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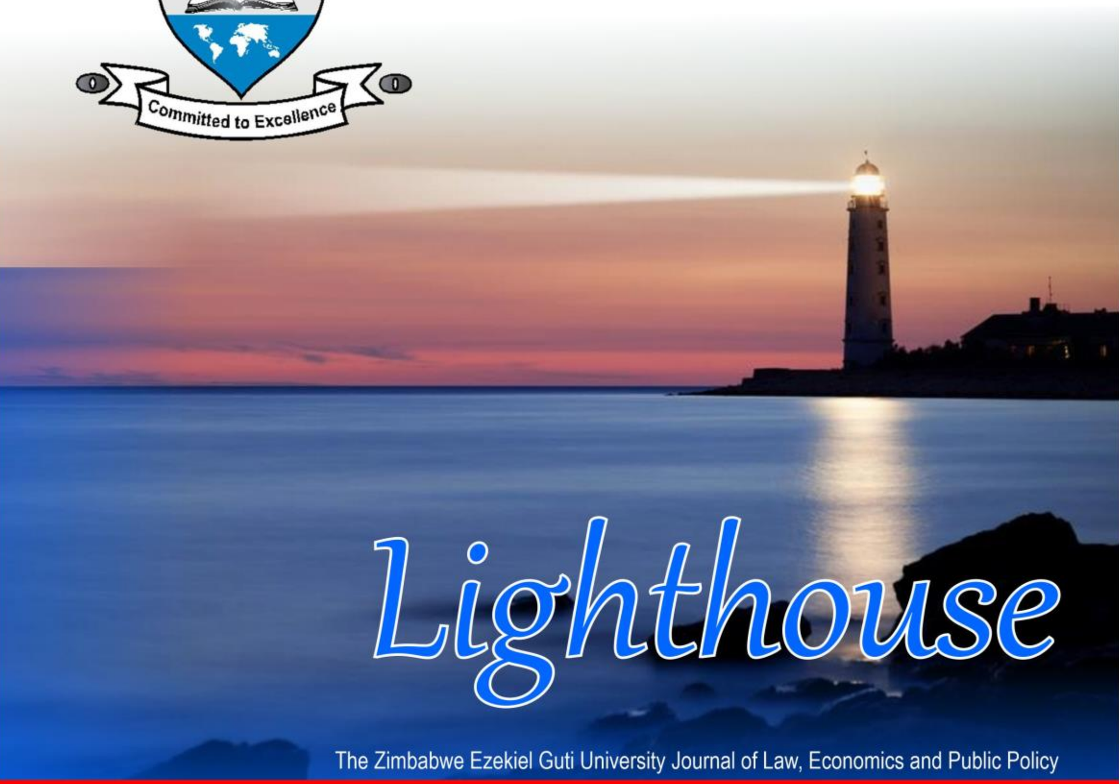

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Implementation of Corporate Social Responsibility and Productivity of Platinum Mines in Hurungwe, Zimbabwe

MUNONEKA SITHOLE, FAITIRA MANUERE[1] AND OBERT SIFILE[2]

Abstract

This article is based on research whose purpose was to evaluate how corporate social responsibility (CSR) practices in platinum mines in the Hurungwe District of Karoi affected their output. Ten mines in the district were chosen for this qualitative research. To collect this information, an interview guide was used. The interviews were administered to 10 owner-managers in Hurungwe. However, nine interviews were successfully administered, constituting 90%of the response rate. Results were processed and presented thematically. The study found that CSR was associated with increased output at district gold mines. As argued by the study's findings, gold miners can boost their relationships with customers, the community and the environment by adopting a CSR strategy. The research found that gold miners in the Hurungwe District regard CSR as primarily charitable, rather than a strategic direction that benefits both communities and enterprises. CSR's impact on mining sustainability in Mashonaland West Province requires longitudinal research. This research recommends that the government, through the Mines and Minerals Act (Chapter 21:05) of 1961 number 38)] or the Indigenisation and Economic Empowerment Act (Chapter 14:3) of 2008 number 14, should include a provision requiring any mining firm operating in Zimbabwe to support local communities through CSR.

Keywords: platinum mining, environmental degradation, socially responsible, platinum mine sustainability, beneficiation

[1] Department of Entrepreneurship and Business Management, Chinhoyi University of Technology, Chinhoyi, Zimbabwe

[2] Department of Accounting and Finance, Chinhoyi University of Technology, Chinhoyi, Zimbabwe

INTRODUCTION

For miners to become good corporate citizens for their stakeholders, communities and societies, they need to adopt the concept of corporate social responsibility (CSR), which has become an increasingly relevant term globally and a vital component of the discussion on sustainability. CSR is predicated on the concept that businesses have the backing of the public. Society legitimises commercial behaviour by allowing enterprises to exist and utilise scarce resources (Kavu *et al.,* 2022). CSR is defined as "a business process adopted by a company beyond its legal obligations to create added economic, social and environmental value to society and to minimise potential adverse effects from business activities", and it encompasses a company's interactions with its suppliers, employees, customers and communities (*ibid.*; Mashavira *et al.,* 2023). This is a commitment to doing what is right for the company and the world at large by improving the quality of life for workers, their families, the neighbourhood and all of society. Businesses face increased scrutiny from the public when they are shown to be engaging in practices that are damaging to society, such as discrimination, pollution or endangering the safety of local people.

