

**BINDURA UNIVERSITY OF SCIENCE EDUCATION**

**FACULTY OF COMMERCE**

**DEPARTMENT OF ECONOMICS**



**THE EFFECT OF SUSTAINABLE PROCUREMENT PRACTICES ON CORPORATE  
IMAGE ON GOLD MINING COMPANIES IN MASHONALAND CENTRAL  
PROVINCE IN ZIMBABWE.**

**BY**

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## DEDICATION

I dedicate this piece of work to my Parents who painstakingly carried the whole burden on their shoulders to make sure that I reach this level of educational attainment. I appreciate all the love and care. No amount of words can really express how I feel. To my brothers Billy, Swinford and Joseph, this is a result of your efforts as well. I salute you all.

## **Abstract**

This study examines the impact of sustainable procurement practices on the corporate image of gold mining companies operating in Mashonaland Central Province, Zimbabwe. With the increasing global emphasis on sustainability, organizations across industries are recognizing the importance of integrating sustainable practices into their operations. Gold mining, a significant economic activity in Zimbabwe, is associated with various environmental and social challenges. Therefore, implementing sustainable procurement practices becomes crucial for gold mining companies to enhance their corporate image and mitigate potential negative impacts. The findings of this research aim to provide valuable insights for gold mining companies in Mashonaland Central Province, enabling them to understand the significance of sustainable procurement practices in shaping their corporate image. It is expected that organizations adopting sustainable procurement practices will experience a positive impact on their corporate image, leading to enhanced stakeholder relationships, improved brand reputation, and increased competitive advantage. The study adopts a qualitative research design and employs a survey questionnaire to collect primary data from gold mining companies operating in Mashonaland Central Province. The questionnaire addresses key dimensions of sustainable procurement practices, such as environmental responsibility, social responsibility, and ethical sourcing. Additionally, it measures corporate image through indicators such as reputation, trust, and stakeholder perception. Data analysis involves the use of descriptive statistics, to identify the relationship between sustainable procurement practices and corporate image. The study also considers the mediating role of organizational transparency and communication in this relationship. It provides empirical evidence regarding the relationship between sustainable procurement practices and corporate image, shedding light on the potential benefits of sustainable procurement for organizations operating in environmentally and socially sensitive sectors. Ultimately, the study aims to encourage gold mining companies to embrace sustainable procurement as a strategic tool for sustainable development and positive stakeholder engagement.

**Key words:** sustainable procurement practices, corporate image, environmental responsibility, social responsibility, stakeholder engagement.

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## ACRONYM AND ABBREVIATIONS

Mash Central- Mashonaland Central

SP- Sustainable Procurement

SPP- Sustainable Procurement Practices

CST- Corporate Social Responsibility

GMC- Gold Mining Companies

CI- Corporate Image



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## **CHAPTER ONE**

### **1.0 INTRODUCTION**

Mining companies in Zimbabwe are seen as being environmentally and socially irresponsible especially those that use extensive amounts of chemicals which pollutes water bodies and the environment in general like gold mining. This has generated a negative perception surrounding mining activities in general and gold mining in particular, damaging the image of those companies engaging in gold mining in the country. Mining companies in Zimbabwe can improve their image by undertaking a range of responsible measures which include corrective measures to repair the environment, using environmentally friendly utilities, and corporate social responsibility which can all be achieved through implementing sustainable procurement practices. Implementing sustainable procurement practices can improve a mining company's image by demonstrating that they are willing to be environmentally and socially responsible. However, this research will be focusing on investigating the effect of sustainable procurement practices on corporate image in mining companies in Mashonaland Central Zimbabwe. The research will be conducted through literature review, Questionnaires and in-depth interviews with key informants.

### **1.1 BACKGROUND OF THE STUDY**

The mining industry in Zimbabwe has been known to cause environmental degradation and social challenges. Zimbabwe has a rich endowment of mineral resources, with gold, platinum, and diamonds being among the most significant. However, mining activities in Zimbabwe have been criticized for their negative impacts on the environment and surrounding communities. For instance, gold mining in Zimbabwe has been associated with deforestation, river pollution, and soil erosion, which have led to negative social and economic impacts (Mawowa, 2013).

To address these challenges, there has been a growing emphasis on sustainable procurement practices in the mining industry. Sustainable procurement practices involve making decisions that consider the entire lifecycle of a product, from extraction to disposal, with the aim of minimizing environmental impacts and promoting social responsibility (Luthra et al., 2016).

For instance, mining companies can implement measures such as the use of recycled materials, sustainable sourcing of materials, and waste reduction programs to improve their sustainability practices.

Corporate image is critical for the success of mining companies. Mining companies with a positive corporate image are more likely to attract investors, customers, and maintain good relationships with the surrounding communities (Amponsah-Tawiah & Dartey-Baah, 2016). Sustainable procurement practices have been recognized as an important tool for improving the corporate image of mining companies (Lee & Lye, 2015). For example, a study by Kim and Jang (2015) found that sustainable procurement practices positively affect the corporate image of mining companies in South Korea.

Mashonaland Central Province in Zimbabwe has a significant mining industry, with several mining companies operating in the area. However, the sustainability practices of these mining companies have been criticized, leading to environmental and social challenges. Therefore, this study aims to assess the effect of sustainable procurement practices on the corporate image of mining companies in Mashonaland Central Province Zimbabwe, considering factors such as waste disposal, safety precautions, corporate social responsibility, and community impact. By understanding the relationship between sustainable procurement practices and corporate image, this study aims to provide insights into how mining companies in Mashonaland Central Province Zimbabwe can improve their sustainability practices and enhance their corporate image.

## **1.2 Statement of the Problem**

Mining companies in Zimbabwe are facing growing pressure to become more socially responsible in their operations. In particular, companies are looking at ways to improve their supply chain management practices to ensure they are operating in a more sustainable manner. This is particularly important given the increasing focus on corporate image, which is an important factor in attracting and retaining customers and employees, as well as ensuring the long-term viability of the business (United Nations Global Compact, 2020). However, it is not clear what effect sustainable procurement practices have on corporate image in the mining

industry in Zimbabwe. Therefore, this study seeks to examine the effect that sustainable procurement practices have on corporate image of gold mines with a particular focus on Mashonaland Central Province as a case study.

### **1.3 The significance of the study**

The significance of the study on the effect of sustainable procurement practices on corporate image in Mining companies in Mashonaland Central Province Zimbabwe is to investigate the relationship between sustainable procurement practices and corporate image in the mining industry in Zimbabwe. This study aims to contribute to the understanding of the importance of sustainable procurement practices in enhancing the corporate image of mining companies. The study will also provide insights into the challenges and opportunities associated with sustainable procurement practices in the mining industry.

Mining companies have a significant impact on the environment, and sustainable procurement practices can help reduce this impact. The study also helps to identify the most effective sustainable procurement practices that can be implemented by mining companies to reduce their environmental impact. Corporate image is also critical for mining companies as it affects their reputation and ability to attract investors and customers (Muzenda, Etaal 2019). This study can help identify the sustainable procurement practices that have the most significant impact on corporate image and help mining companies improve their image.

Furthermore, mining companies have a social responsibility to the communities in which they operate. Sustainable procurement practices help mining companies meet this responsibility by ensuring that their supply chain is ethical and sustainable (Forbes magazine 2015). This study can help identify the most effective sustainable procurement practices that can be implemented by mining companies to meet their social responsibility. Sustainable procurement practices also provide mining companies with a competitive advantage by improving their reputation and attracting customers who are environmentally conscious and this study can help mining companies identify the sustainable procurement practices that can provide them with a competitive advantage (Lakmali and Jayarathne 2018).

