted. Academics are concentrating on balancing health hazards and educational needs as uncertainty dominate the day. Many teachers have already tried to analyze and teach their students more sensitively. There are prospects for multidisciplinary research projects. The range of potential studies is broad and deep, whether defined as disaster handling or its implications for continuing businesses in terms of strategy and operations. Both professional and social problems are evident in the field of service.

### **While there are fewer job vacancies overall, there are more in vital industry professions**

The findings in this policy brief are consistent with earlier OECD research (OECD, 2020) assessing the pandemic's initial months, demonstrating that the COVID-19 pandemic has also had a varied influence on the volume of job opportunities published online across occupations. For instance, although policymakers in many nations substantially restricted economic activity and freedom of movement, the number of online job ads for vital workers—such as hospital employees, food stores, and warehouse personnel—remained the same or rose. At least three of the ten vocations with the most remarkable growth (or a minor fall) worldwide are in health-related fields. Demand for specialists, including doctors, nurses, pharmacists, epidemiologists, care assistants, and technicians, has increased significantly (OECD, 2020).

In Canada, the number of online job postings promoting openings for epidemiologists and magnetic resonance imaging technologists (often working with intensive care units) increased significantly between March and September compared to the beginning of the year, by more

than 150% and 60%, respectively. The number of paramedics and EMTs climbed by 34%, and online positions for medical equipment repairers increased by 114% in the UK. Compared to the start of the year, there were 10% more online job openings for physical scientists in the United States than for epidemiologists and community health workers. According to data for Australia, the occupations with the most considerable growth in online job postings were mainly in the healthcare industry. General practitioners and nurses now have more online job postings than in January and February 2020, by over 150% and 30%, respectively (OECD, 2021).

Other specialized occupations showed a rise in opportunities alongside healthcare professionals in industries that were not (or only slightly) impacted by containment measures and required physical closures. You will find most of these occupations in the logistics and distribution industries. For example, the number of online job openings for order processing and packaging positions increased by almost 50% in Austria, the United Kingdom, and the United States compared considering the considerable increase in online shopping and the direct delivery of goods to customers as a result of social segregation policies and the fear of getting the virus while traveling, to the beginning of the year. The number of online openings for professions requiring face-to-face interactions, such as those in the tourism and leisure industries, declined due to closures and different containment measures urging people to stay at home and minimize social interactions (OECD, 2021).

For instance, both the United Kingdom and the United States saw a significant drop in online job listings for bellhops or luggage attendants. Compared to the beginning of the year, between March and November, by around 70% and 90%. Similar trends were observed in the online job openings for meeting, convention, and event planners in Australia (68% less than at the start of the year), Canada (67%), the United Kingdom (83%), and the United States (79% less). The number of online openings for bartenders, bussers, and baristas in the United Kingdom decreased by 72%. Compared to the beginning of the year, the volume of online job postings for travel agents, tour guides, and flight attendants decreased by between 70% and 90% in the United States, Canada, and the United Kingdom.

### **The Crisis Management and Stakeholder Theories**

The crisis management and stakeholder theories, which are crucial sources of comfort at work, particularly during difficult situations, these theories were adopted to support the current review paper as it concerns occurrences of employees' layoffs and difficulties faced by organizational success during COVID-19 pandemics.

### **The Crisis Management Theory**

Crisis theory in management is a strategy for dealing with any unexpected occurrences that result in significant disruptions in the organization and may have an impact on its personnel and operations. In the present review, it particularly refers to natural disasters including floods and tsunamis, as well as fatal and contagious diseases (COVID-19). It can cause problems in a company's CSR including its financial and economic operations, as well as other crises like reduced employee numbers, industry-wide disruptions that render corporate operations ineffective for addressing human requirements, the disappearance of raw supplies, delays in deliveries, and more.