Businesses may thrive only if society provides a supportive environment (Makanyeza *et al.,* 2022). CSR must contribute to sustainable development, while higher product and service quality remains crucial in Africa (Matunhu, 2012). The mining and extractive sector presents enormous opportunities for countries in the Global South in terms of financing rapid economic development and poverty reduction (Besada, Lisk and Martin, 2015). Since the year 2000, researchers have examined CSR programmes and their influence on corporate size and profitability. Most of these studies have focused on the extractive industry. The Global North has produced significantly more literature on CSR than any other region (Weber, 2001:251). Numerous studies in both the West and the East have examined the variety, frequency, patterns and trends of CSR disclosures about firm size and profitability during the past few decades.

Zimbabwe's rural communities have benefited greatly from the country's mining industry. Many cities in Zimbabwe have developed due to the mining industry, including Hwange, Kadoma, Shurugwi, Zvishavane, Bindura. These nodes were set up because responsible organisations were willing to collaborate and respond to a call to action. Zimbabwe has a wide variety and abundance of mineral resources. There are 66 different types of base and industrial minerals in Zimbabwe, as argued by the 1990 Zimbabwe Geological Survey. Zimbabwe is now mining around 40 different types of minerals. Examples of such materials are gold, coal, iron ore, black granite, emeralds and lithium. As argued by the Zimplats newsletter's 2010 issue, Zimbabwe has the second largest platinum deposits in the world (behind South Africa). Zimbabwe has a comparative advantage due to its abundant and diverse mineral resource base. However, this advantage is not necessarily competitive. Despite its importance to sustainable development, CSR data has been left out of MDG Status Reports.

Zimbabwe does not have a CSR index. Since there are no standard indicators of CSR, gauging its immediate effect on sustainable development is problematic (Mandina Maravire, and Masere, 2014). In 2011, South Africa's Benchmarks Foundation, home to the Regional Centre for CSR, became the first organisation to specialise in this topic. Mandina, Maravire, and Masere (*ibid.*) studied the effect of corporate social responsibility on a company's reputation using the Unki Mine (UM) in the Midlands Province, Zimbabwe. Their findings show that corporate donating is crucial to fostering relationships between local firms and their communities. As argued by a 2014 survey conducted by Mandina, Maravire, and Masere (*ibid.)*, 83% of participants believe that UM's corporate philanthropic efforts have led to stronger ties between the Midlands State University and the Chironde and Tongogara communities. By focusing on Zimbabwe's mining sector, this study intended to address a significant knowledge vacuum in the existing literature. However, the purpose of this study was to assess the effect of CSR on the productivity of platinum mines in Hurungwe District.

CONCEPTUAL FRAMEWORK

The conceptual framework (Figure 1) depicting dependent and independent variables, serves as the direction for this inquiry.

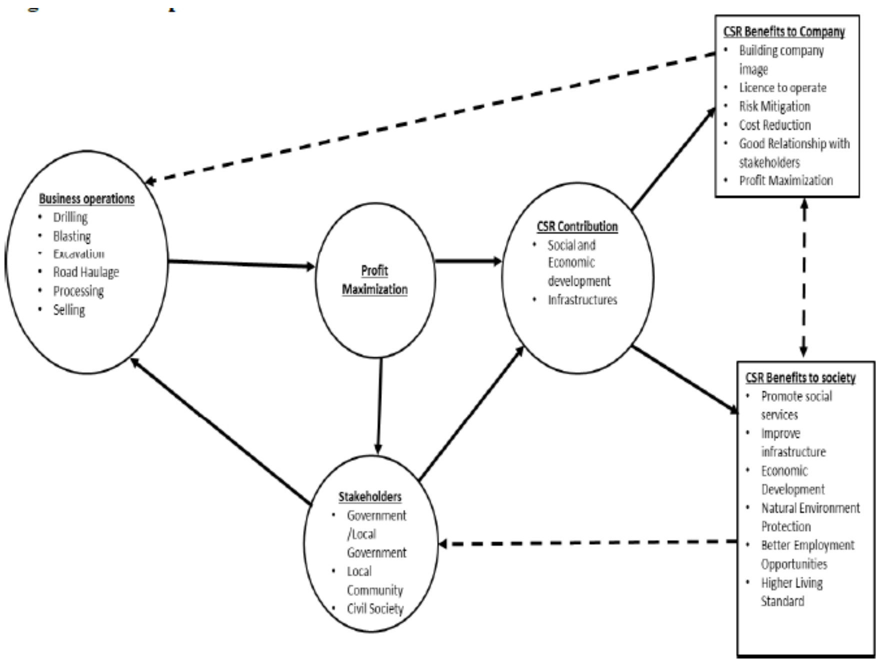

Figure 1: *Conceptual Framework: Benefits of undertaking CSR activities by platinum mines* (Researcher, 2023)

The above conceptual framework depicts that mines engage in business operations that may include drilling, blasting, excavation, road haulage, processing and selling. All these activities are undertaken by the company to maximise profits. The activities are governed by different stakeholders that include the government, local community and civil society. Mines improve social economic development by undertaking CSR.