Overall, the study on the effect of sustainable procurement practices on corporate image of mining companies is significant as it can help mining companies improve their environmental impact, corporate image, social responsibility, and competitive advantage.

#### **1.4 Limitations of the Study**

The limitations of the study may include the sample size and selection criteria, as well as the availability and reliability of data. The study may also be limited by the time and resources available for data collection and analysis. Additionally, the study may be affected by biases and subjective judgments of the researcher and respondents.

#### **1.5 Delimitations of the study**

The delimitations of the study may include the focus on mining companies in Mashonaland Central Province Zimbabwe and the use of sustainable procurement practices as the main independent variable. Other factors that may influence corporate image, such as corporate social responsibility practices and stakeholder engagement, may not be fully considered in this study.

#### **1.6 Assumptions**

It is to be anticipated that from the uppermost echelon of supervision, the investigator will be given the requisite cooperation to access confidential data roots and participating in questionnaires. The responses that will be collected will be appropriate, sound, true and satisfactory. In addition, total backing from the determined population for the investigation will be obtained.

#### **1.7 Objectives:**

1. To assess the level of sustainable procurement practices in mining companies in Mashonaland Central Province Zimbabwe.
2. To examine the corporate image of mining companies in Mashonaland Central Province Zimbabwe.
3. To determine the relationship between sustainable procurement practices and corporate image in mining companies in Mashonaland Central Province Zimbabwe.
4. To identify the challenges and opportunities associated with sustainable procurement practices in the mining industry in Zimbabwe.

5. To provide recommendations for improving sustainable procurement practices in mining companies in Mashonaland Central Province Zimbabwe.

### **1.8 Research questions:**

1. What is the level of sustainable procurement practices in mining companies in Mashonaland Central Province Zimbabwe, and how does this impact their corporate image?
2. What is the level of corporate social responsibility demonstrated by mining companies in Mashonaland Central Province Zimbabwe, and how does this impact their corporate image?
3. What is the impact of mining companies on the surrounding community in Mashonaland Central Province Zimbabwe, and how does this impact their corporate image?

### **1.9 Definition of terms.**

Sustainable procurement is characterised as a procedure of obtaining goods and amenities from a provider that contemplates the communal, environmental and the consequences of total life expenses to encounter the customer's desires (Walker, 2008). Whilst there is much determinations for sustainable procurement in the literary works, sustainable procurement can be understood as the procedure of organisations taking into consideration the monetary, environment-friendly, socially and with economic aspects when sourcing possessions and services.

### **1.10 Chapter Summary**

The present chapter is devoted to the commencement of the research, declaration of the predicament, objective of the research, inquiries and emphasis of the research, boundaries, restrictions and meaning of significant expressions. The ensuing chapter will deliberately inspect material related to the inquiry.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

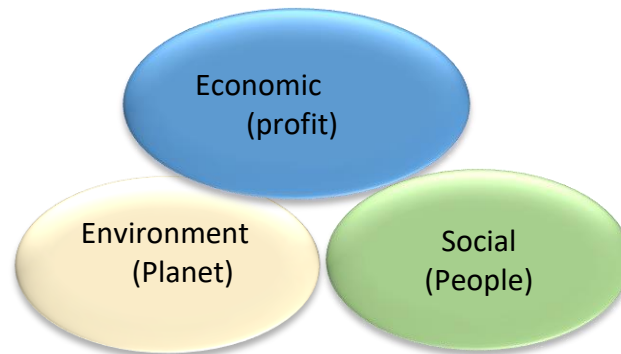
#### **2.0 INTRODUCTION**

Sustainability has emerged as a paramount concern for businesses worldwide, necessitating its integration into their operations on a global scale. In the 21st century, sustainability has become a prominent and extensively debated topic, emphasizing the importance of businesses adopting sustainable practices, particularly within their procurement processes. Procurement, a pivotal function within organizations, involves the identification and sourcing of goods and services crucial for the seamless functioning of the business. The core objective of procurement is to ensure efficient acquisition of goods and services while aligning with sustainable practices that are consistent with the business's values and objectives. In light of this, the present literature review aims to explore and provide an empirical analysis of sustainable procurement, elucidating its significance and implications.

#### **2.1 Theoretical literature**

The theoretical literature highlights that sustainable procurement practices involve integrating environmental, social, and economic factors into the procurement process, which can reduce negative impacts on the environment and society. This can enhance a company's reputation and image, leading to increased stakeholder trust and loyalty, and ultimately improved business performance (Walker et al., 2017). Corporate image is crucial as it represents stakeholders' perceptions and beliefs about a company (Jin et al., 2015).

## 2.2 Triple bottom line Concept



*Fig 2.1: Triple bottom line concept of sustainability*

As illustrated by fig 2.1, Triple bottom line theory is a framework for measuring and evaluating the economic, social, and environmental impact of business operations. Sustainable procurement practices are a key component of this framework and play an important role in achieving a sustainable triple bottom line.

**Economic Impact:** Sustainable procurement practices can positively impact the economic bottom line by reducing costs and increasing efficiency in supply chain management. By reducing waste and enhancing the longevity of products, sustainable procurement practices can also lead to long-term cost savings and financial benefits (Quinn., & Baltes, (2007).

**Social Impact:** Sustainable procurement practices can positively impact the social bottom line by promoting equal opportunities, improving working conditions, and supporting the local community. Elkington, (1997) illustrates that, by prioritizing suppliers that demonstrate social responsibility, organizations can create positive social impacts and contribute to a more equitable society.

**Environmental Impact:** Sustainable procurement practices can positively impact the environmental bottom line by reducing waste, conserving natural resources, and promoting environmental stewardship (Quinn, & Baltes, (2007). By selecting suppliers that embrace sustainable practices, organizations can significantly reduce their carbon footprint and contribute to a more sustainable future.

In summary, the implementation of sustainable procurement practices can have a significant impact on the triple bottom line of an organization. By prioritizing suppliers that align with

environmental and social values, organizations can achieve long-term financial success while also making a positive impact on society and the planet.

The implementation of the triple bottom line (TBL) concept to sustainable procurement poses several challenges, including:

**Lack of awareness:** Many organizations may not be aware of the benefits of sustainable procurement or the potential negative impacts of traditional procurement practices (Elkington, (1997). This can make it challenging to implement TBL objectives in procurement operations.

**Complex supply chain:** The global nature of modern supply chains can make it difficult for organizations to trace the origin and environmental impact of their products. (Elkington, (1997). This can pose challenges in implementing sustainable procurement practices that align with TBL objectives.

**Resistance to change:** Traditional procurement practices may be deeply ingrained in an organization's culture, making it challenging to shift towards sustainable procurement practices (Quinn, & Baltes, (2007). Resistance to change from employees or suppliers can pose a significant obstacle.

Despite these challenges, sustainable procurement practices remain a critical component of the TBL concept. Organizations need to overcome these challenges by developing clear procurement policies, increasing awareness of sustainable procurement, and engaging with suppliers who prioritize sustainability.

## **2.3 Green theory**

Green theory, a framework emphasizing sustainability and environmental protection in corporate practices, has gained significant importance in recent years for global corporations. To achieve their sustainability objectives and protect the environment, corporations must prioritize the adoption of sustainable procurement practices (Bowen, Cousins, Lamming, & Faruk, (2001a). Sustainable procurement practices involve considering sustainability factors when making procurement decisions. These factors encompass environmental and social aspects, such as reducing greenhouse gas emissions, promoting ethical behaviour, and enhancing corporate social responsibility. By incorporating sustainable procurement practices,

corporations can address the environmental impacts associated with their supply chains, such as resource depletion, pollution, and waste (Zhu; Sarkis, (2006).

