
SOCIAL RESPONSIBILITY OF AGROCOMPLEX ENTERPRISE/ COMPANIES IN TIMES OF CRISIS

Dragan Živković¹, Tamara Vujić², Dušica Cvijanović³

*Corresponding author E-mail: dragan.zivkovic@alfa.edu.rs

ARTICLE INFO

Review Article

Received: 13 March 2021

Accepted: 23 August 2021

doi:10.5937/ekoPolj2103823Z

UDC 631.1:174

Keywords:

social responsibility, agro complex, pandemic, crisis, economy, stability;

JEL: G22, Q01, Q14

ABSTRACT

The paper points out the maintenance of economic activity and stability of production even in the difficult conditions of the global crisis as a consequence of the pandemic. Especially in the conditions of a long-lasting crisis, caused by a pandemic of the virus, the business or social responsibility of companies in the agro-industrial sector of the economy is observed. The aim of this paper is that, in the conditions of business crisis, social responsibility represents the optimal attendance of companies from the observed activity, and thus to contribute to the sustainability of economic development. The main goal of the paper is that, even in the conditions of the great business crisis – caused by covid 19 virus, in all economic branches and especially food producers, the socially responsible behavior of companies in the agricultural complex does not disappear. The subject of the research is the business of the company “Agroprogres” i.e. the way and model of applying the concept of social responsibility in the conditions of a great and general business crisis and the adaptability of the company from the agro complex to new circumstances. Pursuant to the subject of the research the target group of employees was selected and a survey was conducted from the aspect of the level of social responsibility of the company. Analyzing the business of a particular company, many scientific methods were used to prove the basic hypothesis: the crisis caused by the pandemic did not reduce social responsibility during its duration, i.e. business in difficult conditions.

© 2021 EA. All rights reserved.

- 1 Dragan Živković, Ph.D., Assistant Professor, Faculty of Trade, Banking and Auditing, University Alfa BK Belgrade, Serbia, Palmira Toljatija street, 3, New Belgrade; Hotel „Majestic“, director, Obilićev Venac 28, Belgrade; Phone: +38163316835; E-mail: dragan.zivkovic@alfa.edu.rs, dragan.zivkovic@majestic.rs ORCID ID (<https://orcid.org/0000-0002-5022-2651>)
- 2 Tamara Vujić, UTD NARCIS DIVČIBARE DOO, Vojvode Mišića Street no. 2 14000 Valjevo, Serbia, Phone +381 692272059; E-mail: tim.hot.vujic@gmail.com, ORCID ID (<https://orcid.org/0000-0002-5445-4222>)
- 3 Dušica Cvijanović, Elementary school “Vožd Karađorđe” Jakovo, Boljevačka street No. 2, 11276 Jakovo, Serbia, Phone +381 637817240; E-mail: dusicanikolic14@gmail.com, ORCID ID <https://orcid.org/0000-0002-5220-465X>

Introduction

The main goal of this paper is to confirm the social responsibility of companies in the agro-complex on the example of a company from the agro-industry. Other goals are to point out positive business in the conditions of the general economic crisis caused by the pandemic. Then one of the goals was to confirm the adaptability and flexibility of companies in food production in times of crisis.

Corporate/company social responsibility (philanthropy) means direct, unprofitable, giving money, products or services, and time of the company as an aid to a humanitarian action or achieving a certain social goal. It is most often realized through non-granting financial donations (to help health and social institutions, to improve the arts, education, etc.), by giving free products, services, and professional knowledge of companies to vulnerable social groups, etc. In the conditions of business imposed by the great world crisis, business, i.e. economic growth, and development of all countries, especially small economies, does not depend on the strength of their economies, but, above all, on their structure, export orientation, an inflow of foreign direct investments, and especially on world market conditions and global economic trends. Mitigating, i.e. reducing the economic consequences of the pandemic for the economic policy of Serbia will be the basic task, as well as any responsibly conducted economic policy. On the other hand, being socially responsible in extraordinary business circumstances does not only mean fulfilling legal obligations but also fully respecting health and environmental safety, legal and normative regulations, and investing even more in the capital, regulating relations with the environment, and relations with stakeholders. We live in a world that is trying in every way to reach the set goals in the shortest possible time. At that speed, it is often lost sight that the actions of the company, the works of society, and the environment, are not moral, i.e. ethical, and the environment of the company (both wider and narrower) is damaged. Frequent changes in the environment in technology, rights, and obligations of society; give modern companies more and more reasons to embark on challenges and to accept them to survive in their environment. "Social responsibility implies the obligation of management to create appropriate choices and take those actions that will contribute to the well-being and interests of society, but also the organization". (Szwaikowski, E. W., 1986, p.105.). Companies are facing constant turbulent changes, so in various ways, they try to anticipate them as early as possible to avoid all possible inconveniences, but also to take advantage of the crisis. This paper aims to show that for all market participants (whether they appear in the role of companies and/or consumers) socially responsible business is very important for survival and development. However, the basic subject of the paper is the management of expectations of social responsibility and what is meant by that. It is also an essential issue for the eco-safety of products, which arose from a short survey in the company of an ago-industrial complex, and is inseparable from the issue of social responsibility.