The corporate social responsibility by mines includes, but is not limited to, building offering employment, advocating environmental protection and promotion of social services such as building clinics. In undertaking these CSR activities, the company benefits from building up a favourable image, risk mitigation, good relationship with stakeholders and sometimes government renewal of licenses. All these benefits are accompanied by increased productivity by platinum mines.

THEORIES UNDERPINNING THE STUDY

Heikkurinen and Mäkinen (2018) argue that stakeholders emphasise the fact that corporations are responsible not only to their shareholders, but also to anyone else whose interests may conflict with or be affected by the company's success. They then suggest that the stakeholder theory is a viable framework for directing a company's CSR initiatives. Martin (2017) argues that the stakeholder theory promotes the view that organisations should consider the interests of shareholders and employees, customers, partners, suppliers, creditors, government and the general public in making decisions. Both the idea of corporate rights and the notion of corporate impacts are supported by the stakeholder perspective of the firm. To paraphrase what Martin (*ibid.*) calls the "corporate rights principle", the corporation and its managers are not allowed to interfere with the firm's constituents' legal right to make decisions about the company's future. Management has the onus of producing CSR-oriented strategies, that has ramifications for corporate social responsibility. Keeping this in mind, the study's overarching goal is to determine whether or not this kind of governance applies to the mining industry in Zimbabwe.

The stakeholder perspective also defends the stakeholder fiduciary principle and the notion of corporate legitimacy, goals, expectations and obligations. Therefore, the theory is integral to the present study as it seeks to explain that the activities of platinum mines are affected by different stakeholders such as the government and legislators or lawmakers. Society is, in turn, affected by the activities of the platinum mines that also affect mines productivity. This will be further elaborated by the societal view approach that follows.

SOCIETAL VIEW APPROACH

The societal view approach shares fundamental similarities with the stakeholder theory, but adds the worldwide community as a new stakeholder. This method expands beyond the stakeholder perspective of CSR by including the international community. Companies have a broader social and economic duty than just to maximise profits for their owners, as outlined by Kalender and Vayvay (2016). Regardless of whether they are mandated explicitly by legislation (Bergman, Bergman and Berger, 2017), organisations are urged to adopt moral and ethical principles that relate to the broader public on a local and global scales. The societal method, like the stakeholder approach, has a basic governance structure. However, unlike the stakeholder approach, the societal approach takes into account international societal requirements. From the societal perspective, businesses are held accountable to the community at large for positively impacting their members' lives (Ding, Ferreira and Wongchoti, 2016). The socio-economic model of the enterprise is in line with the societal approach because it recognises that businesses have obligations beyond the maximisation of short-term profits. The viewpoint emphasises the connection between economic factors and societal problems. As argued by this point of view, people should expect businesses to act morally. This societal approach underlines the strategic response to shifting conditions and emerging corporate issues that necessitate organisations to give thought to the wider community (Heikkurinen and Mäkinen, 2018). Hutchins *et al.* (2019) stress the importance of strengthening the credibility and standing of businesses.

Since businesses exist to meet a social need and enjoy a financially advantageous position in society, this perspective predicts that they would use that privilege for the greater good of society (*ibid.*). As such, the theory forms a nexus with the present study as by incorporating the global community, this approach broadens the scope of CSR beyond the perspective of its stakeholders. As argued by Kalender and Vayvay (2016), businesses have a wider social and economic responsibility than to only maximise profits for their owners.

LITERATURE REVIEW

THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

There are many different definitions of CSR in the literature, and they do not agree on a single description of what it truly is or what it involves. It is challenging to agree on a single precise definition of CSR because the concept has changed over time (Brin and Nehme, 2019). This subsection's goal is to identify and analyse various CSR definitions that have been provided in the literature. These definitions range from those that are business development-focused to those that include a wider variety of stakeholders and objectives. However, as will be seen, they are all related to how the company functions to maximise benefits and minimise drawbacks while considering its economic, social and/or environmental implications. Corporate social responsibility generally implies more self-control than external coercion and should be understood as an equilibrium between corporate economic and social performances. The literature identifies three reasons compelling companies to practise CSR. Firstly, companies practise CSR for a pragmatic or rational reason because they want to do it (Wang *et al.*, 2016). Within reasoning, companies assume increased responsibilities and take an active part in social projects to enhance corporate image and induce companies a competitive advantage and reflect a win-win situation, improving profits in the long term (Wang *et al.*, 2016).

Second, businesses adopt CSR because they feel compelled to do so for deontological reasons. Businesses are thought to have moral obligations toward society and the communities in which they conduct their operations (Berliner and Prakash, 2015). Companies should behave ethically and responsibly because they exist to meet a variety of social demands. As argued, society promotes and legitimises corporations' use of limited resources and creates a climate conducive to economic success. Therefore, it makes sense for society to expect firms to operate as responsible corporate citizens by abiding by socially acceptable regulations and avoiding actions that have a detrimental influence on society, such as pollution, discrimination and subjecting employees to dangerous working conditions (*ibid.*).