### **Stakeholder Theory**

According to the notion, a company ought to provide value for all parties involved, aside from shareholders. The Stakeholder Theory of organizational management and corporate ethics,

which tackles morals and values in managing an organization, was first described by R. Edward Freeman in 1984. In the present review, this theory is employed to look at how it affects organizational CSR and success including employees' layoffs in crisis such as COVID-19. In the prevailing literature, various studies reported the significant negative relationship between organizational CSR, organizational success and employees' layoffs.

This study focuses mainly on CSR's efforts in organizations success, even if the concept of CSR might be modified to work in most of these contexts and industries. Even so, there will only be enough room to touch on a select handful of the repercussions, ramifications, and duties. The focal point sector might be considered a grouping of for-profit businesses. Stakeholders are impacted when we discuss the effects of COVID-19 on societies. Employees, customers, communities, rival businesses, suppliers, and the environment are the most likely stakeholders to be impacted. With these guidelines in mind, let us investigate the effects and recommended obligations following the four components of CSR, first looking at the fundamental problems of finances and regulation, then those of ethics and charity. Additionally, it should be noted a majority of these four categories intersect, and ethics issues are present in each of them. Consequences, ramifications, and obligations in terms of the economy. Jeremy Moon and Dirk Matten offered a more up-to-date but comprehensive definition of CSR. They claimed that it included corporate practices and initiatives that demonstrate corporate accountability for some broader social advantages. The precise nature and extent of the obligation, however, must be decided by the organization (Matten & Moon, 2008). The economic, legal, ethical, and discretionary (philanthropic) expectations society has of an organization at a certain period are also included in CSR (Carroll, 2021). Due to its central role in enterprises, CSR might be modeled as a corporate responsibility pyramid with fiscal accountability at the base. Jeremy Moon, a CSR expert, referred to one of the foremost often-used CSR models as the CSR Pyramid (Moon, 2014). This collection of four tasks, which served as a conceptual framework for outlining and framing corporations' social obligations, represented a description of CSR and a pictorial reference to it (Carroll, 1991). According to factor analysis, there are four factually interrelated but theoretically distinct components of CSR. These four categories of social responsibility were confirmed in the following research studies by experts who could distinguish between the four components. Additional surveys of organization leaders revealed that the implicitly presented proportionate quantities or ratings of the key dimensions roughly matched the relative degree of priority given to the four components (Carroll, 1999). Using content analysis, it was discovered that CSR definitions consistently alluded to five components: the fundamental motivation, the stakeholder, the societal, and the economical (Dahlsrud, 2008). It turns out that despite having various conceptualizations, the four CSR categories all address or embrace each of these characteristics in some way, whether via the lens of economics, law, ethics, or philanthropy. Before the turn of the millennium, organization ethics, stakeholder management, corporate citizenship, and sustainability were the main CSR rivals (Carroll, 2015). Beginning in the 2000s, several others gained popularity, such as purpose-driven businesses and generating shared value (CRV) (Carroll & Brown, 2018).

Organizational success and sustainability have been urgent goals in the current hypercompetitive global economy. Organizations that fail financially or economically go out of business and any additional duties that might have been expected of them are put into question. As a result, in a world where competition is fierce, economic responsibility is a prerequisite that must be fulfilled (Carroll, 2016), and nowhere is this clearer than in the pandemic world we currently live in, when many organizations are struggling to exist, let alone thrive. We cannot continue to take organizational continuity for granted as we

occasionally did prior to COVID-19. Before exploring an organization's financial responsibility as part of CSR, it is important to discuss how COVID-19 has affected economies in general and organizations in particular. Lockdowns have severely and sometimes irrevocably harmed enterprises in various sectors, harming their capacity to deliver goods and services and supply chains, and, most importantly, their potential to create jobs. Consequently, the paper hypothesizes that:

Preposition 1. Amidst the COVID-19 pandemic, organizational success is likely to experience a significant decline due to the implementation of corporate social responsibility (CSR) initiatives. Therefore, it would be advantageous to pursue the development of Proposition 1 as outlined.