Modern way of functioning of the agro-complex companies

In the twenty-first century, under the influence of the technical-technological revolution, new business activities were created, i.e. a new socio-economic structure was created, which is named: knowledge society, information society, digital economy, and electronic economy. The health crisis, that is, the pandemic that led to the general social and the most extensive economic crisis, managed to limit the boundaries of solidarity and employment of workers. All companies, almost without exception, start from the position of how much it pays to keep workers, how much to fire them, and how much to reduce their salary. All three of these options are combined. In creating eco-products, corporate social responsibility represents the optimal commitment of the company/enterprise to contribute to the sustainability of economic development, working with employees, organizations, institutions, and the local community, to preserve products, health, quality of life, and living environment. Global companies have proven to be able to transfer innovations, technologies, and processes between markets and high speed and efficiency, with innovations in transport technologies leading to a reduction in the real costs of international transport. Technological development has also created new forms of business and entrepreneurship. The best example of this is electronic or online trade, which came to full expression during the corona virus epidemic during 2020 (Luković, Stojković, 2020; Petrović, Živković, 2021). Human resource management is a very important part of the organization because it manages human resources, which are often called “wings of the company”. A very important innovation in human resource management is talent management, instead of the earlier concept of “talent hunt”. Globalization, hyper-competition, the strong impact of technological progress, and change are setting new and more demanding business conditions. Regardless of crises, with the development of the business world, consumer demands are also advancing (which today are more sophisticated and well informed about all changes). In the conditions of constant development to which companies are exposed daily, the acquired competitive advantage is very difficult to maintain and maintain. They are in a constant race for survival in the harsh business world, and because of that, they are trying to progress and do business successfully in all possible ways. Increasing market demands (local, national, regional, global) are reflected in sustainable development. Among other characteristics of successful companies in the application of the concept of corporate socially responsible business (Giddens, A., 2007; Miletić et al., 2021). Corporate social responsibility (CSR) is one of the concepts of modern business that has not yet reached its maximum, but significantly, and increasingly affects companies (and their partners, consumers, the state, competition - stakeholders). The challenge for the company is to create a strategy creatively, the implementation of which will affect everyone, but also achieve positive results. Sustainable development, corporate sanity, business ethics are just some of the terms that try to explain, in the best way, the idea of corporate social responsibility. A large number of researchers (Singh, Jain & Sharma, 2015; Carroll, 2015, Pride & Ferrell, 2012; Cipek & Ljutić, 2021) indicate that socially responsible behavior of an organization can significantly contribute to

greater effectiveness, as well as positively affect the level of profitability. In the global crisis, caused by the covid 19 pandemic, business practice shows concrete examples of how companies have adapted their activities. The acceptance of a concept by society is often influenced by culture because it represents the way of life of members of a society or groups within a society (Giddens, 2007, p.24). Social responsibility implies that the company independently and voluntarily engages in activities that will contribute to the development and maintenance of the environment. Thanks to that, the company assesses the impact of its decisions on the natural, social, legal, and economic environment in which it operates. Market participants, external stakeholders, constantly monitor the company's activities. They mainly try to find out what the company is missing in its activities and thus negatively affect the local community, consumers, and even the natural environment (Petrović, P., Vuković, D., 2016). Also, great attention is paid to employees, as well as to their advancement and preservation to achieve the best possible results. The essence of this concept is that both are about the environment and concerning society, one goes above what the law prescribes. In that way, a dialogue and a real relationship are established between a given company and an association from the non-profit sector. They eat the rest, the aim of the paper is to, incite and develop socially responsible business activity that will lead to gradual solving of certain social problems (such as corruption, poverty, violence, different modes of disturbance), by using experience and good business practice in the agro-industry sector.