A GENERAL OVERVIEW OF THE MINING SECTOR ACROSS THE WORLD

Since the Bronze and Iron Ages, when civilisation first began to evolve, mining has played a significant role in economic growth (ICMM, 2017). There is little question about the vital necessity for mining and metals in modern civilisation, and mining is also a potentially tremendous force for growth. It is critical to support sustainable development based on knowledge of mining's function and data showing what works (*ibid.*). Commercial mining is complicated and frequently divisive, though, as is the economic and social growth of host nations. Global mining firms are substantial institutions with much clout, and their investments have the potential to have both positive and disruptive effects on the economy, society and the environment (*ibid.*). The natural environment, and the social and cultural aspects of society, are impacted by mining activities at all stages (Ghorbani and Kuan, 2017). Guidelines for reporting on sustainability in the mining industry were released by the Global Reporting Initiative (GRI) and the International Council for Minerals and Metals.

A wide range of businesses, including big multinational or vertically integrated corporations, can be found in the mining and metals sector. Players in the sector, regardless of their size or business models, have difficulties when it comes to sustainability issues. As a result, they must report on these difficulties through Sector Disclosures and enhance their methods (GRI-ICMM, 2017). The components of sustainable development that define the mining and metals sector are covered in these sector disclosures.

The control, use and management of land, the engagement of stakeholders and the community in national economic and social development, labour relations, environmental management and interactions with artisanal and small-scale mining are some of the key contextual problems. One of the most harmful human activities in the world is mining and mineral beneficiation.

This industry generates huge amounts of garbage, especially gold mining, where over 99% of the recovered ore is dumped into the environment as waste (Fashola *et al.,* 2016). An estimated 10% of the world's energy is used by the mining sector, which removes around 27 billion metric tonnes of overburden and minerals each year (Mapira, 2017). In addition, mining low-grade minerals harm the ecosystem more than mining high-grade ores (*ibid.*). As evidenced by the fact that the mining and metals sector contributes most significantly to economies in the world's poorest regions, mining is essential to all economies (ICMM, 2017). Uzbekistan and Turkey are moving up the rankings for production value to join other developing nations like Chile, Indonesia and Mexico. Figure 2 displays global mining output from 1984 to 2018 in the world

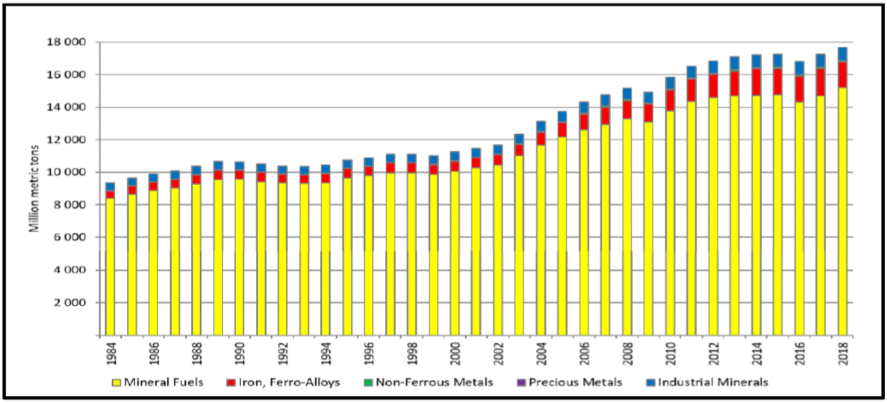

Figure 2: *World mining production 1984 – 2018* (Reichl *et al.*, 2018)

The mining sector can promote expansion and progress. Enhancing mining's contribution to economic and social development is both doable and crucial. Except for Australia and South Korea, every one of the 35 nations most reliant on mining is a developing nation. Of the top 70, 63 are low-income nations having the potential to strengthen their national economies through mining-related investment, exports, taxation and employment (ICMM, 2017). As argued by Ericsson and Löf (2017), the five BRICS countries — Brazil, Russia, India, China and South Africa — currently account for the largest portion of global output value. The following paragraph will look at corporate social responsibility and platinum mining productivity.

CORPORATE SOCIAL RESPONSIBILITY (CSR) AND PLATINUM MINING PRODUCTIVITY

Sachikonye (2005) argues that a greater share of employment and GDP contributions should come from industry rather than agriculture if the economy is to undergo a structural transition. As the locomotive of industrial development gathers speed, people will leave the countryside for the cities, reducing the demand for natural resources and freeing up more farmland for farmers seeking to expand their operations and improve their income. This calls for CSR duty bearers to take bold community action to realise CSR goals. Dziro (2014) proposes a process in which community members work together to improve the social, economic and ecological well-being of their neighbourhood. It is the way forward and the destination. Because of this, the community's economy, social standing and overall social functioning all improve. Heikkurinen and Mäkinen (2018) argue that CSR is significant from a sociological viewpoint. Their argument presume that corporate action is accepted, encouraged and legitimised by society and that limited resources are provided to businesses as a result. Companies have an obligation to the public and the personnel who work for them not to engage in activities that harm the community, such as polluting the environment or creating unsafe working conditions. A "social contract", as the French philosopher Jean-Jacques Rousseau termed it, is beneficial to both business and society. The discourse stresses the importance of corporations' contributions to society but provides few specifics on how this might be accomplished. The interpretation is ultimately up to the board of directors and the chief executive officer.

Mining inherently carries substantial social and environmental consequences (Ranängen and Lindman, 2018). The mining industry is responsible for a wide range of negative environmental effects, including resource depletion, waste production, pollution, risk, industrial accidents and negative effects on nearby communities (Carvalho, 2017).