The adoption of sustainable procurement practices has the potential to enhance a corporation's image. Demonstrating a commitment to sustainability increases the likelihood of building a positive reputation and fostering stakeholder trust (Bowen, Cousins, Lamming, & Faruk, (2001a). A positive corporate image, rooted in sustainable procurement practices, can promote stakeholder engagement, customer loyalty, and attract top talent to the organization. Additionally, the adoption of sustainable procurement practices can lead to cost savings by eliminating wasteful and inefficient processes from the procurement cycle (Zhu, Sarkis, 2006). These practices also contribute to improved supplier relationships, higher product or service quality, and enhanced supply chain efficiency.

However, the adoption of sustainable procurement practices presents challenges that must be addressed. These challenges include the need for significant financial investment, a lack of expertise and knowledge, and difficulties in monitoring suppliers' compliance (Mudgal, Etaal, 2010). Nonetheless, considering sustainability is crucial for corporations to meet the increasing demands of customers and other stakeholders who expect responsible and ethical behaviour from companies.

In summary, green theory underscores the significance of sustainability and environmental protection in corporate practices. By embracing sustainable procurement practices, corporations can enhance their image, build stakeholder trust, achieve cost savings, and improve overall efficiency. Adopting sustainable procurement practices is essential for corporations to fulfil their environmental and social responsibility commitments and remain competitive in the marketplace.

## **2.4 Stakeholder Theory**

Stakeholder theory is a concept that suggests that businesses and organizations are not only responsible for maximizing profits but also for addressing the interests and needs of different groups that can affect or be affected by their operations. This theory argues that companies should identify and engage with all their stakeholders, such as employees, customers, suppliers, local communities, government, and the environment, as they all have a stake in the company's success or failure (Freeman, 1984).

One of the strengths of stakeholder theory is that it provides a framework for businesses to be more socially responsible and responsive to the needs of different groups. By engaging with stakeholders, companies can better understand and address their concerns, and develop mutually beneficial relationships that can enhance their reputation, brand, and long-term viability (Maignan & Ferrell, 2004). Additionally, stakeholder theory can help companies avoid potential risks and conflicts, such as those related to social, environmental, or ethical issues, that can harm their performance and image (Phillips & Reichart, 2000).

However, stakeholder theory also has some weaknesses that should be considered. One of the main criticisms is that it may be unrealistic or difficult for companies to identify and balance the interests of all their stakeholders, as some may have conflicting or competing demands, and others may not be visible or accessible (Carroll & Buchholtz, 2000). Moreover, some stakeholders may lack power or legitimacy to influence the company, while others may have disproportionate influence or impact (Mitchell et al., 1997). Therefore, some scholars argue that companies may need to prioritize or limit their engagement with stakeholders based on their relevance, salience, or urgency, and align their actions with their core values and objectives (Crane & Matten, 2016).

In the context of sustainable procurement practices on corporate image, stakeholder theory can be relevant and useful to guide companies to identify and address the needs and expectations of different groups that can affect or be affected by their procurement decisions. For example, mining companies may need to engage with local communities, suppliers, regulators, and environmental groups to ensure that their procurement practices are socially responsible, environmentally sustainable, and economically beneficial for all stakeholders (Scott et al., 2010). By applying stakeholder theory, mining companies can also enhance their corporate image and reputation, as they can be perceived as responsive, transparent, and accountable to their stakeholders, which can improve their attractiveness to investors, customers, and employees (Gao et al., 2019).

## **2.5 Sustainable Procurement Practices**

The integration of environmental, social, and economic considerations in the procurement process, with the view of decreasing the detrimental impact of corporate undertakings on the planet and the public at large, characterizes sustainable procurement procedures (Walker et al., 2017). The utilization of such practices can yield a beneficial consequence on an organization's

image and standing, given that it is reflective of a devotion to social responsibility and sustainability (Walker et al., 2017). This can bring to fruition an enhancement in shareholder confidence and commitment, which may subsequently further corporate productivity (Walker et al., 2017).

### **2.5.1 Training**

In the foremost place, educating suppliers is acknowledged as an essential sustainable procurement practice which can bolster sustainability. Instructing suppliers in new product opportunities or developments provides for the ideal fashioning of items to conform to the desired criteria, as well as sustainability criteria of the packaging (Lysons and Farrington, 2016). Therefore, firms can maintain collaborative relationships with their suppliers to make sure supplier training is conducted accordingly. Furthermore, Kiwili and Ismail, (2016) contend that collaborative relationships foster innovation due to the exchange of concepts between the purchaser and supplier, which allows for an abridgment of waste and augmented recycling ways that will arrive in beneficial results subsequent to being implemented.

### **2.5.2 Whole life costing**

On the other side, whole life cycle costing is a sustainable procurement technique that ascertains that the “value for money” goal is attained in the private sector. The comprehensive cost of ownership is divided to appraise the expenses of owning a specific product from procurement to termination. It encompasses acquisition expenses, upkeep costs and disposing of costs (Lysons and Farringtons, 2016). This proves advantageous in terms of savings, owing to the trimming of waste production and attaining items of superior quality that are sustainable, and that fall in line with environmental, social, and economic targets.

### **2.5.3 Recycle, reuse and reduce**

In addition, the procurement of recyclable products is a sustainability practice, which comprises investing in items that can be recycled so as to avoid adverse environmental impacts (Wallace and Omachar, 2016). Consequently, notions such as reduce, reuse and recycle must be mulled over when forming products in the supply chain. Specifications, therefore, are indispensable to

share with suppliers. The commodities must be of a redundant character or can be relayed to the provider for reconstruction.

#### **2.5.4 Supporting human and labour rights**

What is more, the paradigm of supporting human rights is also of significant value in assisting sustainability as human rights has been a primary interest in the modern world (Islam et al., 2017). They further elaborate that human rights must be dealt with by procuring entities by ensuring that suppliers do not utilize such acts as child labour and sweatshop employment, and that equivalent options are permitted to all. This calls for justice when tackling matters concerning human rights. This can be done through the equitable granting of tenders with no bias. This can be managed by way of fostering companies held by female owners. This can have an effect on the brand identification from sundry shareholders. This was raised when Nike Company had a negative reputation after reports started to take place that they were engaging in sweatshop labour (GreenBiz 2019).

#### **2.5.5 Buying from local suppliers**

Finally, the act of endorsing local suppliers is a sort of sustainability, which suggests boosting the local community business in the nation, or locality wherein the business acts. The buyers source and procure objects and amenities needed from the local providers and this advances economic growth in the nation (Lysons and Farrington, 2012). The run is a sustainable procurement shape and it raises the chance of a positive corporate image and is thought of as a favourable custom in any country.

#### **2.5.6 Corporate social responsibility (CSR)**

Corporate social responsibility (CSR) is a form of sustainability procurement practice that entails companies assuming responsibility for their impact on the environment and social welfare. CSR includes actions such as working to reduce their environmental impacts, contributing positively to society, ethical sourcing and supporting sustainability initiatives (Maignan, & Ferrell, 2004). CSR also involves incorporeal procuring practices such as

providing fair wages and terms and conditions to workers, providing safe and healthy working conditions and ensuring customers' and suppliers' needs are met in an ethical and sustainable way. Ultimately, the goal of CSR is to create a better and more sustainable world in which companies strive to benefit their stakeholders and the environment.

## **2.6 Corporate image**

Corporate image is an important element of a company's reputation, as it represents the perceptions and beliefs that stakeholders hold about the company (Jin et al., 2015). A positive corporate image can lead to increased stakeholder trust and loyalty, which can in turn lead to increased business performance (Jin et al., 2015). It is therefore important for companies to manage their corporate image carefully, and to take steps to ensure that it remains positive.