Conducting an assessment of the social responsibility of agricultural enterprises

The concept of corporate social responsibility appears as a means to manage risks in multinational companies, which were often on the negative list due to the attitude towards employees and the environment. This leads to the development of their proactive behavior. Based on research, it has been proven that values in society are increasing, reflecting on the business of the company (Baker, Calvin, 1988, p.77). Social responsibility is a principle by which the company enables the implementation and development of all those activities that will affect the change of environmental behavior.

The goal of such behavior is the progress, development, and maintenance of ecology, environment, health, and the well-being of the entire community. The advantages of applying the concept of corporate responsibility that will lead to the successful operation of the company are:

- ✧ Avoiding a new type of risk;
- ✧ The positive image that leads to greater consumer confidence;
- ✧ Growth of enterprise competitiveness;
- ✧ Improving the business climate and work enthusiasm of employees in the company;
- ✧ Improving the quality of the value chain;
- ✧ Reduction of legal problems;

- ✧ Positive impact on ecology;
- ✧ Improving relations with the local community and others;

In the realization of its activities, the company adheres to the conceptual phases, tasks, and programs of specific activities, which each company needs to go through to best implement the concept of corporate responsibility. A typical company adheres to the realization of the following five phases: planning, realization, verification, improvement, and return to the beginning of the concept implementation cycle.

Table 1. Implementation of the concept of corporate social responsibility (CSR)

WHEN? (conceptual phase)	WHAT? (task description)	HOW? (specific activities)
PLAN	Conducting CSR assessments	Forming the SR leadership team
		Determining the working definition of CSR
		Overview of documents, processes, and activities of the company
		Identifying and involving key stakeholders
	Developing a CSR strategy	Obtaining support from top management and employees
		Researching what other companies are doing
		Preparation of a matrix of proposed CSR shares
		Development of possible realization variants
	Developing CSR-based commitments	Deciding on direction, approach, and key areas
		Researching CSR-based commitments
		Dialogue with major stakeholders
		Forming a working group to develop commitments
	Implementation of CSR-based obligations	Proposing obligations
		Implementation of CSR-based obligations
		Preparation and implementation of the CSR business plan
		Involvement of employees and others to whom obligations under the CSR apply
Verify	Verification and performance reporting	Designing and conducting CSR training
		Creating a plan for internal and external communication
		Performance measurement and verification
Improve	Evaluation and improvement	Stakeholder involvement
		Performance report
		Performance evaluation
Return to the beginning of the cycle		Identifying opportunities for improvement
		Involvement of stakeholders
		Return and start of the news cycle

Source: www.cqm.rs (accessed 26.02.2021)

In the agro-industry, especially in the agro-industry, the cluster system should be intensified so that the corporate social responsibility can be raised to a higher level according to that model as well. The development of clusters in the agricultural sector, in the future, will be directly related to the creation of a favorable business environment for small and medium enterprises, then with a stable and predictable agricultural policy, as well as various entrepreneurial initiatives aimed at joint activities and cooperation (Parušić, V., Cvijanović, J., Mihailović, B., 2013). Every form of corporate philanthropy provides huge benefits for the social community because it leads to solving a social problem or improves the quality of life of the social community. At the same time, philanthropic behavior enables a company to build a good reputation in society, which directly affects its competitiveness (Petrović, P., Živković, A., 2016). The concept of corporate social responsibility shows the boundary between what is and what is not positive within the company's operations, but also its environment. This means that all those participants who affect the business of a particular company (stakeholders) must be included. In the current conditions of the general business crisis, four arguments for and four stand out four arguments for and four stand out arguments against social responsibility, which are (Caroll, A. B., Buchholtz, A. K., Brown, J. A., 2018, p.27.):

Arguments for:

- The company is inevitably involved in social issues. It is either part of the solution or part of it problems. It cannot be denied that it is partly responsible for social problems such as are unemployment, inflation and pollution.
- The company has resources that can cope with complex social problems. With its technical, financial and managerial resources private the business sector can play a crucial role in resolving difficult social problems. After all, without the support of society, a company would not even be able to create those resources.
- Better society also means a better environment for the company. The company can increase its long-term profitability by investing in society.
- Corporate socially responsible action will prevent government intervention. The government will to force companies to do what they did not do voluntarily, as they did by law against trusts, the law on equal rights in employment and the law on control pollution.