Therefore, it is crucial to learn how businesses balance profit maximisation with addressing locals' worries about pollution and waste. Zimbabwe's trash collection, disposal, treatment, recycling and emission of pollutants and hazardous materials are all managed with the help of the Environmental Management Agency (EMA) (Government of Zimbabwe, 2007). The agency also regulates, oversees, reviews and approves environmental impact assessments (*ibid.*). The organisation makes sure mines are safe for the environment by keeping an eye on them.

Permission to handle hazardous substances can be requested from this office by gold mining companies (*ibid.*). Due to short-term budgetary problems, CSR projects in the mining industry are sometimes executed on an ad hoc basis. Environmental CSR activities are typically managed separately from other CSR programmes and operational improvement initiatives (Laing, Taschini and Palmer, 2016). By learning to include all "triple bottom line" (TBL) parts into a unified strategy, mining businesses can increase their profits and realise all TBL goals (Laing *et al.*, 2016). Employees and community members alike are included in the TBL.

Employees are increasingly judging their firm based on its CSR practices as CSR becomes more mainstream. They respond positively to successful CSR programmes, and this is correlated with greater loyalty to the organisation (Shen and Benson, 2016). Socially responsible human resource management, or CSR focused on employees, is the bedrock for successful CSR implementation (*ibid.*). CSR practices that come from the heart are called intrinsic. Care improves a company's ability to compete and hence increases the likelihood that it will remain in business over the long term (Manroop, 2015; Story and Neves, 2015). Having a strong reputation for doing good in the community helps attract and keep talented employees. It ensures that employees will conduct themselves in an ethical manner, providing the organisation with an edge in the marketplace (Manroop, 2015). Giving to charity shows employees that the organisation cares about more than just making a profit. Believing in the corporation's 'benevolent' nature is bolstered in this way (Story and Neves, 2015). CSR projects may not always consider employees. However, they may be connected to the values and beliefs of both the workforce and the public.

Consumption of resources, development of waste, environmental stress, pollution and risk, industrial accidents and populations near mining operations are just some of the negative environmental effects of mining. Members of the host community will fall further into poverty as mining firms amass more and more wealth, unless a portion of that wealth is re-invested to support community development and ensure a secure environment for the local people and their livestock. Good corporate social responsibility can help bring together the mining industry and the disadvantaged. This function, however, is entirely optional. It is neither required by law nor even commonly anticipated of businesses from an ethical standpoint but, rather, is motivated solely by a desire on the part of businesses to participate in social duties.

It is up to individual businesses to decide what they will do in terms of CSR. Government agencies tasked with ensuring that businesses act ethically are understaffed, underfunded and lacking the necessary skills to implement a comprehensive monitoring strategy (*ibid.*). Research on the topic of CSR is just getting started in Zimbabwe, especially in the mining industry. Most CSR research conducted in Zimbabwe has a limited scope, therefore little is known about the mining industry's reasons for and approaches to CRS. The relationship between CSR and platinum mining output in the Hurungwe, Mashonaland West Province of Zimbabwe has not been thoroughly studied, despite the country's body of knowledge on the topic of CSR). However, the objective of the article was to assess the relationship between CSR and platinum mining productivity in Hurungwe.

The vast bulk of governmental, corporate media and NGO literature on CSR, is highly subjective and often biased. Companies 'do good' to appease authorities, raise their profile and revenue and meet societal and public expectations. Smith (2011:1) defines CSR as:

> ...a business system that enables the production and distribution of wealth for the betterment of its stakeholders through the implementation and integration of ethical systems and sustainable management practices.

CSR runs into trouble since it does not adhere to any generally acknowledged norms.

The study employed the definition proposed by the United Nations Industrial Development Organisation (UNIDO, 2015:210.) Notwithstanding on-going controversies and disputes:

> A management concept by that companies integrate social and environmental concerns into their business operations and interactions with their stakeholders, a means by that a company achieves a balance between economic, environmental and social imperatives (Triple-Bottom-Line approach, TBL).

In addition, satisfying the needs of shareholders and other interested parties, is the definition of CSR.

This comprehensive definition of CSR encompasses every facet of the concept. The definition, however, lumps CSR with acts of charity, sponsorship and philanthropy. D'Amato (2009) calls this the "three angles of the TBL," and they recommend that businesses create long-term plans to balance societal needs, environmental considerations and economic realities. Mutisi (2009:37) argues that CSR entails more than just monetary donations to charitable organisations.

CSR is commonly used interchangeably with social investment, corporate citizenship, corporate conscience and responsible business. Commonly in Zimbabwe, people will confuse CSR with doing volunteer work. While CSR is planned with sustainability in mind, philanthropic contributions can have a short-lived effect. It should be kept in mind that CSR will be called different things by different people, each with its own set of values and agendas in mind.