This CSR category highlights firms making voluntary efforts to support society by devoting or utilizing corporate resources and is seen by many as the most significant. The philanthropic category is sometimes used interchangeably with CSR by analysts. These selfless efforts are occasionally grounded in ethical rationale and other times in strategic logic. Altruistic, philanthropic motivations would be the main emphasis of the ethical argument. The strategic reasoning should focus on company policy compliance and underside approach. This last segment is thought to demonstrate what is referred to as the CSR enterprise model (Carroll & Shabana, 2010). To "give back to society" and to have stakeholders view businesses favorably as respectable, responsible corporate citizens, enterprises view charitable actions as voluntary, self-imposed obligations. Therefore, the stakeholders in society "want" or "expect" corporate philanthropy. Organizations try to better their communities and society, are philanthropic contributions (charitable donations) and community relations initiatives. The scope and nature of these initiatives are optional or discretionary, driven solely by the business's desire to participate in social initiatives that are neither mandated nor required by law but are instead frequently expected of business, sometimes in an ethical sense and frequently in a "good citizenship" sense (Carroll, 2015).

Employee are affected. Among the finest significant stakeholders that must be considered in the workforce. Most firms' most important resource is their workforce; thus, it is simple to understand how economic, legal, ethical, and philanthropic duties all affect workers. In this section, I will concentrate on the ethical aspect. To begin with, it should be made apparent that almost every moral choice or course of action concerning employee stakeholders will certainly also have an economic effect. Legal issues may arise if ethical norms are not followed. What unique dangers, risks, or threats do employees face as a consequence of the epidemic? Numerous individuals are made redundant or placed off.

Countless individuals have had their periods cut. Several indispensable workforces, such as those who provide healthcare, police, firefighters, those who interact with the public, and those who work from home and must rearrange their personal lives to fit their work schedules, are required to perform their duties under risky or dangerous conditions. Many parents of young children have experienced stress while juggling disrupted school schedules and childcare needs that alternate between online and in-person modes. In addition to COVID-19 amplifying public exhaustion, several staff demographics are also worn out. Organizations should, in general, make judgments about their employees that are acceptable for the economic settings in which they operate as well as being ethically aware of their workers' expectations. Safeguarding employee privileges is a standard reply, and laws and protocols will not restrict moral leaders. However, they will look for ways to treat people fairly and respectfully. When asked what their top concerns are, employees generally fall into the following main categories: child care, Distant workplace, work safety, whether at work or at home (Feintzeig, 2020).

Hence, it would be beneficial to proceed with the development of Proposition 2 as delineated. Proposition 2: The COVID-19 pandemic has resulted in a substantial adverse impact on employee layoffs, attributed to organizational CSR efforts.

### A Conceptual Framework and Hypotheses Development

The phrase CSR refers to the notion that companies must take some responsibility for the economic, social, and environmental impacts of their operations, particularly in light of the COVID-19 pandemic, which has an impact on organizational success and employee layoffs. Concerns about the use of the key CSR components to comprehend organizational success and employee layoffs as a result of the COVID-19 epidemic have been raised in a number of empirical research. For instance, employing CSR's effects on organizational success and employee layoffs cannot be effectively described using just a few variables from the model while looking into the COVID-19 pandemic's consequences. CSR symbolizes an increased alternative for organizational success. Multiple organizational characteristics that are not included in the CSR model can be used to understand the specific adoption of CSR's effects on organizational success and employee layoffs as a result of the COVID-19 pandemic. The impact of a variety of factors on the adoption of CSR has been described in earlier research, including those on COVID-19 and others. It is important to include organizational success and employee layoffs elements into the CSR model and examine how these constructs might predict the perception of employees in terms of organizational success. Figure 2 depicts the conceptual and theoretical model.