Arguments against:

- Corporate social responsibility will prevent government intervention. The government will to force companies to do what they did not do voluntarily, as they did the law against trusts, the law on equal rights in employment and the law on pollution control.
- As an economic institution, a company does not have the ability to achieve social goals. If leadership diverts attention from achieving economic goals, it cannot expect to be successful.

- The company already has too much power. If we consider how strong the impact of the company is on people's lives and work, on what they buy and on what they value, an additional concentration of social power in his hands is not desirable.
- Because managers are not elected, and are not directly accountable to the people. Social programs businesses can easily go in the wrong direction. The market system controls successfully economic performance, but is a poor mechanism for controlling social performance.

Some research shows that over 70% of companies expect to feel the economic consequences of a pandemic on business for 6 months or longer. Over 48% companies estimate that they will not be able to overcome these challenges without additional support (UPS, 2020).

Companies must incorporate pandemic planning options into existing agility management and maintenance activities to provide a comprehensive response and ensure continuity for their key products and services. Enterprises must carefully devise different strategies: for example, independent works subcontracting to help supply chains overcome these barriers, and in particular planning regarding segments of large manual interventions and high concentration risks, including individual points of failure.

Application of the concept of corporate social responsibility in the agro-complex enterprise/company

Theoretical scientific knowledge (publications) and applied methods (survey of the target sample) as well as other scientific methods, analysis in research and synthesis of obtained qualitative observations were used in considering the application of the concept of corporate social responsibility.

The concept of corporate social responsibility is being implemented in Serbia, but this application is far from the desired level. Companies that apply the concept are those that have been privatized or founded by foreign and well-developed corporations that have been applying these values for a long time. However, some domestic companies have also shown that they are ready to accept responsibility for the implementation of the concept and to be in line with well-organized partners. Research conducted on the example of companies from the processing agro-industrial group confirms this hypothesis. The research itself was conducted to help see at what level this concept has been accepted by companies from the agro-industry, on the one hand by companies and the other hand by its consumers and users. The research method was anonymous surveys, which were adapted to the company as well as to the users. The survey, which was filled out by users, i.e. consumers, was divided into three parts:

- ✧ The first part - basic data on respondents;
- ✧ The second part - an indicator of how familiar the respondents are with the concept;

◇ The third part - an indicator of the respondent's awareness of the implementation of the concept by the given company;

The survey completed by the management of the agro-industrial company was composed of two parts:

- the first part - the familiarity of the company with the concept of corporate social responsibility and its application in the team;
- second part - issues related to both current and future activities of the company, which relate to the application of the concept;

The research was conducted on 84 randomly selected respondents, via the Internet, in the territory of the city of Belgrade, Novi Sad, and Subotica. The research period was 26.02.2021-11.04.2021. The research aimed to determine how much the management of the company "Agroprogres" accepted the concept even in times of great business crisis, but also to show how many respondents are familiar with the concept and its implementation in this company from the agro-industrial complex. Based on the set goal, the research hypothesis was developed, which is formulated as follows:

"Agroprogres" implements the concept of corporate social responsibility even in times of crisis. Users of its products also agree with this fact.

From the aspect of consumers, i.e. their familiarity with the concept of corporate social responsibility, the fact that many (32%) have not heard of such social behavior is worrying, although it is (at least should be) more widespread, even in times of crisis. For the users of "Agroprogres" products and services, the most important aspect of the application of the concept is accurate information, a good attitude towards employees, as well as environmental protection. Few of them believe that human activities and sponsorships are important for this concept, ie activity. When looking at the representatives of the company, the most important of all aspects for them is the attitude towards the employees as well as the protection of the environment. From the aspect of the possibility of the user's influence on the company to apply the concept of corporate social responsibility, the survey results show that product users cannot influence the company and its application of the concept of corporate social responsibility (81%), and a small number (19%) think otherwise. Respondents also had the opportunity to state what are all the procedures that could affect the fact that this company uses the given concept more. Some of the responses were as follows:

- (1) boycott of products/services;
- (2) to endeavor to provide accurate information about products and services;
- (3) through various consumer unions or other organized groups, affect the image of the company and goodwill;

The majority of respondents are familiar with the work and business of companies and use their products (75%), so it can be considered that the data obtained are adequate and acceptable for concluding.