Corporate social responsibility is predicated on the concept that businesses have the backing of the public. Organisations gain legitimacy in the eyes of the public when they are seen to be making responsible use of limited resources (Maphosa, 1997). As argued by Midttun *et al*. (2006), CSR is a social practice with deep roots in a particular economic, social, cultural, historical and institutional context. Many different explanations for CSR have been presented. McWilliams and Siegel (2001:8) define CSR as occurring when a firm ostensibly acts in the public interest by going above what is required by law. The Stakeholder Theory posits that organisations have numerous constituencies that must be satisfied for their success. Employees and stockholders are just two of these groups. Others include customers, suppliers, and members of the local community. Even if there is no direct financial benefit in doing so, corporations have a moral need to operate ethically, as argued by the Donaldson's Stewardship Theory (1991:12). Matunhu (2012) has asserted that businesses should do their part to alleviate poverty by, among other things, being more transparent with the public, investing in education reform and breaking down the barriers that have kept Africa economically isolated.

Top transnational businesses (TNCs) on the African continent were studied by Matunhu (*ibid.*) to learn more about the relationships between CSR and poverty. As argued by him, most companies in Zimbabwe see CSR/Investment as a form of social responsibility. The health of the African population would improve and government and donor spending on social welfare projects would be reduced if poverty were eradicated. This could lead to African nations feeling forced to reduce taxes for multi-national corporations (MNCs). Corporate social responsibility, on the other hand, is not governed by a standard set of rules or policies but, rather, varies from company to company. The Mines and Minerals Act (Chapter 21; 5 of 1996), the Environmental Management Act (Chapter 13) of 2002, and the Indigenisation and Economic Empowerment Act (Chapter

14) of 2007, are just a few examples of the jumble of environmental laws and policies currently in effect.

Under the Environmental Management Act, organisations implementing development plans must do Environmental Impact Assessments. To protect the environment, businesses that pollute are rendered unlawful. The Environmental Impact Assessment Policy (EIAP) was developed in 1994 in response to this statute. This policy stresses the importance of considering all of the social and economic consequences of development. This is a suggested regulation, rather than a mandatory one. The United Nations Country Team (UNCT) acknowledges Zimbabwe's abundant and diverse natural resources. Land, water and minerals are all examples of resources. The world's forests encompass over 66% of the planet, yet they are under assault from a variety of economic, political and social factors. Zimbabwe's forest cover has been decreasing at a rate of 327 000 hectares per year since 2010 (UNCT, 2014:55) when it stood at 15.6 million hectares. Law-making and law enforcement have traditionally been the state's core roles. The International Organisation for Standardisation (ISO) 26000:2010 is one of the key regulatory instruments now driving CSR in Zimbabwe, and it is administered by the Standards Association of Zimbabwe (SAZ). The government of Zimbabwe supported efforts by the Institute of Directors, the SAZ, and the Zimbabwean Leadership Forum to develop a corporate governance code in 2009 that prioritises the development and promotion of CSR as a guiding concept for business operations. In Zimbabwe, the reasons behind CSR are not well understood. Research into the existing literature has shown that there are no standard CSR methods. Mpofu (2012) claims that reliable studies on CSR are scarce in Zimbabwe. Since CSR is not mandated by legislation (ISO 26000: 2010, SAZ), no centralised reporting or records are maintained.

RESEARCH METHODOLOGY

The study sought to assess the relationship between corporate social responsibility (CSR) and the productivity of platinum mines in Hurungwe. The study adopted a qualitative approach on which to a sample of 10 mines were selected in the district. This became a sample size based on the saturation principle. Interview guides were used to solicit data that was analysed and presented thematically.

RESULTS

Most corporate social responsibility codes support self-regulation (Nyawuyanga, 2015). These guidelines, voluntary in nature, require businesses to practice CSR without being forced to by law (*ibid.*). Although there is no law requiring corporate social responsibility in Zimbabwe, in the mining sector, CSR is mandatory, whereas, in the private sector, CSR is deemed to be voluntary as there is no legislation governing it. These pieces of legislation include the Mines and Minerals Act, the Indigenisation and Economic Empowerment Act, the Companies Act, now known as the Companies and Other Business Entities Act and the National Code of Corporate Governance now with the Public Entities Corporate Governance Act Chapter 10:31 of 2018 in place. The Mines and Minerals Act regulates CSR activities in the mining sector intending to remedy unfavourable conditions of life caused by the mining companies in the communities. However, one of the shortcomings of the Act is that it has failed to turn around the sector into a socially and environmentally sustainable industry. A solid example that can be cited is the Marange case, where families are yet to receive compensation or those compensated were moved to undesirable places (Muyangwa, 2023).

In this view, the Indigenous and Economic Empowerment Act resulted in the establishment of Community Share Ownership Schemes, giving at least a 10% shareholding in mines to local communities. Also, to ensure that the environmental and socio-economic costs and benefits of economic development projects are properly accounted for, unwarranted negative impacts are avoided or mitigated, and potential benefits are realised, the Government of Zimbabwe, through the Ministry of Environment and Tourism, produced an Environmental Impact Assessment Policy (EIAP) in 1994. The EIA policy tries to outline the various social challenges that enterprises must take into account. The policy, if put into practice, would ensure that the environmental and socio-economic costs and benefits of economic development projects are appropriately accounted for, that unnecessary negative effects are avoided or minimised, and that possible advantages are considered (Chinamora, 1995). The policy's non-mandatory nature, however, is its biggest drawback. The policy is unlikely to influence its current form, as Chinamora (*ibid.*) has stated, given there is no legal requirement for developers and project proponents to abide by its mandate. The laws that are now in effect that are related to the environment are dispersed among several ministries. 'Self-enlightenment' or the urgings of their 'corporate consciences' have led corporations to engage in socially responsible activities mostly through voluntary self-regulation.