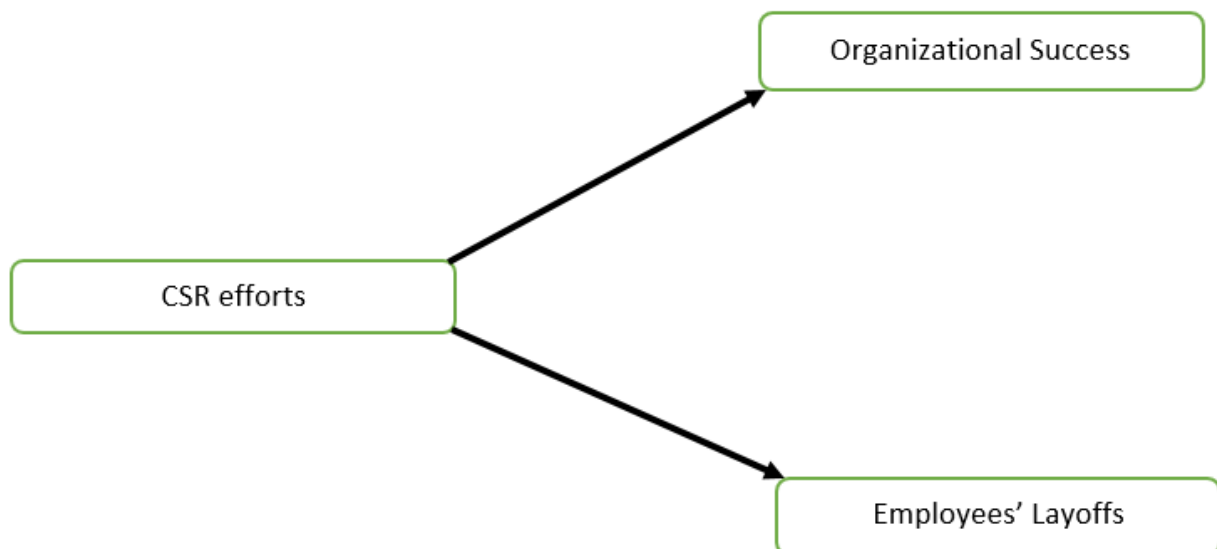


Figure 2: The Conceptual Framework

### Theoretical Implications

The present study focuses on the employee layoffs research area and investigates the relationship between employees' perceptions of organizational CSR efforts and organizational effectiveness during the COVID-19 pandemic using Stakeholder and crisis management theories. The Stakeholder Theory of organizational management, which addresses morals and values in managing an organization is used in the current review, the theory contends that a firm should generate value for all stakeholders involved, aside from



shareholders. Similarly, Crisis theory in management is a strategy for dealing with any unforeseen incidences that result in significant disturbances in the organization and may have an impact on its personnel and operations, particularly during fatal and contagious diseases such as COVID-19. It can cause glitches in an organization's CSR, as well as other crises like employees' layoffs, industrial interruptions that render organization success unproductive. The present study, which is a part of the developing body of literature targeted at filling this gap, is one of the studies that looked at the combined effects of CSR to employees' layoffs and CSR to organizational success. In three different ways, the current study adds to the body of literature. First, the empirical findings help advance theoretical knowledge of employee layoffs and organizational success. Few studies concentrate on the connection between CSR policies and employee layoffs including organizational success, despite the fact that many have shown the link between numerous antecedents and employee layoffs. The current study adds to the body of knowledge on employee layoffs and organizational success by demonstrating the value of CSR initiatives as a means of enhancing employee retention and organizational performance. Our study showed that CSR programs relating to consumers, the community, and governance can improve employees' emotional bonding, including their feeling of fit with the firm. The greater the possibility that a person believes their standards or values align with those of the company, the more connected they feel to it and the more successful is the organization, and the more difficult it will be for them to quit due to the perceived high costs of forgoing the advantages it offers. One of the earliest studies to establish a link between employees' perceptions of CSR, organizational success and layoffs was this one.

Second, the current study supported organizational success as a crucial psychological process behind the association between employees' perceptions of CSR and layoffs. CSR programs relating to administration, humanity and employees' engagement can have a significant impact on how employees view the company for which they work during COVID-19 pandemics. Employees have a tendency to identify with companies that act ethically both internally and outside, and this affects how they settle into their jobs. According to our understanding, the current study is among the earliest to show a connection between employees' perceptions of CSR, organizational success and employee layoffs during COVID-19 pandemics.