## **2.7 Empirical Findings**

Steurer and Konrad (2007) conducted a study examining the prevalence of green, or sustainable, public procurement action plans in the European Union (EU). Their analysis determined that, of the 27 EU member states, only one-third had adopted such an action plan by April 2007, while an additional five countries had drafted, but not yet adopted, a policy in this area. The authors concluded that sustainable public procurement action plans are some of the most comprehensive interventions for fostering sustainable procurement, and the instrument applied most often in EU member states. The European Union (EU) has predominantly focused on environmental, rather than social, objectives in its public procurement efforts. Italy, for instance, requires that 30% of goods purchased by its public administration meet ecologically-driven criteria, while Denmark, France, the Netherlands, and the United Kingdom have established public procurement policies specifically related to wood and paper products. Belgium, furthermore, is aiming to have 50% of its governmental vehicles adhere to specific environmental criteria (Steurer & Konrad, 2007).

Brammer and Walker (2011) conducted a research study exploring sustainable procurement practices in the public sector in the United Kingdom. They identified financial limitations, the perception of high costs, lack of senior executive approval, and the unavailability of sustainable products as barriers to the implementation of sustainable procurement. Their recommendations highlighted the need for governmental legislation in support of sustainable procurement and



adequate budgetary leeway for organizations to invest in sustainable procurement, which may only be cost-efficient over a long-term horizon.

Another study was conducted out by Hussein (2014) on “effects of sustainable procurement practices on organizational performances in manufacturing sector in Kenya. This study was focused on one company, Unilever Kenya Limited. This study used a descriptive design. The procurement and finance staff of Unilever Kenya Limited were the target population which consisted of 400 staff members and made use of a sample size of 40 staff members. It was found that the majority at 83% agreed that corporate social responsibility (CSR), product re-usability and ethical practices contribute to green procurement in the company, with product re-usability making the larger contribution with 80% of respondents supporting this. On ethical practices 67% respondents agreed that ethical practices contribute to green procurement in organisation. The study recommended policy and practices for green procurement should be evaluated and feedback be given. Hussein (2014) tested relationship between variables on sustainable procurement practices using the linear multiple regression analysis and also used statistical package for social sciences version 21 (SPSS) to code, enter and compute the multiple regressions. It was found out that product re-usability contributed more to sustainable procurement.

Young, Nagpal and Adams (2015) conducted a research study that investigated the factors influencing the implementation of sustainable procurement practices in universities in Australia and the United Kingdom. Results showed a strong role of the institutional environment in driving investment in sustainable procurement, with university structures, funding pressures, and regulations creating impetus for such practices. UK universities were more likely to consider external pressures such as student preferences in their decision-making processes, whereas Australian institutions faced obstacles in terms of resource availability. The study also revealed that sustainable procurement initiatives in universities were being implemented in areas such as food, stationery, waste, travel, and recycled paper.

Kinyanjui (2010) reported that developing nations in Africa, such as Nigeria, Ghana, Malawi, and Kenya, have seen difficulties in reaching infrastructure-focused objectives due to suboptimal public procurement processes. The researcher found deficient highways and other public works within Kenya to be strongly affected by an insufficient focus on procurement practices, highlighting that modifications to those practices might have a major impact on the improvement of the nation's roadway infrastructure. Similarly, Kirungu (2009) concluded that, while the laws and regulations concerning procurement appear to be sufficient, the greatest

hazards to the process involve institutional elements and the successful execution of the procurement process as defined by the pertinent legislation and its bylaws.

Chari and Chiriseri (2014) implemented a research study in Zimbabwe to assess the determinants of the utilization of sustainable procurement practices. The investigation employed a combined qualitative and quantitative approach, using questionnaires and interviews to obtain data from 300 procurement and administrative employees. Following a descriptive research design, the study featured interviews, questionnaires, and the analysis of pre-existing records. Results showed that sustainable procurement practices were not widespread; indeed, purchase orders were most frequently granted on the basis of the lowest bid, regardless of social and environmental factors. Additionally, the study determined a dearth of management backing to be a notable impediment to the adoption of sustainable procurement processes. Further constraints were discovered in the form of the presence of sustainable products, a shortage of familiarity with sustainability principles, and the held belief that such products were disproportionately costly. In light of these conclusions, Chari and Chiriseri (2014) proposed that training and education be provided for staff pertaining to sustainability approaches. The authors also suggested a series of approaches for further stimulating sustainable procurement, which included explicit legislative and regulatory support, enough budgetary suppleness, and the streamlining of relevant procurement processes. Consequently, the research underscored the need to directly address the hindrances brought to light and outlined ideas to overcome them.

Nevertheless, it is crucial to recognize that various advancements have happened since the publication of Chari and Chiriseri's (2014) study. To that end, Zimbabwe has undertaken recent endeavours, such as the implementation of the Public Procurement and Disposal of Public Assets Act in 2017, that aspire to take sustainability considerations into consideration in purchasing proceedings. Specifically, Section 4(1)(a) of the legal document contains objectives related to sustainable procurement.

Furthermore, numerous parties involved have acted to confront matters concerning human rights, women's rights, and environmental preservation, signifying a favourable move towards sustainability. To conclude, Chari and Chiriseri's (2014) research put a spotlight on sustainable procurement processes in Zimbabwe, uncovering obstacles and proffering solutions. Yet,

subsequent actions, such as the endorsement of pertinent laws and activities by key players, have been made to progress the management of sustainability concerns in procurement proceedings.

## **2.8 Research Gap**

The potential grey area that can be deduced from the literature review is the specific contextual challenges and opportunities faced by gold mining companies in implementing sustainable procurement practices. Understanding the unique dynamics of the gold mining industry in Mashonaland Central Province and how it intersects with sustainable procurement practices is crucial. This could include exploring the specific environmental and social impacts associated with gold mining operations in the region and how sustainable procurement practices can address these challenges. Additionally, investigating the availability of sustainable suppliers and the feasibility of implementing sustainable procurement practices within the local supply chain could be an area of inquiry.

Moreover, examining the perceptions and attitudes of stakeholders, such as local communities, government bodies, and non-governmental organizations, towards gold mining companies' sustainable procurement practices and their impact on corporate image can provide valuable insights. This can involve investigating how local communities perceive the efforts of gold mining companies in Mashonaland Central Province to incorporate sustainable procurement practices and whether these practices contribute to positive community engagement and trust-building. Furthermore, exploring the potential barriers and enablers specific to the gold mining industry in the region in adopting and implementing sustainable procurement practices can be a grey area. This could include examining factors such as regulatory frameworks, access to resources, technological capabilities, and stakeholder collaborations that influence the feasibility and effectiveness of sustainable procurement practices in gold mining companies.

Overall, investigating the contextual challenges and opportunities specific to the gold mining industry in Mashonaland Central Province, Zimbabwe, regarding the adoption and impact of sustainable procurement practices on corporate image can contribute to a more nuanced understanding of this topic and inform tailored strategies for improving sustainability performance in the gold mining sector.

## **2.9 Chapter Summary**

This chapter emphasizes the importance of sustainable procurement practices in enhancing corporate image and achieving a sustainable future. It provides a theoretical foundation, empirical evidence, and research gaps that highlight the significance of integrating sustainability into procurement processes and the potential benefits for organizations. The literature indicates that, further research is required to provide a more comprehensive understanding of the relationship between sustainable procurement practices and corporate image in order to fill the gap in the literature.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 INTRODUCTION**

Investigation methodology pertains to the concrete stairways or systems utilised to spot, elect, process and dissect facts regarding a subject. This chapter also deals with the exploration design target crowd, trial population and goes through the systems and tools utilised in data collation, sampling and analysis. Additionally, this chapter discourse the data's legality and trustworthiness.