RESPONSE RATE

The interviews were administered to 10 owner-managers in Hurungwe. However, nine interviews were successfully administered< constituting 90%of the response rate. A high response rate meant that the matter was of great value to participants, since it concerned the productivity and sustainability of platinum mines for their livelihoods. The study objective sought to assess the relationship between corporate social responsibility and the productivity of platinum mines in Hurungwe. Various responses were proffered on how CSR impacts on the performance of the mines in the district. As such, a supervisor had this to comment:

> We are committed to creating economic value, but we are not indifferent to how we do it … Progressive businesses are gaining a competitive advantage by responding to societal signals ... We prosper by helping society to prosper.

The view above shows that businesses are engaging in CSR to gain a competitive advantage.

Another manager avers that:

> CSR is important for maintaining a business's image and improving its performance and reputation among its stakeholders. Further, businesses implementing CSR get a social license to operate in the community through which they build trust and achieve their goals. A company with a bad image can lead to conflict with local communities and reduce its performance and Return On Investment.

The above assertion leads to the conclusion that CSR practised by platinum companies improves the image of the community.
A supervisor asserted that:

> Through implementing CSR, we will be creating a good image of the company, influencing customers and other stakeholders by maintaining a collective responsibility, shaping relations with other stakeholders by increasing transparency in the projects, respecting human rights and environmental protection.

The statement above indicates that the practice of CSR fosters the good image of the organisation

A manager also had this to say:

> Businesses that demonstrate social responsibility through CSR often see increased profits as a result.

The study results also indicated that CSR enables platinum mines engage with stakeholders, in this case, the community, which, therefore, brings in mutual relationship and commitment towards business and reduces corruption and theft cases. Another manager had this to say:

> A CSR business's philanthropic initiatives have advantages for marginalised people, and serving the deprived promotes trust among stakeholders. Companies should develop ambidextrous approaches to sustainability management that foster incremental and radical improvements in performance and encourage broader stakeholder collaboration.

The above assertion bears testimony that through engaging in CSR, trust among communities is built.

Another participant alluded that:

> The province's platinum mining has also enhanced transportation infrastructure. The construction of a paved road and the grading of neighbourhood roads were also started by platinum mining. Due to simple access to transportation and markets for farmers, this has managed to raise people's standards of living.

The participant in the above comment has shown that as part of their CSR, mines have built roads and improved infrastructure which also improves the standards of living for the community.

Another supervisor pointed out that:

> CSR also stimulates fair competition among companies. Both companies and society benefit from CSR initiatives. Corporate involvement in social responsibility and adherence to CSR rules helps to reduce complaints and conflicts with stakeholders. In addition, implementation not only helps companies reduce their running costs, but customers also benefit from the price reduction. As a result, more products are affordable by the community.

The sentiment above indicates that by engaging in CSR, fewer conflicts arise, speeding up productivity and stakeholder content.

The supervisor also avers that:

> As companies are confronted with a range of stakeholders, each of them having specific values and interests, 'doing the right things' implies value-based decision-making and active communication with the company's stakeholders.

The above assertion points out that stakeholders have compelled platinum companies to abide by ethics, which increases company reputation and strengthens the value of decisions by companies.

The manager argues that:

> Companies that share part of their profits promote the growth of the community and the sustainability of their business. More engagement in CSR practices strengthens relations with Governments.

This demonstrates how CSR practices by corporations in the platinum sector have improved stakeholder relationships, increasing productivity at platinum mines, boosting staff enthusiasm and engaging and strengthening relationships.

Participant CVN had this to say:

> As a mining firm, we abide by the Indigenisation and Empowerment Act's standards. The mining has supported the trust fund for community share ownership, which is advantageous to the community.

One employee of the same company claimed that the mining firm had even established an employee share ownership trust, and all permanent employees, big and small, are benefiting from it through dividends. Given this reiteration by the participant, mining companies are encouraging CSR through community ownership of shares as enshrined in the Indigenisation and Empowerment Act.

DISCUSSION

Companies with a strong commitment to social responsibility often serve as models for other businesses. In addition, CSR ensures that these efforts have a positive impact on the local community (Carroll and Buchholtz, 2008). As part of their CSR initiatives, several businesses are also expanding access to jobs (Ksiak, 2016). One benefit of corporate social responsibility is that it encourages businesses to invest in the education and training of their local communities). Some businesses use CSR to advance healthcare. In this context, some businesses are investing more in environmental protection in their local communities, while others are wary of CSR programmes for fear of harming their bottom lines (Amini and Dal Bianco, 2017).