### ***Practical Implications***

The COVID-19 pandemic provided an array of substantial possibilities to organizations, as they increasingly understand that their foreseeable survival and development depends on achieving an intricate equilibrium between earnings and coherence with its various stakeholders. For the application of CSR initiatives both during and after the COVID-19 epidemic, the current study has major consequences regarding organizational success and employees' layoffs. First off, the association between a positive employee opinion of CSR and organizational success highlights the benefits of investing in CSR initiatives. Second, the large and favorable correlation between corporate social responsibility (CSR) and employee layoffs provides more proof of the benefits that firms can derive from investing in favorable working circumstances, such as career possibilities, organizational justice, and family-friendly policies. Employing between-group ethics within staff members can strengthen their psychological ties to the company and commit them to it. Thirdly, while employees' layoffs were not directly impacted by CSR efforts for the environment, future generations, non-governmental organizations, or legal compliance, they were indirectly impacted by organizational failure or COVID-19 pandemics. The connections between CSR and society, organizational success, and

employee layoffs during COVID-19 pandemics provide evidence in favor of this. The organization's dedication to CSR practices should therefore not be limited to the internal stakeholder of employees, but may also reflect external stakeholders of the natural environment, future generations, non-governmental organizations, or complying with legal requirements, especially in light of the COVID-19 pandemic. In summary, the present investigation highlights the significance of CSR activities should have for organizational success and employee layoffs during the COVID-19 pandemic. These activities can affect how employees perceive their employers, which can ultimately result in strong job attachments and help corporations thrive the current situation.

Organizations faced significant CSR challenges as a result of the COVID-19 outbreak. While some organizations have actively participated in various CSR initiatives, others have tried to profit from this crisis. As a result, the COVID-19 pandemic has tested the dedication of several firms to CSR and ethical organizational practices (He and Harris, 2020). Organizations seek to strike a balance between their own interests and those of society in their pursuit of CSR. Organizations, the topic of the present study, provides an insightful example. Due to high levels of stress brought on by the worldwide economic slump brought on by COVID-19 pandemic, organizations would experience a major drop in organizational success. When employees' layoffs were a major downsizing tactic used to deal with losses during the COVID-19 epidemic, employees in the organizations had never been in such an unpredictable and unpleasant scenario.

In light of the challenging COVID-19 conditions, the current study looked at employee layoffs in relation to corporate effectiveness and CSR initiatives. The findings showed that the COVID-19 pandemic is directly tied to organizational poor performance and employee layoffs. The results showing a substantial link between CSR and layoffs of employees suggested that a company's commitment to CSR toward employees can have an impact on an employee's attachment to the organization. The results of earlier investigations (Bambacas and Kulik, 2012; Van Dyk et al., 2013; Meirun et al., 2022) are in agreement with this one. The findings, however, showed that CSR toward clients, society, and government institutions did not directly predict employee layoffs. These unimportant associations did not support the findings of Ghosh and Gurunathan (2014), which suggested that CSR had an impact on employees' workplace attachment. The importance of "internal" CSR elements over "external" concerns could be explained by work-related pressures such the prolonged working hours and high levels of stress that are common in organizations. Despite labor legislation requiring that employees work a maximum of forty-four hours per week, a recent analysis indicates that roughly fifty percent of the employees examined operate between forty-six and fifty-five hours per week, nearly forty percent operate between fifty-five and sixty-five hours per week, and just more than ten percent operate greater than sixty-five hours per week. According to the same study personnel in organizations may have higher health issues (Meirun et al., 2022).

Employees may value CSR efforts that reduce pressure on them over externally focused initiatives that may not immediately benefit them because of the resource strain of working in such environments. Resources are qualities, circumstances, or energies that an individual values in themselves. As a result, CSR initiatives that reduce strain and stress can be perceived as tools that energize staff and help them feel invested in their work. On the other hand, if employees' reservoirs of resources are already depleted as a result of high levels of strain brought on by long working hours and high levels of stress, such as employee layoffs, external CSR activities may be less valuable to them and less endearing. The results of the present study revealed a relationship between organizational success and employees' attachment,

with perceptions of CSR by employees, CSR to the community, and CSR to administration, potentially facilitating employees' attachment with high organizational success, and in turn, increasing employees' attachment with their employment. These findings offer empirical proof that organizational performance is crucial for establishing a connection between CSR and employment attachment.