#### **3.1 Research Design**

In this inquiry, a descriptive blueprint and case analyse framework was embraced, depending on both primaries and secondary origins of data. This strategy was adopted as the investigator wished to plant more emphasis on a definitive area in order to investigate the result of sustainable acquiring practises on corporate image (Kothari, 2015). Predominantly a descriptive research form was used as it typically utilizes qualitative material although quantitative data can once in a while be used for descriptive reasons. Descriptive research was preferred so as to achieve the research goals through the medium of a ground survey making use of questionnaires and dialogues as fundamental instruments.

Moreover, the implementation of a case served to understand internal authenticity as the investigator struggled to understand the core impressions of sustainable acquiring practices on corporate image (Chipiro, 2009). Besides, a case study also enjoys the capacity of addressing technically dissimilar scenarios where many variables and data sources are present. Furthermore, a case study was chosen owing to its penetrating investigative approach of giving outcomes concerning a particular area of a company, deleting the element of generalising facts.

### 3.2 Sampling and Population

The sampling practice will be completed by making use of a purposive sampling approach, which is grounded on the aims of this study. This activity will incorporate the choice of gold mining companies in Mashonaland Central in addition to local habitants of the region. This shall necessitate the formation of quotas for every one of the gold mining companies and local citizens in order to ensure that all information accumulated coincides with the population of Mashonaland Central Province.

TARGET GROUP	POPULATION
Procurement Officers	6
Mine engineers	3
Community Leaders	6
Local Citizens	10
Hoist driver	2
Key Suppliers	4
Underground Managers	3
Mine Captains	2
Accountants	3
SHE Officers	3
TOTAL	42

### 3.3 Questionnaires

In order to obtain primary material, questionnaires emerged as one of the tools applied. Information relative to the study was retrieved by taking advantage of both open-ended queries and closed-ended questions. Open-ended questions were employed in order to furnish respondents with room to give their own opinions (Kothari, 2015). Furthermore, closed-ended questions were administered purely for practicality augmentation of the researcher while interpreting the data. The questionnaires were fashioned in a way, which makes possible the

collection of both quantitative and qualitative data. The primary intention to utilise questionnaires relies upon it being expedient to operate and, without doubt, substantial quantities of information may be obtained from a huge number of respondents.

Additionally, questionnaires are cost-efficient when the investigator wishes to centre a broad population (Merriam, (2002)). However, numerous queries may be expended in a way not anticipated by the researcher consequentially resulting in irrelevant data. Similarly, it was confounding for the investigator to differentiate the precision of the answers given by the respondents. The questions centred on the influence sustainable acquiring practices had on corporate image in gold mining companies in Mashonaland Central Province in Zimbabwe.

### **3.4 Interviews**

Cooper & Schinder (2005) cultivate an explanation of interviews being a deliberate or free-form agreement equating to two individuals or amongst a bunch of people who are getting information about something special. Through personal interviews, a more thorough appreciation of the effect of sustainable acquiring practices on corporate image was acquired. Interviews were directed with essential figures such as community initiators, procurement overseers, Store supervisors, warehouse overseers, and local citizens. Besides, interviews were administered in view of the fact that they are efficient while achieving a qualitative research, furnishing in-depth insight.

Furthermore, they have an improved response rate than mailed inquiries and allow the interviewer to decipher the non-verbal conduct of the interviewee (Merriam, (2002)). This implied that the researcher had the option to obtain first hand material from the respondents in Gold Mines in Mashonaland Central Province despite the possibility of some prejudgment in terms of privacy.

### **3.5 Data collection methods**

Subsequent to procuring authority from the Gold mines and nearby settlements in Mashonaland Central Province in Zimbabwe, collections of data for this research were procured with the help of questionnaires and interviews. Interviews were administered to both figures and local

citizens. Questionnaires were exclusively planned and individually disseminated to each respondent. Submission and retrieval of questionnaires happened over a period of fourteen days. The interviews were conducted and undertaken in a mere six days as all interviewees were available on the set dates. Additionally, secondary materials comprising of electronic reports from textbooks and diaries and website pages of gold mines of Mashonaland Central were administered. This secondary data was manipulated due to its convenience to gather, reduced costs and less duration occupancy.

### **3.6 Validity and Reliability.**

The study was designed to ensure that the questions asked were relevant to the research objectives and the research questions. The questions were developed based on the literature review and expert opinions. The study also used a conceptual framework to ensure that the variables measured were consistent with the research objectives and the research questions. In addition, the study was reviewed by experts in the field to ensure that the questions were clear and understandable (Kothari, 2015). The study was conducted twice with a two-week interval to ensure that the results were consistent over time. Overall, the study on the effect of sustainable procurement practices on corporate image of Gold mines in Zimbabwe had high validity and reliability measures, indicating that the findings were accurate and consistent.

### **3.7 Ethical consideration**

The study included only participants who freely consented to participate. During the course of this research study no harm or offence was caused to any participant. The researcher referenced all the used sources from different authors and any data or ideas without due acknowledgement and permissions were not used. Permission to conduct the research was sort from the mining communities and mining companies in Mashonaland Central Province in Zimbabwe before engaging the research. Also on the questionnaires instructions were given to the respondents that the study was solely for academic purposes. The researcher also took into cognisance the rights of respondents to informed permission, anonymity, privacy, secrecy and voluntary participation in the study.



### **3.8 Summary chapter**

This chapter discussed and analysed the inquisition methodology of this study. It inscribed the investigative approach, study resources, the matters of inquiry (drawn selection and public) and the data assemblage approaches. Finally, this chapter finished by offering a capsule review of the chapter rundown.

## CHAPTER IV

### DATA PRESENTATION AND ANALYSIS

#### 4.0 INTRODUCTION

The objective of this chapter is to investigate, present, and explore the outcomes. The assessment of the response rate of the delivered questionnaires and interviews is covered in this chapter. The insights from the questionnaires were appraised utilizing Microsoft packages and IBM SPSS Statistics 20. Consequently, the outcomes exhibit the efficacy of sustainable procurement practices in guaranteeing a productive corporate image.

#### 4.1. Response rate and reliability Tests

The total number of study participants was 42 which comprised of 37 questionnaire respondents and 5 interviews. The response rates are outlined in table 1 below:

Table 1 Questionnaire and interview response rate

Aspect	Sample Size	Unaccounted For	Number Of Respondents	Response Rate(%)
Questionnaires	37	8	29	78.38
Interviews	5	Nil	5	100
<b>Total</b>	<b>42</b>	<b>8</b>	<b>34</b>	<b>80.95</b>

It is widely accepted in the literature that a response rate of above 60% is suitable for producing reputable research outcomes. Saunders, Lewis and Thornhill, (2009) recommended a response rate of at least 75% for accurate representation, while Babbie (1990) suggests that a rate of 60% or greater is acceptable. The response rate observed in Table 1 ranges from 78.38% to 100%, indicating a strong likelihood that both qualitative and quantitative data is of acceptable credibility.

## 4.2 Demographic data

Table 2: *Gender information of Study Participants*

**n=29**

Gender Of Respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	20	69.0	69.0	69.0
	Female	9	31.0	31.0	100.0
	Total	29	100.0	100.0	

**Source:** Data Research 2023.

The Above table 2 shows that there were 20 (69.0%) and 9 (31.0%) Male and Female research participants respectively who took part in the study. Generally, this does not show a balance viewpoint between men and women on the sustainable procurement practices in Gold mines in Mash Central Province in Zimbabwe.