Cheng and Shan (2009) have shown that many academics have failed to appreciate that CSR is anticipated to be endogenic. However, market leaders are more likely to engage in CSR activities (Amini and Dal Bianco, 2017). The benefits of social responsibility among platinum miners in the Hurungwe District were demonstrated by the study's findings, as inferred from the existing literature. There are numerous benefits to CSR implementation (Ksiak, 2016). Numerous studies show that both the company's bottom line and the community gain when business is conducted in a socially responsible manner. As argued by Arnold (2017), CSR initiatives are an ethical endeavour that builds trust in communities and foster communication among many stakeholders. Several studies (Gupta, 2017; Perry and Towers, 2013; Balcerowicz, 2015) detail the benefits that corporations can reap from CSR activities. They suggest that corporations implement socially responsible programmes because doing so has several benefits, including financial gains (Ksiak, 2016). Companies in industrialised nations are more likely to adhere to global best practices (Mullerat, 2010). As a result, social responsibility provides a company with a foot in the door (Ksiak, 2016). One further positive aspect of CSR is that it helps businesses avoid potential pitfalls and conflicts (Diviney and Lillywhite, 2007; Perry and Towers, 2013). Asif *et al*. (2013) and Rocha *et al*. (2007) are just two of many sources that extol the virtues of incorporating CSR. Organisations can boost their efficiency, line of communication and resource management with the use of a unified system that is less difficult to administer and control (Castka, 2004).

According to the findings, mining businesses' primary objective for implementing CSR management systems was to improve their brand image. Professional associations that were surveyed stated that businesses should manage CSR more effectively. They claimed that a lack of financial resources, particularly for small and medium-sized businesses, which make up the bulk of the sample's mining enterprises, was the primary obstacle to the implementation of CSR management operations. The study found that in the Mashonaland West Province, platinum mining corporations exercised their CSR in areas where they had a competitive advantage. This is in line with Maphosa's (2018) observations that businesses exist to make a profit. By the time the relocation programme was completed, their support for the farmers who were relocated in this research had all but ended. They put much effort into helping folks in the mining community, contributing to the building and renovation of clinics and schools. Additionally, they electrified the clinics and gave local schools supplies and furnishings. CSR designated the relationship between the corporation and the community, although this relationship developed greatly in the past few years (Muthuri and Gilbert, 2011). Such changes could be elucidated by the growing pressure of different shareholders and institutional factors (Lattemann *et al.,* 2009; Jamali and Neville, 2011; García-Sánchez and García-Meca, 2017; Moomen and Dewan, 2017). In the era of globalisation, MNCs have largely contributed to changing the relationship between them and the community (Jamali, 2007; Jamali and Neville, 2011). Therefore, the current development of CSR across different countries is part of the worldwide increase in management ideas distinguished as the Americanisation of the management system (Bondy, Matten and Moon, 2008).

Ethical reasons (Roberts, 2003) and financial reasons (Willard, 2012) play significant roles in mining companies' shift towards sustainability. The creation of value, not just for themselves, but also for the shareholders, is especially important (Eccles, Ioannou and Serafeim, 2014). One way of increasing the value is to mitigate threats and exploit opportunities (Schulte and Hallstedt, 2018). According to Broman and Robèrt (2017), the loss of innovation opportunities and market shares due to a movement of customers to more sustainable competitors are threats for companies that fail to understand the evolution of the market towards sustainable products and solutions. França *et al*. (2017) add that companies that depend on more considerable resource- and waste-flows, and are ignorant about the current paradigm shift towards sustainability, will face economic threats such as higher costs for resources, waste management, insurance, and credits.

CSR aims to create shared value for the company's shareholders and other stakeholders (Carroll, 2015). Companies might become more sustainable by improving their operations or products and contributing to sustainable developments of both markets and society (Schaltegger and Burritt, Roger, 2018). However, Porter and Kramer (2006) state that various approaches connected to CSR are heavily divided and disconnected from practice. That makes it difficult for companies to use the benefits for themselves and society. Therefore, there is need for a systematic overview of literature about what CSR means to platinum mines in Zimbabwe concerning sustainability strategies and an analysis of sustainability strategies in practice.

CONCLUSION AND RECOMMENDATIONS

Research results showed that platinum miners in the Hurungwe District were engaging in corporate social responsibility activities in the communities in which they operated. The findings showed that CSR affects productivity and performance as assessed by ROI, ROE, ROA, and the quality of services provided. Consistent with the social impact assumption, four main issues emerge to describe the connection between CSR and company performance: increasing worker productivity through better working conditions; enhancing managerial skills, thereby increasing corporate efficiency; boosting the company's reputation and gaining the trust of its customers; and enhancing the company's image and its ability to compete in the marketplace for its products. As such, the study's results represent a vital addition to the body of knowledge in the niche fields of CSR, community participation and growth in the mining sector.

The research's most significant contribution to methodology is the way it applies and integrates ideas about CSR, community engagement and community growth. The following recommendations, however, were made:

- The labour that mining corporations use to extract the minerals should also be taken into account As such, platinum mining companies should offer workers a fair wage that is in line with the cost of living, guarantee safe, comfortable and healthy working conditions, democratise the workplace by encouraging worker participation in ownership and decision-making at all levels of the company, and offer social services like health and education to employees and their families. If properly implemented in a transparent and accountable manner, the introduction of employee share ownership schemes would also go a long way in assisting employees get motivated, resultantly increasing productivity by platinum mining companies.

- Corporate social responsibility is an important idea in boosting productivity by mining companies and, as such, the government of Zimbabwe should create a commission to supervise CSR's practical application by platinum mining companies in Zimbabwe. Corporate Social Responsibility money and projects will be managed and implemented with greater openness and accountability upon the establishment of this commission. The commission will oversee establishing rigorous guidelines for the mining industry's pioneering CSR initiatives. This commission will serve as a go-between for the mining firms and the government.

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