### **Conclusion**

We accept several limitations that should be taken into consideration when designing future research, but our study is one of the study to evaluate the relationship between CSR to employees' layoffs and organizational success under the challenging conditions of COVID-19. First, the information was restricted to the COVID-19 pandemic environment, further research is required to check that these effects generalize to different organizations, and last, it would be beneficial to do additional comparative research in various organizational contexts. Despite these drawbacks, the study provides evidence that the psychological process connecting employee views of CSR to layoffs is organizational success. Despite not directly predicting employee layoffs in a substantial way, CSR to society is nevertheless strongly associated with organizational success. Employees form attachments to their jobs when they identify with organizations that act ethically both internally and outside. The results highlight how the COVID-19 pandemics has affected CSR efforts to stop high employee turnover. Furthermore, the current study would help practitioners and policymakers come up with solutions to the pandemic's effects on worker layoffs and organizational success. This assessment emphasizes the need for organizations to forecast risks, specify early prevention methods in company strategy and outcome, and support these organizations in addressing the significant risks posed by external environmental uncertainty to organizational success and employee layoffs.

### **Acknowledgement**

The authors really appreciate the immense contribution of Professor Lawan Adamu of Department of Veterinary Medicine, University of Maiduguri for proofreading and improving the quality of the article in many respects thereby making it an invaluable conceptual framework manuscript.

### **Conflict of Interests**

Declared none

### **References**

- Adamy, J. (2020), "Covid lawsuits begin to hit employers", Wall Street Journal, July 31, p. A1. [2Fcommunity%2Forganizations%2Fbusinesses-employers.html](#). 85-105.
- American Journal of Managed Care Staff. (2020), "A timeline of COVID-19 developments in 2020", July 3, available at: <https://www.ajmc.com/view/a-timeline-of-COVID-1919-developments-in-2020>.
- Bambacas, M., and Kulik, C. T. (2012). Job embeddedness in China: how HR practices impact turnover intentions. *Int. J. Hum. Resour. Manag.* 24, 1933–1952. doi: 10.1080/09585192.2012.725074
- Carroll, A. B. (2021). Corporate social responsibility (CSR) and the COVID-19 pandemic: Organizational and managerial implications. *Journal of Strategy and Management.* 14: 3, pp. 315-330. DOI 10.1108/JSMA-07-2021-0145.