Table 2. Application of the concept of social responsibility within the company "Agroprogres"

Type of response	Users – Consumers		»Agroprogres«	
1.	Certainly not	-	Certainly yes	100%
2.	Mostly no	9%		
3.	Sometimes yes/Sometimes no	10%		
4.	Mostly yes	35%		
5.	Certainly yes	46%		

Source: Survey conducted in the period 26.02. -30.03.2021.

The majority of respondents believe that the company applies the concept of corporate social responsibility, i.e. few do not agree with this fact (9%). On the other hand, the representatives of the company believe (100%) that the company adheres to socially responsible business. As activities related to this concept that has been implemented in the past year, they stated:

- ✧ "Best employer" project;
- ✧ guerilla gardening;
- ✧ employee health care;
- ✧ training and development of employees;
- ✧ support to student organizations;

It can be noticed that with these activities, the company tries to include all those activities that relate to socially responsible business and to use them to achieve successful development and functioning.

Table 3. To what extent does the Republic of Serbia encourage companies to apply the concept of corporate social responsibility

Type of response	Users - Consumers		»Agroprogres«	
1.	Certainly not	-	Certainly yes	100%
2.	Mostly no	7%		
3.	Sometimes yes/Sometimes no	21%		
4.	Mostly yes	25%		
5.	Certainly yes	47%		

Source: Survey conducted in the period 26.02. -30.04.2021.

Majority of respondents, when asked whether the state and the government of our country encourage companies to implement and conduct socially responsible business, answered: mostly not. The reason for such results is considered to be the fear of the company to oppose the state and its measures. It took them a long time to get positive results and they are not ready to risk their further business. Being socially responsible does not only mean that the company adheres to legal obligations but also to progress

further and invest even more inhuman and economic capital, environment, and relations with all stakeholders, i.e. employees, shareholders, customers, suppliers, competitors, the local community, government, and NGOs. The company controlling “observes” management through the prism of three inseparable factors: clear strategies, a long-term sustainability plan, and risk assessment. On the other hand, the company should keep in mind that consumers are becoming pickier and increasingly sensitive to the performance of organizations from the aspect of social responsibility.

Table 4. Trends affecting human resource management

Trends	Company orientation	The role and importance of managers in the company
Globalization	More competitive	They look at the bigger picture like helping companies achieve their strategic goals
Stronger competition	Faster and more flexible	Find new ways to provide transaction services such as administration and fees
Deregulation and increased indebtedness	Focusing on people as real capital	Create highly effective business systems
Technological innovations	Focusing on quality	Striving to help firms be more efficient in challenging belts
More technologically advanced businesses	Smaller in size	Design procedures and defend your moves based on clear evidence
More service jobs	Hierarchical “flatter” (with less degree)	Work following ethical standards
More knowledge required	Organized around smaller teams	Have the skills needed for all of the above - for example, master strategic financial planning management
Older workforce	Less formal	
Reducing power disparities with the expected mitigation of deregulation and globalization	More conservative	
Slower economic growth	Focusing on a scientific approach to decision making	
Dramatic economic downturn from 2020/2021		

Source: Petrović, P., 2019, Serbia in the new socio-economic system, IMPP, Belgrade, pp.211-229. (Customized)

Needs of the state: for state institutions at different levels (ministries, inspections, agencies, administrations), which should create a positive environment for the functioning of organizational systems without interfering in their work, and the most important of these needs are: compliance with these laws (regarding payment taxes, contributions to environmental protection, safety and protection at work, social responsibility, consumer protection), increasing the employment rate, increasing exports and the like. And that in the conditions of the state of emergency and emergencies, such as in 2020 and 2021.

Needs of groups, activists, associations: Different groups of activists, associations, parties (consumer protection, protection of women's rights, associations of the disabled, trade unions) depending on the area of activity and interests of groups, may have one or more of the following needs: (1) consumer rights, (2) respect for workers' rights, (3) respect for citizens' rights (gender discrimination, racial discrimination, protection of children), (4) respect for the rights of persons with disabilities, (5) participation in environmental protection, (6) participation in activities of general importance (culture, music and sports events, ecology).