Table 3: *Education level*

**n=29**

Education Level					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CERTIFICATE	7	24.1	24.1	24.1
	DIPLOMA	3	10.3	10.3	34.5
	BACHELORS DEGREE	16	55.2	55.2	89.7
	MASTERS DEGREE	3	10.3	10.3	100.0
	Total	29	100.0	100.0	

**Source:** Data Research 2023.

Table 3 presents the educational level of participants. Of the sample members for this study, nearly 55.2% had earned a bachelor's degree, 24.1% had obtained a certificate level of instruction, 10.3% held a diploma level of education, and 10.3% acquired a master's degree level of education. All in all, it can be concluded that the levels of education found in Table 3 are suitable for the requirements of the study, allowing for the necessary experience and critical perspectives on procurement practices to be shared.

Table 4 Years of involvement in Mining Community & or Industry

n=29

Years Of Involvement in Mining Industry / Community					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	4	13.8	13.8	13.8
	6-10	5	17.2	17.2	31.0
	11-15	8	27.6	27.6	58.6
	16 and Above	12	41.4	41.4	100.0
	Total	29	100.0	100.0	

Source: Data research 2023.

Analysis of Table 4 shows that the majority of the respondents (41.4%) had been employed or residing in gold mining communities in Mash Central Province Zimbabwe for more than 16 years. 27.6% of participants reported having served the gold mining companies from 11 to 15 years, 17.2% for 6 to 10 years, and 13.8% for up to 5 years. In terms of the aim of the study, even those who had been in the organisation for a short period of time had the necessary insight to provide feedback in regards to procurement dynamics, challenges and potential areas for improvement in alignment with the aim of the study.

4.3 Sustainable procurement practices

Table 5 Familiarity with sustainable procurement practices.

n=29

Responses					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	79.3	79.3	79.3
	No	6	20.7	20.7	100.0
	Total	29	100.0	100.0	

Source: Data research 2023.

The above table shows familiarity frequency of respondents with SPP. It is shown that 79.3% of the respondents were familiar with SPP and only 20.7% of the respondents were not familiar with SSP.

**4.4 The Extent to which Gold mining companies in Mash Central implement sustainable procurement practices.**

The findings from the survey revealed the extent to which SPP were being implemented on Gold mining companies in Mash Central, with respondents ranking implementation on a 5-point scale. Descriptive statistics were utilized to measure implementation levels on extents such as very high, high, moderate, low and very low.

<i>Table 6 : The Extent to which Mash Central Province Gold Mining Companies Implement Sustainable Practices.</i> <b>n=29.</b>		
<b>Extent</b>	<b>Respondents</b>	<b>Percentage(%)</b>
Very low extent	4	13.8
Low extent	7	24.14
Moderate extent	9	31.03
High extent	6	20.69
Very high extent	3	10.34

**Source:** Primary data, 2023

Table 6 presents the results of the analysis on the extent of implementation of Sustainable Procurement Practices (SPP) in gold mining companies in Mash Central. The table provides a breakdown of the ratings given by the respondents regarding the extent of SPP implementation. According to the table, 13.8% of the respondents rated the extent of SPP implementation as very low. This suggests that a small portion of the companies surveyed have implemented SPP to a very limited extent. This could imply that these companies have not prioritized or given much attention to incorporating sustainable practices in their procurement processes. The next category, with 24.14% of respondents, rated the extent of SPP implementation as low. This indicates that a larger proportion of companies have implemented SPP to a somewhat higher extent compared to those with very low ratings. However, the overall level of implementation is still considered relatively low, indicating that there is room for improvement in integrating sustainable procurement practices within these gold mining companies. The majority of respondents, accounting for 31.08%, rated the implementation of SPP as moderate extent. This category represents the highest frequency, indicating that a significant number of companies

have made some progress in implementing sustainable procurement practices. However, it also suggests that a substantial portion of the companies surveyed have yet to fully embrace and integrate these practices. The following category, with 20% of respondents, rated the extent of SPP implementation as high. This suggests that a smaller but notable proportion of companies have taken significant steps towards implementing sustainable procurement practices. They have likely incorporated sustainable criteria and considerations into their procurement processes, demonstrating a higher commitment to sustainability.

Finally, only 10% of the respondents rated the implementation of SPP in gold mining companies in Mash Central as very high extent. This indicates that a minority of companies have achieved a comprehensive and robust implementation of sustainable procurement practices. These companies have likely demonstrated a strong commitment to sustainability by adopting advanced and innovative approaches to their procurement processes.

In conclusion, the results of Table 6 indicate that the implementation of SPP in gold mining companies in Mash Central is generally low to moderate. The limited extent of implementation may be attributed to various factors, such as a lack of technical knowledge and resources needed to incorporate sustainable practices into procurement processes. These findings highlight the need for increased awareness, education, and investment in sustainable procurement practices within the gold mining sector in Mash Central to promote environmental and social responsibility.

*Table 7: Key Sustainable Procurement Practices*  
**n=29**

<b>SPP</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE (%)</b>
Training	29	100
Whole life costing	6	20.69
Reduce, reuse, recycle	26	89.66
Human rights promotion	4	13.79
Promotion of local suppliers	6	20.69
Corporate social responsibilities	20	68.97

Table 7 presents the findings related to the respondents' perceptions of various sustainable procurement practices in gold mining companies in Mash Central. The table provides a breakdown of the responses and the corresponding percentages of agreement with each practice. The first sustainable procurement practice examined in the table is training. The results indicate that 100% of the respondents (29 out of 29) agreed that training is a crucial sustainable procurement practice. This overwhelming consensus highlights the recognition among the participants that providing training opportunities to employees and stakeholders is essential for effectively implementing sustainable procurement practices. It suggests that companies in the gold mining sector should prioritize training initiatives to enhance awareness, knowledge, and skills related to sustainable procurement.

The next practice evaluated is the concept of reduce, reuse, and recycle. The findings reveal that a significant majority of respondents, accounting for 89.66% (26 out of 29), considered this practice to be important in the context of sustainable procurement. This indicates that the respondents recognize the significance of minimizing waste, maximizing resource efficiency, and promoting circular economy principles within procurement processes. The high agreement percentage suggests that companies should focus on incorporating strategies to reduce, reuse, and recycle materials and resources in their procurement practices.

Moving on to the third sustainable procurement practice, namely whole life costing, the results indicate that a relatively smaller proportion of respondents, 20.69% (6 out of 29), viewed this practice as relevant. Whole life costing involves considering the entire life cycle costs and impacts of products or services during the procurement decision-making process. Although the agreement percentage is relatively lower compared to the previous practices, it still signifies that a notable subset of respondents recognizes the importance of considering long-term costs and environmental impacts associated with procurement choices. This suggests that there is room for improvement in promoting the adoption of whole life costing principles among gold mining companies in Mash Central.

The fourth sustainable procurement practice examined in the table is the promotion of local suppliers. The findings indicate that an equal proportion of respondents, 20.69% (6 out of 29), acknowledged the significance of supporting and promoting local suppliers as part of sustainable procurement practices. This suggests that a subset of respondents recognizes the economic and social benefits associated with sourcing goods and services from local

businesses. It implies that there is potential for gold mining companies to strengthen their ties with local suppliers and contribute to local economic development through sustainable procurement strategies.

Finally, the last practice evaluated in the table is the promotion of human rights. The findings reveal that 13.79% of the respondents (4 out of 29) perceived human rights promotion as a relevant sustainable procurement practice. This indicates that a smaller proportion of respondents recognized the importance of considering and safeguarding human rights within procurement processes. It suggests that there is a need for greater emphasis on human rights issues and their integration into procurement practices within the gold mining sector.