- Carroll, A. B. (1991), "The pyramid of corporate social responsibility: toward the moral management of organizational stakeholders", *Business Horizons*, July-August, pp. 39-48.
- Carroll, A. B. (2015), "Corporate social responsibility: the centerpiece of competing and complementary frameworks", *Organizational Dynamics*, Vol. 44, pp. 87-96.
- Carroll, A. B. (2016), "Carroll's pyramid of CSR: taking another look", *International Journal of Corporate Social Responsibility*, Vol. 1 No. 1, doi: 10.1186/s40991-016-0004-6.
- Carroll, A. B., and Brown, J. A. (2018), "Corporate social responsibility: a review of current concepts, research and issues", in Weber, J. and Wasieleski, D. (Eds), *Corporate Social Responsibility*, Chapter 2, Emerald Publishing, pp. 39-69.
- Carroll, A. B., and Shabana, K. M. (2010), "The business case for corporate social responsibility: a review of concepts, research and practice", *International Journal of Management Reviews*, pp.
- Carroll, A. B., Brown, J. A., and Buchholtz, A. (2018), *Business and Society: Ethics, Sustainability and Stakeholder Management*, 10th ed., Cengage, Boston, p. 43.
- CDC. (2020a), "Regulations and laws that may apply during a pandemic", available at: <https://www.cdc.gov/flu/pandemic-resources/planning-preparedness/regulations-laws-during-pandemic.htm>.
- CDC. (2020b), "Workplaces and businesses: plan, prepare and respond", November 9, available at: [https://www.cdc.gov/coronavirus/2019-ncov/community/workplaces-businesses/index.html?CDC\\_AA\\_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fworkplaces-businesses/index.html](https://www.cdc.gov/coronavirus/2019-ncov/community/workplaces-businesses/index.html?CDC_AA_refVal=https%3A%2F%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fworkplaces-businesses/index.html)
- Chauhan, S. (2020), "Comprehensive review of coronavirus disease 2019", *Biomedical Journal*, Vol. 13, pp. 334-340.
- Chudik, A., Mohaddes, K., Pesaran, M. H., Reissi, M., and Rebucci, A. (2020), "Economic consequences of COVID-19: a counterfactual multi-country analysis", *VoxEu and CEPR*, available at: <https://voxeu.org/article/economic-consequences-COVID-19-multi-country-analysis>.
- Conference Board. (2020), "COVID-19: tackling key governance & legal issues", April 9, available at: <https://conference-board.org/webcasts/ondemand/Governance-Watch-April-2020>.
- Diab, A. A. (2022). The impact of the covid-19 pandemic on organizational practices: A review study. *Journal of Legal, Ethical and Regulatory Issues*, 25(1), 1-8.
- Freeman, R. E., Harrison, J. S., Wicks, A. C., Parmar, B., & de Colle, S. (2010). *Stakeholder theory: The state of the art*. Cambridge University Press.
- Ghosh, D., and Gurunathan, L. (2014). Linking perceived corporate social responsibility and intention to quit: the mediating role of job Embeddedness. *Vision* 18, 175–183. doi: 10.1177/0972262914539219
- He, H., and Harris, L. (2020). The impact of Covid-19 pandemic on corporate social responsibility and marketing philosophy. *J. Bus. Res.* 116, 176–182. doi: 10.1016/j.jbusres.2020.05.030
- Meirun, T., Lockey, S., Blenkinsopp, J., Yueyong, H., & Ling, L. (2022). The impact of COVID-19 pandemic on corporate social responsibility and job embeddedness in China. *Frontiers in Psychology*, 13, 848902.
- OECD. (2020), "Skill measures to mobilise the workforce during the COVID-19 crisis", *OECD Policy Responses to Coronavirus (COVID-19)*, OECD Publishing, Paris, <https://doi.org/10.1787/afd33a65-en>.

- Organisation for Economic Co-operation and Development. (2021). An Assessment of the Impact of COVID-19 on Job and Skills Demand Using Online Job Vacancy Data. OECD Publishing.
- Paine, L. (2020), "COVID-19 is rewriting the rules of corporate governance", Harvard Business Review, October 6, available at: [https://hbr.org/2020/10/COVID-19-is-rewriting-the-rules-of-corporate-governance?utm\\_medium=email&utm\\_source=newsletter\\_monthly&utm\\_campaign=strategy\\_not\\_active\\_subs&delivery\\_name=DM100911](https://hbr.org/2020/10/COVID-19-is-rewriting-the-rules-of-corporate-governance?utm_medium=email&utm_source=newsletter_monthly&utm_campaign=strategy_not_active_subs&delivery_name=DM100911).
- Paz, S. (2020), "A note for corporate purpose leaders: how to ensure that crisis funding doesn't happen at the expense of long-term needs", available at: <https://www.triplepundit.com/story/2020/crisis-funding/709221>.
- Van Dyk, J., Coetzee, M., and Takawira, N. (2013). Satisfaction with retention factors as predictors of the job embeddedness of medical and information technology services staff. *South Afr. Bus. Rev.* 17, 57–75.
- Zamoum, K., & Gorpe, T. S. (2018). Crisis management: A historical and conceptual approach for a better understanding of today's crises. In *Crisis management-theory and practice*. IntechOpen.