Mass media and communications can shed light on the problem and point it out, and the company/enterprise can offer a solution that can be promoted as an example of good practice. It is not uncommon for the media to use their pressure to influence companies to behave responsibly so that they are not subjected to public condemnation. The basis of corporate management in the companies of the agro-industrial complex is to identify and use the effects of synergies in business activity, which is why the assessment of innovation capabilities has additional dimensions about the business unit. The assessment of the innovative abilities of the company aims to show what is the current position of the company to the previous situation, and what with current competitors. From the aspect of corporate social responsibility, implementation of internal marketing aimed at continuous improvement of employee quality, motivation, and satisfaction, this activity is crucial for creating highly competitive and advanced companies/enterprises and creating new products.

Hence, internal marketing, as a concept, focuses on the impact and importance of human resource management, because attracting and selecting competent staff, who are both willing to develop together with the company is the basis of successful business and an excellent platform for maintaining the achieved level of socially responsible activities, organizations even in times of major health crisis that, drastically and in the long run, makes business difficult.

Business and economy in emergencies

Today, socially responsible business is becoming a business model, part of business policy, in all segments of the organization, in the entire value chain, in all areas of business. This model does not create a cost for companies, but brings added value. Doing business even in the conditions of large, global crises does not have to conflict with the preservation of the working and living environment, in a multitude of new products on the regional and global market. All successful corporations have been implementing the concept of corporate social responsibility for decades. Organizations continue to invest funds to help solve problems in the community, and this assistance is most often directed at education, health, culture, sports, the arts, the protection of "green chemistry" and environmental protection. The comprehensive economic and social crisis that has been going on since the beginning of March 2020 has produced severe economic consequences. Globalization trends have significantly contributed to the faster spread of the corona virus, if it used to take years for the planetary expansion

of the disease, in the case of this virus, a month was enough. The large-scale crisis caused by the pandemic will leave serious and severe consequences in all countries, especially in developing countries and weak economies. One effective measure could be to issue corporate bonds. Namely, the advantage of bonds concerning bank loans is that annual installments are not paid, but interest together with the principal is paid at the end of the repayment period, which frees up the cash flow of companies.

Even in the conditions of a pandemic, the problems of environmental pollution, inappropriate attitude towards employees, increasingly difficult position of consumers, etc., are phenomena for the suppression of which national and international regulations and norms are still being developed. In the general economic crisis, companies and individuals need help in overcoming the difficulties caused by the long-term recession, but such help has its limits determined by the fiscal deficit and public debt. Therefore, if these borders are crossed, the entire economy is exposed to great risk and macroeconomic instability, which would affect all segments of the economy and society. The coronary virus pandemic that has plagued economies around the world has only deepened social inequality. While several employees are lucky enough to work from home, millions of workers lose their jobs or risk their health in lower-paid jobs away from their homes. It should continue to be borne in mind that the health crisis has been going on for a long time, with disastrous consequences for the economy and the standard of living of the population. Although it has become increasingly clear that the global challenge requires a global response, the virus has continued to undermine the world economic order by showing that it is not equipped to adequately cope with the challenges of mega-infections or climate change.

The states acted as if the virus was exclusively theirs: they closed the borders, made stocks of protective equipment, controlled the iso. It was seen that none of the great powers was looking for a solution in a multilateral system that had collapsed. Therefore, small economies and countries still face a great challenge: how to resist the long-lasting crisis at the global level and how to be flexible in all ways, ie to prevent problems. However, what is more, devastating than a long-lasting pandemic is the global food shortage as well as the impossibility of producing and transporting food to consumers. Experts claim that the world has not faced hunger like this so far. The number of those facing acute hunger has reached 265 million inhabitants of the planet by the end of 2020 (Biočanin, R., Badić, M., Milenković, N., Stevančević, D., 2020). The world has experienced severe crises of hunger and food shortages in the past, but they were regional and caused by one factor or another - either extreme weather or economic breakdowns, wars, or political instability. A major crisis is predicted in the business of agro-complex companies, caused by famine, it is global and it has led to it through factors related to the pandemic and the disruption of the hitherto valid economic order (Živković, D., Petrović, P. Ercegović, M., 2021).