In summary, the findings of Table 7 highlight that training and the concept of reduce, reuse, and recycle are widely regarded as important sustainable procurement practices among the respondents. The results also indicate that whole life costing, promotion of local suppliers, and human rights promotion received varying degrees of recognition, with relatively lower agreement percentages. These findings emphasize the need for companies in the gold mining sector to prioritize training initiatives, waste reduction efforts, and consider the broader social and environmental impacts of their procurement decisions. Furthermore, there is room for improvement in promoting practices such as whole life costing, supporting local suppliers, and ensuring human rights are respected throughout the supply chain.

**4.5 Corporate image.**

Table 8 *Opinion on whether implementing SSP affect corporate image of Gold mines in MASH Central.*

**n=29**

<b>Responses</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE (%)</b>
Yes	21	72.41
No	5	17.24
Not Sure	3	10.34



Table 8 results shows that 72.41% of the respondents strongly agree that SPP have an impact on sustainable procurement practices and 17.24% respondents strongly disagree that SPP affect corporate. 10.34% of the respondents had no idea on whether SPP have an effect on corporate image or not.

Table 9. *Perception of sustainable procurement practices on corporate image by Gold Mining Companies.*

**n=29**

<b>Mining Companies</b>	<b>Respondents</b>	<b>Percentage (%)</b>
Shamva Gold Mine	15	51.72
Fredda Rebecca Gold Mine	29	100
Stories Gold Mine	8	27.59

Based on the information provided in the table above, it can be inferred that Fredda Rebecca Gold has significantly improved its corporate image to a greater extent compared to other gold mining companies in Mashonaland Central Province, Zimbabwe. This improvement is attributed to the implementation of Sustainable Procurement Practices (SPP), as it was referenced by all respondents, resulting in a 100% frequency. The fact that Fredda Rebecca Gold was mentioned as an example by all the respondents indicates that this particular company has successfully implemented SPP and has managed to create a positive perception among stakeholders regarding its corporate image. This suggests that the company has adopted sustainable practices in its procurement processes, which has likely resulted in improved environmental and social performance. These efforts have likely enhanced the company's reputation and stakeholder trust.

In comparison, Shamva Gold Mine received a reference from 51.72% of the respondents. While not as high as Fredda Rebecca Gold, this indicates that Shamva Gold Mine has also made progress in improving its corporate image through the implementation of SPP. The reference from over half of the respondents suggests that this company has demonstrated a commitment to sustainable procurement practices, which has positively influenced its reputation and stakeholder perception. Lastly, Stories Gold Mine received a reference from 27.59% of the

respondents. Although lower than Fredda Rebecca Gold and Shamva Gold Mine, this still signifies that Stories Gold Mine has also experienced some improvement in its corporate image as a result of implementing SPP. The reference from over a quarter of the respondents suggests that the company has taken steps towards adopting sustainable procurement practices, which has likely contributed to a positive perception among stakeholders. The findings from the table imply that the implementation of SPP has had a positive impact on the corporate image of gold mining companies over time. Fredda Rebecca Gold, as the most frequently referenced company, demonstrates the potential for significant improvements in corporate image when sustainable procurement practices are effectively implemented. The references to Shamva Gold Mine and Stories Gold Mine also indicate that SPP has the capacity to positively influence corporate image, albeit to a lesser extent.

Overall, the data suggests that the adoption of SPP can contribute to the enhancement of corporate image in gold mining companies. By integrating sustainable practices into their procurement processes, these companies can improve their environmental and social performance, gain stakeholder trust, and establish a positive reputation within the industry.

Table 10: *Indicators or measures used to assess corporate image.*

**n=29**

<b>Indicators/Measures</b>	<b>Respondents</b>	<b>Percentage(%)</b>
Stakeholder perception	25	86.21
Media coverage	8	27.57
Awards	15	51.72
Employee satisfaction	29	100
Environmental impact	29	100
Community engagement	18	62.07

The results from the table above shows the indicators or measures that can be used to assess corporate image basing on the opinion of the respondents. 86.21% respondents use stakeholder perception in assessing corporate image. 27.57% respondents use Media coverage to assess corporate image. 51.72% respondents use awards such as buy Zimbabwe mining awards to measure corporate image.62% respondents use community engagement practices to measure

corporate image and 100% respondents use employee satisfaction and environmental impacts to indicate corporate image. It can be concluded that corporate image can be determined by more than one indicator.

Table 11: *Rating of Corporate image of Gold Mines in Mash Central.*

**n=29**

<b>Rate</b>	<b>Respondents</b>	<b>Percentage(%)</b>
Very poor	Nil	Nil
Poor	Nil	Nil
Average	18	62.07
Good	11	37.93
Excellent	Nil	Nil

Based on the data provided in the table, the analysis indicates that gold mining companies in Mashonaland Central Province, Zimbabwe, have an average rating of approximately 62.07% and a good rating of about 37.93%. The average rating suggests that the overall perception of the corporate image of these mining companies is moderate. It implies that respondents have expressed a mix of positive and negative views about the companies' image. While some aspects of their corporate image may be perceived positively, there may be room for improvement in other areas. The good rating of 37.93% indicates that a significant proportion of respondents hold a positive view of the corporate image of the mining companies. This suggests that these companies have managed to establish a favourable reputation in certain aspects, which might include factors such as environmental stewardship, community engagement, ethical practices, or transparency. On the other hand, the data also indicates that a portion of respondents may hold a less positive view of the corporate image, as reflected in the average rating. This could suggest that there are areas where these mining companies need to enhance their image or address concerns raised by stakeholders. It is important for these companies to identify and address any negative perceptions or areas for improvement to further enhance their overall corporate image.

It can be concluded that the moderate average rating of corporate image of GMC in Mash Central indicates that there is room for improvement, but the good rating suggests that there are positive aspects of their corporate image as well. To strengthen their overall reputation and improve stakeholder perceptions, these companies should focus on addressing any negative aspects, addressing concerns, and further enhancing positive practices (Mukwada, Zvinorova, Takaendesa, & Mapuranga, (2016).

#### **4.6 Chapter Summary**

The chapter contained the presentation, interpretation and discussion of the findings on the questionnaires which were distributed to mining companies and communities in Mash Central Province. The data was presented using tables. The chapter below will summarise findings giving conclusions and recommendations basing on findings and contents of the study.

## **CHAPTER V**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

In this chapter, the investigator will give an abridgment of the discoveries, inferences drawn, and proposals with regard to the outcomes. The closing statement was predicated on the research results, and each research objective comprised of a conclusion to guarantee precise conclusions at the end of the study.

#### **5.1 Summary of research findings**

This study intended to analyse the effect of sustainable procurement practices on the corporate image of gold mining companies located in Mash Central Province. A sample size of 42 people was acquired and a descriptive survey was employed as the methodology. This study was heavily influenced by the augmenting pressures for gold mines to be more socially responsible in their daily practices. The research proved to be a difficult task to execute given the scant sample size and the restricted access to consistent and credible data. In addition, the research period and available resources for data collection and examination were confined. Moreover, the effects of prejudice and subjective conclusions of the research and individual opinion holders had to be taken into account. Not with standing these limitations, discoveries were made and the following conclusions were drawn:

#### **5.2 Conclusions**

- The results presented lead to the conclusion that sustainable procurement activities, including buying from local suppliers and promoting human labour rights, are necessary for mining companies as it enhances their corporate image.

- The advancement of corporate image via purchasing from regional retailers and the promotion of human labour rights aid mining companies in boosting customer loyalty, thereby yielding higher profit margins.
- Additionally, it can be concluded that sustainable procurement practices serve to procure other benefits such as a constructive opinion, accord within locals or the community and the realization of established long relationships with suppliers and customers.