- ✧ Sudden loss of income for millions of those who had already survived;
- ✧ The collapse of the price of oil and other energy sources;

- ✧ The widespread absence of a strong or stable currency;
- ✧ Drying out of sources of income from tourism;
- ✧ The sudden return of workers from abroad and lack of funds to deliver home;
- ✧ Ccurrent problems - climate change, increase in violence and crime, sudden and forced dislocation of the population, and humanitarian catastrophe;

From the aspect of maintaining continuity, i.e. business, which implies the current level of corporate social responsibility, the impact of the pandemic on man, issues of renewable resources, and the energy sector (especially when it comes to environmental degradation and the phenomenon of climate change) should be taken into account.

Conclusion

The concept of corporate social responsibility implies the integration of social and environmental concepts by companies in the implementation of business processes, together with stakeholders, voluntarily. This responsibility is directly related to good and ethical corporate governance, and if it is understood in such a way within the company, it can result in a positive impact on consumer behaviour in the market. It is a concept in which the company integrates care for consumers, users, employees, and institutions voluntarily. Social responsibility not only means fulfilling a pre-defined legal obligation, but is also connected with the progress of society and the environment. One way for organizations to gain a large number of users and customers is to solve community problems and get involved in the community. Corporate - social responsibility is seen as a series of activities that improve the quality of life for all stakeholders - the local community, clients, and, naturally, a large part of these activities is aimed at improving the work and life of employees. In a major business crisis, caused by a virus pandemic, this specific responsibility is the company's commitment to contribute to the sustainability of economic development, working with employees, families, local community, and society, to preserve health, quality of life, improve quality and innovate products and secure marketing. to an increasingly discerning market. Increased interest of organizations in the role in society is conditioned by increased sensitivity and awareness of ethical and environmental issues. In the modern approach to economic activities, there is a growing attitude that the company/enterprise should not only make a profit but should have a positive impact on the social environment in which it operates. Corporate social responsibility results in positive public opinion, brand protection and loyalty, higher status, and better communication with all stakeholders in general. Even in the conditions of the crisis, conditioned by the pandemic, standards and laws are being established that force investors and managers to take into account corporate and social responsibility and the implementation of business policy in that direction. If investors and financial analysts take into account the environmental and social performance of organizations, then this responsibility allows organizations better access to capital and "passes" goods in an increasingly picky market. The coronavirus pandemic has starved millions of people around the world.

General quarantine and prescribed distance-keeping measures have led to increasing lay-offs and declining demand for labour - and thus reduced incomes. Also, there is a high probability that disturbances in agricultural production and recent supply lines will occur. This has led to concerns, not a small part of humanity: how to “soak” enough funds to feed themselves? On the other hand, it brought difficult questions to companies: how to do business successfully in long-term crisis conditions and how to continue to be a socially responsible company? The crisis caused by the pandemic in a very short time has led to global economic changes that imply the deepest recession. It is believed that the scale and necessity of social and economic assessments and shocks will represent an unprecedented modification of human interactions with the environment, whose impacts will be long-term and widespread. The pandemic shapes the economic, political, and social aspects of human civilization, and is characterized by the fact that, due to irregular cyclicity, they are difficult to analyze and have significant multidimensional effects. From the aspect of corporate social responsibility, the relationship between the pandemic and the environment pays special attention.

However, as the virus spreads, so does misinformation. Therefore, adequate assessments, forecasts, monitoring, the undertaking of adequate measures and contents of eco-safety at all levels, knowledgeable and joint, where the profession and science suggest, are necessary. The long-term consequences of the pandemic are expected to bring about changes in the culture of organizations (including social responsibility) and the wider social environment, and to reflect companies’ digital infrastructure, working time flexibility increased business uncertainty and changes in business models and adjustments. Combining the consequences of a pandemic with the speed of events, which are recognized as part of the fourth industrial revolution, opens day by day the door to a completely new business environment. Only if these conditions are met can the awareness and role of socially responsible companies (even from the agro-industrial sector) be raised to a higher level of responsibility. Only if these conditions are met can the awareness and role of socially responsible companies (even from the agro-industrial sector) be raised to a higher level of responsibility. The most important results and main conclusions are related to the adaptability of business and increasing the level of social responsibility. Therefore, in order to neutralize the severe economic consequences of the pandemic, it is necessary to use more intensively mainly own resources aimed at:

- 1) high growth of domestic private investments in all economic branches;
- 2) efficient legal, tax and banking regulations, i.e. system;
- 3) more even regional and local economic development;
- 4) higher share of more expensive living labor and scientific contribution to GDP creation;
- 5) greater participation of strong industrial companies carrying technological progress, with higher employment of small and medium enterprises, as subcontractors;
- 6) foreign investments in the function of raising technological and managerial

knowledge; Only if these conditions are met can the awareness and role of socially responsible companies (even from the agro-industrial sector) be raised to a higher level of responsibility. The covid 19 pandemic has caused unprecedented circumstances and problems for humanity, so that showing corporate social responsibility is, among other things, a moral task of all organizations.

Conflict of interests

The authors declare no conflict of interest.

References

1. Baker, I., Calin, J., (1988), International Business Class, Canada: The Free Press, Toronto.
2. Biočanin, R., Badić, M., Milenković, N., Stevančević, D., (2020), Corporate-social responsibility in post-covid economy and business, Thematic collection of papers: SOCIETY AND COVID - 19, Belgrade, 2020, pp.73-87.
3. Carroll, A. B., Buchholtz, A. K., Brown, J. A. (2018.), Business & Society: Ethics, Sustainability, and Stakeholder Management, Cengage Learning, Boston, str. 27.
4. Cipek, K., & Ljutić, I. (2021). The influence of digitalization on tax audit. *Oditor - časopis za menadžment, finansije i pravo*, 7(1), 37-69. <https://doi.org/10.5937/Oditor2101037C>
5. Cvijanović, D., Dozet, G., Mićanović, D., (2010), Biofertilizers in the function of sustainable development, *Economic of Agriculture*, 57 (sl-2), II Book: 48-56.
6. Giddens, A., (2007), Sociology, Faculty of Economics, Belgrade.
7. Luković, S. ., & Stojković, D. . (2020). Covid-19 pandemic and global tourism. *Hotel and Tourism Management*, 8(2), 79–87. <https://doi.org/10.5937/menhottur2002079L>
8. Miletić, A., Trajković, S., & Mrdak, G. (2021). Influence of strategic orientation to the relation between innovation portfolio management and success. *Oditor - časopis za menadžment, finansije i pravo*, 7(1), 165-194. <https://doi.org/10.5937/Oditor2101165M>
9. Parušić, V., Cvijanović, J., Mihailović, B., (2013), Market analysis of clusters in Serbian agribusiness, *Economics of Agriculture*, Belgrade, 60 (4), 689-950.
10. Petrović, P., Živković, D., (2021), Maintaining the level of economic activity and stability of the state, Thematic collection of papers: Society and COVID-19, International Scientific Conference, Belgrade, pp.128-141.
11. Petrović, P., & Vuković, D. (2016). Financial sources of small and medium enterprises for agribusiness and eco-tourism in Serbia. *Economics of Agriculture*, 63(4), 1433-1444.

12. Petrović, P., Živković, A., (2016), "Social responsibility and corporate philanthropy of companies", University of East Sarajevo, Scientific conference: Economy today - freedoms, competition, subsidies; Andrićgrad, September 1 - 2, 2016, Faculty of Economics, Pale, Republic of Srpska, BiH;
13. Petrović, P., (2019), Serbia in the new socio-economic system, IMPP, Belgrade, 211-229.
14. Petrović, P., Živković, D., (2021), Maintaining the level of economic activity and state stability, Thematic collection of papers: Society and COVID-19, Beograd, 128-141.
15. Pride W. M. & Ferrell O. C. (2012). Marketing. Ohio: Engage Learning
16. Živković, D., Petrović, P. Ercegović, M., (2021), "Influence of the pandemic on economic development - tertiary activities", *Ecologica*, Belgrade, no.96 / 2021, 21-29.
17. Singh, N., Jain S. & Sharma P. (2015). Motivations for implementing environmental management practice in Indian industries. *Ecological Economics*, Elsevier, 109: 1-8
18. Szwaikowski, E. V. (1986), The Mythes and Realities of Research on Organizational Misconduct in Research in Corporate Social Performance and Policy, ed. James E. Post, Greenwich, Conn. JAI Press, 105).
19. UPS, 2020, Uticaj pandemije na aktivnosti preduzeća u Srbiji: izazovi i očekivanja Unija poslodavaca Srbije, Beograd, 2020, (str.30-32). (*in English*: The impact of the pandemic on the activities of companies in Serbia: challenges and expectations of the Union of Employers of Serbia).

Reproduced with permission of copyright owner. Further reproduction prohibited without permission.