### **5.3 Recommendations**

From the findings above, the following recommendations were drawn by the researcher recommends that:

- GMC increase their investments towards buying from locally-based and community-based suppliers, and through corporate social responsibility, actively promote human labour rights to improve their corporate image.
- Furthermore, GMC should procure materials that are reusable and recyclable, and devise ways of reducing emissions, wastes, and costs associated with their operations to facilitate a more positive corporate image.
- To optimize their corporate image, GMC should formulate a strategic approach to sustainable procurement. This is concordant with the exploration conducted by Brammer and Walker (2011) who suggested that organizations must provide explicit legislative backing for sustainable procurement and allocating adequate budgetary scope for businesses to make investments in sustainable procurement, which may only be financially feasible when seen from a long-term perspective.
- GMC should offer training and education to all employees, particularly those from the procurement and finance departments, to promote sustainability practices.
- Moreover, GMC should guarantee that there is robust support from the top management in ensuring that sustainable procurement is comprehensively implemented. This resonates with the statement posed by Defra (2006), which postulated that the top management's failure to regard sustainability objectives with procurement objectives is a powerful motivation.

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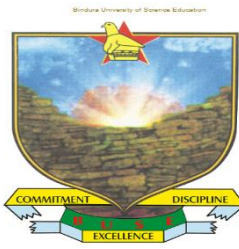
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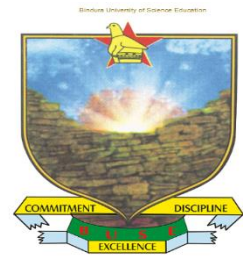
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**REQUEST TO CARRY OUT A RESEARCH**



Bindura University of Science Education  
P. Bag 1020  
Bindura  
..... 2023



**Letter to the Authorities of every Procuring Entity.**

Address.....

.....  
PE Address .....

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.....

Dear Sir/Madam

**RE: REQUEST FOR PERMISSION TO CARRY OUT A RESEARCH IN YOUR COMMUNITY AND/ ORGANISATION**

I am a 4<sup>th</sup> year student at Bindura University of Science Education and studying towards a Bachelor of Commerce Honors Degree in Purchasing and Supply. As required by the requirements of the institution, I am carrying out a research project in partial fulfilment of my studies entitled **“THE EFFECT OF SUSTAINABLE PROCUMENT PRACTICES ON CORPORATE IMAGE ON MINING COMPANIES IN MASHONALAND CENTRAL PROVINCE IN ZIMBABWE.** I am therefore kindly seeking permission to carry out my research at your institution.

The information availed by your institution will be exclusive to Bindura University of Science Education for academic purposes only and will be treated with far much confidentiality. Your reply and assistance will be greatly appreciated

Yours Faithfully

Tendaupenyu Amazing Grace S

Cell: 0777822613

**APPENDIX 1**

**Questionnaire**

**Section A: Demographic information**

(Tick one box to indicate the information)

**1. What is your gender?**

Male	
Female	

**2. What is your highest education level?**

Certificate	
Diploma	
Bachelor’s degree	
Master’s degree	
Other qualifications (specify).....	

**3. How long have been working in Mining companies in Mash Central Province / Living in Mash Central Mining Community?**

0-5 years	
6-10 years	
11-15 years	
16 years and Above	

**SECTION B: Sustainable procurement practices.**

Are you familiar with the concept of sustainable procurement practices in the mining industry?

*Tick one box*

YES  NO

To what extent do gold mining companies in Mashonaland Central Province implement sustainable procurement practices?

*Tick one box*

Very low   
Low   
Moderate   
High   
Very high

**3. What are the key sustainable procurement practices you believe are relevant to gold mining companies in Mashonaland Central Province?**

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....



**SECTION C: Corporate image.**

*(Tick one box to indicate the extent)*

**1. How important do you think sustainable procurement practices are for enhancing the corporate image of gold mining companies?**

- a. Not important at all
- b. Slightly important
- c. Moderately important
- d. Very important
- e. Extremely important
- f. Not sure

**2. In your opinion, does implementing sustainable procurement practices have a positive impact on the corporate image of gold mining companies?**

- a. Yes
- b. No
- c. Not sure

**3. Can you provide examples of gold mining companies in Mashonaland Central Province that have successfully improved their corporate image through sustainable procurement practices?**

.....

.....

.....

.....

.....

**SECTION D: Assessment of Corporate image.**

**1.What indicators or measures do you think are used to assess the corporate image of gold mining companies?**

- a. Stakeholder perception
- b. Media coverage
- c. Awards and certifications
- d. Employee satisfaction
- e. Environmental impact
- f. Community engagement
- g. Other (please specify): \_\_\_\_\_

**2.In your experience, how would you rate the corporate image of gold mining companies in Mashonaland Central Province?**

- a. Very poor
- b. Poor
- c. Average
- d. Good
- e. Excellent
- f. Not sure

**Thank you very much for your cooperation.**

## **APPENDIX 2: INTERVIEW GUIDE**

### **QUESTIONS**

1. Can you briefly describe your background and experience in the gold mining industry, particularly in Mashonaland Central Province?
2. How familiar are you with sustainable procurement practices in the mining industry?
3. Have you personally been involved in implementing or overseeing sustainable procurement practices in your organization? If yes, please provide examples.
4. In your opinion, what is the importance of sustainable procurement practices for gold mining companies in Mashonaland Central Province?
5. How would you define sustainable procurement practices in the context of the gold mining industry?
6. What are some key components or elements of sustainable procurement practices that you believe are relevant to gold mining companies in Mashonaland Central Province?
7. How do sustainable procurement practices differ from traditional procurement practices in the mining industry?
8. What are the potential benefits and challenges of implementing sustainable procurement practices for gold mining companies?
9. In your experience, how does sustainable procurement impact the corporate image of gold mining companies?
10. Can you provide examples of gold mining companies that have successfully enhanced their corporate image through sustainable procurement practices?
11. What are some indicators or measures used to assess the corporate image of gold mining companies?
12. Are there any specific strategies or approaches that gold mining companies can adopt to effectively communicate their sustainable procurement practices to stakeholders and the public?

## Barriers and Opportunities:

13. What are some of the barriers or challenges that gold mining companies face when implementing sustainable procurement practices in Mashonaland Central Province?

14. Are there any specific opportunities or incentives that can encourage gold mining companies to adopt and invest in sustainable procurement practices?

15. How do you perceive the role of government regulations and policies in promoting sustainable procurement in the mining industry?

## Conclusion:

16. Is there any additional information or perspective you would like to share regarding the effect of sustainable procurement practices on corporate image in gold mining companies?

**Thank you very much for your valuable time and insights.**

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BINDURA UNIVERSITY OF SCIENCE EDUCATION FACULTY OF COMMERCE DEPARTMENT OF ECONOMICS THE EFFECT OF SUSTAINABLE PROCUREMENT PRACTICES ON CORPORATE IMAGE ON GOLD MINING COMPANIES IN MASHONALAND CENTRAL PROVINCE IN ZIMBABWE, BY AMAZING-GRACE S. TENDAUPENYU 81927338 | A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE BACHELOR OF COMMERCE HONORS DEGREE IN PURCHASING AND SUPPLY OF BINDURA UNIVERSITY OF SCIENCE EDUCATION FACULTY OF COMMERCE. IN THE RELEASE FORM Name of author: Amazing Grace, S. Tendaupenyu. Title of project: The effect of sustainable procurement practices on Corporate image on Gold Mining Companies in Mashonaland Central Province Zimbabwe. Year granted: 2023 Bindura University of Science Education is hereby granted authority to produce copies of this project, use or lend such copies for scholarly research only. The author does not reserve the publication rights and the dissertation may not be